

# **Report of the Director of Finance to the meeting of the Corporate Overview & Scrutiny Committee to be held on 10th February 2022.**

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## **Subject:**

### **Qtr 3 Finance Position Statement for 2021-22**

#### **Summary statement:**

This report provides Members with an update on the forecast 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 3. It states the Council's current balances and reserves and school balances.

#### **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.

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#### **Portfolio:**

**Leader of the Council and Corporate**

**Overview & Scrutiny Area:**  
**Corporate**

## 1.0 INTRODUCTION

This report is the third monitoring report presented to Members on the Council's 2021-22 financial position. It provides the forecast 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 including main changes since Qtr 2.
- The forecast financial impact of Covid-19.
- 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.
- The Council's Strategic Risk Register.

## 2.0. MAIN FINANCIAL MESSAGES

### Net Revenue Budget

	Gross Budget £ms	Net Budget £ms	Forecast Non Covid Variance at end of Mar 2022	Covid Variance	Total Variance including Covid Costs
Health and Wellbeing	238.9	112.1	2.0	11.1	13.1
Children's Services	506.5	108.8	13.1	16.2	29.3
Department of Place	126.6	66.6	0.2	17.9	18.1
Corporate Resources	204.4	47.3	-0.6	9.2	8.6
Chief Executive	4.9	4.5	-0.1	0.3	0.2
Non Service Budgets	7	6.1	-0.3	0.0	-0.3
General Fund	60.5	40	-10.8	-54.7	-65.7
<b>Total Council</b>	<b>1,148.80</b>	<b>385.4</b>	<b>3.2</b>	<b>0.0</b>	<b>3.2</b>

- 2.1 Based on a projection at December the 31th 2021, the Council is forecast to overspend the £385.4m net revenue budget by £3.2m by March 31<sup>st</sup> 2022. This is after taking account of the c£27m of Covid related funding that's been carried forward from 2020-21, and c£53m 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, and the allocation of significant amounts of Covid related funding.
- 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. The delay in the implementation of planned savings is being partly offset by one-off Covid related monies in 2021-22, however the

underachieved savings will create a compounded issue in 2022-23 unless mitigated.

- 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 waste tonnages and recycling income losses, and also in Sports and Culture linked mainly to undelivered savings. The overspends in these areas are however being materially mitigated by underspends in other Department of Place service areas.
- 2.5 The Council wide forecast overspend has reduced by £2.3m from the £5.5m overspend forecast in the Qtr 2 Finance Position Statement. The main changes are outlined in section 3 below.
- 2.6 The 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 an indication of the 2021-22 year-end position, and the overspend hasn't happened yet.
- 2.7 Sections 4 to 8 detail the department variances to budget, and the mitigations that departments will put in place to help ensure that the Council reaches the year end in a balanced position.
- 2.8 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. This has served the Council well, and enabled it to move at pace to address the immediate challenges presented by the virus.
- 2.9 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£176m by the end 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.
- 2.10 The costs and income losses to the Council have so far been covered by very welcome additional funding from the Government and some limited use of reserves, 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.
- 2.11 At some point soon, 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.
- 2.12 Higher numbers of children looked after placements; undelivered Learning Disability demand management savings, 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 when existing Covid monies have run out.

- 2.13 The Government has announced some additional funding for Local Authorities in 2022-23 as outlined in the Budget Update 2022-23 report (February 1<sup>st</sup> 2022 Executive), however no additional Covid related funding is currently expected for 2022-23. Section 9 of the report provides an update on the Financial Impact of Covid 19.

### Change in revenue budget forecast since Qtr 2

- 3.1 The overall £3.2m forecast overspend has reduced by £2.3m from the £5.5m reported at Qtr 2.

#### Non-Covid Change

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Childrens Services	11,576	13,110	1,534
Non Service	-303	-303	0
Chief Executive	-137	-145	-8
Corporate Resources	-563	-641	-78
Health & Wellbeing	3,115	2,004	-1,111
Dept of Place	2,598	154	-2,444
General Fund	-8,153	-10,979	-2,826
<b>Total</b>	<b>8,133</b>	<b>3,200</b>	<b>-4,933</b>

- 3.2 The main changes include;

A £1.5m increase in the Children's Services forecast overspend to £13.1m due mainly to;

- A £2.1m increase in the Purchased Placement overspend to £9.5m, due mainly to increased Residential Care costs resulting from increased placement numbers.
- The forecast overspend on Internal Residential/Respite Care has also increased by £0.7m to £2.2m as a result of a very high care cost care package.
- Children Services reserves of £2.9m (£2m at Qtr2) have also been drawdown to cover pressures on Social Work services. The reported position of £13.1m overspend would have been £2.9m higher without this one off drawdown.
- Education and Learning Service underspend has increased by £0.4m to £0.7m on non-staffing budgets.

