

## **Report of the Director of Finance to the meeting of the Executive to be held on 6th July 2021.**

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### **Subject:**

### **Year End Finance Position Statement for 2020-21**

### **Summary statement:**

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

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

### **Equality & Diversity:**

There are no direct implications for equality and diversity arising from this report. The Council's response to the pandemic has sought to address equality and diversity issues wherever possible.

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Director of Finance

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### **Portfolio:**

**Leader of the Council and Corporate**

**Overview & Scrutiny Area:  
Corporate**

# FINANCIAL POSITION STATEMENT FOR 2020-21

## 1.0 INTRODUCTION

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

- The outturn of the Council's revenue budget.
- The financial impact of Covid-19.
- An update on Council Tax and Business Rates collection.
- The delivery of 2020-21 approved budget savings and investment plans.
- A statement on the Council's reserves including movements.
- An update on the Capital Investment Plan.

## 2.0. MAIN FINANCIAL MESSAGES

### Net Revenue Budget

	Gross Budget £ms	Net Budget £ms	Variance to end of Mar 21 (non Covid 19)
Health and Wellbeing	246.0	117.3	-2.2
Children's Services	480.0	90.3	5.4
Department of Place	176.4	107.8	-1.2
Corporate Resources	212.8	55.9	-1.9
Chief Executive	5.3	4.9	-0.3
Non Service Budgets	26.0	-18.8	-0.2
General Fund	56.9	20.6	0.0
<b>Total Council</b>	<b>1,203.4</b>	<b>378.1</b>	<b>-0.4</b>

- 2.1 The Council underspent the £378.1m net revenue budget by £0.4m in 2020-21. The overall underspend did however contain significant overspends in some service areas, most notably Agency staffing costs and increased Child Looked After Placements in Children's Services. Sections 5 -11 detail the non Covid related variances.
- 2.2 Regarding Covid, the financial impact has been vast. By the end of the 2020-21 financial year, the additional Covid related gross costs and losses associated with Council service provision totalled c£92m, and will be c£160m by the middle of next financial year. Additionally, the Council will also have administered a further c£190m of Business Grants, and hardship grants this year, with £ms more to be administered in 2021-22.
- 2.3 The forecast costs and income losses to the Council are currently covered by very welcome additional funding from the Government in 2020-21 meaning that there was no financial loss to the Council as a result of Covid in 2020-21.
- 2.4 However, there remains significant uncertainty about how long Covid will continue to impact for, and hence how long the additional funding lasts for in 2021-22.

- 2.5 Given the added complexity of closing down the 2020-21 accounts in light of additional Covid grants; business grants, and additional complexities associated with collection fund accounting, the Government has extended the deadline of accounts closure for Councils, and at the time of drafting this report, the 2020-21 accounts have not been finalised. Any subsequent changes will be reflected in the 2020-21 Statement of Accounts.

### Covid-19 Financial Impact Tracker.

- 3.1 The table below details the costs of Covid in 2020-21, and also provides an early estimate of the impact in 2021-22 assuming a half year effect unless we have better data to estimate the forecast.

Department	Expenditure/Income	2019-20	2020-21	2021-22 Forecast	Total
Health & Wellbeing	Expenditure	715	27,743	16,837	45,295
	Income Loss		2,711	86	2,797
	Additional Income (Specific)		-22,331	-4,427	-26,758
<b>Health &amp; Wellbeing Total</b>		<b>715</b>	<b>8,123</b>	<b>12,496</b>	<b>21,334</b>
Children's Services	Expenditure		8,782	13,168	21,951
	Income Loss		1,836	963	2,799
	Additional Income (Specific)		-2,263	-537	-2,800
<b>Children's Services Total</b>		<b>0</b>	<b>8,355</b>	<b>13,595</b>	<b>21,950</b>
Place	Expenditure	114	9,069	10,166	19,349
	Income Loss	1,013	14,637	9,119	24,769
	Additional Income (Specific)		-1,230	-1,036	-2,266
<b>Place Total</b>		<b>1,127</b>	<b>22,476</b>	<b>18,249</b>	<b>41,851</b>
Corporate Resources	Expenditure	153	14,210	5,388	19,750
	Income Loss	139	6,351	3,310	9,800
	Additional Income (Specific)		-335		-335
<b>Corporate Resources Total</b>		<b>292</b>	<b>20,226</b>	<b>8,698</b>	<b>29,215</b>
Chief Executives	Expenditure		927	305	1,232
<b>Chief Executives Total</b>			<b>927</b>	<b>305</b>	<b>1,232</b>
Non Service	Expenditure		264	13	277
	Income Loss		654		654
<b>Non Service Total</b>		<b>0</b>	<b>918</b>	<b>13</b>	<b>931</b>
General Fund	Expenditure		5,853	6,142	11,995
	Income Loss	1,285	-991	0	294
	Additional Income (General)	-2,700	-64,543	-22,041	-89,284
	Additional Income (Specific)		-28,595	-10,922	-39,518
<b>General Fund Total</b>		<b>-1,415</b>	<b>-88,277</b>	<b>-26,821</b>	<b>-116,513</b>
<b>Grand Total excluding Council Tax and Business Rates losses</b>		<b>718</b>	<b>-27,251</b>	<b>26,534</b>	<b>0</b>

- 3.2 The table below shows the total impact on Council services, and additional income provided by Government and other bodies.

	2019-20	2020-21	2021-22 Forecast	Total
Expenditure	982	66,849	52,018	119,848
Income Loss	2,437	25,198	13,478	41,113
<b>Total Impact on Council Services</b>	<b>3,418</b>	<b>92,047</b>	<b>65,496</b>	<b>160,961</b>
Additional Income (General)	-2,700	-64,543	-22,041	-89,284
Additional Income (Specific)		-54,756	-16,922	-71,678
<b>Total Income</b>	<b>-2,700</b>	<b>-119,299</b>	<b>-38,963</b>	<b>-160,961</b>
<b>Grand Total excluding Council Tax and Business Rates</b>	<b>718</b>	<b>-27,252</b>	<b>26,534</b>	<b>0</b>

- 3.3 The total additional costs and losses to Council services as a result of Covid was c£92cm in 2020-21, and the total additional Government and other support totalled c£119.3m in 2020-21 following recent announcements. The c£27m of

unspent Covid Grants received in 2021-22 to support Council Services have been moved to reserves, and will be used in 2021-22 to fund continued Covid related costs and losses.

3.4 The additional funding from Government is very welcome, and has materially changed the risk of significant financial loss to the Council as a result of Covid. However, it should also be noted that the timing of announcements of funding have resulted in significant uncertainty, resulting in big changes to the forecasts as we have gone through the year.

3.5 The table below outlines how Covid related forecasts for 2020-21 have changed through the year, with the differences in the forecast variances being mostly driven by additional Government funding announcements.

£ms	Apr 20	May 20	June 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Council Expenditure & Income Losses	81	87	88	82	80	83	80	88	90	90	101	99
Government Funding	-31	-31	-43	-49	-58	-67	-85	-96	-96	-103	-113	-119
Forecast Covid Related Variance	49	56	49	34	22	15	-4	-8	-6	-12	-12	-19
Total Excl Collection Fund												-27

## 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) from c27,000 to c32,300 recipients at the end of the year. Reduced housebuilding and some demolitions has meant that anticipated growth in properties did not occur. Additional losses are 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 Council Tax Collection Fund deficit for 2020-21 was c£7.4m, of which the Council's share was £6.1m. £3.3m of this has to be repaid in 2021-22, but the Council will also receive c£2.5m in compensation from Government via the Tax Income Guarantee scheme.

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 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.
- 4.7 Overall the Business Rates collection fund had a deficit of £59m at year end of which the Council's share was £28.7m. The Council has received Section 31 grants from the Government in 2020-21 to compensate for the additional reliefs provided to businesses, and will also receive Tax Income Guarantee scheme income of c£4.5m. Overall, the Council's share of the collection fund deficit from 2020-21 will be covered by grants.
- 4.8 Looking ahead, although we have factored in some level of increased unemployment/ higher levels of Council Tax Reduction Scheme recipients into the Council Tax calculations, the end of furlough, and any longer term economic impacts of Covid could result in further Collection fund issues in 2021-22 and beyond.

### **Non Covid related Variances**

- 5.0 Overall, the Council underspent the £378.1m net budget by £0.4m. This is materially the same as reported at Qtr 4 (£0.2m underspend).
- 5.1 Contained within the overall underspend, there are however some significant forecast overspends with the main issues relating to Children's Social Care; underachieved Learning Disability savings in Adult Social Care, and Waste services overspends as outlined below.

### **Children's Services**

- 6.1 Children's Services overspent the £95.7m net expenditure budget by £5.4m, all of which fell within Children's Social Care. The overall overspend was after £10.6m of additional Covid related costs and losses that were incurred by the Department was covered by Government funding.

### **Children's Social Care**

- 6.2 The overspend was mainly due to the continued use of agency staff due to problems recruiting staff into permanent positions; a £5.4m overspend on the Social Work budget was mainly due to higher workloads, and the continued use of agency staff due to a shortage of staff. There were 162 agency social workers employed within the service at 2021 year end.
- 6.3 The amounts incurred on agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, and £17.4m in 2020-21) and are currently running at approximately £1.5m per month.
- 6.4 Children's Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of agency staff, however, although there have been 74 new starters in the year, 54 permanent Social Workers also left Children's services, and overall there

were only 8 more permanent Social Workers at the end of the year than at the start<sup>1</sup>.

Description	Apr-20	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-21	Feb	Mar	Total
Starter	6	3	8	10	5	5	5	8	7	9	4	4	74
Leaver	4	4	1	7	5	2	4	8	4	9	2	4	54
Net	2	-1	7	3	0	3	1	0	3	0	2	0	20
No of Perm Social Work Staff	279	278	285	288	288	291	292	292	292	295	295	287	

6.5 Across the same period, agency staff numbers have continued to grow overall as a result of increased workloads resulting in the significant overspend.

6.6 Overspends are also occurring in other areas due to continued growth in the average number of Children receiving support, and an increase in costly external Foster placements and external Residential Care placements.

Type of Placement	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	Avg Cost per week
Placed with Parents	86	119	117	129	150	162	
Placed for Adoption	38	24	25	26	24	35	
Friends and Families	206	232	235	301	357	373	£250
Foster Parents	365	365	371	354	368	393	£519
Fostering Agencies	32	38	57	88	131	164	£839
Residential Care (Internal)	63	58	51	45	51	45	£3,100
Residential Care (External)	50	47	42	42	60	70	£3,600
Other	34	48	62	68	90	107	£1,600
<b>Sub Total (Number of Children Looked After)</b>	<b>874</b>	<b>931</b>	<b>960</b>	<b>1,053</b>	<b>1,231</b>	<b>1,349</b>	
Residence Orders	69	59	46	40	37	33	£154
Adoption Orders	271	260	247	239	237	226	£270
Special Guardianship Orders	277	304	320	338	364	435	£155
<b>Sub Total (Chd in Permanent Arrangements)</b>	<b>617</b>	<b>623</b>	<b>613</b>	<b>617</b>	<b>638</b>	<b>694</b>	
<b>Total Children Receiving Support</b>	<b>1,491</b>	<b>1,554</b>	<b>1,573</b>	<b>1,670</b>	<b>1,869</b>	<b>2,043</b>	

6.7 Over recent years the numbers of Children Looked After supported by Children's Social Care increased from a relatively low number per 10,000 to a relatively high number in comparison to other Councils.

	Number of Looked after Children per 10,000					
	2016	2017	2018	2019	2020	% Increase
Bradford	61.0	66.0	70.0	82.0	87.0	43%
Yorkshire and Humber	63.0	67.0	71.0	74.0	77.0	22%

<sup>1</sup> Some new permanent Social Workers that were recruited in year, were also leavers during the year.

Statistical Neighbours	83.9	86.6	88.2	90.3	90.7	8%
National	60.0	62.0	64.0	65.0	67.0	12%
Calderdale	65.0	69.0	64.0	73.0	72.0	11%
Kirklees	66.0	70.0	67.0	62.0	67.0	2%
Leeds	76.0	76.0	76.0	76.0	79.0	4%
Wakefield	69.0	74.0	78.0	83.0	87.0	26%

6.8 The main variances that result from this growth are;

- The external Purchased Placement (Residential & Foster Agencies) budget of £19.8m overspent by £1.7m.
- There was also a £1.5m overspend on the £6.0m Through and After Care services budget due to additional staffing, and accommodation costs for young people.
- Internal residential/respite homes overspent by £0.6m due mainly to use of agency staff and premises costs.
- The Children with Disabilities service overspent the £4.9m net budget by £0.6m due to staffing and direct payment costs.
- Adoption Service net budget of £3.6m underspent by £0.3m due to reduction in adoption orders.
- Children Safeguarding and Child protection service net budget of £2.6m overspent by £0.1m 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.

6.9 The above pressures were partly offset by a one off underspend on the Targeted Early Help service of £2.4m. This includes £1.5m in relation to the £2m investment allocated to the service in 2020-21 for Prevention and Early Help that didn't progress as quickly as planned due to Covid. This is now in place, but the delay will result in an underspend, and unspent budget will need to carry forward to support commitments in 2021-22.

6.10 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.

6.11 Despite the budget increase, Children's Social Care have overspent significantly in 2020-21, and the additional costs that are being incurred are very likely to recur next year. Consequently £7.125m of additional budget was allocated to the service as part of the 2021-22 Budget setting process.

## Education and Learning

6.12 The Education and Learning Service underspent by £1.2m due a £0.3m underspend on the Education Safeguarding Service, £0.2m underspend on the Travel Assistance Service, £0.2m underspend on Education Intelligence and Sufficiency service and £0.4m underspend on non-staffing budgets across the service.

