

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

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Subject:

Qtr 1 Finance Position Statement for 2021-22

Summary statement:

This report provides Members with an update on the year-end financial position of the Council for 2021-22.

It examines the latest spend against revenue and capital budgets and the forecast year-end financial position based on information at Qtr 1. It states the Council's current balances and reserves and school balances.

As the District emerges from national restrictions and looks to build recovery from the impact of the COVID pandemic a series of priority investments are proposed in order to kick start recovery with a particular emphasis on sustainable and economic growth, visible services and support to our children and young people. These investments will be made through the deployment of any remaining COVID Emergency Grant or through existing Council reserves.

Equality & Diversity:

COVID has had a disproportionate impact on the District, amplifying existing inequalities and threatening to generate new ones. The Council's response to the pandemic has sought to mitigate the disproportionate impact on our most disadvantaged and vulnerable groups of people where ever possible and resources continue to be deployed in support of that objective. The proposed investments in this report will help us to build a platform for a sustainable and inclusive recovery and in particular seek to support children and young people who have been among the hardest hit by the pandemic.

Portfolio:

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Leader of the Council and Corporate

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Overview & Scrutiny Area:
Corporate

1.0 INTRODUCTION

This report is the first monitoring report presented to Members on the Council's 2021-22 financial position. It provides the revenue and capital financial position of the Council at the 31st March 2022. The report covers:

- The forecast outturn of the Council's revenue budget
- The forecast financial impact of Covid-19.
- Proposals for the utilisation of any remaining COVID Emergency Grant alongside Council reserves to support investment in social and economic recovery.
- An update on Council Tax and Business Rates collection.
- 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	Forecast Variance at end of Mar 2022
Health and Wellbeing	234.3	111.1	5.0
Children's Services	503.4	103.6	7.8
Department of Place	122.8	64.5	2.8
Corporate Resources	205.4	47.6	-0.6
Chief Executive	4.9	4.5	0.0
Non Service Budgets	7.0	6.1	0.1
General Fund	74.9	47.9	-6.0
Total Council	1,152.6	385.4	9.0

- 2.1 Based on a projection at May the 31st 2021, the Council is forecast to overspend the £385.4m net revenue budget by £9.0m by March 31st 2022. This is after taking account of the c£27m of Covid related funding that has been carried forward from 2020-21, and c£26m of additional Covid related funding that is expected to be received in 2021-22.
- 2.2 The forecast overspend contains significant variances in a number of service areas, most notably agency staffing costs and increased Child Looked After Placements in Children's Services, both of which have increased significantly in recent years. The forecast overspend is after the £7.1m increase in budget that was approved at budget Council in February 2021.
- 2.3 Covid has also had a significant effect on Adult Social Care in the Health & Wellbeing department, and is delaying the implementation of planned Learning Disability demand management savings leading to the forecast overspend.
- 2.4 The Department of Place also has a number of forecast pressures, with the main ones being in Waste Services due in part to higher tonnages and recycling income losses, and also in Housing Services.

- 2.5 The overall forecast Council overspend is a best estimate of the 2021-22 year end position based on current trajectories. It should be noted that the forecast is a very early indication of the year end position, and the overspend hasn't happened yet.
- 2.6 Sections 5 to 11 detail the department variances, and the mitigations that Departments will put in place to help ensure that the Council reaches the year end in a balanced position. A position that has been achieved every year for over a decade.
- 2.7 As a result of prudent financial management, the Council entered into the COVID pandemic in relatively good financial health, particularly in relation to the reserves available to draw on and this provided the flexibility to take decisions in advance of announcements about additional Government spending and therefore move at pace to address the immediate challenges presented by the virus.
- 2.8 The pandemic's financial impact has however, 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 (excluding Collection Fund losses), and will be c£160m by the middle of this financial year. Additionally, the Council also administered a further c£190m of Business Grants, and hardship grants in 2020-21, with £ms more to be administered in 2021-22.
- 2.9 The costs and income losses to the Council have so far been covered by very welcome additional funding from the Government, however, it should be noted that there remains significant uncertainty about how long Covid will continue to impact for, and hence how long the additional funding lasts.
- 2.10 At some point during 2021-22 currently announced emergency funding will run out, but our expectation is that there will be an ongoing financial impact of Covid into the medium term. Higher numbers of children looked after placements; higher waste tonnages from people staying at home more; lower post pandemic income from sports and culture venues and parking are amongst the financial pressures that could continue into next year and beyond. The Government has said that it will provide the necessary financial support to help Councils with the impact of the pandemic, and we expect and require for that support to continue.
- 2.11 The social and economic legacy of COVID will also be far reaching and long-lasting. The report recommends a number of priority investments to help support our children and young people, build an inclusive economic recovery and sustain the resilience, well-being and civic pride of our communities. These investments will be funded from any remaining Covid related grants or Council reserves, in lieu of any additional Government financial support.

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 better information is available to estimate the forecasts.

		2019-20	2020-21	2021-22 Forecast	Total
Department	Expenditure/Income				
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
Health & Wellbeing Total		715	8,123	12,496	21,334
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
Children's Services Total		0	8,355	13,595	21,950
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
Place Total		1,127	22,476	18,249	41,851
Corporate Resources	Expenditure	153	14,210	5,388	19,750
	Income Loss	139	6,351	3,310	9,800
	Additional Income (Specific)		-335		-335
Corporate Resources Total		292	20,226	8,698	29,215
Chief Executives	Expenditure		927	305	1,232
Chief Executives Total			927	305	1,232
Non Service	Expenditure		264	13	277
	Income Loss		654		654
Non Service Total		0	918	13	931
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
General Fund Total		-1,415	-88,277	-26,821	-116,513
Grand Total excluding Council Tax and Business Rates losses		718	-27,251	26,534	0

*At 2020-21 year end the Additional Grants received in the General Fund were allocated to departments to match the net cost of Covid, with the remaining balance transferred to reserves to be used in 2021-22.

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
Total Impact on Council Services	3,418	92,047	65,496	160,961
Additional Income (General)	-2,700	-64,543	-22,041	-89,284
Additional Income (Specific)		-54,756	-16,922	-71,678
Total Income	-2,700	-119,299	-38,963	-160,961
Grand Total excluding Council Tax and Business Rates	718	-27,252	26,534	0

3.3 As a result of prudent financial management, the Council entered into the COVID pandemic in relatively good financial health and with sufficient reserves to enable a rapid and flexible response to the crisis in advance of additional Government funding.

3.4 The costs and income losses to the Council have so far been covered by very welcome additional funding from the Government, however, it should be noted that there remains significant uncertainty about how long Covid will continue to impact for, and hence how long the additional funding lasts.

4 Investing in Recovery

4.1 Over Winter and Spring 2020-21 the Council and its partners have continued to act together to tackle the disproportionate impact of the COVID pandemic on the District and plan for recovery. As we prepare for

the full relaxation of national restrictions the focus of activity is shifting to support for social and economic recovery over the short and medium term.

- 4.2 Proposals for priority investments are set out at paras 4.3-4.5 which are designed to kick start recovery with a particular focus on children and young people, generating sustainable and inclusive economic growth and supporting visible services sustain community resilience, well-being and civic pride. It is proposed that these investments be funded from any remaining COVID related grants or Council reserves, in lieu of any additional Government financial support.

4.3 **16 – 24 year old Youth Offer - £1 million**

Young people locally and nationally have historically been disadvantaged in the labour market, and as has been the case across many aspects of society the pandemic has significantly amplified this underlying inequality. The 18-24-year-old claimant count rate for April 2021 is 14.9% compared to 7.8% in March 2020. The March 2021 claimant number is 6,880, an increase of 91% in the past year compared to an 89% increase for all ages. Young people are clearly being impacted more, and as Bradford has such a young population this is of real concern.

The district has also seen a spate of anti-social behaviour incidents involving young people as we come out of lockdown. The 16-24 year old group in particular have felt the impact of disrupted transition to work and adulthood.

The Council have committed to undertaking a focused programme of support and activity for 16-24 year olds. The existing programme includes some of the biggest skills interventions nationally sitting alongside the “Summer Unlocked” programme and leisure activities that focus on this age group. Young people have named the programme “Future Boost” to reflect the commitment of the district to a comprehensive and powerful youth offer.

Additional investment of £1m will fund an enhanced offer including:

- Increased resource for Not in Employment Education or Training (NEET) service to meet current higher volumes and deliver additional outreach work and earlier interventions.
- Additional work experience placements for NEET young people
- Creation of additional Apprenticeship places enabling individuals to upskill/reskill to enter careers in Youth Work, and to boost the capacity of the Youth Service to deliver outreach and support
- Support for young people to access positive activities
- Local additional kick-start places for young entrepreneurs
- Free access to local leisure for the 6 weeks of summer for young people
- Additional youth service hours to undertake outreach and support

4.4 **Regeneration - £2m**

Master planning and development frameworks for the district (£500k)
to review the economic condition of the city and district post pandemic. Our town centres have been badly affected by the economic restrictions of the last year, we must quickly turn them around so that they can survive then thrive. Without up to date Development Frameworks in place it will be

difficult to attract investment and importantly, the right investment partners to the district.

This work will review the local plan site allocations and the Council's asset portfolio to identify sites suitable for particular types of development that will create economic and regeneration benefits. The Development Frameworks will identify the core recommendations for development sites, their planning status and the investment opportunity. The plans will look at a route to delivery.