A £2.4m reduction in the forecast overspend in the Department of Place to £0.2m due mainly to,

- A £0.7m reduction in forecast due to a Business Rates revaluation and subsequent rebate for Museums.
- A £0.8m reduction in the forecast for Neighbourhood Services due mainly to delayed recruitment in Integration and Area Ward Officers; higher income, and a reduction in staffing costs in Customer Services.
- A £0.7m reduction in Waste Services due to lower waste disposal costs than previously forecast, and improved income for garden waste and recyclates.

A £1.1m decrease in the Health & Wellbeing overspend to £2m results mainly from an increase in the forecast for Discharge to Assess income from Health.

The £2.8m increase in the forecast underspend in the General Fund is largely presentational, with an equivalent offsetting amount being shown in the Covid change. The segregation of Covid and Non Covid related costs and losses are best estimates, and a representation simplifies ongoing monitoring and explanation.

### Covid related changes since Qtr 2

	Covid Variance Qtr 2 £000s	Covid Variance Qtr 3 £000s	Change in Variance from Qtr 2 £000s
Dept of Place	19,014	17,909	-1,105
Children's Services	16,193	16,193	0
Health & Wellbeing	11,295	11,097	-198
Corporate	8,635	9,195	560
Chief Executives	305	305	0
General Fund	-58,073	-54,700	3,373
Total	-2,631	0	2,631

\*The Covid Variances are those amounts which are expected to be reimbursed by general Covid grants held in the General Fund & Covid related reserves at 2021-22 year end.

### 3.3 The main changes include;

A £1.1m decrease in the Department of Place's net Covid related costs.  
The major changes include

- £0.6m decrease in Neighbourhoods and Customer Services which relates to a deferral of costs for Visible Services amounting to £0.9m offset with an increase in costs linked to Covid response activities and an increased claim on income losses within Uniformed Services (£0.3m).

- £0.4m improved position for Theatres.
- £0.1m of reduced costs within Emergency Planning.

A £0.6m increase in Corporate Resources due to higher IT costs associated with the infrastructure associated with home and remote working.

A £3.3m reduction in the General Fund position to -£54.7m<sup>1</sup> due to the opposite side of the representation outlined in 3.2, and a reduced amount of expected funding via the Government's Sales, Fees and Charges compensation scheme, as claimable income losses are lower than originally anticipated.

## Departmental Commentaries

### Children's Services

- 4.1 Children's Services are forecast to overspend the £108.8m net expenditure budget by £13.1m. This is after the £16.2m 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 (£1.9m) and Safeguarding & Reviewing, and Commissioning & Provision (£11.8m)).

### Children's Social Care

- 4.2 The £1.9m forecast overspend is mainly due to the following;
- 4.3 A £1.8m 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.
- 4.4 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 £1.7m per month. There are currently 159 agency social workers. The movement in agency social workers is shown below: -

Month	April 2020	Sept 2020	Jan 2021	April 2021	June 2021	Sept 2021	Dec 2021
Number of Agency Social Workers	129	136	155	170	169	161	159

- 4.5 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, although there has been some progress, the numbers of new starters are being mostly offset by leavers.

Description	2020/21 Total	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Total
Starter	74	9	4	4	3	4	11	3	3	4	4	3	52

<sup>1</sup> The General Fund underspend is nearly entirely made of up additional Covid related government and other funding including the c£27m of amounts carried forward from 2020-21.