## Health and Wellbeing

- 7.1 Health and Wellbeing underspent the £117.3m net expenditure budget by £2.2m (£1.9m at Q4). The underspend was after £29m of Covid-19 related expenditure and income losses outlined in the Covid Tracker (Section 3). Covid related expenditure included Infection Control payments to care providers, the funding of void placements, PPE costs, and reductions to service user charges amongst others.
- 7.2 The Department had £11.5m of budget savings to deliver in 2020-21 of which £4.5m was unachieved at 31<sup>st</sup> March 2021. £3.1m of the under achievement relates to the Learning Disabilities (LD) Demand Management saving which was primarily unachieved as a result of the pandemic; due to this, £1m of the underachievement has been funded from the Covid Grant. The service was unable to carry out face to face reviews of people and saw increased demand to support people at home due to the closure of day care services.
- 7.3 This level of underachievement is a concern given the acceleration of savings that are planned for 2021-22 (£6.2m for Learning Disabilities Demand Management). The majority of day services are still closed as at May 2021, making the 2021-21 savings difficult to achieve.
- 7.4 The other main savings 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

- 7.5 Learning Disabilities overspent the £44.4m net expenditure budget by £2.3m (excl. Covid), of which £2.1m 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 main issues are within LD Residential and Day Care.

### Learning Disabilities Residential Care

- 7.6 The LD Residential budget overspent by £0.7m, after £1m of Covid funding was applied, due to the effect the pandemic has had on the ability for the service to review clients in Residential care; the service has been unable to safely carry out face to face reviews or to consider moving people. The table below shows that the number of people in Residential care has reduced in 2020/21, however, there has been a reduction of 9 client numbers in the residential block contract but due to historic commissioning arrangements, this currently does not result in a cash releasing saving.

<b>Average Client Numbers</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
LD Residential Care – Purchased	174	160	145
LD Nursing Care – Purchased	52	24	20
Total Residential & Nursing	221	175	156

- 7.7 Looking to 2021-22, a Review Service has now been established within Learning Disabilities, with priorities aligning to the department's commissioning

plan.

## Learning Disabilities Day Care

- 7.8 There was a £0.5m budget reduction on LD Day Care linked to remodelling the current block contract arrangements to cost and volume based contracts. Due to the pandemic, work on this was initially delayed and it has been impossible for the service to review people's individual care needs because alternative day opportunities have been closed; this will continue into 2021/22, resulting in a budget pressure. There was also a further £0.1m pressure as a result of increased costs on the LD day care block contract during Qtr 4.
- 7.9 There is a compensating £0.3m underspend on LD Day Care Transport due to a reduction in taxi costs as a result of day centre closures due to the pandemic and a further £0.1m underspend on day care spot contracts; as a result, the overall LD Day Care budget overspent by £0.2m.
- 7.10 The service has identified additional non re-current funding for 2021/22 to increase the reviewing capacity and commissioning resource that will be required to transform day services.

## Learning Disabilities – Community Care Services

- 7.11 The LD Home Care and Supported Living spot contract budgets overspent by £0.6m (£19.1m net expenditure budget). The service has seen an increase in expenditure from 2019/20 of £1.3m (after taking into account the £0.9m increase relating to the 2020/21 care fee uplift). The increase in Supported Living clients and hours of care delivered is partly due to the movement of clients from residential to supported living settings and as a result of fewer clients being placed in Residential care.
- 7.12 There is also a £0.6m overspend on Supported Living Void costs, this is mainly due to the full year effect of new supported living schemes which became operational in 2019/20 and have void agreements in place. Void costs will reduce as more people move from Residential placements to vacant supported living settings.

	2017-18	2018-19	2019-20	2020-21
Average LD People in receipt of Supported Living	226	252	408	435
*Average Monthly Supported Living Hours	-	-	24,456	25,644
Supported Living - Gross Expenditure	£14.9m	£16.7m	£23.8m	£25.4m
*Average LD People in receipt of Home Care	460	382	324	329
Average Monthly Home Care Hours	-	-	26,518	27,616
Home Care - Gross Expenditure	£9.9m	£6.6m	£3.5m	£4.3m

\* Due to reclassification of activity on Controcc, prior years' activity is not comparable

- 7.13 The service has also seen an increase in costs to support people at home during the pandemic, due to the closure of day care services. £0.2m of Covid grant funding has been provided to cover the increase in Direct Payments as a result of this. The service also received £0.5m additional income from health for Covid related costs, of which £0.4m related to community care services.
- 7.14 The LD service has £6.2m of demand management savings to achieve in 2021/22, together with the £3m savings shortfall this financial year.

## Operational Services

7.15 Operational Services underspent the £55.3m net expenditure budget by £2.6m (excl. Covid). The service received additional budget in 2020/21, however due to the pandemic there were difficulties in recruitment which has led to a £0.5m underspend of this investment. This is a non-recurrent underspend as it is fully committed in 2021/22.

### OP & PD Residential and Nursing Fees

7.16 The service underspent the £12m net expenditure budget (£36.9m gross expenditure budget) by £1.2m. As the table below demonstrates client numbers have continued to reduce. However, these numbers may be overstated as during the first half of 2020/21, due to the pandemic, Continuing Health Care (CHC) assessments ceased and the Council reclaimed CHC costs incurred from health. From September 2020, the Council has worked with health on the backlog of CHC assessments and this work is almost complete. In total, the service reclaimed £1.6m of Covid related and Discharge to Access expenditure from health for OP & PD Residential and Nursing care.

7.17 The table below demonstrates that the Department has had considerable success in transforming service provision away from Residential and Nursing Care in line with the strategy. The table also demonstrates that the average cost of Residential and Nursing care provision is also increasing. This is due in part to inflation in the care market linked to national living wage and other increases, but also that the fewer residential and nursing care clients are typically those that have more complex needs.

<b>Residential Fees</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Average OP Residential Population	894	787	714	659	626
Gross Expenditure Residential Fees	£25.0m	£24.6m	£23.8m	£24.3m	£23.5m
Client Contributions	£10.9m	£11.0m	£10.9m	£11.1m	£10.2m
Average Net Cost per Client per Week	£305	£332	£347	£385	£408
Average PD Residential Population	76	67	64	49	43
Gross Expenditure Residential Fees	£2.4m	£2.2m	£2.2m	£1.9m	£1.8m
Client Contribution	£0.4m	£0.4m	£0.4m	£0.3m	£0.3m
Average Net Cost per Client per Week	£504	£517	£540	£627	£670

<b>Nursing Fees</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Average OP Nursing Population	343	326	302	288	248
Gross Expenditure Nursing Fees	£10.2m	£10.2m	£9.6m	£10.2m	£9.4m
Client Contribution	£4.0m	£3.6m	£3.2m	£3.4m	£2.6m
Average Net Cost per Client per Week	£348	£388	£407	£454	£527
Average PD Nursing Population	56	48	39	24	22
Gross Expenditure Nursing Fees	£1.4m	£1.3m	£1.1m	£0.7m	£0.7m
Client Contribution	£0.3m	£0.3m	£0.2m	£0.1m	£0.1m
Average Net Cost per Client per Week	£371	£400	£443	£480	£524

7.18 When compared to the increases in both client numbers, and cost of care

packages for Home Support and other Community based care below, a clear picture emerges of a service being transformed in line with the strategy.

- 7.19 It should also be noted that over recent years the quality of care in the Bradford District as measured by the Care Quality Commission inspections of care providers has also demonstrated significant improvement. 82% of providers in Bradford rate as Good or Outstanding as of April 2021.

## OP & PD Home Support

- 7.20 The service overspent the £7.9m net expenditure budget by £1.1m. This was due to more home care hours delivered than budgeted.
- 7.21 The Home Care budget was reduced by £0.7m as part of the 2020-21 demand management reductions, however, an additional 76,000 hours were delivered in 2020/21 compared to the previous year. There are a number of factors contributing to this increase; the significant reduction in residential and nursing placements has contributed to an increase in homecare hours as an alternative provision, an increase in provision as a result of the pandemic as family/carers were unable to provide care and the delay in Fletcher Court Extra Care Scheme becoming fully operational
- 7.22 The Council claimed £1.2m of Home Care Covid and Discharge to Access related costs from health in 2020/21.
- 7.23 Due to the pandemic reviewing has been limited, looking to 2021-22, the service is optimistic that the overspend will not recur once Fletcher Court is fully occupied, the home support reviewing team capacity is increased, strength based approaches become embedded in teams and annual reviews are carried out.
- 7.24 The table below demonstrates that the Department is having considerable success in transforming care provision towards Community care. The table also demonstrates increased client costs per week. This is due in part to increases in hourly fee payments to help account for national living wage increases, but also that the cohort of clients has on average more complex needs as some of the clients would have previously been the type of clients that would have required residential care.

<b>OP &amp; PD Home Support (incl. ISF1's)</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Average OP in receipt of Home Support	1,574	1,664	1,701	1,673	1,729
Hours of Care provided in year (000s)	782	952	1,046	1,095	1,154
Gross Expenditure Home Support	£10.3m	£13.0m	£14.7m	£15.9m	£18.8m
Average Gross Cost per Client per Week	£126	£150	£166	£181	£209
Average PD in receipt of Home Support	151	123	112	102	105
Hours of Care provided in year (000s)	105	114	121	108	104
Gross Expenditure Home Support	£1.7m	£1.9m	£1.6m	£1.5m	£1.5m
Average Gross Cost per Client per Week	£212	£297	£275	£287	£282

## **Mental Health Long Term Support**

- 7.26 Mental Health long term support has underspent the £7.2m net expenditure budget by £0.5m due to full year effect of 2019/20 residential and nursing savings (£0.1m) and a reduction in the number of clients receiving direct payments (£0.2m).
- 7.27 There was a further budget saving of £0.2m due to the redirection of Public Health funding.

## **Enablement Services**

- 7.28 The Enablement service underspent the £0.9m net expenditure budget (£6m gross expenditure budget) by £2.1m.
- 7.29 The staffing budget underspent by £0.5m due to a significant number of vacancies and difficulties in recruiting during the pandemic. The service also received additional income of £1.6m; a combination of grants (£0.3m) to support the service operating in the pandemic and £1.3m from health for the reimbursement of costs related to Covid and supporting Discharge to Assess.

## **In House Residential and Day Care**

- 7.30 The service underspent the £8.8m net expenditure budget (£16.1m gross expenditure budget) by £1m. This is due to the service being reimbursed for the support given to health during the pandemic (particularly from April to September 20), as people were moved from hospital to the Council's Residential Homes.
- 7.31 The service also received specific grants to support Infection and Prevention Control, Workforce Capacity and Testing; this was offset by additional expenditure.

## **Access, Assessment & Support**

- 7.32 The service underspent the £12.5m net expenditure budget by £1.2m. This was primarily due to vacancies totalling £0.5m and as a result of the support the Access Team have given to the Clinically Extremely Vulnerable (CEV) cohort in 2020/21; this has enabled £0.5m of CEV grant to be drawn down, resulting in an underspend on the base budget. There has also been further underspends on Transport (£0.1m) and Supplies and Services (£0.1m).
- 7.33 There were further smaller scale underspends across Operational Services totalling £0.3m.
- 7.34 The service has £2.1m of Demand Management Savings to achieve in 2021/22.

## **Commissioning and Integration**

- 7.35 Commissioning and Integration underspent the £10m net expenditure budget by £0.8m; of which £0.3m relates to underspends across staffing budgets, £0.4m is related to a non-recurrent forecast reduction in grant payments and

£0.1m due to further expenditure reductions.

- 7.36 In 2021/22 the Commissioning service will receive a recurrent £0.5m of investment, with a further £0.5m to be received in 2022/23 and 2023/24. This is to enable the service to deliver the large transformation programme and to contribute to the department's demand management savings.

### **Strategic Director**

- 7.37 The Strategic Director underspent the £1.7m net expenditure budget by £0.6m; this is primarily due to £0.2m staffing savings within Safeguarding and Mental Capacity Act, coupled with a £0.2m underspend on medical fees due to fewer assessments taking place as a result of Covid.
- 7.38 There is also a £0.2m underspend on Social Work Development as a result of reduced expenditure due to Covid and unbudgeted income.

### **Public Health**

- 7.39 Public Health underspent the £0.5m net expenditure budget, (£45.6m gross budget) by £0.5m. In addition to a predicted underspend of £0.3m within Environmental Health, a further £0.2m underspend has resulted from a budget transfer from Public Health to Environmental Health.
- 7.40 The transfer to reserves at 31.03.2021 totalled £0.1m which brings the total held in Public Health reserves to £2.4m.
- 7.41 Public Health officers have worked positively alongside other departments and partners to ensure control measures are in place to reduce infection rates and prevent future outbreaks of COVID-19, including providing information, advice and guidance for residents and service providers, and responding to COVID-19 outbreaks swiftly and effectively. Contracted services were supported throughout the year to safely and innovatively make changes to service delivery to support continuation of key service to those in need.

### **Environmental Health**

- 7.42 The service underspent the £0.9m net budget by £0.5m. Due to Covid, it has been difficult to recruit to vacant posts, and purchases of equipment have been limited.
- 7.43 Environmental Health also experienced issues engaging external contractors to deliver food hygiene inspections and equine impounds due to legislative lockdown requirements.

### **Department of Place**

- 8.1 The Department of Place underspent the £107m net expenditure budget by £1.2m. The underspend was after £23m of Covid related expenditure and income losses outlined in the Covid Tracker (section 3). Covid related expenditure included additional homeless support, the Covid Hub, additional Waste disposal costs amongst others; the department also had significant

income losses from closed venues (Sports, Theatres, Museums), and parking charges.

- 8.2 The service has delivered savings of £2.9m of planned savings, leaving a shortfall of £1.2m which will be carried forward into 2021-22. The underachievement was Covid related and is detailed further in the savings tracker in section 12.