The towns will be looked at individually but also as a group to allow consideration of larger scale solutions that will benefit a wider area and achieve economies of scale. Keighley, Shipley, Bingley and Ilkley will be considered in detail as they are the larger settlements with more investment opportunities.

The Development Frameworks will be reflected in a digital platform that will bring the spatial information to life and enable sustainable development opportunities to be identified and promoted to partners and potential investors

Supporting Enterprise (£1.5 million)

A package of support will be established from Economic Development via a Workshop programme to encourage people to set up new businesses and grow them. Working with local partners to create a Bradford District-specific enterprise support programme, encouraging people from all different backgrounds to set up and sustain businesses. The investment will deliver additional in-depth support, sometimes with specific geographic or sectoral focus.

4.5 Visible Services - £1 million

Investment to support enhanced visible services to respond to issues of litter, fly tipping and environmental blight. It is important to clear sites quickly and also to protect, educate and enforce irrespective of land ownership in responding to increased cases of litter and fly tipping experienced through the pandemic. In 2019, 11,033 incidents were reported, in 2020 this increased to 12,617 incidents.

Having clean and tidy neighbourhoods is of great importance to our residents and it is fundamental to our ambitions for the place. Therefore, through this year's budget we invested an additional recurring £600,000 into our street cleansing services. This additional £1m investment will be used to strengthen locally based activities that meet the specific needs of individual wards while also enhancing the district-wide awareness raising and enforcement measures.

Alongside our increased investment in Council street cleaning services, local ward based activities carried out jointly with community groups and volunteers through our People Can campaign are proving to be extremely welcome for local communities in supporting a shared pride in where we all live. This funding will strengthen this progress while also supporting our prevention and enforcement measures and it is much needed at a time of heightened pressures created by the pandemic.

- 4.6 These investments are made from time limited funding including where available, Government grant, in order to help pump-prime the economic and social recovery of the District. They cannot and are not intended to alleviate the ongoing financial pressures faced by Council services as they seek to return to “business as usual” delivery. Those pressures are detailed in the following Departmental Commentaries at sections 5 to 10.

Departmental Commentary

- 5.0 Overall, the Council is forecast to overspend the £385.4m net budget by £9.0m.
- 5.1 The most significant issues relate 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 are forecast to overspend the £103.6m net expenditure budget by £7.8m. This is after the £13.6m of additional Covid related costs and losses that are forecast to be covered by Government funding. The forecast overspend is mainly derived from Children’s Social Care related services (Children’s Social Care (£2.5m) and Safeguarding & Reviewing, and Commissioning & Provision (£5.6m)).

Children’s Social Care

- 6.2 The forecast overspend is mainly due to the continued use of agency staff due to problems recruiting staff into permanent positions.
- 6.3 A £3.2m overspend on the Social Work budget is mainly due to higher workloads, and the continued use of agency staff due to a shortage of staff.
- 6.4 The amounts incurred on Agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, and £17.4m in 2020-21) and are currently running at approximately £1.5m per month.
- 6.5 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 so far, the numbers of new starters are being offset by high numbers of leavers.

Description	2020/21 Total	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Total
Starter	74	9	4	3	3	3	22
Leaver	54	9	2	4	7	3	25
Net	20 ¹	0	2	(1)	(4)	0	(3)
No of Perm Social Work Staff		295	295	287	291	291	

- 6.6 The service was allocated £1.3m from Covid grants to bring in extra social workers to support the demand as a result of the current pandemic.

¹ In 2020/21 although there were 20 more Starters than leavers, it only resulted in 8 more permanent Social Workers across the year as some new starters also left in the year.

- 6.7 The Children with Disability Service is forecast to overspend on the direct payment/home support budget by £0.9m.
- 6.8 The overall service overspend is offset by a £0.6m underspend on Prevention and Early Help services and £1.0m from the contribution of Family First resources.
- 6.9 Overspends are also occurring in other areas due to continued growth in the average number of Children receiving support, with large increases in typically more costly Foster Agency and external Residential placements.

Type of Placement	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 May 21	Avg Cost per week
Placed with Parents	119	117	129	150	162	169	
Placed for Adoption	24	25	26	24	35	44	
Friends and Families	232	235	301	357	372	360	£250
Foster Parents	365	371	354	368	393	390	£519
Fostering Agencies	38	57	88	131	164	165	£839
Residential Care (Internal)	58	51	45	51	45	47	£3,100
Residential Care (External)	47	42	42	60	70	83	£3,600
Other	48	62	68	90	107	89	£1,600
Sub Total (Number of Children Looked After)	931	960	1,053	1,231	1,349	1,347	
Residence Orders	59	46	40	37	33	33	£154
Adoption Orders	260	247	239	237	226	222	£270
Special Guardianship Orders	304	320	338	364	435	447	£155
Sub Total (Chd in Permanent Arrangements)	623	613	617	638	694	702	
Total Children Receiving Support	1,554	1,573	1,670	1,869	2,043	2,049	

Safeguarding and Review, Commissioning and Provision

- 6.10 As a result of the above, the service is forecast to overspend the £56.2m budget by £5.6m.
- 6.11 The external purchased placement (Residential, Fostering and Post 16) budget is forecast to overspend by £5m. The number of external placements increased by 19% in 2020-21 and the current forecast assumes a 14% increase in 2021-22.
- 6.12 Internal residential/respite homes are currently forecasting an overspend of £0.6m due to the use of agency staff and premises related cost.

Education and Learning

- 6.13 The Education and Learning Service is reporting a £0.4m underspend. The underspend is mainly on the Travel Assistance service.

Skills for Work and 14-19 Service

- 6.14 The Skills for Work/14-19 Service is currently reporting an overspend of £0.1 on a £1.4m budget.

Mitigating Actions to reduce overspend

- 6.15 There has been a considerable level of investment into Children Services over past few years. 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. There was a further £7.125m investment in 2021-22.
- 6.16 The service will pursue the following actions to reduce the forecast overspend in 2021-22;
- Review of high cost placements.
 - Seek contributions from partners towards placement costs.
 - Permanent recruitment of social workers to reduce reliance on the use of agency staff.
 - Review agency fee cost in order to get value for money from agency suppliers/contractors.
 - Grow in-house children residential provision, to reduce costly external placements.

Health and Wellbeing

- 7.1 The Department of Health and Well-Being is forecast to overspend the £111.1m net expenditure budget by £5.0m. This is after £17m of additional Covid related costs and losses that are forecast to be covered by Government and other income.
- 7.2 In 2021/22 the department has Demand Management savings of £8.4m to achieve, of which £2.1m is apportioned to Older People and Physical Disabilities and £6.3m to Learning Disabilities (LD).
- 7.3 At this stage in the financial year it is forecast that the £6.3m LD Demand Management saving will be unachieved; the service also has a recurrent pressure of £3.2m from the 2020/21 LD Demand Management saving, and has forecast additional cost pressures linked to the day care block contract of £0.5m. The underachievement is primarily due to Covid as a result of not being able to carry out face to face reviews, and the increased costs of supporting people at home as a result of day care closures. Due to the impact of the pandemic on the ability of the service to deliver the savings, £4.9m of Covid funding has been included in the Qtr 1 forecast. This has reduced the Qtr 1 forecast overspend on LD long term support to £5.1m.

- 7.4 Included in the demand management savings were plans to re-model the current block day care contract; this work is on-going but it is likely that savings won't be realised until 2022/23.
- 7.5 As this forecast is very early in the financial year, the service is hopeful that coming out of the pandemic face to face reviewing will commence; the Review Service has now been established within LD, with priorities aligning to the departments commissioning plan. Reviewing capacity and commissioning resource has also been identified to assist in the transformation of day services.
- 7.6 The £2.1m demand management saving apportioned to Older People and Physical Disabilities Residential and Nursing fees is forecast to be achieved. However, there is a significant pressure (£4.3m) on Home Care due to the full year effect of the increase in hours from 2020/21. This was a result of the significant reduction in residential and nursing placements contributing 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 operational.
- 7.7 There are compensating underspends of £1m on residential and nursing fees and £0.8m of Discharge to Assess funding projected for 2021/22 to reduce the overall forecast pressure on Home Care to £2.5m.
- 7.8 As mentioned above this forecast is very early in the financial year and is based on the current levels of activity; the service is optimistic that the home care hours can be reduced once the home support reviewing team capacity is increased, strength based approaches become embedded in teams, annual reviews are carried out and Fletcher Court is fully occupied.
- 7.9 There are the following mitigating underspends across the department; £0.8m in Mental Health, £0.6m across short term support budgets, £0.8m in vacancy control within Operational Services staffing budgets and a combined £0.4m in smaller scale underspends.

Mitigating Actions to reduce overspend

- 7.10 The service will pursue the following actions to reduce the forecast overspend in 2021-22;
- Reviewing the charging policy
 - Accelerating reviews
 - Seek additional health related income
 - Continue with, and seek to accelerate the transformation programme

Department of Place

- 8.1 The Department of Place is forecast to overspend the £64.5m net expenditure budget by £2.8m. This is after £18.3m of additional Covid related costs and losses that are forecast to be covered by Government and other income.

- 8.2 At this early stage of the year, the impact of Covid-19 for 2021-22 has been estimated and will be closely monitored each month. The overall impact will be dependent on the continued easing of restrictions and the speed of recovery across the district.