Leaver	54	9	2	5	8	3	4	3	3	2	6	3	48
Net	20 <sup>2</sup>	0	2	(1)	(5)	1	7	0	0	2	(2)	0	4
No of Perm Social Work Staff		297	299	298	293	294	301	301	301	303	301	301	

- 4.6 The Children with Disability Service is forecast to overspend on the direct payment/home support budget by £1.2m.
- 4.7 There is also a £1.0m pressure on the service legal cost budget due to court/legal counsel costs. The Post 16 team has a pressure of £0.7m on support cost for care leavers.
- 4.8 The Section 17 preventative assistance budget is forecasting an overspend of £0.4m and the transport cost for children in care is forecast to overspend by £0.4m,
- 4.9 The overall service overspend is offset by a £0.7m underspend on Prevention and Early Help services, and £1.0m from the contribution of Family First resources. One off service reserves of £1.9m have also been used to help reduce the overspend.
- 4.10 Overspends are also occurring in other areas due to continued growth in the average number of Children receiving support, with large increases in typically costlier external Residential placements and external Foster Agency placements.
- 4.11 Residential placements cost on average close to £200k per year each, and numbers have never been higher as outlined in the table below. Indicatively, had residential placements continued at the same level as 2020-21, the forecast for 2021-22 would be c£4.0m lower.

Type of Placement	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 Dec 21	Avg Cost per week
Placed with Parents	119	117	129	150	162	156	
Placed for Adoption	24	25	26	24	35	45	
Friends and Families	232	235	301	357	372	375	£250
Foster Parents	365	371	354	368	393	387	£519
Fostering Agencies	38	57	88	131	164	183	£839
Residential Care (Internal)	58	51	45	51	45	42	£3,100
Residential Care (External)	47	42	42	60	70	91	£3,600
Other	48	62	68	90	107	126	£1,600
<b>Sub Total (Number of Children Looked After)</b>	<b>931</b>	<b>960</b>	<b>1,053</b>	<b>1,231</b>	<b>1,349</b>	<b>1,405</b>	
Residence Orders	59	46	40	37	33	31	£154
Adoption Orders	260	247	239	237	226	216	£270
Special Guardianship Orders	304	320	338	364	435	460	£155

<sup>2</sup> 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 were internally recruited, and other new starters also left in the year.

<b>Sub Total (Chd in Permanent Arrangements)</b>	<b>623</b>	<b>613</b>	<b>617</b>	<b>638</b>	<b>694</b>	<b>707</b>	
<b>Total Children Receiving Support</b>	<b>1,554</b>	<b>1,573</b>	<b>1,670</b>	<b>1,869</b>	<b>2,043</b>	<b>2,112</b>	

### **Safeguarding and Review, Commissioning and Provision**

- 4.12 As a result of the growth outlined above, the service is forecast to overspend the £56.7m budget by £11.8m.
- 4.13 The external purchased placement (Residential, Fostering and Post 16) budget is forecast to overspend by £9.5m. The number of external placements increased by 19% in 2020-21 and the current forecast assumes a further increase of 14% in 2021-22.
- 4.14 £4.9m of Placement costs are currently forecast to be covered by Covid related monies. This is a significant concern as it is very likely that the Placements will continue after the Covid monies have run out leaving a structural problem. The forecast overspend includes £1.4m in relation to placement cost of children due to the recent temporary closure of internal children homes following an Ofsted inspection.
- 4.15 Internal residential/respite homes are currently forecasting an overspend of £2.2m due to the use of agency staff, premises related costs and care cost. The forecast overspend has increased recently due to a very high cost of a care package.
- 4.16 There is a further £0.1m variance due to the use of agency staff across the service.

### **Education and Learning**

- 4.17 The Education and Learning Service is reporting a £0.7m underspend across the service on non-staffing budgets.

### **Skills for Work and 14-19 Service**

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

### **Mitigating Actions to reduce overspend**

- 4.19 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. Children's Social Care also overspent by £6.4m in 2020-21, with mitigating funding having to come from other parts of the Council. There has also been a further £7.125m of



recurring budgeted investment in 2021-22, with further increases proposed for 2022-23.

4.20 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.
- Recruitment of permanent social workers to reduce reliance on the use of agency staff. Currently, the use of agency is over 40% of the staffing budget. The service value for money and efficiency plan intends to reduce this by 10% each year to December 2023, to get the overall level down to 10% by then.
- 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**

5.1 The Department of Health and Well-Being is forecast to overspend the £112.1m net expenditure budget by £2m. This is after £11.1m of additional Covid related costs and losses that are forecast to be covered by Government and other income. The forecast overspend has reduced by £1.1m from Qtr2, primarily as a result of an increase in the Discharge to Assess income forecast.

5.2 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).