### Waste, Fleet & Transport Services

- 8.3 The service overspent the £29.7m net budget by £1.2m. This was after £4.2m of additional costs and income losses associated with Covid-19. The £1.2m overspend related to waste services generating lower income from recycling due to market prices and the cost of disposing of recyclable waste.

- 8.4 The service is appraising the option to substantially upgrade the material recycling facility which will enable insourcing. A decision is expected during the second quarter of 2021-22.

- 8.5 The table below demonstrates that higher tonnes are being collected from homes (Kerbside & Garden Waste), and lower tonnages have been collected from Trade Waste which aims to at least recover all costs.

#### Tonnes 000s – Cumulative Year to date

	2018/19	2019/20	2020/21
Kerbside Waste collected	101.9	102.5	112.5
Kerbside Recycling collected	34.5	34.8	42.1
Household Waste sites	47.1	49.0	45.4*
Trade Waste collected	19.3	17.6	13.2
Garden Waste collected	6.9	7.5	9.0
Total Waste Collected	209.7	211.4	222.0

\*Closed in Apr, reopened end of May

- 8.6 Overall, higher tonnages are having to be disposed of at cost to the Council.

#### Tonnes 000s

	2018/19	2019/20	2020/21
Waste Disposal Tonnes <sup>2</sup>	223	226	239

### Neighbourhoods and Customer Services

- 8.7 The service underspent the £16.6m net expenditure budget by £0.8m as a result of underspends across different service areas. The underspend was after £7.6m of Covid related costs and losses outlined in the Covid tracker (section 3).

### Economy & Development Services

- 8.8 The service underspent the £8.4m net expenditure budget by £0.6m. This was after £2m of Covid related costs and losses as outlined in the Covid tracker.

<sup>2</sup> Waste Disposal Tonnes are higher than Waste Collected Tonnes as the Council also disposes of street cleansing waste amongst others.

- 8.9 Economic Development underspent by £0.9m as spending plans were impacted along with recruitment that could not take place due to Covid-19
- 8.10 Housing Development overspent by £0.6m due not achieving income target as a capital recharge (0.3m), empty Council properties, Council Tax and maintenance costs (£0.1m), and loss of rental income (£0.2m).

### **Planning Transport & Highways**

- 8.11 The Service underspent the £26.1m net expenditure budget by £0.1m. This was after £0.7m of Covid related costs and losses that were covered by grants as outlined in the Covid Tracker.
- 8.12 Highways Delivery Unit overspent by £0.4m due to a sustained spell of bad weather in February and March resulting in in a Winter Maintenance overspend.

### **Sports & Culture**

- 8.13 The Service underspent the net expenditure budget of £10.8m by £0.1m. The pressure due to Covid-19 income losses and spend is £8.1m and relates to Sports Facilities, Theatres, Libraries, Museums, Tourism and Parks as outlined in the Covid-19 Tracker. Non Covid-19 related variances are immaterial.

### **Corporate Resources**

- 9.1 Corporate Resources underspent the £40.6m net budget by £1.9m. This was after £20.3m of Covid related costs and losses due to Covid as outlined in the tracker (Section 3). The major additional costs relate to the procurement of PPE for all Council services, additional IT costs to enable home working, and income losses including on capital schemes.
- 9.2 Excluding Covid-19 impacts, the Department underspent by £1.9m, with underspends in Revenues & Benefits (£1.5m), Catering & Office Services, (£0.5m), Energy Unit (£0.5m) and Finance & Procurement (£0.3m). The outturn includes the net impacts of pre-existing and ongoing pressures, after allowing for the impact of Covid, on investment income (£0.4m), and in traded areas such as ISG (£0.1m), PACT HR (£0.2m), and £0.3m in ICT.

### **General Fund**

- 10.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others balanced the net £20.6m budget.
- The capital financing and corporate contingencies budgets underspent by £5m and there were £0.2m lower than budgeted contributions to the West Yorkshire Combined Authority. The underspends are balanced out by c£5.1m of movements to reserves to fund the unspent 2020-21 budgeted investments into 2021-22 (see Section 13 Investment Tracker), and better use of budget requests outlined in section 13.6).

### **Savings Tracker**

- 12.1 The combined budget savings of £20.2m in 2020-21 brings the total savings the Council has had to approve in the ten years following the 2010 Comprehensive Spending Review (CSR) to £295.7m.
- 12.2 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 were budgeted to be delivered in 2020-21.
- 12.3 In tracking progress made against each individual saving proposal, £13.7m of the £20.2m was delivered, leaving £6.5m that was underachieved.

	Prior year underachieved Savings outstanding at 31/3/20	2020/21 New Savings	Total Savings 2020/21	<b>Forecast Variance 2020/21</b>
Health & Wellbeing	1.9	9.6	11.5	<b>4.5</b>
Children's Services	0.0	3.0	3.0	<b>0.0</b>
Place	0.3	3.7	4.1	<b>1.2</b>
Corporate Resources	0.6	0.6	1.2	<b>0.7</b>
Non Service	0.0	0.0	0.0	<b>0.0</b>
General Fund	0.0	0.5	0.5	<b>0.1</b>
<b>Total</b>	<b>2.8</b>	<b>17.5</b>	<b>20.2</b>	<b>6.5</b>

- 12.4 Although the underachieved savings remain high, they are lower than recent 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	7.9
2020/21	6.5

- 12.5 The £6.5m of forecast underachieved savings are largely due to;
- 12.6 £4.5m of underachieved savings in Health & Wellbeing, inclusive of a £3.0m underachievement of the £3.1m Learning Disabilities Demand Management Saving, and £1.2m underachievement on the £3m Substance Misuse saving in Public health due to the timing of contract changes.
- 12.8 The £1.2m of underachieved savings in the Department of Place are mainly due to £0.3m relating to Waste Services, £0.6m of budgeted additional income in Sports & Cultural Services (Theatres, Events & Festivals, Sports Facilities), £0.3m of Customer Services, and £0.2m Parking charge increases, all of which have been impacted by Covid-19 as outlined previously.
- 12.9 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, as investments didn't occur.

## Investment Tracker

13.0. As part of the 2020-21 budget approved by Council £7.8m of time limited investments were approved. £4.2m was incurred in 2020-21, resulting in a £3.6m underspend.

	2020/21 Budgeted New Investments	2020/21 Actual Spend	Forecast Variance 2020/21
Children's Services	2.2	0.7	-1.5
Place	4.3	2.5	-1.8
Corporate Resources	0.2	0.2	0.0
Chief Executives	0.1	0.0	-0.1
General Fund	1.0	0.8	-0.2
Total	7.8	4.2	-3.6

13.1 The main under investments include;

13.2 A £1.5m underspend on the £2m Early Help & Prevention investment due to implementation delays resulting from Covid. The programme was originally planned to cover 2020-21 and 2021-22 at a cost of £2m per year (£4m in total), but it only incurred c£0.5m in 2020-21. The programme is now up and running, and the £1.5m underspend will need to be carried forward into 2021-22.

13.3 A £1m underspend on climate initiatives as many of the staff involved in delivering these schemes have had to focus on Covid-related work. Work is progressing on these schemes (Community Projects; Tree for every child; installation of 20mph zones, and Waste Management projects) and the underspend in 2020-21 will need to carry forward to complete works in 2021-22.

13.4 A £0.3m underspend on match funding for the Shipley and Keighley Towns Fund. The Towns Fund work is intended to extend beyond the life of the development of the Town Investment Plans and therefore the Council's match funding element of funding hasn't been required yet.

13.5 The underspends on the budgeted investments will carry forward into 2021-22.

### Better Use of Budget Requests

13.6 The table below outlines the better use of budget requests to carry forward Council underspends in 2020-21 to 2021-22.

Department	Reason	Value £000s
Health & Wellbeing	Care Housing/ Hollingwood Lane void costs liability to be paid in 2021-22	82
Health & Wellbeing	Additional time limited Business Support staff to prepare for inspection, data quality, and compliance with business processes	441
Health & Wellbeing	Specialists have been procured to review the Adult Social Care charging policy, and the work will complete in 2021-22	150
Health &	Bradford Care Association funding – funding	100

Wellbeing	committed, but cost will be incurred in 2021-22	
Health & Wellbeing	Adult Social Care staff Learning & Development	200
Children's & Corporate Resources	Schools appeal and place planning to address a backlog subject to DfE	200
Department of Place	To carry forward funding associated with the Summer & Winter unlocked programme of activity to support Cultural activity. Much of the programme was delayed due to Covid but is committed to, and will complete in 2021-22	121
Department of Place	Bradford West Community Chest	4
Non Service	The West Yorkshire Passenger Transport Levy will have a lower rebate in 2021-22 than in 2020-21. The underspend from 2020-21 will carry forward to cover the budget gap in 2021-22 before a recurring budget will be required in 2022-23.	221
Total		1,519

## Reserves

14.1 At 31<sup>st</sup> March 2021 reserves stand at £268.6m (Council £225.7m, and Schools £42.9m). Unallocated reserves stand at £10.3m.

14.2 Net movements in reserves have led to a £32.2m increase in total reserves from £236.4m at 31<sup>st</sup> December 2020 to £268.6m as at 31<sup>st</sup> March 2021

	Closing Balance 2018-19 £m	Closing Balance 2019-20 £m	Opening Balance 2020-21 £m	Net Movement	Provisional Balance as at 31 <sup>st</sup> March 2021 £m
Council reserves	181.6	207.0	207.0	18.7	225.7
Schools Delegated budget	27.2	31.9	31.9	11.0	42.9
Total	208.8	238.9	238.9	29.7	268.6*

\*The 2020-21 year-end balance of reserves was not finalised at the time of this report.

14.3 The £32.2m net increase in reserves include:

### Releases from reserves;

Employment Skills Training Work Programme £242k

One Workforce Reserve £221k

Creative Skills £135k

Marley and other Sports Pitches and Gyms £106k

Gym Equipment Replacement £133k

Waste Services Reserve £1m

City of Culture Reserve £400k

Markets £309k  
Transitional & Risk Reserves £273k  
Regional Growth Fund £106k  
Dilapidation & Demolition Reserve £178k  
Implementation Reserve £259k  
ICT Programmes Budget £1.7m  
Children Services Investment Fund £293k  
Held by Council – Schools £212k

**Transfers to reserves;**

Covid 19 funding allocation Reserve £8.2m  
Grant Reserves £7m  
Integrated Care Reserve £6.2m  
BSF Unitary Charge £844k  
BSF Phase 2 £121k  
Sinking fund for bus replacement Reserve £125k  
City Park Sinking Fund £190k  
Bereavement Strategy Reserve £200.6k  
Housing Development Growth Fund Reserve £469k  
Housing CPNI Reserve £207k  
District Elections £205k  
ESIF - STEP was Employment Opportunities Fund £1.6m  
School Balances £11.2m  
CT Hardship Reserves £99k

Appendix 1 outlines Council and Schools reserves.

- 14.5 The Council has £15m of General Fund reserves, and £10.3m of unallocated reserves.
- 14.6 The Council also had c£27m of Covid related grants in reserve at 2020-21 year end, that will be drawn down in 2021-22 to fund Covid related expenditure.
- 14.7 Additionally, some Earmarked reserves could be re-designated if 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.
- 14.8 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.
- 14.9 Other earmarked reserves are also being reviewed to assess the extent to which they could be repurposed, or utilised in 2021/22 to further support Covid recovery. £6.4m of reserves have been approved to be used to balance the 2021/22 Council budget.
- 14.10 At the time of drafting this report, the year-end Collection Fund and Covid Business Grants accounting had not been completed (the Government has

granted an extension to all Councils as a result of the added complexities in accounts closure resulting from Covid). When these are completed there will be additional movements to reserves. Any further changes will be reflected in the Statement of Accounts.

## School Balances

15.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2021.

	Balance 1 <sup>st</sup> April 2020		Balance 31 <sup>st</sup> March 2021		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	964	7	1,353	0	(389)
Primary	82	7,517	68	10,549	14	(3,032)
Secondary	6	(2,108)	6	(2,077)	0	(31)
Special	3	1,284	3	2,925	0	(1,641)
Pupil Referral Units (PRU)	3	243	3	241	0	2
<b>Subtotal</b>	<b>101</b>	<b>7,900</b>	<b>87</b>	<b>12,991</b>	<b>14</b>	<b>(5,091)</b>
School Contingency		21,987		27,550	0	(5,563)
Other Activities/Closed Schools		890		1,418	0	(528)
<b>Total</b>	<b>101</b>	<b>30,777</b>	<b>87</b>	<b>41,959</b>	<b>14</b>	<b>(11,182)</b>

- There have been fourteen schools (Cottingley Village Primary, Grove House Primary, Lister Primary, Marshfield Primary, Our Lady & St Brendan's Catholic Primary, St Anthony's Catholic Primary Clayton, St Anthony's Catholic Primary Shipley, St Columba's Catholic Primary, St Cuthbert Catholic Primary, St Francis Catholic Primary, St Joseph's Catholic Primary Bingley, St Joseph's Catholic Primary Bradford, St Williams Catholic Primary and Thorpe Primary) that have converted to academy status in 2020/21.
- There are two schools (one maintained nursery school and one secondary school) that held deficit revenue balances at 31 March 2021, with a combined deficit value of £4.9m. The deficit balance held by Hanson School has increased from £4.3m at the end of 2019-20 to £4.8m at the end of 2020-21.
- The total value of revenue balances held by maintained schools at the end of 2020/21 has increased on the value of balances held at the end of 2019//20. There are a number of factors that contribute to this increase, including the impact of the COVID-19 pandemic. Within this, in discussing revenue balances with schools so far, we identify that planned activity (and planned spending) has been delayed into 2021/22. We also identify that schools are now carefully planning, within their 2021/22 budgets, their use of their resources including their balances, in support of additional catch up activities. The full extent of the impact on school budgets of the COVID-19 pandemic since March 2020 therefore, will take further time to unwind. The financial implications of COVID-19 on the DSG, and on DSG funded schools and other providers, is a matter that the Schools Forum continues to closely monitor.