Waste, Fleet & Transport Services

- 8.3 The service is forecast to over spend the £27.1m net budget by £1.5m. This is after £1.8m of Covid related costs and losses that are forecast to be covered by Government and other income.
- 8.4 The £1.5m service over spend is largely comprised of an over spend in Waste Services of £1.3m and £0.2m in Fleet & Transport and Emergency Planning.

Waste Services

- 8.5 Pressures in Waste Services continue to centre around higher than budgeted disposal costs and a reduction in recycling income. The service is currently forecasting a £1.3m overspend, which in the main is being driven by the following:
- £0.5m over spend on disposal costs (forecast over spend including additional expenditure relating to COVID is £1.5m);
 - £0.6m shortfall in recycling income due to market prices remaining low; &
 - £0.2m in Transfer Loading Sites & Household Waste Recycling Centre expenditure, some of which due to essential repairs.
- 8.6 Plans to develop the materials recycling facility, which will facilitate in-house processing of all recycling waste and negate the requirement for third-party intervention, are on-going but will not be operational in this financial year. This development is estimated to save c. £1m per year compared to current expenditure based on reduction/elimination in 3rd party processing. The final business case approval is on hold pending the publication of the Government's consultation on consistent collections across the UK. There are also site utility issues to assess prior to seeking approval as there is currently limited electric capacity at the site which prevents future improvements taking place.
- 8.7 The consistent collections announcement is currently aimed at full kerbside segregation of paper, glass, cans, plastic and card as well as having a weekly segregated food collection service. This would mean major service changes for our district in regards to additional staff, vehicles, contracts and resident/business compliance with the collections. Multiple new bins/caddies would be needed at each property which would be extremely costly and impractical at many urban locations without room for storage. DEFRA are likely to fund this change initially and it is aimed to start from 2023 onwards.
- 8.8 The change brought about by COVID on residents' living and working arrangements has had an effect on waste tonnages. Pre-covid we collected on average 3,026 tonnes per week which has increased by an average 281 tonnes per week throughout the pandemic and to date. We don't expect this figure to reduce significantly until all restrictions are lifted and people get back to some kind of normality.

Neighbourhoods and Customer Services

- 8.9 The Service is forecast to underspend the £15.0m net expenditure budget by £0.1m. This is after £9.3m of Covid related costs and losses that are forecast to be covered by Government and other income.

Economy & Development Services

- 8.10 The service is forecast to overspend the £3.9m net expenditure budget by £0.7m. This is after £1.1m of Covid related costs and losses that are forecast to be covered by Government and other income. The non Covid-19 issues, totalling £0.7m, are detailed below: -
- 8.11 Economic Development has an underspend of £0.2m as spending plans for recruitment are being reviewed due to Covid-19 recovery plans.
- 8.12 Housing Development is forecast to overspend by £0.8m due to not achieving income targets via a capital recharge (£0.3m), empty Council properties, Council Tax and maintenance costs (£0.4m), and loss of rental income (£0.2m).

Planning Transport & Highways

- 8.13 The Service is forecast to overspend the £14.1m net expenditure budget by £0.2m. This is after £0.5m of Covid costs and losses that are forecast to be covered by Government and other income. The main non Covid related forecast overspend related to energy cost for Streetlighting.

Sports & Culture

- 8.14 The Service is forecast to overspend the £3.9m net expenditure budget by £0.6m. This is after £5.5m of Covid costs and losses in Sports Facilities, Theatres, Libraries, Museums, Tourism and Parks as outlined in the Covid-19 Tracker. The Service is reporting a non Covid-19 related overspend of £0.6m.
- 8.15 The main pressure is coming from Bereavement Services where a £0.2m shortfall in income is being forecast. This is caused by the reduction in cremation numbers due to the closure of Oakworth until early 2022 and a £50 discount for cremations due to the reduced level of service being offered.
- 8.16 Sports Facilities were closed in the first two weeks of the financial year and commenced a phased reopening from 12th April. Capacities in the sports centres and pools have been very much reduced by the Covid secure measures. All customers have had to pre book and pay for their activities. Because of the reduced capacities and service, it has not been possible to collect any direct debit membership income.

- 8.17 Sports Facilities are forecasting a slow recovery of both income and attendances following an anticipated lifting of lockdown restrictions.

Corporate Resources

- 9.1 Corporate Resources are forecast to underspend the £40.6m net budget by £0.6m. This is after £8.7m of Covid related costs and losses that are forecast to be covered by Government and other income. 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 Investments & capital schemes.
- 9.2 Excluding Covid-19 impacts, the Department is forecast to underspend by £0.6m, with forecast underspends in Revenues & Benefits (£0.4m), Catering & Office Services, (£0.1m), Energy Unit (£0.2m) and ICT (£0.2m). The forecast includes the net impacts of pre-existing and ongoing pressures, after allowing for the impact of Covid on traded areas such as ISG (£0.2m), 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 is forecast to underspend by £6m. This is due mainly to Corporate Contingencies and Capital Financing underspends as a result of lower borrowing and lower borrowing rates.

Council Tax and Business Rates.

- 13.0 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 (£212.9m) in 2021-22.
- 13.1 Business Rates collection has also been significantly impacted by the pandemic. Bradford will be paid over its budget precept of £62.5m in 2021-22.
- 13.2 The Council will have very large deficits from 2020-21 as a result of Covid (£6.1m for Council Tax and c£28.7m for Business Rates) that it will have to repay to the Collection fund in 2021-22 and 2022-23, however this will be covered by Section 31 grants from the Government that have been held in reserve from 2020-21 to pay for this deficit, and Tax income guarantee compensation from the Government.
- 13.3 In line with prior years, the Council will remain in a Business Rates pool with other regional Council's. The 2021-22 Pool will however be the Leeds City Region Pool, rather than the North & West Yorkshire Pool as existed in 2020-21. Legally, the old pool will be disbanded, and the new pool will have a new Joint Committee to oversee the new pool consisting of the Leaders of the participating authorities.

Reserves

- 14.1 At 31st May 2021 reserves stand at £268.6m (Council £225.7 and Schools £42.9m). Unallocated reserves stand at £10.3m.

	Closing Balance 2019-20 £m	Closing Balance 2020-21 £m	Provisional Opening Balance 2021-22 £m	Net Movement	Balance as at 31 st May 2021 £m
Council reserves	207.0	225.7	225.7*	0	225.7
Schools Delegated budget	31.9	42.9	42.9	.0	42.9
Total	238.9	268.6	268.6*	0	268.6

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

- 14.5 The Council has £15m of General Fund reserves, and £10.3m of unallocated reserves.
- 14.6 The Council also has c£27m of Covid related grants in reserve from 2020-21, which 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. Should they be used then they will either have to be reimbursed in future years, 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 post 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. Schools do not report their quarter one financial position for 2021-22 until the end of July 2021.

	Balance 1 st April 2020		Balance 31 st 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
Subtotal	101	7,900	87	12,991	14	(5,091)
School Contingency		21,987		27,550	0	(5,563)
Other Activities/Closed Schools		890		1,418	0	(528)
Total	101	30,777	87	41,959	14	(11,182)

- 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 Dedicated Schools Grant (DSG), and on DSG funded schools and other providers, is a matter that the Schools Forum continues to closely monitor.

15.2 Within the Early Years Block of the Dedicated Schools Grant, the Authority is allocated a 'supplement', which protects the historic higher rate of funding received by our 7 maintained nursery schools. As we explained in the budget report to Council, approved on 18 February 2021, the status of this supplement for the period September 2021 to March 2022 was still to be confirmed by the DfE. In the February report therefore, we were only able to put forward for decision our proposals for nursery school funding for the period April to August 2021. However, within the February report, we stated that, if the DfE confirms the continuation of the supplement and that we are permitted to continue to protect nursery school funding as we do currently, the Authority anticipates proposing to extend our existing April to August 2021 arrangements to the period September 2021 to March 2022.

The DfE has now confirmed that we will continue to receive the supplement on existing terms at an estimated value of £1.2m for the full year. We now therefore, formally propose to extend our existing arrangements for this supplement for the full 2021/22 financial year up to 31 March 2021.

We recommend that the Executive accepts this proposal.

Capital Expenditure

- 16.1 The Council continues to seek to deliver a large capital programme across the District, which will provide improved facilities and infrastructure to support the delivery of the Council Plan.
- 16.2 The profiled resource position for 2021-22 for the Capital Investment Plan stands at £133m. To the end of May there has been total spend of £8.7m. A summary by service is shown below with a detailed monitor in Appendix 2.