## **Learning Disabilities**

5.3 As reported previously, it is forecast that the £6.3m LD Demand Management saving will be unachieved in 2021/22. 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 £0.3m and further £0.8m in year cost pressure on community care services. 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.

5.4 Due to the impact of the pandemic on the ability of the service to deliver the savings, £6.2m of Covid funding has been included in the Q3 forecast. This has reduced the forecast overspend on LD long term support to £4.4m. However, the underlying pressure on the LD budget is £10.6m; due to the budget being supported by the non-recurrent Covid grant. This is a significant concern when Covid support runs out.

5.5 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.

- 5.6 During the year face to face reviewing has commenced; 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.
- 5.7 The table below shows the number of people in Residential and Nursing care is reducing in line with the departmental strategy of supporting people in community settings. Although the number of people in Residential care has reduced this year, they would need to reduce further to meet the high level of budgeted saving. Where client numbers have reduced in residential block contracts, this currently does not result in a cash releasing saving. However, work has now commenced on transforming the remaining blocks contracts, which should have a positive impact on 2022/23 budgets.

Client Numbers	Q3 2019/20	Q3 2020/21	Q3 2021/22	31.3.22 Budgeted
LD Residential Care - Purchased	155	138	129	101
LD Nursing Care - Purchased	19	20	17	19
Total Residential & Nursing	174	158	146	120

- 5.8 In addition to the £10.6m underlying pressure in LD, there are further approved demand management savings of £5.5m for 2022/23. As the savings are behind schedule, £3m of additional budget is currently included within the 2022/23 Budget Proposals to help alleviate some of the identified pressures.

### **Operational Services**

- 5.9 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 (£3.2m) on long term Home Care due to the full year effect of the increase in hours from 2020-21; together with the increased activity seen this financial year. There has also been a significant increase in external enablement hours due to increased demand from hospitals, which is mitigated by discharge to assess funding.
- 5.10 Long term home care hours have reduced in the last quarter by 2,500 hours and the service is optimistic that these can be reduced further as a result of positive outcomes from Enablement discharges, increases in reviewing team capacity, strength based approaches becoming embedded in teams, more annual reviews being carried out, and the Fletcher Court Extra Care site becoming fully occupied. The service is working with Finance and Performance colleagues to ensure that all costs associated with Discharge to Assess Funding are claimed. The Home Care Capacity Working Group will also review analysis of the increased hours and look at options for mitigating increased home care demand, particularly in relation to the increase in short term external enablement hours.

	Q3 2019/20	Q3 2020/21	Q3 2021/22	31.3.22 Budgeted
OP & PD Monthly Long Term Home Care Hours	98,082	109,062	111,111	102,603
OP & PD Monthly Short Term Enablement Hours*			8,189	

\* activity previously collected as part of long term care hours

- 5.11 The Residential and Nursing budget was reduced in 2021/22 by £2.1m as part of the demand management savings. The table below demonstrates that there has continued to be a reduction in Older People and Physical Disabilities Residential and Nursing placements, albeit at a reduced level, compared to previous years. There was a significant reduction in people in a residential or nursing setting in the first quarter of 2021/22 (861 clients in April 2021), however placements have gradually increased throughout the financial year. Although the budget is forecast to balance, as a result of reduced activity earlier in the year and the ability to draw down on discharge to assess income, placements will need to reduce further in the last quarter to avoid pressure on this budget in 2022/23.

	Q3 2019/20	Q3 2020/21	Q3 2020/22	31.3.21 Budgeted
Total Residential & Nursing Clients	1,012	931	907	859

- 5.12 There are the following mitigating underspends across the department; £0.8m in Mental Health, £2.4m increased Discharge to Assess income, £0.7m vacancy control, £0.3m forecast underspend on Safeguarding due to vacancies and reduced assessment costs, £0.3m underspend in Environmental Health, £0.5m unallocated budget and £0.6m increase in the Better Care Fund allocation.

#### **Mitigating Actions to reduce overspend**

- 5.13 The service will pursue the following actions to reduce the forecast overspend in 2021-22;
- Accelerating reviews across the department; LD priority reviews have been identified.
  - Seek additional health related income; to continue to ensure that the Discharge to Assess claim includes all eligible costs.
  - Continue with, and seek to accelerate the transformation programme.
  - Reviewing the charging policy.