## Capital Expenditure

16.1 The Capital Investment Plan deals with investment in land, buildings and

equipment that brings benefits to the Council for more than one year. In contrast costs that are used up on an on-going basis are dealt with in the revenue budget, for example the payment of salaries to staff for a library.

16.2 The Capital Investment Plan originally budgeted 2020-21 spend at £209.1m (Full Council, 20 February 2020). This budget was re-profiled to £120.5m in the 1st quarter monitoring report (Executive, 7th July 2020). Since the agreement of the 2020-21 budget, in the first monitoring report the only changes to budgets have been for new approved schemes and the budget in the 4th quarter monitoring report was £137.2m with the spend forecast being £79.3m (Executive, 6 April 2021).

16.3 Against the latest re-profiled budget of £137.2m, the Outturn was £63.9m. This is summarised by Department in the Table below and is outlined in greater detail in Appendix 2.

<b>Capital Investment Plan 2020-21</b>	<b>April 2021 Budget</b>	<b>Outturn</b>	<b>Variance</b>
	£'m	£'m	£'m
Health and Wellbeing	1.6	0.6	-1.0
Children's Services	24.2	17.0	-7.2
Place – Economy and Development Services	16.6	9.0	-7.6
Place – Housing	1.2	0.8	-0.4
Place – Planning, Transportation and Highways	30.5	18.9	-11.6
Place – Other	20.9	12.0	-8.9
Corp Services – Estates and Property Services	13.6	5.6	-8.0
<b>Total - Services</b>	<b>108.6</b>	<b>63.9</b>	<b>-44.7</b>
Reserve schemes and contingencies	28.6	0	-28.6
<b>TOTAL</b>	<b>137.2</b>	<b>63.9</b>	<b>-73.3</b>

16.4 As shown in the table above, the 2020-21 Outturn had a £73.3m underspend compared to the budget. Overall capital expenditure was severely affected during 2020-21 by the impact of Covid-19. Specific reasons within Departments are detailed below.

- Children's – The £7.2m includes variances on budgets for Secondary and Primary School Expansion and construction of a new Silsden primary School. The Expansion Programmes were delayed due to inclement weather in January and February and the halting of construction work in March due to Covid-19. The appointment of a contractor for the new Silsden school took longer than planned, completion is now due in September 2021. These schemes are grant funded and the budgets will be carried over in to 2021-22.
- The most significant underspend relates to Planning, Transportation & Highways and this is across a number of projects, including West Yorkshire Transport Fund Schemes. The funding received from WYTF is dependent on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. For the Ben Rhydding Car Park scheme the underspend was due to a review of the potential site.
- Corporate Services £8m will move into 2021-22 including, Mitre Court £1.6m, Property Programme £1.1m, and Coroners Court £1.6m. Progress on Estates & Property Services capital projects was severely affected during 2020-21 by the impact of Covid-19. The first lock down last summer and the subsequent need to introduce social distancing measures and adopt different working practices both pushed back planned start dates for new projects and increased

the length of the project timetables due to a reduced ability to undertake tasks in parallel by between 3 to 6 months. Start dates for the Coroners Court moved back to November 2020, while Mitre Court moved back to February 2021, other lower priority projects were reprogrammed to 2021-22. Further issues surrounding supplies of building materials during the January to March 2021 lockdown, due to both international and continental shipping and storage problems and the availability of required subcontractors also led to further delays in projects, e.g. Mitre Court, in the final quarter.

- In Sport & Culture the Bereavement Strategy and Wyke Community Sports Hub have underspends that will be carried in to future years. In Sport and Culture there has been a £0.128m overspend on the St Georges Hall Theatre scheme and this has been funded from the general contingency budget. The additional costs were only identified after the delayed defects inspection. The theatre re-opened in December 2018 and the scheme is now complete.
- Reserve schemes and contingencies - These schemes have not been reviewed by the Project Appraisal Group or formally committed in the Capital Investment Plan (CIP). With reserve schemes there is a high degree of uncertainty to the actual timing of capital spend due to the development of the specific projects. £28.6m will slip in to 2021-22 or beyond. There was an underspend on Reserve schemes and contingencies on budgets set aside for what is called Strategic Acquisitions. Affordable Housing Programme 2016-21 and City Hall. Strategic Acquisition budgets are part of a policy to invest to promote economic development and generate on going income that funds Council support across the District. Such acquisitions should only happen when an investment meets high threshold against criteria including risk and yield.

16.5 The latest Capital Investment Plan was set as part of the 2021-22 budget (Full Council, 18 February 2021, The Council's Investment Plan for 2021-22 onwards, Appendix 1).

16.6 The 2021-22 Plan has been updated following the 2020-21 Outturn. This update includes an additional £77.3m carry forward from 2020-21. Other capital schemes are proposed for addition to the Capital Investment Plan, following approval from Executive. Further, existing schemes have been re-profiled to better reflect the expected date of spend.

### **Analysis of Spend by Type of Expenditure**

16.7 Despite the underspend, a 2020-21 Outturn of £63.9m represents a major investment in the District. Of the total amount, £49.3m was on investment in assets owned by the Council, while the remainder comprised expenditure on schools and residents' houses, for example grants funding disabled adaptations owned by third parties.

16.8 The largest proportion of the £63.9m spend was on the upkeep of the Council's buildings, with further significant spend on new builds and increasing school capacity. An analysis of the 2020-21 capital spend showing its purpose is set out in the table below.

#### **2020-21 Budget, outturn and underspend analysed by purpose**

	Budget	Actual Spend	Under-spend
	£m	£m	£m
Maintenance of Council Fixed Assets	65.2	31.9	-33.3

Invest to Save	15.3	1.5	-13.8
New Build or Acquisition	27.5	14.5	-13.0
Schools Capacity	10.5	6.4	-4.1
Regeneration	3.9	0.3	-3.6
Grants to Third Parties	14.8	9.3	-5.5
<b>Total</b>	<b>137.2</b>	<b>63.9</b>	<b>-73.3</b>

16.9 The 2020-21 spend includes innovative approaches and schemes that have improved services in the District. There was continued spend on primary and secondary school expansion, improving education, which is another key aim of the Council Plan. Other spend included highways maintenance, improving transport links.

16.10 The 2020-21 spend in the Capital Investment Plan creates an additional draw on the revenue budgets for future years. This is because the Corporate Borrowing requirement for spend was £8.5m. To help explain this, the funding of the spend is set out in the table below.

### Funding of Capital Investment Plan

16.11 In year the total capital expenditure of £63.9m was funded from a variety of sources, shown in the table below:

<b>Sources of funding</b>	<b>£m</b>
Capital Grants and Contributions	41.4
Direct Revenue Funding and reserves	3.7
Capital Receipts	2.9
Invest to save Borrowing	6.1
Corporate Borrowing	8.5
PFI and Other Finance Lease	1.3
<b>Total resources used to fund capital spend</b>	<b>63.9</b>

16.12 The above table shows that out of the £63.9m spend, there was no future capital financing requirement for £49.3m, as it was financed from available funding in 2020-21.

- The £49.3m includes £41.4m of grants. Such grants were used in the 2020-21 year, up to their full amount, so there is no remaining financing requirement on the spend. The grants were mostly given by other public sector bodies to fund specific schemes within the spend. The majority of the grants are from the Department of Education and the West Yorkshire Transport Fund. Also these grants include contributions from private developers to meet statutory obligations to provide infrastructure for their new buildings.
- The £49.3m also includes £2.9m of capital receipts, in effect income from the sale of the Council's surplus land and buildings. The remaining £3.7m of funding comes from on-going revenue budgets or one off reserves. Again there is no future financing requirement on any of the spend funded from these sources.
- The £0.1m funding from Finance Leases represents a technical accounting adjustment which reclassified on going Council rental payment as a funding source for capital spend. Since the rental payments are already included in the revenue budget again there is no future additional draw.

- In contrast to the funding sources described above, the Invest to Save spend of £6.1m has not yet been financed from available funding, leading to a future financing requirement. However, unlike Corporate Borrowing, the Invest to Save spend will not lead to a draw on future revenue budgets. The point of Invest to Save spend is that relevant schemes generate on going savings matching the future financing requirement, so there is no net draw on the revenue budget. For example, the affordable housing units are partly funded by Invest to Save, with a future financing requirement funded from the rentals.
- Corporate Borrowing is where the Council has incurred capital spend that has not been funded and for which there are no compensating on going savings, unlike Invest to Save borrowing described above. Such Corporate Borrowing would lead to a future financing requirement and a future additional draw on the revenue budget. For the 2020-21 Outturn Corporate Borrowing of £8.5m is needed.
- The Council looked to maximise flexibility to fund spend using grants and income from sales of land and buildings. Since such funding is one-off, it is worth noting the opening and closing available balances on these funding sources for the 2020-21 financial year. These balances are shown in the two tables below.

### Capital Grants and Contributions

16.13 The Council had a balance of £46.9m in unused capital grants and contributions at the beginning of the year. A further £45.7m was received in year. Of this £29.0m was used to fund capital expenditure on the Council's own assets and a further £12.4m was used to fund expenditure on assets owned by third parties. This leaves a closing balance of £51.2m.

#### Capital grants and contributions

	£m
Balance B/fwd at 01.04.2020	46.9
Capital grants received in year	45.7
Repayment of Grant	0
Applied to fund spend on Council assets	-29.0
Applied to fund spend on third party assets, REFCUS <sup>3</sup>	-12.4
<b>Balance C/fwd 31.03.2021</b>	<b>51.2</b>

16.14 The above table shows the Council has a sizeable balance of capital grants to support the Capital Investment Plan in future years. Such grants are given for specific projects, so balances are more likely to be carried forward because they can only fund particular capital spend. However, the current Capital Grant balance of £51.2m will enable significant investment in the District in future years.

### Capital Receipts

16.15 The Council received £4.7m of receipts from the disposal of assets and repayment of loans. £2.6m was applied to fund capital expenditure on the Council's own assets plus £0.3m released from Deferred Capital Receipts. To reduce revenue, spend of all capital receipts has been applied to fund capital spend this year where available. £2.1m of ring fenced income is being used to

<sup>3</sup> Revenue Expenditure Funded from Capital under statute, is revenue expenditure where the Secretary of State has given specific approval for it to be funded using capital financing.

reduce the Prudential Borrowing for Housing Schemes.

**Capital receipts**

	£m
Balance B/fwd at 1.4.2020	0
Capital receipts received in year	4.7
Deferred Capital Receipt	0.3
Applied to reduce Housing Prudential Borrowing	-2.1
Applied to fund spend on Property Plant & Equipment	-2.9
<b>Balance C/fwd 31.3.2021</b>	<b>0.0</b>

16.16 The Council can use capital receipts to fund any capital spend, so has fully used the balances, as shown in the tables above, to reduce using Corporate Borrowing in 2020-21. The capital receipt balances will be replenished as the Council generates new sales of land and buildings. The Property Programme strategy currently assumes £3m per year in capital receipts.

16.17 Overall, the Council has maximised the use of balances, of capital grants and receipts to reduce the use of Corporate Borrowing. The capital financing costs included in the 2021-22 revenue budget are calculated on the estimated total for all Corporate Borrowing up to 1 April 2021.

16.18 Overall there has been a £8.8m decrease in the value of the Council's property portfolio. The Capital Outturn position has led to an increase in assets held on the Council's balance sheet. As noted above, of the £63.9m spend, £14.6m was on residents houses and other schools, leaving £49.3m additions to the balance sheet.

16.19 Other outcomes for capital in 2020-21 were a net £7.8m downward revaluation of the Council's property by a qualified in-house property valuer. While this revaluation is not a cash decrease, it reflects the expectation of the valuer of decreases in the service benefit that can be derived from the Council's property portfolio.

16.20 Other changes to the property portfolio's value shown on the balance sheet included £33.8m of depreciation reflecting the cost of their wear and tear from delivering services over the 2020-21 financial year. There was also £16.5m of property disposal, although this mainly relates to a technical accounting adjustment when schools convert to academies. Accounting rules require that such schools are removed from the Council's balance sheet.

16.21 The changes on the property portfolio described above, which impact on its value, are summarised in the table below.

	Opening balance sheet 31/03/20	Additions	Asset disposal	Depreciation	Revaluation / Impairment	Reclassify	Closing balance sheet 31/03/21
	£m	£m	£m	£m	£m	£m	£m
Land, Buildings & vehicles	935.8	49.3	-12.8	-33.7	-0.2	-0.8	937.6
Investment Property	54.6	0	-0.6	0	-7.9	0	46.1
Heritage Property	37.4	0	0	0	0.3	0	37.7
Intangible Assets- Mainly software licences	0.4	0	0	-0.1	0	0	0.3

Assets ready to sell	2.5	0	-3.1	0	0	0.8	0.2
<b>Total</b>	<b>1,030.7</b>	<b>49.3</b>	<b>-16.5</b>	<b>-33.8</b>	<b>-7.8</b>	<b>0</b>	<b>1,021.9</b>

## **17.0 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.

## **18.0 LEGAL APPRAISAL**

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. There are no other legal implications arising from this report.