Directorate	Approved by Exec 2021-22	Changes	Re profile Budget 2021- 22	Spend 31 May 21	Budget 22-23	Budget 23-24	Budget 24-25 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	4.2	-2.2	2.0	0.0	3.2	1.5	0.0	6.7
Children's Services	11.0	4.3	15.3	4.0	12.7	4.1	0.1	32.2
Place - Economy & Development Services	41.5	-14.6	26.9	0.6	42.3	10.2	8.5	87.9
Place - Planning, Transport & Highways	65.4	-18.5	46.9	2.1	139.3	40.1	15.7	242.0
Place - Other	12.3	8.6	20.9	1.0	15.9	10.2	2.0	49.0
Corp Service – Estates & Property Services	5.0	9.0	14.0	1.0	4.6	1.3	2.0	21.9
TOTAL - Services	139.4	-13.4	126.0	8.7	218.0	67.4	28.3	439.7
Reserve Schemes & Contingencies	115.5	-108.5	7.0	0.0	109.3	92.5	59.6	268.4
TOTAL	254.9	-121.9	133.0	8.7	327.3	159.9	87.9	708.1

- 16.3 The latest Capital Investment Plan was set as part of the 2021-22 budget (Full Council, 18 February) and £627.7m of spend was approved in total. The Plan has been updated with the carry forward from 2020-21 and additional funding allocations. Also schemes have been re-profiled between years to better reflect the year of spend.
- 16.4 Overall there has been an increase in the budget of £80.4m to £708.1m. This relates to:
- £77.3m of 2020-21 underspend carried forward into future years.
 - £26.9m of additional budget on current schemes, the main ones being School Capital Programme, Disabled Facilities Grant and Highways Maintenance Fund and the City Centre Market WYCA grant.
 - £23.8m reduction in budgets due to confirmation of grant funding for Reserve Schemes and underspends.
- 16.5 Although the total budget to 2024-25 has increased, there has been a £121.9m reduction to the 2021-22 Budget. This is made up of
- £38.3m of 2020-21 underspend added to 2021-22.
 - £6.7m of new schemes, the main ones being School Capital Programme and Highways Maintenance Fund, and additional spend on current schemes within the Programme.
 - £166.5m of 2021-22 Budget re-profiled into future years.
 - £0.4m reduction in budgets due to underspends.
- 16.6 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets have been re-profiled into future years and Service managers are in the process

of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.

- 16.7 It should also be noted that there remains much uncertainty linked to Covid, and although we have a better understanding of the additional costs, income losses and Government funding streams, the time period over which Covid will impact for is still an unknown, and consequently there remains high levels of uncertainty in the forecasting.

New Capital Schemes

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

- **Electric Vehicles and charging points** - £1.8m is included in Reserve scheme, added as part of the 2020-21 Budget process. The split of this budget is £1.144m for EV fleet procurement, £0.36m for 7 electric vehicles within Street Cleansing and £0.3m for infrastructure costs to enable charging of the vehicles.

The current programme is £0.881m for the additional cost of purchasing Electric Vehicle's compared to current vehicle replacement costs and £0.05m for the supporting charging infrastructure.

The total budget of £0.931m will be funded by a mixture of invest to save and corporate borrowing.

- **Mailroom Equipment** - £0.072m for the replacement of two franking machines and two finishers at the centralised Council mailing centre. The current machines are coming to the end of their asset lives and starting to be unreliable. The £0.072m will be funded from the general contingency budget.

- 16.9 Appendix 2 shows the Capital Investment Plan as at 31st May and additional to this the June PAG has considered the following capital bids and recommends their approval by Executive for inclusion in the Quarter 2 CIP.

Children's Residential Home Provision – A new scheme has been identified to relocate one current home to a new refurbished property owned by the Council. The cost of this has been identified at £3.1m. The scheme will provide additional accommodation over two homes and allow the Council to provide more accessibility to care within the district. The scheme will mean both a cashable and non-cashable benefit by improving the outcome of the children in care and on the edge of care. It will also mean a reduction in more expensive external residential placements and the increased internal capacity will generate estimated savings of £0.48m per year. The current CIP includes £0.5m for the purchase of a new property to replace one that is currently owned, this scheme is no longer possible and this new larger project has been developed. The new scheme will be funded as an invest to save scheme through service prudential borrowing. It should be noted the proposal will also identify a capital receipt of £0.25m which will be used to support the overall capital programme.

The scheme has been appraised and is subject to final PAG approval between Q1 and Q2, which will be completed before the scheme commences.

Bradford Live / Former Odeon - £0.4m for the Councils own capital costs for this scheme (£0.3m towards Council staff who will recharge their time to this project and £0.09m towards capital works for which the Council is responsible).

16.10 The following scheme has been approved under Section 1.7 of the Financial Regulations. Executive are asked to note.

- **Safety Work to Footbridge at Ilkley Riverside** – this is for £0.05m for works to the Bridge to prevent people accessing the external structure. It will make a significant contribution to the district Community Safety Plan which prioritises tackling anti-social behaviour as a key strategic aim. The £0.05m will be funded from the General Contingency Budget.

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 and the actions taken to manage the issues highlighted in the report.
- 30.2 Agree the priority investments recommended at paras 4.3-4.5
- 30.3 Agrees the formation of a new Joint Committee to oversee the new 2021/22 Leeds City Region Business Rates Pool.
- 30.4 Approves the Leader's position on the Joint Committee to oversee the new LCR Business Rates Pool.
- 30.5 Accept the recommendation in section 15.2 in relation to the Early Years Block Nursery Supplement for 2021-22.
- 30.6 Approve the following capital expenditure schemes as outlined in section 16.8 & 16.9
 - £0.931m for the additional cost of purchasing electric vehicles and ensuring that the appropriate charging infrastructure is in place.
 - £0.072m for the replacement of two franking machines and two finishers at the centralised Council mailing centre. This will be funded by the General Contingency Budget.
 - £3.1m for the relocation of a current Children's Residential Home to a new refurbished property subject to final PAG appraisal. This will be funded by invest to save borrowing.
 - £0.4m for the Council's capital costs linked to the former Odeon scheme.
- 30.7 Note the following has been approved under Section 1.7 of the Financial Regulations:
 - £0.05m for the completion of health and safety works on the footbridge at Ilkley riverside. To be funded from the general contingency budget.

31.0 APPENDICES

- Appendix 1 Reserves Statement
- Appendix 2 Capital Investment Plan
- Appendix 3 Council Strategic Risk Register

32.0 BACKGROUND DOCUMENTS

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

Reserves Statement as at 31st May 2021

Appendix 1

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,300	0	10,300	
Total available Unallocated Corporate Reserves	10,300	0	10,300	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF – STEP	1,915	0	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	0	0	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	3,635	0	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	1,397	0	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	10,890	0	10,890	To help fund Transitional work, and cover risks.

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
Dilapidation & Demolition	767	0	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 work.
Match Fund Basic needs Grant	700	0	700	Match funding against capital spend – using capital grants first.
Strategic Site Assembly	309	0	309	To be moved to Local Plan reserve in 2020
Implementation Reserve	1,504	0	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	1,735	0	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	723	0	723	Statutory compensation obligation for terminating tenancies
Finance Works Reserve	94	0	94	Reserve to fund additional project Finance Work including Housing Revenue Account.
ICT Programmes Budget	1,424	0	1,424	To fund future ICT projects
Children Services Investment Fund	745	0	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	Remaining
Covid 19 funding allocation Reserve	18,281	0	18,281	Emergency grant from Government – reflects timing issue between receipt and spend
Indexation Pressures Reserves	136	0	136	Reserve to cover any in year costs above the 2% budgeted pay award.

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
Project Feasibility Reserve	1,000	0	1,000	
Sub Total	126,941	0	126,941	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.
Markets	93	0	93	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,230	0	5,230	
D. Service Earmarked Reserves	39,564	0	39,564	See overpage
E. Revenue Grant Reserves	24,199	0	24,199	
F General Reserves				
General Fund	15,000	0	15,000	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	41,930	0	41,930	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
LA Education Reserve	933	0	933	
Sub Total General Fund Reserve & School balances	57,863	0	57,863	
G. HRA Reserves	503	0	503	

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
Grand total	264,600	0	264,600	

Departmental Earmarked Reserves Statement at 31st May 2021

	Opening Balance £000	Movement in 2021- 22 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	64	0	64	Funding to support invest to save projects
Integrated Care	8,231	0	8,231	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	172	0	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	35	0	35	
Total Adult and Community Services	8,929	0	8,929	
Children Services				
BSF Unitary Charge	9,417	0	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	6,704	0	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	0	0	0	To fund time limited Prevention & Early Help Work
Retail Academy (Skills for Employment)	197	0	197	Skills for work
Prevention & Early Help	0	0	0	To fund time limited Prevention & Early Help Work
SEND Inspection Resource	195	0	195	To provide resource to assist with preparation for inspection.
One Workforce Reserve	706	0	706	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	81	0	81	Workforce development schemes funded from LCR business rates pool.