## Department of Place

- 6.1 The Department of Place is forecast to overspend the £66.6m net expenditure budget by £0.2m. This is after £17.9m of additional Covid related costs and losses that are forecast to be covered by Government and other income.
- 6.2 The impact of Covid-19 for 2021-22 will continue to be closely monitored each month. The overall impact will however be dependent on the speed of recovery across the district.

### Waste, Fleet & Transport Services

- 6.3 The service is forecast to over spend the £27.8m net budget by £0.7m. This is after £2.0m of Covid related costs and losses that are forecast to be covered by Government and other income.
- 6.4 The £0.7m service over spend is largely comprised of an over spend in Waste Services of £0.2m and £0.5m in Fleet & Transport.

### Waste Services

- 6.5 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 £0.2m overspend. Waste tonnages increased during 2020-21 and although the rate of increase has reduced in recent months, they are still higher than pre-COVID levels. The service has been supported by Covid funds to the value of £1.5m which covers additional waste disposal costs and additional employee costs.
- 6.6 The table below demonstrates that higher tonnes of waste have been collected by Waste Services in the first 9 months of the year, and tonnages remain higher than pre pandemic levels.

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

	2019/20	2020/21	2021/22
Kerbside Waste collected	75,968	85,107	83,553
Kerbside Recycling collected	25,731	31,450	28,735
Household Waste sites	39,425	33,297	38,278
Trade Waste collected	13,536	10,045	11,161
Garden Waste collected	6,560	8,207	6,860
Total Waste Collected	161,220	168,106	168,587

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

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

	2018/19	2019/20	2020/21
Waste Disposal Tonnes <sup>3</sup>	173	181	182

<sup>3</sup> Waste Disposal Tonnes are higher than Waste Collected Tonnes as the Council also disposes of street cleansing waste amongst others.

6.9 In order to address the above pressures, the following mitigating action is being taken:

- Merged shifts and working patterns at the materials recycling facility have been implemented.
- Reduction in casual overtime.
- Review of Fleet maintenance charges.
- Review of kerbside and trade waste collections routes.
- There are also plans to redevelop the materials recovery facility, which will facilitate in-house processing of all recycling waste and negate the requirement for third-party intervention. These are on-going but will not be operational in this financial year.

### **Fleet & Transport**

6.10 The £0.5m forecast over spend in Fleet & Transport is mainly on employee costs and reduced recharges to other departments. An exercise to address this has commenced.

### **Neighbourhoods and Customer Services**

6.11 The Service is forecast to underspend the £15.8m net expenditure budget by £1.4m. This is after £8.3m of Covid related costs and losses that are forecast to be covered by Government and other income. The service under spend relates to £0.6m in Uniformed Services, £0.6m in Neighbourhood Services and £0.2m in Customer services.

### **Economy & Development Services**

6.12 The service is forecast to underspend the £4.3m net expenditure budget by £0.3m. This is after £2.6m of Covid related costs and losses that are forecast to be covered by Government and other income. The non Covid-19 issues are detailed below: -

6.13 Economic Development is forecasting a £0.6m under spend as recruitment and projects are being reviewed in line with Covid-19 recovery plans.

6.14 Housing Development is forecast to overspend by £0.6m due to not achieving income targets via a capital recharge (£0.3m), empty Council properties, Council Tax, maintenance costs and loss of rental income (£0.3m). A number of Right to Buy housing purchases are going through the process with legal. Disposal of these assets will result in paying grant monies to Homes England. The forecast includes drawdown of reserves £0.1m.

6.15 Markets are forecast to overspend by £0.2m, this mainly relates to an expected rent reduction in issuing new leases for the external shops around the Oastler Centre in line with the Top of Town scheme.

## **Planning Transport & Highways**

- 6.16 The Service is forecast to overspend the £14.3m 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. Service forecast overspends relate to CCTV (£50K), Structures (£203k), Street lighting (£167k), with underspends in Highways Delivery Unit (£137k).
- 6.17 Wholesale energy costs are increasing significantly which will feed into street lighting utilities costs next year.