## **19.0 OTHER IMPLICATIONS**

### **20.1 EQUALITY & DIVERSITY**

None

### **21.1 SUSTAINABILITY IMPLICATIONS**

None

### **22.1 GREENHOUSE GAS EMISSIONS IMPACTS**

None

### **23.1 COMMUNITY SAFETY IMPLICATIONS**

None

### **24.1 HUMAN RIGHTS ACT**

None

### **25.0 TRADE UNION**

None

### **26.0 WARD IMPLICATIONS**

None

### **27.0 IMPLICATIONS FOR CORPORATE PARENTING**

None

### **28.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None

## **29.0 NOT FOR PUBLICATION DOCUMENTS**

None

## **30.0 RECOMMENDATIONS**

### **That the Executive**

- 30.1 Note the contents of this report
- 30.2 Approve the £1.519m of better use of budget requests to carry forward underspends to 2021-22 as outlined in section 13.6

## **31.0 APPENDICES**

- Appendix 1 Reserves Statement as at 31<sup>st</sup> March 2021
- Appendix 2 Capital Investment Plan
- Appendix 3 Risk Register

## **32.0 BACKGROUND DOCUMENTS**

- The Council's Revenue Estimates for 2021/22 – updated – Budget Council 18<sup>th</sup> Feb 2021
- Qtr 3 Finance Position Statement – Executive 2<sup>nd</sup> Feb 2021
- Qtr 2 Finance Position Statement – Executive 6<sup>th</sup> November 2020
- Medium Term Financial Strategy update 2021-22 to 2023-24 8<sup>th</sup> Sept 2020
- Qtr 1 Finance Position Statement 2020-21 – Executive 7<sup>th</sup> July 2020
- Councils Revenue Estimates for 2020-21 Document R – Budget Council February 20<sup>th</sup> 2020.

## Reserves Statement as at 31st March 2021

## Appendix 1

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	10,300	0	10,300	
<b>Total available Unallocated Corporate Reserves</b>	<b>10,300</b>	<b>0</b>	<b>10,300</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
ESIF – STEP	328	1,587	1,915	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	-106	3,635	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	-98	1,397	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	-2,053	10,890	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	946	-179	767	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
				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	396	1,504	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	74	722	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	-1,709	1,424	To fund future ICT projects
Children Services Investment Fund	1,039	-294	745	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	9,138	22,149	Remaining Emergency grant from Government – reflects timing issue between receipt and spend
CT Hardship Reserves	0	99	99	
Indexation Pressures Reserves	0	136	136	Reserve to cover any in year costs above the 2% budgeted pay award.
Project Feasibility Reserve	0	1,000	1,000	
<b>Sub Total</b>	<b>125,991</b>	<b>4,917</b>	<b>130,908</b>	
<b>C. Reserves to support capital investment</b>				
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

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
				business case formation.
Markets	102	-9	93	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>5,239</b>	<b>-9</b>	<b>5,230</b>	
<b>D. Service Earmarked Reserves</b>	<b>33,342</b>	<b>6,222</b>	<b>39,564</b>	See overpage
<b>E. Revenue Grant Reserves</b>	<b>17,160</b>	<b>7,039</b>	<b>24,199</b>	
<b>F General Reserves</b>				
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	10,008	41,930	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are <b>not</b> available for Council use but are balances attributable to individual schools.
LA Education Reserve	0	933	933	
<b>Sub Total General Fund Reserve &amp; School balances</b>	<b>46,922</b>	<b>10,941</b>	<b>57,863</b>	
<b>G. HRA Reserves</b>	<b>0</b>	<b>503</b>	<b>503</b>	
<b>Grand total</b>	<b>238,954</b>	<b>29,613</b>	<b>268,567</b>	

## Departmental Earmarked Reserves Statement at 31st March 2021

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
<b>Adult and Community Services</b>				
Supporting People	64	0	64	Funding to support invest to save projects
Integrated Care	2,049	6,182	8,231	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	232	-60	172	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
Health Improvement Reserve	0	35	35	
<b>Total Adult and Community Services</b>	<b>2,772</b>	<b>6,157</b>	<b>8,929</b>	
<b>Children Services</b>				
BSF Unitary Charge	8,572	845	9,417	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	121	6,704	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	-34	0	To fund time limited Prevention & Early Help Work
Retail Academy (Skills for Employment)	197	0	197	Skills for work
Prevention & Early Help	500	-500	0	To fund time limited Prevention & Early Help Work
SEND Inspection Resource	94	101	195	To provide resource to assist with preparation for inspection.
One Workforce Reserve	910	-204	706	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	216	-135	81	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	337	-30	307	Training for post 16 Children through

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
Sinking fund for bus replacement Reserve	0	125	125	Industrial Centres of Excellence.
Training Work Programme (Skills for Work)	465	-242	223	Skills for Work
<b>Total Children</b>	<b>18,539</b>	<b>47</b>	<b>18,586</b>	
<b>Department of Place</b>				
Marley & other pitch and gyms	106	-106	0	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	-24	395	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	346	-32	314	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	-133	0	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	68	536	A statutory requirement that fees can only be generated and retained within the HMO licencing function.
VCS Transformation Fund	317	-115	202	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

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
PT&H - Local Plan Reserve	0	300	300	Woodland Strategy.
City Park Sinking Fund	710	190	900	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	Incentives to private landlords.
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	13	114	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	201	377	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	813	469	1.282	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	208	458	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
Well England Reserve	82	21	103	Programme provides a range of initiatives to support Health & Wellbeing in

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
				Girlington, Holme Wood and Keighley.
New Projects (Parks, Open Spaces and Libraries) Reserve	0	700	700	
Waste Services Reserve	1,000	-1,000	0	
City of Culture Reserve	400	-400	0	
<b>Department of Place</b>	<b>9,782</b>	<b>-142</b>	<b>9,640</b>	
<b>Corporate Resources</b>				
Schools Traded HR Reserves	89	-5	84	To mitigate the risk of changes in customer base.
Workforce Development	34	-34	0	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	-23	279	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	-27	0	Legal and other costs associated with estates projects
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	58	95	153	Balancing reserve related to Schools Broadband Contract
Estates CAT Support	53	-53	0	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.
Climate change Reserve	0	2	2	
<b>Total Corporate Resources</b>	<b>2,249</b>	<b>160</b>	<b>2,409</b>	
<b>Total Service Earmarked Reserves</b>	<b>33,342</b>	<b>6,222</b>	<b>39,564</b>	



## Capital Investment Plan

## Appendix 2

	Budget at Feb 20	Q4 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 31 March 2021	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Health and Wellbeing</b>										
CS0237a	Great Places to Grow Old	2,000	500	59	15	485	0	0	15	15
CS0237c	Keighley Rd Residential Care Valley View	200	350	11	55	295	55	0	0	55
CS0373	BACES DFG	443	465	465	465	0	0	0	465	465
CS0239	Community Capacity Grant	936	202	48	42	160	42	0	0	42
CS0311	Autism Innovation Capital Grant	0	19	0	0	19	0	0	0	0
CS0312	Integrated IT system	0	90	7	10	80	10	0	0	10
<b>Total - Health and Wellbeing</b>	<b>3,579</b>	<b>1,626</b>	<b>590</b>	<b>587</b>	<b>1,039</b>	<b>107</b>	<b>0</b>	<b>480</b>	<b>587</b>	
<b>Children's Services</b>										
CS0249	Schools DRF	0	0	300	422	-422	422	0	0	422
CS0022	Devolved Formula Capital	0	1,868	1,173	754	1,114	754	0	0	754
CS0030	Capital Improvement Work	0	484	434	446	38	446	0	0	446
CS0240	Capital Maintenance Grant	1,002	4,014	2,915	2,893	1,121	2,893	0	0	2,893
CS0244a	Primary Schools Expansion Programme	1,429	2,358	1,501	1,202	1,156	1,202	0	0	1,202
CS0244b	Silsden School	6,337	7,207	5,100	5,052	2,155	5,052	0	0	5,052
CS0244c	SEN School Expansions	3,600	3,628	2,700	2,728	900	2,728	0	0	2,728
CS0362	Secondary School Expansion	3,500	2,401	1,941	1,890	511	1,890	0	0	1,890
CS0421	Healthy Pupil Capital Grant		65	22	22	43	22	0	0	22
CS0436	Children's Home (A) & (B)	0	900	400	0	900	0	0	0	0
CS0488	Digital Strategy	0	1,200	200	240	960	0	0	240	240
CS0314	Foster Homes Adaptation	0	25	25	25	0	25	0	0	25
CS0364	Capital Items Children's Services 2021	0	22	22	22	0	22	0	0	22
CS0447	Schools Finance Leases 20-21	0	0	0	97	-97	0	0	97	97
CS0448	PFI	0	0	0	1,193	-1,193	1,193	0	0	1,193
<b>Total - Children's Services</b>	<b>15,868</b>	<b>24,172</b>	<b>16,733</b>	<b>16,986</b>	<b>7,186</b>	<b>16,649</b>	<b>0</b>	<b>337</b>	<b>16,986</b>	

Scheme Description		Budget at Feb 20	Q4 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 31 March 2021	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Housing</b>										
CS0237b	Keighley Rd Extra Care Fletcher Court	200	196	14	134	62	0	0	134	134
CS0160	Repayment of Grant	0	51	51	51	0	51	0	0	51
CS0308	Affordable Housing Programme 15 -18	0	979	82	588	391	588	0	0	588
CS0380	Affordable Housing Programme 18-21	500	0	0	0	0	0	0	0	0
<b>Total –Place- – Housing</b>		<b>700</b>	<b>1,226</b>	<b>147</b>	<b>773</b>	<b>453</b>	<b>639</b>	<b>0</b>	<b>134</b>	<b>773</b>
<b>Place - Economy &amp; Development Services</b>										
CS0136	Disabled Housing Facilities Grant	5,753	4,098	3,000	3,038	1,060	3,038	0	0	3,038
CS0137	Development of Equity Loans	1,200	800	370	383	417	383	0	0	383
CS0144	Empty Private Sector Homes Strat	825	1,151	1,151	1,126	25	1,126	0	0	1,126
CS0250	Goitside	177	0	0	0	0	0	0	0	0
CS0280	Temp Housing Clergy House	0	46	10	7	39	0	0	7	7
CS0496	Town Fund Keighley & Shipley	0	1,500	1,500	672	828	672	0	0	672
CS0084	City Park	0	192	192	0	192	0	0	0	0
CS0085	City Centre Growth Zone	4,400	883	110	89	794	0	0	89	89
CS0291	One City Park (fmr Tyrls)	4,800	1,380	1,380	167	1,213	0	0	167	167
CS0507	Conditioning House & High Point	0	1,500	4,400	2,961	-1,461	2,961	0	0	2,961
CS0241	Re-use of Frmr College Builds Kghly	0	356	20	1	355	0	0	1	1
CS0266	Superconnected Cities	0	329	50	0	329	0	0	0	0
CS0446	Staithgate La Enterprise Zone Site Investigation works	0	13	0	0	13	0	0	0	0
CS0265	LCR Revolving Econ Invest Fund	0	658	0	0	658	0	0	0	0
CS0345	Develop Land at Crag Rd, Shply	0	43	43	0	43	0	0	0	0
CS0107	Markets	0	21	0	0	21	0	0	0	0
CS0363	Markets Red'mnt - City Cntr	11,850	3,001	1,130	523	2,478	0	0	523	523

		Budget at Feb 20	Q4 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 31 March 2021	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
	Scheme Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0363b	Markets Red'mnt - City Cntr Public Realm	1,000	596	100	0	596	0	0	0	0
<b>Total - Place - Economy &amp; Development Services</b>		<b>30,005</b>	<b>16,567</b>	<b>13,456</b>	<b>8,968</b>	<b>7,599</b>	<b>8,181</b>	<b>0</b>	<b>787</b>	<b>8,968</b>
<b>Place - Planning, Transportation &amp; Highways</b>										
CS0131	Kghly Town Cntr Heritage Initiative	0	151	0	0	151	0	0	0	0
CS0178	Ilkley Moor	0	14	14	0	14	0	0	0	0
CS0285	Blight Sites	0	517	300	1	516	0	0	1	1
CS0071	Highways S106 Projects	300	528	528	35	493	35	0	0	35
CS0372	Countryside S106 Projects	300	564	100	9	555	9	0	0	9
CS0091	Capital Highway Maintenance	0	4,952	4,952	4,676	276	4,676	0	0	4,676
CS0095	Bridges	0	201	201	101	100	101	0	0	101
CS0096	Street Lighting	0	132	132	63	69	63	0	0	63
CS0099	Integrated Transport	0	73	73	4	69	4	0	0	4
CS0168	Connecting the City (Westfield)	0	9	9	19	-10	19	0	0	19
CS0172	Saltaire R/bout Cong& Safety Works	0	279	0	0	279	0	0	0	0
CS0264	Highway to Health	0	0	9	263	-263	263	0	0	263
CS0282	Highways Strategic Acquisitions	0	176	0	0	176	0	0	0	0
CS0289	Local Pinch Point Fund	0	495	0	0	495	0	0	0	0
CS0293	West Yorks & York Transport Fund	4,273	4,807	4,651	5,802	-995	5,802	0	0	5,802
CS0396	WYTF Corr Imp Projects	5,720	2,720	958	510	2,210	510	0	0	510
CS0296	Pothole Funds	0	3,536	3,536	1,199	2,337	1,199	0	0	1,199
CS0306a	Strategic Transport Infrastructure Priorities	1,690	780	0	0	780	0	0	0	0
CS0302	Highways Prop Liab Redn Strat	0	59	0	12	47	0	0	12	12
CS0319	Challenge Fund	0	1,092	1,092	805	287	805	0	0	805
CS0323	Flood Risk Mgmt	0	177	177	332	-155	332	0	0	332
CS0329	Damens County Park	0	106	0	0	106	0	0	0	0