	Openin g Balance £000	Movemen t in 2021- 22 £000	Latest Balanc e £000	Comments
ICE Advanced Skills	307	0	307	Training for post 16 Children through Industrial Centres of Excellence.
Sinking fund for bus replacement Reserve	125	0	125	
Training Work Programme (Skills for Work)	223	0	223	Skills for Work
Total Children	18,586	0	18,586	
Department of Place				
Marley & other pitch and gyms	0	0	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	395	0	395	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	314	0	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	0	0	0	To fund replacement gym equipment in Sports Facilities
Museum Restoration	76	0	76	Fund for museum improvement
Council Housing Reserve	0	0	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	536	0	536	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	202	0	202	Developing peer to peer solutions to

	Openin g Balance £000	Movemen t in 2021- 22 £000	Latest Balanc e £000	Comments
Tree & Woodland Planting Fund	76	0	76	building capacity within the VCS District wide Tree & Woodland planting fund as part of Woodland Strategy.
PT&H - Local Plan Reserve	300	0	300	
City Park Sinking Fund	900	0	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	114	0	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	377	0	377	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	1.282	0	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	458	0	458	A statutory requirement that fees can only be generated and retained within the Housing enforcement

	Openin g Balance £000	Movemen t in 2021- 22 £000	Latest Balanc e £000	Comments function.
Well England Reserve	103	0	103	Programme provides a range of initiatives to support Health & Wellbeing in Girdlington, Holme Wood and Keighley.
New Projects (Parks, Open Spaces and Libraries) Reserve	700	0	700	
Waste Services Reserve	0	0	0	
City of Culture Reserve	0	0	0	
Department of Place	9,640	0	9,640	
Corporate Resources				
Schools Traded HR Reserves	84	0	84	To mitigate the risk of changes in customer base. Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
Workforce Development	0	0	0	
District Elections	335	0	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	279	0	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	0	0	0	Legal and other costs associated with estates projects
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	153	0	153	Balancing reserve related to Schools Broadband Contract
Estates CAT Support	0	0	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

	Openin g Balance £000	Movemen t in 2021- 22 £000	Latest Balanc e £000	Comments
Energy unit	484	0	484	To help smooth effect of price spikes.
Climate change Reserve	2	0	2	
Total Corporate Resources	2,409	0	2,409	
Total Service Earmarked Reserves	39,564	0	39,564	

Capital Investment Plan

Appendix 2

Scheme Description		February 2021-22 Budget	Revised Q1 2021- 22 Budget	Spend 31 May	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing												
CS0237a	Great Places to Grow Old	3,000	300	0	3,185	1,500	0	0	0	0	4,985	4,985
CS0237c	Keighley Rd Residential Care Valley View	0	295	-55	0	0	0	0	295	0	0	295
CS0373	BACES DFG	443	418	0	0	0	0	0	0	0	418	418
CS0239	Community Capacity Grant	750	910	0	0	0	0	0	910	0	0	910
CS0311	Autism Innovation Capital Grant	0	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	0	80	0	0	0	0	0	80	0	0	80
Total - Health and Wellbeing		4,193	2,022	-55	3,185	1,500	0	0	1,304	0	5,403	6,707
Children's Services												
CS0249	Schools DRF	0	500	0	0	0	0	0	500	0	0	500
CS0287	S106 Education	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	0	800	1,128	0	0	0	0	800	0	0	800
CS0030	Capital Improvement Work	0	138	28	100	100	100	100	538	0	0	538
CS0240	Capital Maintenance Grant	2,869	4,488	230	3,070	1,000	0	0	8,559	0	0	8,559
CS0244a	Primary Schools Expansion Programme	1,298	1,220	3	1,234	0	0	0	2,454	0	0	2,454
CS0244b	Silsden School	2,000	4,155	1,897	465	0	0	0	4,620	0	0	4,620
CS0244c	SEN School Expansions	1,000	1,628	641	2,600	400	0	0	4,628	0	0	4,628
CS0362	Secondary School Expansion	2,500	1,000	66	3,298	2,616	0	0	6,914	0	0	6,914
CS0421	Healthy Pupil Capital Grant	120	43	0	0	0	0	0	43	0	0	43
CS0436	Children's Home (A) & (B)	0	400	0	500	0	0	0	250	0	650	900
CS0488	Digital Strategy	0	960	51	0	0	0	0	0	0	960	960
CS0500	TFD	1,200	0	0	1,400	0	0	0	0	0	1,400	1,400
Total - Children's Services		10,987	15,333	4,044	12,667	4,116	100	100	29,306	0	3,010	32,316
Place - Housing												
CS0237b	Keighley Rd Extra Care Fletcher Court	0	62	-256	0	0	0	0	0	0	62	62
CS0308	Afford Housing Programme 15 -18	0	392	-270	0	0	0	0	392	0	0	392

Scheme Description		February 2021-22 Budget	Revised Q1 2021- 22 Budget	Spend 31 May	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total - Housing		0	454	-526	0	0	0	0	392	0	62	454
Place - Economy & Development Services												
CS0136	Disabled Housing Facilities Grant	4,000	5,085	511	3,234	4,392	2,028	5,753	8,294	0	12,198	20,492
CS0137	Development of Equity Loans	1,195	750	29	1,989	535	0	0	1,727	0	1,547	3,274
CS0144	Empty Private Sector Homes Strat	825	850	9	831	0	0	0	0	0	1,681	1,681
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	178	0	0	0	0	178	0	0	0	178	178
CS0280	Temp Housing Clergy House	0	0	0	0	0	0	0	0	0	0	0
CS0496	Town Fund Keighley & Shipley	0	828	215	0	0	0	0	828	0	0	828
CS0084	City Park	0	192	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	600	1,394	7	0	0	0	0	0	0	1,394	1,394
CS0291	One City Park (Temp Gardens)	23,900	9,533	0	23,500	1,800	0	0	7,500	15,133	12,200	34,833
CS0228	Canal Road	100	100	0	0	0	0	0	0	0	100	100
CS0507	Conditioning House & High Point	0	1,439	0	0	0	0	0	1,439	0	0	1,439
CS0241	Re-use of Frmr College Builds Kghly	0	355	0	0	0	0	0	0	0	355	355
CS0266	Superconnected Cities	500	829	0	0	0	0	0	0	0	829	829
CS0446	Staithgate La Enterprise Zone Site Investigation works	0	0	0	0	0	0	0	0	0	0	0
CS0265	LCR Revolving Econ Invest Fund	0	658	0	0	0	0	0	658	0	0	658
CS0345	Develop Land at Crag Rd, Shply	0	43	0	0	0	0	0	0	0	43	43
CS0107	Markets	0	21	0	0	0	0	0	0	0	21	21
CS0363	Markets Red'mnt - City Cntr	9,160	3,793	401	11,702	3,458	525	0	3,800	5,364	10,314	19,478
CS0363b	Markets Red'mnt - City Cntr Public Realm	1,000	596	0	1,000	0	0	0	0	0	1,596	1,596
Total - Place - Economy & Development Serv		41,458	26,465	1,171	42,256	10,185	2,731	5,753	24,246	20,497	42,647	87,390
Place - Planning, Transportation & Highways												
CS0131	Kghly Town Cntr Heritage Initiative	0	151	0	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	0	14	0	0	0	0	0	14	0	0	14

		February 2021-22 Budget	Revised Q1 2021- 22 Budget	Spend 31 May	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
	Scheme Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0285	Blight Sites	650	166	0	1,000	0	0	0	0	0	1,166	1,166
CS0071	Highways S106 Projects	0	493	1	0	0	0	0	493	0	0	493
CS0372	Countryside S106 Projects	0	355	0	0	0	0	0	355	0	0	355
CS0091	Capital Highway Maintenance	0	349	670	0	0	0	0	349	0	0	349
CS0095	Bridges	0	100	1	0	0	0	0	100	0	0	100
CS0096	Street Lighting	0	69	1	0	0	0	0	70	0	0	69
CS0099	Integrated Transport	0	69	0	0	0	0	0	69	0	0	69
CS0168	Connecting the City (Westfield)	0	0	0	0	0	0	0	0	0	0	0
CS0172	Saltaire R/bout Cong& Safety Works	0	279	0	0	0	0	0	279	0	0	279
CS0264	Highway to Health	0	0	3	0	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisitions	0	176	0	0	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	0	495	0	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	34,448	15,004	448	90,877	20,770	0	0	126,651	0	0	126,651
CS0396	WYTF Corr Imp Projects	5,077	2,287	30	5,000	3,000	0	0	10,287	0	0	10,287
CS0296	Pothole Funds	400	2,737	440	3,429	0	0	0	6,166	0	0	6,166
CS0306a	Strategic Transport Infrastructure Priorities	2,000	465	0	500	0	0	0	0	0	965	965
CS0302	Highways Prop Liab Redn Strat	0	47	0	0	0	0	0	47	0	0	47
CS0319	Challenge Fund	800	587	132	500	0	0	0	1,087	0	0	1,087
CS0323	Flood Risk Mgmt	0	0	3	0	0	0	0	0	0	0	0
CS0329	Damens County Park	0	106	0	0	0	0	0	0	0	106	106
CS0370	LTP IP3 Safer Roads	500	526	0	0	0	0	0	526	0	0	526
CS0379	NPIF UTMIC	0	0	0	0	0	0	0	0	0	0	0
CS0386	Cycling & Walking Schemes LTP3	0	17	0	0	0	0	0	17	0	0	17
CS0414	LTP IP3 Safer Roads	0	0	0	0	0	0	0	0	0	0	0
CS0398	Bfd City Ctre Townscape Heritage	845	828	27	790	1,000	0	0	2,445	0	173	2,618
CS0430	Hwys Maint Fund Oct18	0	216	1	0	0	0	0	216	0	0	216
CS0432	Steeton/Silsden Crossing	0	45	1	0	0	0	0	45	0	0	45
CS0423	Highways IT upgrade	0	50	0	0	0	0	0	0	50	0	50
CS0433	Gain Lane / Leeds Rd Jct	0	29	0	0	0	0	0	29	0	0	29
CS0450	CILS payments	0	8	90	0	0	0	0	8	0	0	8
CS0453	IP3 Safer Roads 19-20	0	48	1	0	0	0	0	48	0	0	48
CS0454	Area Comm ITS 19-20	0	0	3	0	0	0	0	0	0	0	0