## **Sports & Culture**

- 6.18 The Service is forecast to overspend the £3.9m net expenditure budget by £0.8m. This is after £3.9m of Covid costs and losses in Sports Facilities, Theatres, Libraries, Museums, Tourism and Parks as outlined in the Covid-19 Tracker.
- 6.19 The main pressures within the service are coming from underachieved savings in Libraries £0.5m, and pressures in Bereavement £0.2m and Sports Facilities £0.1m.
- 6.20 The Council's 4 main museums (Cartwright Hall, Bolling Hall, Cliffe Castle & The Industrial Museum) have recently had Business Rates assessments, and the outcome was a reduction in their rateable values. The total reduction was £652k including backdates. This has been included in the forecast to mitigate the in-year overspend.
- 6.21 Sports Facilities are reporting positive signs of recovery and are expecting attendances numbers to be close to pre pandemic levels in 2022-23.
- 6.22 Theatres' position has improved and is expected to continue improving. Sales are now approximately 70–80% of pre-covid levels.

## **Clean Air Plan**

- 6.23 The service is reporting a breakeven position as all implementation costs will be covered by funding from government grant.
- 6.24 The lead in period for the Clean Air Zone (CAZ) has been extended. Instead of being introduced in January, the CAZ will be launched in Spring 2022.
- 6.25 This will allow businesses more time to use the Clean Air Funding available and upgrade their vehicles. This includes a new £1.7m fund to increase the electric vehicle grants available for taxis.
- 6.26 It will also provide more time for Council systems to integrate with the Government's national IT infrastructure which manages all Clean Air Zones across the country.

## Corporate Resources

- 7.1 Corporate Resources are forecast to underspend the £47.3m net budget by £0.6m. This is after £9.2m 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.
- 7.2 Excluding Covid-19 impacts, the Department's forecast underspend of £0.6m is made up of forecast underspends in Revenues & Benefits (£0.5m), Catering & Office Services, (£0.2m) and Energy Unit (£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 (£0.1m), PACT HR (£0.1m), and £0.3m in ICT.

## General Fund

- 8.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £10.8m. This is due mainly to Corporate Contingencies and Capital Financing underspends linked to lower interest costs, and lower than budgeted Capital expenditure (see section 12 for additional information).

## Covid-19 Financial Impact Tracker.

- 9.1 The table below details the costs of Covid in 2020-21, and also provides an estimate of the impact in 2021-22.

Department	Expenditure/Income	2019/20	2020/21	2021/22 Forecast	Total
<b>Health &amp; Wellbeing</b>	Expenditure	715	27,743	27,298	55,756
	Income Loss		2,711	286	2,997
	Additional Income				
	(Specific)		-22,331	-16,487	-38,818
<b>Health &amp; Wellbeing</b>		<b>715</b>	<b>8,123</b>	<b>11,097</b>	<b>19,935</b>
<b>Children's Services</b>	Expenditure		8,782	15,814	24,596
	Income Loss		1,836	916	2,752
	Additional Income				
	(Specific)		-2,263	-537	-2,800
<b>Children's Services</b>			<b>8,355</b>	<b>16,193</b>	<b>24,548</b>
<b>Place</b>	Expenditure	114	9,047	12,499	21,660
	Income Loss	1,013	14,659	6,446	22,118
	Additional Income				
	(Specific)		-1,230	-1,036	-2,266
<b>Place</b>		<b>1,127</b>	<b>22,476</b>	<b>17,909</b>	<b>41,511</b>
<b>Corporate Resources</b>	Expenditure	153	14,210	8,369	22,731
	Income Loss	139	6,351	2,806	9,296
	Additional Income				
	(Specific)		-335	-1,980	-2,315

<b>Corporate Resources</b>		<b>292</b>	<b>20,226</b>	<b>9,195</b>	<b>29,712</b>
<b>Chief Executives</b>	Expenditure		927	305	1,232
<b>Chief Executives</b>			<b>927</b>	<b>305</b>	<b>1,232</b>
<b>Non Service</b>	Expenditure		264	0	264
	Income Loss		654		654
<b>Non Service Total</b>			<b>918</b>	<b>0</b>	<b>918</b>
<b>General Fund</b>	Expenditure		5,853	6,142	11,995
	Income Loss	1,285	-991	0	294
	Additional Income (General)	-2,700	-64,543	-21,410	-88,653
	Additional Income (Specific)		-28,595	-11,128	-39,723
	Council Reserves per Qtr 1		0	-1,052	-1,052
	Carry fwd of unspent grants		27,252	-27,252	0
<b>General Fund</b>		<b>-1,415</b>	<b>-61,025</b>	<b>-54,700</b>	<b>-117,140</b>
<b>Total Ex Collection Fund</b>		<b>718</b>	<b>0</b>	<b>0</b>	<b>718</b>

\*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.