		Budget at Feb 20	Q4 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 31 March 2021	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
	Scheme Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0370	LTP IP3 Safer Roads	0	29	29	3	26	3	0	0	3
CS0371	LTP IP3 Public Transport	0	0	0	6	-6	6	0	0	6
CS0386	Cycling & Walking Schemes LTP3	0	17	17	0	17	0	0	0	0
CS0414	LTP IP3 Safer Roads	0	10	10	16	-6	16	0	0	16
CS0398	Bfd City Ctre Townscape Heritage	1,115	560	100	77	483	77	0	0	77
CS0430	Hwys Maint Fund Oct18	0	382	382	166	216	166	0	0	166
CS0432	Steeton/Silsden Crossing	0	90	90	45	45	45	0	0	45
CS0423	Highways IT upgrade	0	50	0	0	50	0	0	0	0
CS0433	Gain Lane / Leeds Rd Jct	0	29	29	0	29	0	0	0	0
CS0450	CILS payments	0	180	180	172	8	172	0	0	172
CS0453	IP3 Safer Roads 19-20	0	196	196	148	48	148	0	0	148
CS0454	Area Comm ITS 19-20	0	72	72	188	-116	188	0	0	188
CS0434	Smart Street Lighting	9,595	670	2,225	1,336	-666	0	1,336	0	1,336
CS0455	IP4 projects	1,258	1,389	194	424	965	424	0	0	424
CS0456	WY Integrated UTMC Centre	432	432	432	326	106	326	0	0	326
CS0464	Ben Rhydding Railway Station Car Park	0	845	50	42	803	42	0	0	42
CS0467	Transforming Cities Fund (TCF)	0	261	289	762	-501	762	0	0	762
CS0469	IP4 Safer Roads 20-21	0	932	932	595	337	595	0	0	595
CS0470	IP4 Safer Roads 21-22	0	0	0	2	-2	2	0	0	2
CS0471	Clean Air Zone	0	747	747	37	710	37	0	0	37
CS0483	LTP grant 2021	0	40	40	0	40	0	0	0	0
CS0486	Active Travel Fund Programme	0	1,238	1,086	517	721	517	0	0	517
CS0494	City Centre Bollards	0	210	210	85	125	0	0	85	85
CS0502	Corridor Improvement Prog (CIP2)	0	200	200	105	95	105	0	0	105
CS0499	Buck Mill Footbridge	0	40	40	42	-2	0	0	42	42
CS0477	CCTV Infrastructure	0	500	500	6	494	0	0	6	6
<b>Total Place - Planning, Transportation &amp; Highways</b>		<b>24,683</b>	<b>30,487</b>	<b>24,782</b>	<b>18,930</b>	<b>11,557</b>	<b>17,449</b>	<b>1,336</b>	<b>145</b>	<b>18,930</b>

Scheme Description		Budget at Feb 20	Q4 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 31 March 2021	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Dept of Place - Waste, Fleet &amp; Transport</b>										
CS0060	Replacement of Vehicles	3,000	4,356	4,800	4,508	-152	0	4,508	0	4,508
CS0435	Sugden End Landfill Site	1,105	1,145	1,644	1,560	-415	0	0	1,560	1,560
CS0415	Shearbridge Depot Security	0	89	0	0	89	0	0	0	0
CS0359	Community Resilience Grant	0	13	13	5	8	5	0	0	5
CS0463	Waste Trommel	0	115	115	115	0	0	115	0	115
CS0497	Climate Change Initiatives – Vehicles	0	25	60	0	25	0	0	0	0
CS0503	Environmental Delivery Works	0	50	50	52	-2	0	0	52	52
<b>Total Place - Waste, Fleet &amp; Transport</b>		<b>4,105</b>	<b>5,793</b>	<b>6,682</b>	<b>6,240</b>	<b>-447</b>	<b>5</b>	<b>4,623</b>	<b>1,612</b>	<b>6,240</b>
<b>Dept of Place - Neighbourhoods &amp; Customer Services</b>										
CS0466	Parks Depots	0	203	203	179	24	0	0	179	179
CS0378	Customer Services Strategy	0	158	12	12	146	0	0	12	12
CS0506	Ilkley Parking	220	0	0	0	0	0	0	0	0
<b>Total Place - Neighbourhoods &amp; Customer Services</b>		<b>220</b>	<b>361</b>	<b>215</b>	<b>191</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>191</b>	<b>191</b>
<b>Dept of Place - Sports &amp; Culture</b>										
CS0151	Building Safer Communities	0	26	0	0	26	0	0	0	0
CS0328	Cliffe Castle Various	0	15	0	0	15	0	0	0	0
CS0340	St George's Hall	0	33	120	161	-128	0	0	161	161
CS0487	Alhambra Theatre Lift	0	90	90	88	2	0	0	88	88
CS0129	Scholemoor Project	0	0	40	65	-65	0	0	65	65
CS0162	Capital Projects - Recreation	440	1,346	1,385	563	783	563	0	0	563
CS0229	Cliffe Castle Restoration	10	88	3	3	85	3	0	0	3
CS0347	Park Ave Cricket Ground	0	0	0	2	-2	2	0	0	2
CS0004	S106 Recreation	0	100	80	90	10	90	0	0	90

		Budget at Feb 20	Q4 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 31 March 2021	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
	Scheme Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0501	Parks Development Fund	0	250	100	0	250	0	0	0	0
CS0367	King George V Playing Fields	200	200	0	0	200	0	0	0	0
CS0403	Bereavement Strategy	341	7,086	2,360	2,734	4,352	0	0	2,734	2,734
CS0277	Wyke Community Sport Hub	4,000	2,613	76	134	2,479	0	0	134	134
CS0245	Doe Park	0	37	0	10	27	10	0	0	10
CS0459	Ilkley Lido Tank	0	374	374	660	-286	0	115	545	660
CS0461	ShIPLEY Gym extension & equipment	0	163	163	92	71	0	0	92	92
CS0458	Doe Park Drainage	0	40	0	0	40	0	0	0	0
CS0468	Bowling Pool extension	0	483	483	463	20	0	0	463	463
CS0356	Sedbergh SFIP	408	758	83	165	593	0	0	165	165
CS0482	Marley Replacement Pitch	0	329	330	314	15	314	0	0	314
CS0489	Lister Park Playable Spaces	0	650	20	30	620	0	0	30	30
CS0498	Libraries IT Infrastructure	0	50	50	22	28	0	0	22	22
<b>Total Place - Sports &amp; Culture</b>		<b>5,399</b>	<b>14,731</b>	<b>5,757</b>	<b>5,596</b>	<b>9,135</b>	<b>982</b>	<b>115</b>	<b>4,499</b>	<b>5,596</b>

**Corp Resources - Estates & Property Services**

CS0094	Museum Store	300	500	0	0	500	0	0	0	0
CS0333	Argus Chambers / Britannia Hse	500	689	0	0	689	0	0	0	0
CS0443	Property Programme 19-20	424	643	643	500	143	0	0	500	500
CS0460	Mitre Court CPU Property & Equip	0	1,690	676	25	1,665	0	0	25	25
CS0475	Property Programme 20-21	0	1,755	1,575	661	1,094	0	0	661	661
CS0230	Beechgrove Allotments	0	0	148	0	0	0	0	0	0
CS0408	Top of Town - purchase 21 St Johns St	0	325	325	0	325	0	0	0	0
CS0050	Carbon Management	261	544	531	212	332	0	0	212	212
CS0420	Electric vehicle charging Infr (Taxi Scheme)	0	436	436	150	286	150	0	0	150
CS0495	Bradford LAD1 Scheme	0	421	421	0	421	0	0	0	0
CS2000	DDA	50	50	50	0	50	-30	0	30	0



		Q4 Revised 2020-21 Budget	Full Year Forecast 2020-21	Spend 31 March 2021	Variance Budget - Spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total	
Scheme Description	Budget at Feb 20	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
CS0476z	Additional Building controls	1,000	250	0	0	250	0	0	0	
CS0477z	CCTV	500	0	0	0	0	0	0	0	
	Flytipping	300	0	0	0	0	0	0	0	
	Parks & Depot Reorganisation	108	0	0	0	0	0	0	0	
CS0474z	Transforming cities fund	33,000	2,250	0	0	2,250	0	0	0	
CS0480z	Flood Alleviation	200	200	0	0	200	0	0	0	
CS0481z	City Centre Regeneration Fund	9,500	500	0	0	500	0	0	0	
CS0471z	Clean Air Zone	27,343	2,943	0	0	2,943	0	0	0	
CS0445z	Core IT Infrastructure 20-21	2,700	0	0	0	0	0	0	0	
CS0484z	New Reserve	0	1,000	500	0	1,000	0	0	0	
<b>Total - Reserve Schemes &amp; Contingencies</b>		<b>120,298</b>	<b>28,651</b>	<b>909</b>	<b>0</b>	<b>28,651</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL - All Services</b>		<b>209,122</b>	<b>137,222</b>	<b>79,028</b>	<b>63,907</b>	<b>73,315</b>	<b>47,380</b>	<b>6,079</b>	<b>10,448*</b>	<b>63,907</b>

\*Corporate Borrowing includes £1.9m Ring-fenced Capital Receipts

# Bradford Council Strategic Risk Register



June 4<sup>th</sup> 2021

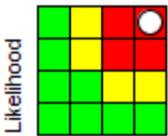
<b>Code &amp; Title</b>	SR 01 BCM BCM Critical facilities			<b>Current Risk Matrix</b>	
<b>Description</b>	Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	<p>The Council is unable to function - some or all delivery priorities jeopardised.                      The Council is unable to meet its Corporate targets                      The reputational risk to the Council is adversely effected                      The welfare and safety of the Council's citizens is at risk                      Increasing incidence and impact of service interruption events.                      Failure of business-critical systems</p>				
<b>Internal Controls</b>	<p>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 will be reviewed in the new financial year and will include specific risk assessments and mitigation in place for Covid-19. These plans will change as lateral flow testing and vaccination programmes are rolled out across the workplace.                      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</p>				

	<p>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.</p> <p>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 and in May 2021 with a joint multi-agency partnership training session.</p> <p>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.</p> <p>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.</p>
<b>Assurance Mechanisms</b>	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
<b>Date Reviewed</b>	1 <sup>st</sup> June 2021
<b>Actions / Controls under development</b>	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.
<b>Managed By</b>	Susan Spink
<b>Administered By</b>	Gina Glot; Rachel Ward

<b>Code &amp; Title</b>	SR 02 HSG Inadequate Housing Supply			<b>Current Risk Matrix</b>
<b>Description</b>	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of 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 will affect the council's direct delivery programme. The HRA business plan and financial position is outstanding and we cannot plan a delivery programme until we have a clear understanding.. The impact of Covid 19 on housing supply and demand is to be determined.</p>			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>

<p><b>Potential Effect of Risk</b></p>	<p>Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.          Negative impact on regeneration priorities and neighbourhoods.          Negative impact and wasted resources associated with a large number of empty homes.          Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community          Negative impact on education priorities as inadequate housing affects children’s educational attainment.          Net additional homes (CIS_05 (NI 154))          Number of affordable homes delivered (NI 155)          Negative impact on homelessness and greater use of temporary accommodation</p>
<p><b>Internal Controls</b></p>	<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.          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.          Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.          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.”          Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker          Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions.          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. An updated Strategic Land Assessment (SLA) has been published ( February 2021) by the Planning Service alongside the recent Local Plan consultation. This illustrates the current land supply position and whether there is 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 2020. 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.          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.          Key indicators relating to housing functions reported in the Council Plan          Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date.          Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes          Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21.          The SHMA was updated in 2019          Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock.</p>

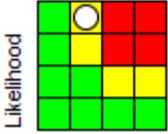
	<p>Invest in a proactive programme of interventions to bring empty homes back in to use. Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings 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> <p>The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.</p>
<b>Assurance Mechanisms</b>	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.
<b>Date Reviewed</b>	1 <sup>st</sup> June 2021
<b>Actions / Controls under development</b>	<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 further reviewed the standard method in a summer 2020 consultation which proposes to further reduce the minimum annual housing need for the District. The final revised standard method will be issued by Government early next year.</p> <p>Local Plan continues to make progress with a Regulation 18 consultation on the Local Plan taking place in February/March 2021. This included a comprehensive set of proposed site allocations and a further call for sites. The consultation progressed on the basis of the meeting the need element of the current standard method housing need figure of 1704 dwellings per annum and not full requirement with the 35% on top (set for the top 20 cities). The Local Plan will progress towards a submission plan over the next 12 months.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of additional new build affordable housing by the Council beyond the 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. The HRA business plan is outstanding and we cannot plan a delivery programme until Housing has a clear understanding of the financial position.</p>
<b>Managed By</b>	David Moore
<b>Administered By</b>	Gina Glot; Rachel Ward

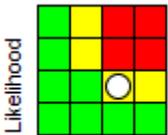
<b>Code &amp; Title</b>	SR 03 DEG Delivering Economic Growth			<b>Current Risk Matrix</b>	
<b>Description</b>	<p>Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p> <p>COVID-19 impacts on the economy are significant and have resulted in the greatest economic downturn on record. OBR estimates the economy will shrink by 11% in 2020 due to the economic restrictions imposed to control the spread of the Coronavirus. Applied to Bradford this would mean a fall in the value of our economy from £9.5 billion in 2019 to a figure of £8.4 billion in 2020. Extension of restrictions into 2021 will further undermine economic growth and will lead to further jobs losses and business failures.</p>			 <p>Likelihood</p> <p>Impact</p>	
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Very high	Catastrophic
	<b>Strategic</b>	Yes	<b>Risk Score</b>	4	4
	<b>Operational</b>	Yes	<b>Total Score</b>	16	
<b>Potential Effect of Risk</b>	<p>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</p> <p>Inability to raise funds for projects and regeneration projects not completed</p> <p>Potential damage to the Council's reputation and the Economic Partnership</p> <p>Not able to meet member, government and the public's expectations</p> <p>Deteriorating physical and infrastructure assets</p> <p>Young people are not equipped to achieve their potential within the district</p> <p>Business failure rate increases and unemployment increases due to the impact of Covid-19</p> <p>Long term cost implications of dealing with social issues linked to economic deprivation</p> <p>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings</p>				
<b>Internal Controls</b>	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website <a href="http://www.investinbradford.com">www.investinbradford.com</a></p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. <a href="http://www.madeinbradford.com">www.madeinbradford.com</a></p> <p>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>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. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham.</p> <p>Partnership response developed and survey work undertaken to establish impacts and inform response</p>				