		February	Revised						Specific			
		2021-22	Q1 2021-22	Spend	2022-23	2023-24	2024-25	2025-	Grants,	Invest to	Corporate	
Scheme Description		Budget	Budget	31 May	Budget	Budget	Budget	onwards	receipts, reserves	Save Funding	Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0434	Smart Street Lighting	14,399	2,397	106	11,852	14,128	13,000	2,706	0	44,083	0	44,083
CS0455	IP4 projects	1,201	2,166	42	0	0	0	0	2,166	0	0	2,166
CS0456	WY Integrated UTM Centre	0	106	0	0	0	0	0	106	0	0	106
CS0464	Ben Rhydding Railway Station Car Park	500	261	0	1,042	750	0	0	2,053	0	0	2,053
CS0467	Transforming Cities Fund (TCF)	0	0	69	0	0	0	0	0	0	0	0
CS0469	IP4 Safer Roads 20-21	0	342	31	0	0	0	0	342	0	0	342
CS0470	IP4 Safer Roads 21-22	932	0	17	932	0	0	0	932	0	0	932
CS0471	Clean Air Zone	2,132	12,842	68	20,000	0	0	0	32,842	0	0	32,842
CS0483	LTP grant 2021	0	40	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	1,000	721	4	1,000	0	0	0	1,721	0	0	1,721
CS0494	City Centre Bollards	0	125	0	0	0	0	0	0	0	125	125
CS0502	Corridor Improvement Prog (CIP2)	470	565	-64	0	0	0	0	565	0	0	565
CS0499	Buck Mill Footbridge	0	-2	0	0	0	0	0	0	0	0	0
CS0477	CCTV Infrastructure	0	969	0	0	0	0	0	0	0	969	969
CS0512	Naturalising Bradford Beck	0	400	0	2,400	450	0	0	1,625	0	1,625	3,250
CS0513	Purchasing 185 Carlisle Road	0	190	0	0	0	0	0	0	0	190	190
Total Place - Planning, Transportation & Highways		65,354	46,840	2,123	139,322	40,098	13,000	2,706	192,514	44,133	5,319	241,966

		February 2021-22 Budget	Revised Q1 2021- 22 Budget	Spend 31 May	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
	Scheme Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0378	Customer Services Strategy	0	146	0	0	0	0	0	0	0	146	146
CS0506	Ilkley Parking	0	75	2	0	0	0	0	0	75	0	75
CS0510	Ilkley Footbridge	0	50	0	0	0	0	0	0	0	50	50
Total Place - Neighbourhoods & Customer Services		35	330	2	0	0	0	0	0	75	255	330

Dept of Place - Sports & Culture												
CS0151	Building Safer Communities	0	26	0	0	0	0	0	26	0	0	26
CS0328	Cliffe Castle Various	0	15	0	0	0	0	0	15	0	0	15
CS0340	St George's Hall	0	0	3	0	0	0	0	0	0	0	0
CS0487	Alhambra Theatre Lift	0	2	0	0	0	0	0	0	0	2	2
CS0129	Scholemoor Project	0	0	18	0	18	0	0	0	0	18	18
CS0162	Capital Projects - Recreation	10	2,073	21	0	0	0	0	2,073	0	0	2,073
CS0229	Cliffe Castle Restoration	0	85	1	0	0	0	0	85	0	0	85
CS0347	Park Ave Cricket Ground	0	0	0	0	0	0	0	0	0	0	0
CS0004	S106 Recreation	0	10	0	0	0	0	0	10	0	0	10
CS0501	Parks Development Fund	250	500	0	0	0	0	0	500	0	0	500
CS0367	King George V Playing Fields	820	0	0	0	1,020	0	0	700	0	320	1,020
CS0504	Cricket Nets	0	190	0	0	0	0	0	190	0	0	190
CS0403	Bereavement Strategy	4,750	7,915	134	8,350	3,690	329	0	0	7,000	13,284	20,284
CS0277	Wyke Community Sport Hub	2,665	4,294	394	2,147	0	0	0	2,474	0	3,967	6,441
CS0508	Theatres Website	0	45	0	0	0	0	0	45	0	0	45
CS0245	Doe Park	0	147	0	0	0	0	0	147	0	0	147
CS0459	Ilkley Lido Tank	0	369	-10	0	0	0	0	0	0	369	369
CS0461	Shipley Gym extension & equipment	0	71	0	0	0	0	0	0	0	71	71
CS0458	Doe Park Drainage	0	40	0	0	0	0	0	0	0	40	40
CS0468	Bowling Pool extension	0	20	1	0	0	0	0	0	0	20	20
CS0356	Sedbergh SFIP	0	427	0	0	0	0	0	0	0	427	427
CS0354	Squire Lane Sports Facility	0	0	0	2,300	5,400	0	1,700	0	0	9,400	9,400
CS0482	Marley Replacement Pitch	0	15	0	0	0	0	0	15	0	0	15
CS0489	Lister Park Playable Spaces	0	620	346	0	0	0	0	0	0	620	620
CS0498	Libraries IT Infrastructure	170	198	0	0	0	0	0	0	60	139	198

		February 2021-22 Budget	Revised Q1 2021- 22 Budget	Spend 31 May	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
	Scheme Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0509	Libraries (Equipment/Shelving)	0	200	0	0	0	0	0	200	0	0	200
Total Place - Sports & Culture		8,665	17,261	907	12,797	10,128	329	1,700	6,480	7,060	28,676	42,215

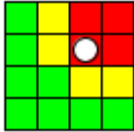
Corp Resources - Estates & Property Services												
CS0094	Museum Store	0	0	0	500	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	0	189	0	0	0	0	0	0	0	189	189
CS0443	Property Programme 19-20	0	143	0	0	0	0	0	0	0	143	143
CS0475	Property Programme 20-21	525	962	0	0	0	0	0	0	0	962	962
CS0511	Property Programme 21-22	0	2,242	0	0	0	0	0	0	0	2,242	2,242
CS0460	Mitre Court CPU Property & Equip	0	1,665	21	0	0	0	0	250	0	1,415	1,665
CS0230	Beechgrove Allotments	148	0	0	148	0	0	0	148	0	0	148
CS0408	Top of Town - purchase 21 St Johns St	0	325	0	0	0	0	0	0	0	325	325
CS0050	Carbon Management	250	582	-23	0	0	0	0	0	0	582	582
CS0420	Electric vehicle charging Infr (Taxi Scheme)	93	379	0	0	0	0	0	379	0	0	379
CS0495	Bradford LAD1 Scheme	1,000	421	0	600	400	0	0	1,421	0	0	1,421
CS2000	DDA	62	62	0	59	50	0	0	0	0	171	171
CS0381	Godwin St	0	570	905	0	0	0	0	570	0	0	570
CS0409	Coroner's Court and Accommodation	1,778	2,930	143	500	0	0	0	0	0	3,430	3,430
CS0383	Jacobs Well demolition	0	0	0	0	0	0	0	0	0	0	0
CS0427	Coroner's Equipment	0	0	0	0	0	0	0	0	0	0	0
CS0457	Simpson Green - roof	0	13	0	0	0	0	0	0	0	13	13
CS0361	Strategic Acquisitions	0	0	0	0	0	0	0	0	0	0	0
CS0485	Advanced Fuel Centre & Vehicles	0	916	0	2,298	896	1,000	920	64	5,466	500	6,030
CS0445	Core IT Infrastructure	1,194	2,262	-60	497	0	0	0	921	0	1,838	2,759
CS0505	ISG new Equipment	0	15	0	0	0	0	0	0	0	15	15
CS0515	IT – End to End	0	330	0	0	0	0	0	0	0	330	330
Total Corp Resources – Estates & Property Services		5,050	14,007	987	4,602	1,346	1,000	920	3,753	5,466	12,656	21,875

		February 2021-22 Budget	Revised Q1 2021- 22 Budget	Spend 31 May	2022-23 Budget	2023-24 Budget	2024-25 Budget	2025- onwards Budget	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
Scheme Description		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2021-22 Schemes												
CS0237z	Great Places to Grow Old - Saltaire	0	0	0	2,400	0	0	0	0	0	2,400	2,400
CS0060z	Vehicles	0	0	0	0	0	3,000	0	3,000	0	0	3,000
CS0397x	Property Programme	0	0	0	0	0	2,000	0	0	0	2,000	2,000
CS0395x	General Contingency	0	0	0	0	0	1,000	0	0	0	1,000	1,000
CS0373z	BACES	300	300	0	750	750	750	750	0	0	3,300	3,300
CS0515z	IT – End to End	330	0	0	0	0	0	0	0	0	0	0
CS0488z	Lap tops for Children	1,100	0	0	1,100	1,100	0	0	0	0	2,200	2,200
CS0244z	SEND	1,000	500	0	2,000	3,000	500	0	0	0	6,000	6,000
CS0482z	Marley Playing Field	500	200	0	300	0	0	0	0	0	500	500
CS0445x	IT	0	0	0	1,220	0	0	0	0	0	1,220	1,220
Total - Reserve Schemes & Contingencies		115,519	6,960	0	109,285	92,524	42,861	16,710	97,874	112,929	57,537	268,340
TOTAL - All Services		254,886	133,002	8,698	327,239	159,897	60,021	27,889	352,902	199,160	155,986	708,048

Bradford Council Strategic Risk Register



June 4th 2021

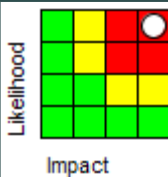
Code & Title		SR 01 BCM BCM Critical facilities			Current Risk Matrix	
Description		Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable			<div><div>Likelihood</div><div>Impact</div></div>	
					Likelihood	Impact
Type of Risk	District	Yes		Category	High	Critical
	Strategic	Yes		Risk Score	3	3
	Operational	Yes		Total Score	9	
Potential Effect of Risk		The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets The reputational risk to the Council is adversely effected The welfare and safety of the Council’s citizens is at risk Increasing incidence and impact of service interruption events. Failure of business-critical systems				
Internal Controls		All services have in place business continuity plans which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director, all plans across the Council’s services 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 with other responders, make our own business continuity arrangements and promote business continuity to businesses. This is coordinated at a regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utilities and partner organisations such as the Environmental Agency and Yorkshire Water. The. The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this ‘multi agency’ group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber attack, terrorist related attacks and more. These exercises are sometimes “live” and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans. Bradford led on a West Yorkshire Covid-19 table top exercise July 2020 and in May 2021 with a joint multi-agency partnership training session.				