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

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22 Forecast</b>	<b>Total</b>
Expenditure	982	66,827	70,426	138,234
Income Loss	2,437	25,220	10,454	38,110
<b>Total impact on Council Services</b>	<b>3,418</b>	<b>92,046</b>	<b>80,880</b>	<b>176,344</b>
Additional Income (General)	-2,700	-64,543	-21,410	-88,653
Additional Income (Specific)		-54,755	-31,168	-85,922
Carry Fwd of unspent grants		27,252	-27,252	0
Council Reserves		0	-1,052	-1,052
<b>Total Funding</b>	<b>-2,700</b>	<b>-92,046</b>	<b>-80,881</b>	<b>-175,627</b>
<b>Grand Total</b>	<b>718</b>	<b>0</b>	<b>0</b>	<b>718</b>

9.3 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.

9.4 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.

## Budget Savings Tracker

10.1 The combined budget savings of £14.3m in 21-22 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £304m.

10.2 The 2020-21 budget includes £9.5m of new budget reductions, however £4.7m of prior year underachieved savings have carried forward into 2021-



22, meaning that £14.3m of savings will need to be delivered in 2021-22.

- 10.3 In tracking progress made against each individual saving proposal, £3.3m of the £14.3m is forecast to be delivered, leaving £10.9m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

	Prior year underachieved Savings outstanding at 31/3/21	2021/22 New Savings	Total Savings 2021/22	Forecast Variance 2020/21	Total Savings 2021-22 <sup>4</sup>
Health & Wellbeing	3.1	8.4	11.5	9.4	5.5
Children's Services	0.0	0.3	0.3	0.0	0.0
Place	1.6	0.2	1.9	1.5	0.4
Corporate Resources	0.0	0.2	0.2	0.0	0.0
General Fund	0.0	0.5	0.5	0.0	0.0
Total	4.7	9.5	14.3	10.9	5.8

- 10.4 Although the savings that have to be delivered this year are lower than prior years, the amount forecast to be unachieved is forecast to be higher than recent years.

	Underachieved Savings in year £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.9
2020/21	6.5
2021/22	10.9

- 10.5 The main forecast underachieved savings are £9.4m of underachieved Learning Disability Demand Management savings in Health & Wellbeing. As outlined previously these are partly caused by Covid, and are being partly mitigated by c£6.2m of Covid related grants in 2021-22. The ongoing impact of the underachievement when Covid grants run out, is a significant concern looking forward.
- 10.6 The £1.9m of underachieved savings in the Department of Place are mainly due to £1.3m of underachievement in Sports & Culture, most notably Libraries (£0.4m), Museums (£0.5m) and Theatres (£0.2m), and £0.2m in Neighbourhoods & Customer services as the income budget increased for parking charges in 2020-21, and it will continue to be undelivered in 2021-22 (£0.2m).

## Council Tax and Business Rates.

- 11.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government,

<sup>4</sup> Additional budget savings will be required in line with the Medium Term Financial Plan.

the police and fire authorities.

- 11.2 Bradford will be paid over its budgeted Council Tax precept (£212.9m) in 2021-22.
- 11.3 Further, a small surplus (£1.125m) is currently forecast for 2021-22. In line with Collection fund rules, this surplus will benefit the 2022-23 financial year, and has been included in 2022-23 budget planning.
- 11.4 Business Rates collection has also been significantly impacted by the pandemic. Bradford will be paid over its budget precept from the Collection Fund in 2021-22, with any in year deficit being repaid to the Collection Fund in 2022-23.
- 11.5 The Council had 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. The deficit will however be covered by Section 31 grants and Tax Income guarantee compensation received from the Government in 2020-21.
- 11.6 Currently the £35m of S31 and TIG monies are held in a reserve and will be drawn down over the next 3 years to pay for the 2020-21 deficit in compliance with a Government sanctioned scheme to spread Covid related deficits over a longer period than normal.
- 11.7 In 2021-22 the Council will again have a significant Business Rates Collection Fund deficit. Most of this will result from Government support for businesses and will consequently be covered by additional Section 31 grants, however the Councils business rates base is also likely to reduce following a number of recent appeals.
- 11.8 Overall the unfunded element of the Business Rates deficit is expected to be c£0.6m in 2021-22, and this will have to be budgeted for, and repaid in 2022-23.