	Bradford Economic Recovery Board chaired by Prof Zahir Irani established in September 2020 to develop detailed Recovery Plan. The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy. Shipley and Keighley Towns Fund Boards established and developing Town Investment Plans for submission to Government in January 2021.
<b>Assurance Mechanisms</b>	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 COVID-19 response reports into Gold / Silver / Bronze command structure
<b>Date Reviewed</b>	1 <sup>st</sup> June 2021
<b>Actions / Controls under development</b>	<p>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021.</p> <p>Submission of the Keighley and Shipley Town Investment Plans in January 2021.</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>
<b>Managed By</b>	David Moore
<b>Administered By</b>	Gina Glot; Rachel Ward

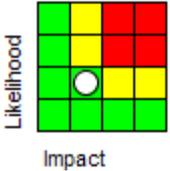
<b>Code &amp; Title</b>	SR 04 SCC Safer Cohesive Community			<b>Current Risk Matrix</b>	
<b>Description</b>	<p>.</p> <p>.</p> <p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'</p>				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	<p>Negative impact on trust - between citizens, the Council and its partner agencies.</p> <p>Widening inequality.</p> <p>Cost of managing response is not contained within existing resources (council, police &amp; partners).</p> <p>Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed.</p> <p>Loss of community cohesion within the district.</p> <p>Adverse media and reputational damage for the district and key agencies.</p> <p>Less effective engagement with citizens and community groups</p> <p>Communities continue to believe that some sections are treated differently than others</p> <p>Disproportionate adverse impact on the district's most vulnerable communities</p>				
<b>Internal Controls</b>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy.</p> <p>The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It 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.</p> <p>The Neighbourhood Service supported by multi-agency partners attend a series of Place Based Meetings - reporting community tensions as part of standard agenda - including police, youth service, RSLs etc.</p> <p>Council Wardens record issues that may lead to increased community tensions.</p> <p>Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored.</p> <p>Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report.</p> <p>Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims.</p> <p>The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting.</p>				
<b>Assurance Mechanisms</b>	<p>Ward Assessments provide an annual assessment of community tensions based on above.</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 that convenes on specific issues as and when needed.</p> <p>Assistant Director Neighbourhood &amp; Customer Services attends the Police IAG (Independent Advisory Group) to listen and participate in discussions relevant to local communities.</p>				

	<p>A range of measures have been put in place to support communities and vulnerable people through the COVID 19 restrictions. These are coordinated through a district hub and reported through an Outbreak Board and the Health &amp; Social Care Scrutiny Committee.</p> <p>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 &amp; Scrutiny Committee.</p> <p>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p>
<b>Date Reviewed</b>	1 <sup>st</sup> June 2021
<b>Actions / Controls under development</b>	<p>The Council has increased 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 Covid Support Workers and COVID 19 Young Ambassadors. The voluntary sector is actively involved in the districts response.</p> <p>West Yorkshire Police share their community tension monitoring with Safer Communities team.</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>
<b>Managed By</b>	Ian Day
<b>Administered By</b>	Gina Glot; Rachel Ward

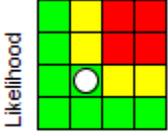
<b>Code &amp; Title</b>	SR 05 BRX Brexit Resilience & Opportunities			<b>Current Risk Matrix</b>	
<b>Description</b>	The impact of Brexit now takes place in the context of the pandemic so risks intertwine.			 Likelihood Impact	
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Very high	Significant
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>4</b>	<b>2</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>8</b>	
<b>Potential Effect of Risk</b>	<p>The impact of Brexit is still unfolding. Particular risks remain:</p> <ul style="list-style-type: none"> <li>-Impact on the UK Economy and local economy.</li> <li>-Ensuring an estimated 26,000 EU citizens who live and work in Bradford obtain settled status and retain their rights – deadline date is 30 June.</li> <li>-LA has legal responsibility to ensure eligible children in care apply for EUSS</li> <li>-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</li> <li>-Ensuring preparedness across business, public services and VCS/community sectors particularly as the impact of Brexit and Covid will now intertwine</li> <li>-Ensuring our most vulnerable groups and communities are protected from the combined impact of Brexit and Covid.</li> </ul>				
<b>Internal Controls</b>	<p>We have 3 group monitoring and managing emerging risks and this focuses on 4 processes.</p> <ul style="list-style-type: none"> <li>-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;</li> <li>-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;</li> <li>-Businesses and workforce; ensuring businesses are aware of, understand and are motivated to act to prepare for Brexit;</li> <li>-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</li> </ul>				
<b>Assurance Mechanisms</b>	We are providing regular reporting to the Council Management Team.				
<b>Date Reviewed</b>	24-Mar-2021				
<b>Actions / Controls under development</b>	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.				
<b>Managed By</b>	Joanne Hyde				
<b>Administered By</b>	Kevin Brain; Simon O'Hare; Phil Witcherley				

<b>Code &amp; Title</b>	SR 06 ENV Environment and Sustainability			<b>Current Risk Matrix</b>	
<b>Description</b>	Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2	3
	<b>Operational</b>	Yes	<b>Total Score</b>	6	
<b>Potential Effect of Risk</b>	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place  Damage to Council's credibility as leader if district-wide targets not met.  Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability  Need to re-prioritise and reallocate resources.  Reduced ability to promote external investment.  Amount of energy costs as gross figure and relative to the size of Council's estate/ activities  Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year)  Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area.  Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.  Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought  Actions identified in corporate energy cost reduction plan not delivered  Funding for renewable energy and energy efficiency projects not available  Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available  Wider stakeholder community under resourced to deliver on action commitments  Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction  Changing legislation, political priorities, targets  Global insecurity causing major fluctuations in energy costs</p>				
<b>Internal Controls</b>	<p>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.</p>				

	<p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p> <p>Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.</p>
<b>Assurance Mechanisms</b>	<p>Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment.</p> <p>Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year</p>
<b>Date Reviewed</b>	1 <sup>st</sup> June 2021
<b>Actions / Controls under development</b>	<p>Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions.</p> <p>Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation</p> <p>Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments.</p> <p>Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. 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>
<b>Managed By</b>	Jason Longhurst
<b>Administered By</b>	Gina Glot; Rachel Ward

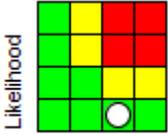
<b>Code &amp; Title</b>	SR 07 FRS Financial Resilience and Sustainability			<b>Current Risk Matrix</b>
<b>Description</b>	<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget  This may arise due to Central Government funding continuing to reduce in the Medium 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 uncertainty of future funding, and potential return to some austerity measures post Covid  The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p>			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>2</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>4</b>
<b>Potential Effect of Risk</b>	<p>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 &amp; setting of Council Tax is challenged.  The risk remains for future years though already being planned for through organisational review and new operating models workstream.  Central Government funding is still uncertain. 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.</p>			
<b>Internal Controls</b>	<p>Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated.  Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.  Budget process fully integrated with the Authority's strategic service and value for money planning.  Political engagement in place for budget process.  Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20  Rigorous Change Board challenge sessions introduced for all budget saving proposals to effectively track through into delivery and provide early visibility of risks to delivery.  Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this  Controls on procurement and workforce changes in place  Meaningful budget consultation process in place  Strict adherence to Reserves Policy.</p>			

	Project Appraisal Group established to scrutinise individual capital business cases. 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 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
<b>Assurance Mechanisms</b>	External Audit inspection of accounts and opinion Internal audit review of internal control mechanisms
<b>Date Reviewed</b>	22-Feb-2021
<b>Actions / Controls under development</b>	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. Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs Increased monitoring of high-risk budgets, including review and monitoring of recovery action Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making Implement Finance for Non-Finance Managers training Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes. CIPFA Financial Resilience Index issued Dec 2019 shows the Council has a relatively sustainable position across most indices and plans in place to ensure continued resilience
<b>Managed By</b>	<b>Chris Chapman</b>
<b>Administered By</b>	Mark St Romaine

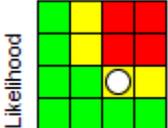
<b>Code &amp; Title</b>	SR 08 INS Information Security			<b>Current Risk Matrix</b>	
<b>Description</b>	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No		<b>Category</b>	Medium
	<b>Strategic</b>	Yes		<b>Risk Score</b>	2
	<b>Operational</b>	Yes		<b>Total Score</b>	4
<b>Potential Effect of Risk</b>	Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. Risk of financial penalty				

	<p>Penalty arising from reference of data security breach to Information Commissioner.  Adverse publicity.  Loss of trust between the Council, its partners and citizens  Required "culture change" is not achieved  Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>
<b>Internal Controls</b>	<p>Designated SIRO (senior information risk owner) –Director of Finance &amp; 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, Galaxkey in place for external emails and communicated through service DMTs and Managers Express  Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place.  Penetration Testing on any new system as part of the project implementation phase  24/7 Monitoring of traffic leaving and entering the Bradford Network.  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 &amp; Audit Committee  The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p>
<b>Assurance Mechanisms</b>	<p>Regular Information Governance reporting to CMT and Governance &amp; Audit Committee  Engagement with Information Commissioners Officer with prompt reporting and liaison introduced  Use of ICO helpline to assure processes and procedures</p>
<b>Date Reviewed</b>	25/5/21
<b>Actions / Controls under development</b>	<p>Updated mandatory elearning for all Council staff being developed and a new tracking process to ensure compliance Council wide.  Restructure of Childrens will introduce IG team to focus on specific CS issues Information Governance SharePoint site now developed as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions.  New Records Management Post in the Information Governance Team to ensure compliance with GDPR Article 30  Part of two national Security initiatives one lead by NCC and one LGA.</p>
<b>Managed By</b>	<b>Chris Chapman</b>

<b>Administered By</b>	Tracey Banfield / Dominic Barnes Browne
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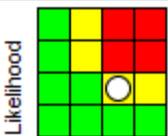
<b>Code &amp; Title</b>	SR 09 GOV Governance Breakdown			<b>Current Risk Matrix</b>
<b>Description</b>	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Low
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>1</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>3</b>
<b>Potential Effect of Risk</b>	<p>Increase in fraud.  Declining performance.  Critical inspection/ external/ scrutiny report.  Non-compliance with statute or regulations.  Prosecution / financial penalty.  Outcomes not delivered  Resources not effectively or efficiently allocated and utilised  Financial loss.  Reputational damage  Failure to deliver value for money.  Staff reductions may create potential for weakening of key controls through reduced examination and assurance work</p>			
<b>Internal Controls</b>	<p>Strong Governance &amp; Audit Committee (GAC) and scrutiny arrangements.  Annual work programme determined by the GAC in consultation with S151 Officer and City Solicitor.  This follows the CIPFA/SOLACE framework "Delivering Good Governance in Local Government"  Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan.  Established whistle blowing policy and procedure available to all staff.  Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 31.7.19  Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 19.9.19  Annual review of governance framework including Strategic Directors' compliance statements.  Established insurance principles &amp; processes  New Corporate indicator set established  Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes  Increased demand on services/requests for assistance</p>			

	Quarterly reporting of corporate risks to CMT and Executive through the Finance and Performance Report A recent improvement is a quicker follow up on Audit recommendations to ensure they have been implemented Revised Risk Strategy approved by Executive
<b>Assurance Mechanisms</b>	New Code of Corporate Governance Adopted by the Council in December 2017. Assurance exercise completed April 2018. External Audit independent overview. Internal Audit review of emergency arrangements New Governance Questionnaire developed and rolled out the 4 <sup>th</sup> tier managers Internal Governance Review completed and being revised at Statutory Officer group and CMT; this proposes some incremental enhancements to the governance regime
<b>Date Reviewed</b>	22-Feb-2021
<b>Actions / Controls under development</b>	Response to COVID 19 with Gold, Silver Bronze command structure in place will require management review. Establishing new ways of working during current social distancing requirement such as online meetings Plans in place to reform the assurance processes supporting the Annual Governance Statement 2020/21
<b>Managed By</b>	Joanne Hyde
<b>Administered By</b>	Mark St Romaine

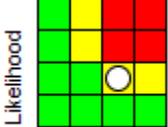
<b>Code &amp; Title</b>	SR 12 ADC Adults Demographic Change			<b>Current Risk Matrix</b>
<b>Description</b>	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2
	<b>Operational</b>	Yes	<b>Total Score</b>	6
<b>Potential Effect of Risk</b>	<p>Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties. Lengthening waiting lists for assessments and provision of care</p>			

	<p>Increases in numbers requiring care</p> <p>Increasing overspends</p>
<p><b>Internal Controls</b></p>	<p>Departmental Leadership Team (DMT) has reviewed the high level Saving and Transformation Plans, which have been endorsed by the Council’s leadership. DMT has also worked up a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention.</p> <p>All DMT members have reviewed and updated their Transformation and Change workstream priorities to ensure that they reflect the changes set out in the 3 year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response.</p> <p>DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism &amp; Neuro Diversity, Continuous Health Care.</p> <p>The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include:</p> <p><i>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.</i></p> <p><i>H&amp;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.</i></p> <p><i>Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings.</i></p> <p><i>Reviewed continuous improvement plans to embed the Departmental Performance Management Framework covering both performance, finance and practice. These plans will provide team managers with support 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.</i></p> <p>The Comms and engagement strategy includes: monthly meetings with service managers, quarterly meetings with all 5<sup>th</sup> tier managers, quarterly engagement sessions with all staff, annual roadshows, bi-monthly newsletters and refresh of departmental information portal – as the main repository for core documentation. As part of our new Comms and engagement plan, DMT have met with departmental managers (up to 5<sup>th</sup> tier management) to brief them on the 3-year plan and high level changes, while also explaining how these plans will inform individual and team goals.</p> <p>The transformation and change plans have been cascaded through the department services/teams as part of a new refreshed comms and 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. They will also be reflected in our service plans and inform team and individual goals.</p> <p>Discussions continue to take 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>A detailed learning and skills gap analysis has been undertaken, which has been used to develop a learning and development improvement plan for the next two financial years. The plan includes areas of development that will strengthen social work/care professional practice, management and programme skills and performance and Financial Management skills for individuals and managers.</p> <p>We have worked with all services to update our induction plans to ensure that there are robust plans in place to support staff in their new roles.</p> <p>As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.</p>
<p><b>Assurance Mechanisms</b></p>	<p>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.</p>