	The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation. There is a Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team
Date Reviewed	1 st June 2021
Actions / Controls under development	There is a revised format for BCM Planning throughout the council with the expectancy that all teams will have a BCM plan and that all key teams with critical services will be tested for their response to a service interruption. Lessons identified from Covid 19 will be built into the planning process and reviewed again on completion of the applicable debriefs that take place. Responses and controls to lower the impact of Covid19 will include but not be limited to; staff working from home wherever possible/practical, additional vehicle resources and staff redeployments around the essential services, vehicle sanitisation and Covid secure offices etc.
Managed By	Susan Spink
Administered By	Gina Glot; Rachel Ward

Code & Title		SR 02 HSG Inadequate Housing Supply			Current Risk Matrix		
Description		Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA went live in April 2020 and elements of the financial model are to be discussed and agreed with the external auditor in Q1 2020-21. The outcome of these decisions 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.				<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div></div><div><div></div></div><div>Impact</div></div></div></div></div></div>	
				Likelihood	Impact		
Type of Risk	District	Yes	Category	Medium	Critical		
	Strategic	Yes	Risk Score	2	3		
	Operational	Yes	Total Score	6			
Potential Effect of Risk	Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods. Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment. Net additional homes (CIS_05 (NI 154)) Number of affordable homes delivered (NI 155) Negative impact on homelessness and greater use of temporary accommodation						

Internal Controls	<p>'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base.</p> <p>Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.</p> <p>Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.</p> <p>In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all."</p> <p>Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker</p> <p>Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions.</p> <p>Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy and area plans. 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.</p> <p>Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</p> <p>Key indicators relating to housing functions reported in the Council Plan</p> <p>Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date.</p> <p>Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</p> <p>Housing Standards team apply the Council's statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21.</p> <p>The SHMA was updated in 2019</p> <p>Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</p> <p>Invest in a proactive programme of interventions to bring empty homes back in to use.</p> <p>Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p> <p>Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</p> <p>Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</p> <p>The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.</p>
Assurance	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

Mechanisms	published in 2019.
Date Reviewed	1 st June 2021
Actions / Controls under development	<p>National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government 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. 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>
Managed By	David Moore
Administered By	Gina Glot; Rachel Ward

Code & Title		SR 03 DEG Delivering Economic Growth			Current Risk Matrix
Description		Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high. Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment. COVID-19 impacts on the economy are significant and 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.			<div><div>Likelihood</div><div>Impact</div></div>
			Likelihood	Impact	
Type of Risk	District	Yes	Category	Very high	Catastrophic
	Strategic	Yes	Risk Score	4	4
	Operational	Yes	Total Score	16	
Potential Effect of Risk	Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast Inability to raise funds for projects and regeneration projects not completed Potential damage to the Council’s reputation and the Economic Partnership Not able to meet member, government and the public’s expectations Deteriorating physical and infrastructure assets Young people are not equipped to achieve their potential within the district Business failure rate increases and unemployment increases due to the impact of Covid-19 Long term cost implications of dealing with social issues linked to economic deprivation Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings				
Internal Controls	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. Comprehensive Invest in Bradford website www.investinbradford.com 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. Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing). Respond to Government consultations and participate on working groups focussing on key policy areas Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley 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. Partnership response developed and survey work undertaken to establish impacts and inform response 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.
Assurance Mechanisms	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
Date Reviewed	1 st June 2021
Actions / Controls under development	Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021. Submission of the Keighley and Shipley Town Investment Plans in January 2021. Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer Economic Development - service reshaping and restructure; recruitment to vacant positions ESIF Programme engagement Maximising opportunities to attract Government funding to support for urban centre regeneration 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. Development of Local Plan Initiatives developed under the Growth Deal to protect priority outcomes Leeds City Region and West Yorkshire Combined Authority action impacting on the District Support for business post Brexit with the LEP Engagement in plans for Shared Prosperity funding in order to maximise future resources Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021. Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA. 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.
Managed By	David Moore
Administered By	Gina Glot; Rachel Ward

Code & Title		SR 04 SCC Safer Cohesive Community			Current Risk Matrix																	
Description		<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>			<div><div>Likelihood</div><div><table><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr></table></div><div>Impact</div></div>																	
					Likelihood	Impact																
Type of Risk	District	Yes	Category	High	Critical																	
	Strategic	Yes	Risk Score	3	3																	
	Operational	Yes	Total Score	9																		
Potential Effect of Risk	<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 & 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>																					
Internal Controls	<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>																					
Assurance Mechanisms	<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 & 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 & 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 & Scrutiny Committee.</p> <p>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p>
Date Reviewed	1 st June 2021
Actions / Controls under development	<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>
Managed By	Ian Day
Administered By	Gina Glot; Rachel Ward

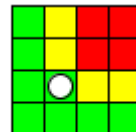
Code & Title		SR 05 BRX Brexit Resilience & Opportunities			Current Risk Matrix
Description		The impact of Brexit now takes place in the context of the pandemic so risks intertwine.			<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div>Impact</div></div></div></div>
				Likelihood	Impact
Type of Risk	District	Yes	Category	Very high	Significant
	Strategic	Yes	Risk Score	4	2
	Operational	Yes	Total Score	8	
Potential Effect of Risk	The impact of Brexit is still unfolding. Particular risks remain: -Impact on the UK Economy and local economy. -Ensuring an estimated 26,000 EU citizens who live and work in Bradford obtain settled status and retain their rights – deadline date is 30 June. -LA has legal responsibility to ensure eligible children in care apply for EUSS -Ensuring key services and utilities continue continuity of service and can maintain supply chains – this requires preparing for the legal, regulatory and customs and tariff changes that will come into force on 1st January and subsequently -Ensuring preparedness across business, public services and VCS/community sectors particularly as the impact of Brexit and Covid will now intertwine -Ensuring our most vulnerable groups and communities are protected from the combined impact of Brexit and Covid.				
Internal Controls	We have 3 group monitoring and managing emerging risks and this focuses on 4 processes. -Communities and vulnerable groups: ensuring EU residents are aware of impact of changes and supported in securing EUSS – there is a particular focus on vulnerable groups, supporting applications of LAC, monitoring impact on food and fuel poor and on general community cohesion; -Maintaining essential services: ensuring Council and other services and utilities have secure supply chains, workforces and made adjustments to legal and regulatory changes coming and have protected data access; -Businesses and workforce; ensuring businesses are aware of, understand and are motivated to act to prepare for Brexit; -Keeping people informed: promoting awareness across business, VCS and public services sectors and among residents of Bradford on impact of changes and providing advice, guidance and signposting to support preparations				
Assurance Mechanisms	We are providing regular reporting to the Council Management Team.				
Date Reviewed	24-Mar-2021				
Actions / Controls under development	CMT has developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with Brexit. This approach is subject to on-going review and updating.				
Managed By	Joanne Hyde				
Administered By	Kevin Brain; Simon O'Hare; Phil Witcherley				

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

	Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption. Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.
Assurance Mechanisms	Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year
Date Reviewed	1 st June 2021
Actions / Controls under development	Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments. 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. Development of logic model to prioritise interventions and investments. Internal Audit Review being completed. Refocus on the 2038 Carbon Target to be undertaken.
Managed By	Jason Longhurst
Administered By	Gina Glot; Rachel Ward

Code & Title		SR 07 FRS Financial Resilience and Sustainability			Current Risk Matrix																
Description		A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to Central Government funding continuing to reduce in the Medium Term, or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the ongoing impact of Covid, the 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.			<div><div>Likelihood</div><div><table><tr><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr><tr><td>Green</td><td>Green</td><td>Red</td><td>Red</td></tr><tr><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr><tr><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr></table></div><div>Impact</div></div>	Green	Yellow	Red	Red	Green	Green	Red	Red	Green	Green	Yellow	Yellow	Green	Green	Green	Green
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Green	Green	Red	Red																		
Green	Green	Yellow	Yellow																		
Green	Green	Green	Green																		
				Likelihood	Impact																
Type of Risk	District	No	Category	Medium	Significant																
	Strategic	Yes	Risk Score	2	2																
	Operational	Yes	Total Score	4																	
Potential Effect of Risk	Services run the risk of failing to deliver statutory / minimum standards Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still 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.																				
Internal Controls	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.																				