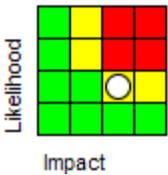
	Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.
<b>Date Reviewed</b>	01.06.21
<b>Actions / Controls under development</b>	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money.</p> <p>Review of population health management approach across the Health and Social Care System, which look at how data is currently being used to help design a system that allows us to proactively improve our services and interventions to meet shared outcomes – this will include reviewing the way we currently manage the joint strategic needs assessment, neighbourhood and ward profiles and how they inform and add value to business.</p> <p>Review of our continuous improvement and quality assurance frameworks to ensure that the department is prepared for the proposed changes outlined in the Government White paper, specifically around a new duty for the Care Quality Commission (CQC) to assess how local authorities are meeting their adult social care duties, and a new power for the Secretary of State to intervene where CQC considers a local authority to be failing to meet these duties.</p> <p>We are reviewing our workforce recruitment and retention approach to develop a programme of activity that ensures we can address workforce capacity challenges both within the Department and our external partners. This work is being done alongside colleagues leading on the “One Workforce” Programme and Bradford Teaching partnership.</p>
<b>Managed By</b>	<b>Iain Macbeath</b>
<b>Administered By</b>	Imran Rathore

<b>Code &amp; Title</b>	SR 13 DSK Delivery of Skills and Training Priority			<b>Current Risk Matrix</b>	
<b>Description</b>	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.				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>2</b>	<b>3</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<p>Lack of coordination in the efforts of various agencies involved.</p> <p>Lack of congruence with educational attainment objective.</p> <p>District becomes unattractive to businesses and employers.</p> <p>Loss of leadership role.</p> <p>Actions detailed in the Workforce Development Plan and Economic Recovery Plan are not delivered, impacting ability to fully realise the district’s ambitions for inclusive and clean growth that addresses the underlying challenge that have been exacerbated by the pandemic.</p> <p>Funding bodies releasing new contracts in isolation. Underspend of current funding.</p>				

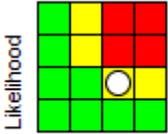
	Education capital developments not aligned with employer need.
<b>Internal Controls</b>	<p>ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019, with further funding secured for unemployed adults in partnership with Leeds Council to run until September 2022.</p> <p>Reed in Partnership continue delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district, and Maximus have been awarded the regional restart contract. 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.</p> <p>SfW continues to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Adult, Family and Community Learning.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting.</p> <p>Work on the development of Future Boost is underway to enable young people to access the full breadth of the support and developmental offer.</p> <p>SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, Gainshare funding and the Kickstart programme.</p>
<b>Assurance Mechanisms</b>	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.
<b>Date Reviewed</b>	01-Jun-2021
<b>Actions / Controls under development</b>	<p>Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding such as the pilot Community Renewal Fund. Officers are working to inform future policy, principles and processes through DoDs Review of the AEB implementation.</p> <p>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 which will have their first cohort of A Level completers this Summer. 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 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>
<b>Managed By</b>	Jason Longhurst
<b>Administered By</b>	Gina Glot; Rachel Ward

<b>Code &amp; Title</b>	SR 14 SND SEND Services			<b>Current Risk Matrix</b>	
<b>Description</b>	Delivery of the SEND Reforms and compliance with the SEND Code of Practice				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>2</b>	<b>3</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<p>Services are not compliant with legislative requirements leading to a risk of Judicial Reviews  The CYPs SEND needs may not be effectively met  The Local Authority may not meet its statutory obligations  Negative impact on Local Authority's reputation with CYP/parents &amp; schools  SEND Inspection outcome is unfavourable resulting in external intervention</p>				
<b>Internal Controls</b>	<p>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.</p> <p>Regular feedback mechanisms are in place with Parents/Carers and children and young people through virtual meetings, focus groups, surveys, regular email and WhatsApp contacts and weekly Local Offer communications. Face to face listening events have been disrupted by the COVID-19 pandemic, these are now held virtually. Individual Focus Groups are being held with parent/carer groups to feedback on specific topics such as SEND Outcomes, Local Offer, PfA audit and Short Breaks.</p> <p>EHC compliance has seen an increasing trend since March 2020 and is currently above the national average 85.7% YTD. A number of plans are being quality assured via a multi-agency QA group.</p> <p>The SEND Assessment Team has prioritised its focus of Annual Reviews on CYP in transition years. There is the need for significant improvement regarding the timeliness of responses to Annual Reviews and the quality of EHCPs. An Annual Review Recovery Plan has been developed with the aim of ensuring that the decisions and amendments are made within the statutory timelimits.</p> <p>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. The Local Offer website is well used, the number of website users and page views shows an upward trend each year. The latest Local Offer Annual Report can be found on the Local Offer. In December 2020, a successful peer review was undertaken and the findings have been published on the Local Offer.</p>				

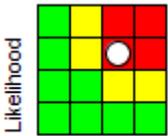
	<p>The Local Area SEF has been reviewed and revised, taking on board regional good practice and learning from previous inspections. Data from Health (CCG) and the SEF is being reviewed quarterly through the SEND Strategic Partnership Board.</p> <p>A Local area improvement plan has been developed with key partners based on the SEF and workstream action plans have being aligned.</p> <p>The Council for Disabled Children (CDC) supported the Local Area to expedite progress on Joint Commissioning and Coproduction, which has resulted in priority actions being delivered by the respective workstreams including the development of a children and young people's (CYP) outcomes framework. Further consultation with CYP and parents/carers was approved by the DfE and this work is to help Bradford embed the children and young people's outcomes framework.</p> <p>The LA has worked with the Yorkshire and Humber Pfa (Preparation for Adulthood lead) from August 2020 and an audit of Pfa work has been undertaken. The good practice identified, has informed the Improvement Plan. Capacity for Supported Internships has been increased through partnership working with MENCAP, in January 2021, Bradford ranked the 9th highest proportionally against all other local authorities Supported Intern numbers.</p> <p>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. 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.</p> <p>The SEND Transformation and Compliance Manager and Strategic Manager Integrated Assessment &amp; Psychology attend monthly Regional SEND meetings with regional LAs, DfE and NHSE where good practice is shared.</p> <p>A new Joint Commissioning Strategy 2020-2023 has been coproduced with partners, including parents, carers and CYP, taking on board recommendations from the CDC work.</p>
<b>Assurance Mechanisms</b>	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.
<b>Date Reviewed</b>	24-May-2021
<b>Actions / Controls under development</b>	<p>Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board.</p> <p>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.</p> <p>Development of a Health Data Dashboard to feed into LA dashboard.</p> <p>Coproduction and engagement plan across the Local Area.</p> <p>Joint Commissioning Strategy 2020.</p> <p>Capita Portal Project 11.</p> <p>Develop and implement the Annual Review Recovery Plan across the Local Area.</p> <p>Continue to develop the multi-agency quality assurance work</p>
<b>Managed By</b>	Marium Haque
<b>Administered By</b>	Caroline Levene

<b>Code &amp; Title</b>	SR 15 OIP Ofsted Improvement Plan			<b>Current Risk Matrix</b>	
<b>Description</b>	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				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>2</b>	<b>3</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	Poor reputation Intervention by DfE of local authority services Financial				
<b>Internal Controls</b>	Children's Services Improvement Board chaired by Stuart Smith appointed by the DfE continued to operate during the pandemic to scrutinise the improvement work. There is continued progress being made evidenced through the improvement plan and vital signs reports. Children's Social Care continue to deliver their core business with contingency planning in place during the Covid 19 restrictions and new national lockdown situation. The new Children's Social Care leadership and management structure is now fully operational and embedded with a high focus on compliance and quality of practice. The Innovation and Improvement Project Team continue to work with Directors on key projects working alongside HoS own in-service improvement 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 reported that 'Senior managers have implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators' Self-evaluation tools for front line services 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 which shows increased pace in the work required. Children's Services have recently had a Monitoring Visit by Ofsted on the 27 and 28 April 2021. Ofsted recognised the difficulty of delivering services throughout the pandemic and the creative efforts to which social workers have gone to keep services going. They also highlighted a number of areas where improvements are being made to services, but it also states that improvement in social work practice has been too slow for children and families. The letter was published on 4 June 2021. Steps have been put in place to speed up the pace of improvement including a recruitment drive for more social workers, better and more focused training, and a clear improvement plan that focuses on the most important improvements that need to be made.				
<b>Assurance Mechanisms</b>	Future Ofsted Inspections				
<b>Date Reviewed</b>	04-Jun-2021				
<b>Actions / Controls under development</b>	Plan Inspection Timetable				

<b>Managed By</b>	<b>Mark Douglas</b>
<b>Administered By</b>	<b>Heidi Hardy</b>

<b>Code &amp; Title</b>	SR 16 EAT Educational Attainment			<b>Current Risk Matrix</b>	
<b>Description</b>	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.				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>2</b>	<b>3</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people.				
<b>Internal Controls</b>	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.				
<b>Assurance Mechanisms</b>	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.				
<b>Date Reviewed</b>	June 2021				
<b>Actions / Controls under development</b>	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 Raising attainment strategy funding will seek to support identification and targeted programmes to help C&YP improve their attainment.				

<b>Managed By</b>	Sue Lowndes
<b>Administered By</b>	Caroline Levene

<b>Code &amp; Title</b>	SR 17 CSI Children Safeguarding Incident			<b>Current Risk Matrix</b>	
<b>Description</b>	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.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	Harm to an individual. Damage to the Council's reputation				
<b>Internal Controls</b>	<p>Children's Social Care An Improvement Plan, Improvement Board and Governance have been put in place. Recruitment has taken place to permanent roles within the Safeguarding and Review Unit including a permanent cohort of CP Chairs and IROs, QA Team and Training Team all of which have a role in either overseeing or improving practice. A calendar of themed audits is now in place alongside existing monthly audit. Additional managers and social workers have been recruited to address the demand issues including currently 4 additional social work teams. Social work pay has been uplifted and a recruitment programme put in place. Mandatory training is in place for all staff. MASH/Front Door Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities</p>				
<b>Assurance Mechanisms</b>	<p>The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p>				
<b>Date Reviewed</b>	1 <sup>st</sup> June-2021				

<b>Actions / Controls under development</b>	<p>Additional resources have been provided to reduce social work caseloads. However demand remains high and for this reason case-loads are still higher than we would like for some staff.</p> <p>Additional permanent Practice Supervisor roles have been created in all case-holding teams to support the manager in the coaching and mentoring of staff, quality assurance etc.</p> <p>Additional unqualified staff and BSOs have been appointed in order to free up social workers.</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. 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>
<b>Managed By</b>	Mark Douglas
<b>Administered By</b>	Caroline Levene

<b>Code &amp; Title</b>	SR 18 COV Covid Multiple Outbreaks			<b>Current Risk Matrix</b>	
<b>Description</b>	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				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Very high	Catastrophic
	<b>Strategic</b>	Yes	<b>Risk Score</b>	4	4
	<b>Operational</b>	Yes	<b>Total Score</b>	16	
<b>Potential Effect of Risk</b>	<p>Increased number of fatalities</p> <p>Further pressure on local hospitals</p> <p>Slower economic recovery</p> <p>Breakdown in community cohesion</p>				
<b>Internal Controls</b>	<p>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.</p> <p>Robust testing, tracing and support to self-isolate processes including local contact tracing service.</p> <p>Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection.</p> <p>Support in place for people who need to shield/ self-isolate.</p> <p>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</p> <p>All people are being tested going in / out of hospital. Where people have tested positive for COVID19, no services without appropriate PPE</p> <p>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.</p> <p>Home testing kits, been delivered door to door in areas of highest infection and enduring COVID 19 prevalence.</p> <p>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.</p> <p>Programme of communications work underway.</p> <p>Robust health intelligence report produced weekly.</p> <p>Robust programme management processes being implemented ensuring 7 keys reporting from work streams weekly.</p> <p>Bradford District COVID-19 Control Team in place, with a SPOC, actively managing outbreaks in partnership with Public Health England.</p> <p>Support businesses to adapt and open safely.</p> <p>Weekly updates including information and advice for schools.</p> <p>Support to University of Bradford to develop their COVID 19 outbreak control plan</p> <p>Testing strategy in place.</p> <p>Programme of enhanced community interventions in response to rising Delta Variants of Concern COVID-19 cases within the district starting in June 2021.</p>				

<b>Assurance Mechanisms</b>	On-going monitoring of COVID-19 cases, admissions and deaths in the District
<b>Date Reviewed</b>	04-Jun-2021
<b>Actions / Controls under development</b>	<p>CBMDC staff encouraged and supported to WFH where possible</p> <p>Work underway to understand how to improve the numbers of residents self-isolating when required to</p> <p>Reinforce 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</p> <p>Regular testing of key workers across the District</p> <p>Promotion of twice weekly Lateral Flow Device testing for all residents across the District.</p> <p>Support the NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities.</p> <p>Continue existing work with partners on health inequalities, prevention and health improvement.</p>
<b>Managed By</b>	Sarah Muckle
<b>Administered By</b>	Imran Rathore