	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
Assurance Mechanisms	External Audit inspection of accounts and opinion Internal audit review of internal control mechanisms
Date Reviewed	22-Feb-2021
Actions / Controls under development	A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. 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
Managed By	Chris Chapman
Administered By	Mark St Romaine

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

	<p>Penalty arising from reference of data security breach to Information Commissioner.</p> <p>Adverse publicity.</p> <p>Loss of trust between the Council, its partners and citizens</p> <p>Required "culture change" is not achieved</p> <p>Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>
Internal Controls	<p>Designated SIRO (senior information risk owner) –Director of Finance & IT</p> <p>Assistant Directors/Directors assigned as Information Asset Owners.</p> <p>Cross departmental Information Assurance Group established and regular meetings scheduled</p> <p>Regular DPO / SIRO meetings scheduled to focus priorities</p> <p>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.</p> <p>Regular reporting on performance information</p> <p>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.</p> <p>Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</p> <p>Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment</p> <p>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</p> <p>Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place.</p> <p>Penetration Testing on any new system as part of the project implementation phase</p> <p>24/7 Monitoring of traffic leaving and entering the Bradford Network.</p> <p>Required encryption in place.</p> <p>Mandatory training for all staff on Protecting Information Monitoring of participation taking place.</p> <p>Regular Information Governance reporting to CMT and Governance & Audit Committee</p> <p>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>
Assurance Mechanisms	<p>Regular Information Governance reporting to CMT and Governance & Audit Committee</p> <p>Engagement with Information Commissioners Officer with prompt reporting and liaison introduced</p> <p>Use of ICO helpline to assure processes and procedures</p>
Date Reviewed	25/5/21
Actions / Controls under development	<p>Updated mandatory elearning for all Council staff being developed and a new tracking process to ensure compliance Council wide.</p> <p>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.</p> <p>New Records Management Post in the Information Governance Team to ensure compliance with GDPR Article 30</p> <p>Part of two national Security initiatives one lead by NCC and one LGA.</p>
Managed By	Chris Chapman

Administered By	Tracey Banfield / Dominic Barnes Browne
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Code & Title		SR 09 GOV Governance Breakdown			Current Risk Matrix
Description		Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.			<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>
				Likelihood	Impact
Type of Risk	District	No	Category	Low	Critical
	Strategic	Yes	Risk Score	1	3
	Operational	Yes	Total Score	3	
Potential Effect of Risk	Increase in fraud. Declining performance. Critical inspection/ external/ scrutiny report. Non-compliance with statute or regulations. Prosecution / financial penalty. Outcomes not delivered Resources not effectively or efficiently allocated and utilised Financial loss. Reputational damage Failure to deliver value for money. Staff reductions may create potential for weakening of key controls through reduced examination and assurance work				
Internal Controls	Strong Governance & 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 & processes New Corporate indicator set established Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes Increased demand on services/requests for assistance				

	Quarterly reporting of corporate risks to CMT and Executive through the Finance and Performance Report A recent improvement is a quicker follow up on Audit recommendations to ensure they have been implemented Revised Risk Strategy approved by Executive
Assurance Mechanisms	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 th tier managers Internal Governance Review completed and being revised at Statutory Officer group and CMT; this proposes some incremental enhancements to the governance regime
Date Reviewed	22-Feb-2021
Actions / Controls under development	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
Managed By	Joanne Hyde
Administered By	Mark St Romaine

Code & Title			SR 12 ADC Adults Demographic Change		Current Risk Matrix
Description			Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.		<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div><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	<p>Increases in numbers requiring care</p> <p>Increasing overspends</p>
Internal Controls	<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 & 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&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 5th 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 5th 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>
Assurance Mechanisms	<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.
Date Reviewed	01.06.21
Actions / Controls under development	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money.</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>
Managed By	Iain Macbeath
Administered By	Imran Rathore

Code & Title		SR 13 DSK Delivery of Skills and Training Priority			Current Risk Matrix
Description		Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.			<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div><div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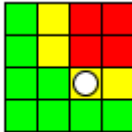
	Education capital developments not aligned with employer need.
Internal Controls	<p>ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019, with further funding secured for unemployed adults in partnership with Leeds Council to run until September 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>
Assurance Mechanisms	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.
Date Reviewed	01-Jun-2021
Actions / Controls under development	<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>
Managed By	Jason Longhurst
Administered By	Gina Glot; Rachel Ward

Code & Title		SR 14 SND SEND Services			Current Risk Matrix																
Description		Delivery of the SEND Reforms and compliance with the SEND Code of Practice			<div><div>Likelihood</div><div><table><tr><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr><tr><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr><tr><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr><tr><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr></table></div><div>Impact</div></div>	Green	Yellow	Red	Red	Green	Yellow	Red	Red	Green	Green	Yellow	Yellow	Green	Green	Green	Green
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Green	Yellow	Red	Red																		
Green	Green	Yellow	Yellow																		
Green	Green	Green	Green																		
				Likelihood	Impact																
Type of Risk	District	No	Category	Medium	Critical																
	Strategic	Yes	Risk Score	2	3																
	Operational	Yes	Total Score	6																	
Potential Effect of Risk	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 & schools SEND Inspection outcome is unfavourable resulting in external intervention																				
Internal Controls	<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</p>																				

	<p>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 & 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>
Assurance Mechanisms	<p>SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams.</p> <p>Quarterly progress review meetings are held with the DfE and NHSE.</p>
Date Reviewed	24-May-2021
Actions / Controls under development	<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>
Managed By	Marium Haque
Administered By	Caroline Levene

Code & Title		SR 15 OIP Ofsted Improvement Plan			Current Risk Matrix																
Description		The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk			<div><div>Likelihood</div><div><table><tr><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr><tr><td>Green</td><td>Yellow</td><td>Red</td><td>Red</td></tr><tr><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr><tr><td>Green</td><td>Green</td><td>Green</td><td>Green</td></tr></table></div><div>Impact</div></div>	Green	Yellow	Red	Red	Green	Yellow	Red	Red	Green	Green	Yellow	Yellow	Green	Green	Green	Green
Green	Yellow	Red	Red																		
Green	Yellow	Red	Red																		
Green	Green	Yellow	Yellow																		
Green	Green	Green	Green																		
				Likelihood	Impact																
Type of Risk	District	No	Category	Medium	Critical																
	Strategic	Yes	Risk Score	2	3																
	Operational	Yes	Total Score	6																	
Potential Effect of Risk	Poor reputation Intervention by DfE of local authority services Financial																				
Internal Controls	<p>Children’s Services Improvement Board 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.</p> <p>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’</p> <p>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.</p> <p>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.</p> <p>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.</p>																				
Assurance Mechanisms	Future Ofsted Inspections																				
Date Reviewed	04-Jun-2021																				
Actions / Controls under development	Plan Inspection Timetable																				

Managed By	Mark Douglas
Administered By	Heidi Hardy

Code & Title		SR 16 EAT Educational Attainment			Current Risk Matrix	
Description		Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.			<div><div>Likelihood</div><div>Impact</div></div>	
					Likelihood	Impact
Type of Risk	District	Yes		Category	Medium	Critical
	Strategic	Yes		Risk Score	2	3
	Operational	Yes		Total Score	6	
Potential Effect of Risk		Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people.				
Internal Controls		Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.				
Assurance Mechanisms		Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.				
Date Reviewed		June 2021				
Actions / Controls under development		Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. Partnership working with DfE Opportunity Area to bring about improvements in the least well performing academies and schools National funding programme to support pupils in academic year 2020/21 will support individual schools with gaps in attainment caused by school closure due to pandemic. Bespoke support programmes to schools to ensure transition back to normal school life is achieved smoothly Raising attainment strategy funding will seek to support identification and targeted programmes to help C&YP improve their attainment.				

Managed By	Sue Lowndes
Administered By	Caroline Levene

Code & Title			SR 17 CSI Children Safeguarding Incident			Current Risk Matrix	
Description			A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.			<div>Likelihood</div> 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Actions / Controls under development	<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.</p> <p>A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat.</p> <p>A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services.</p> <p>Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities.</p> <p>The risk has been increased to recognise the recent increasing demands and resourcing challenges.</p> <p>The Quality Assurance Framework has been revised and a regular programme of monthly themed audits is in place in order to provide a continual assessment of social work practice. This is complemented by tracking and quality reports produced by IROs and CP Chairs after conference/review.</p> <p>Quality and performance dashboards are also in place to monitor the quality of social work practice.</p> <p>New safeguarding arrangements under Working Together 2018 have commenced since the 1/9/19 and the BSCB is now called the Bradford Partnership (TBP).</p> <p>Key work streams include the implementation of a Continuum of Need and the Front Door now deals with exploitation in a wider sense, with the launch of a multi-agency protocol. TBP continues to work closely with the Children Services Improvement Board to provide scrutiny and oversight and facilitate multi-agency working activity. Collaborative work continues with the BSAB and CSP around wider complex safeguarding themes, shared learning from serious case reviews and communication and engagement work.</p>
Managed By	Mark Douglas
Administered By	Caroline Levene

Code & Title			Current Risk Matrix		
SR 18 COV Covid Multiple Outbreaks			<div> <div>Likelihood</div> <div>Impact</div> </div>		
			Likelihood	Impact	
Type of Risk	District	Yes	Category	Very high	Catastrophic
	Strategic	Yes	Risk Score	4	4
	Operational	Yes	Total Score	16	

Potential Effect of Risk	<p>Increased number of fatalities</p> <p>Further pressure on local hospitals</p> <p>Slower economic recovery</p> <p>Breakdown in community cohesion</p>
Internal Controls	<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>
Assurance Mechanisms	On-going monitoring of COVID-19 cases, admissions and deaths in the District
Date Reviewed	04-Jun-2021
Actions / Controls under development	<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>
Managed By	Sarah Muckle
Administered By	Imran Rathore