### **Business Rates Schemes**

- 11.9 Covid Additional Relief Fund - The government has allocated business support funding for those businesses that had not received any rate relief under the previous Covid support schemes. The sum of £10.4m applies to the 2021/22 financial year only. In order to expedite the scheme it is recommended that delegated authority is provided to the s.151 Officer in consultation with the portfolio holder to develop and implement a scheme.
- 11.10 Enterprise Zone Rate Relief - This applies to the Gain Lane site which is now in the early stages of occupation and requires Executive approval of the 100% rate relief in line with S.47 of the Local Government Finance Act 1988 regarding local discounts. This will be 100% funded by the government. It is recommended that delegated authority is provided to the s.151 Officer in consultation with the portfolio holder to develop and implement a scheme.

## Reserves

12.1 At 31<sup>st</sup> December 2021 reserves stand at £287.7m (Council £244.8 and Schools £42.9m). Unallocated reserves stand at £10.7m.

	Closing Balance 2019-20 £m	Closing Balance 2020-21 £m	Opening Balance 2021-22 £m	Net Movement	Balance as at 31 <sup>st</sup> December 2021 £m
Council reserves	207.0	256.5	256.5	-11.7	244.8
Schools Delegated budget	31.9	42.9	42.9	.0	42.9
Total	238.9	299.4	299.4	-11.7	287.7

12.2 The £2.6m decrease in Reserves from September is made up of

### Movements to Reserves

None

### Movements from Reserves

£96k Insurance Risk  
£38k Taxi Licensing Reserve  
£745k Children Services Investment Fund  
£277k Early Help Enabler Support Reserve.  
£1.707m Troubled Families Grant Reserves

### Movements within Reserves

£60k GPTGO to Finance Works Reserve

12.3 The Council has £19.5m of General Fund reserves, and £10.7m of unallocated reserves.

12.4 Overall, reserve levels are expected to reduce significantly in 2021-22.

12.5 The Council 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 as outlined previously and in the Covid Tracker.

12.5 £4m of reserves were approved to be used to support the recovery from Covid as outlined in the Qtr 1 Finance Position Statement.

12.6 £6.4m of reserves were approved to be used as part of the 2021-22 Council budget.

12.7 Approximately £2.9m of reserves are forecast to be drawn down or repurposed to help mitigate forecast overspends in 2021-22, as outlined above and detailed in the Departmental commentaries

12.8 Additionally, a significant portion of the £35m held in the S31 Business Rates Grant Reserve that contains both the Councils share of Section 31 grants and Tax Income Guarantee Scheme compensation will be drawn down at 2021-22 year-end to fund the 2020-21 Collection fund deficits.

- 12.9 Currently published budget proposals for 2022-23, would also result in further reserve reductions next year.

## School Balances

- 13.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2022. Schools do not report their quarter three financial position for 2021-22 until the end of January 2022.

	Balance 1 <sup>st</sup> April 2021		Forecasted Balance 31 <sup>st</sup> March 2022		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,353	7	1,309	0	44
Primary	68	10,549	67	6,878	1	3,671
Secondary	6	(2,077)	6	(2,723)	0	646
Special	3	2,925	3	2,068	0	857
Pupil Referral Units (PRU)	3	241	1	273	2	(32)
<b>Subtotal</b>	<b>87</b>	<b>12,991</b>	<b>84</b>	<b>7,805</b>	<b>3</b>	<b>5,186</b>
School Contingency		27,550		32,115	0	(4,565)
Other Activities/Closed Schools		1,418		1,000	0	418
<b>Total</b>	<b>87</b>	<b>41,959</b>	<b>84</b>	<b>40,920</b>	<b>3</b>	<b>1,039</b>

- There are three schools (one maintained nursery school, one primary and one secondary school) that are currently forecasting deficit revenue balances at 31 March 2022, with a combined deficit value of £5.4m. The deficit balance held by Hanson School is forecast to increase to £5.3m at the end of 2021-22 from £4.8m at the end of 2020-21.
- One school (St Clare's Catholic Primary) converted to academy status in 2021-22.

## Capital Expenditure

- 14.1 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.
- 14.2 The profiled resource position for 2021-22 for the Capital Investment Plan stands at £802.5m. To the 31st December there has been total spend of £65.4m. A summary by service is shown below with a detailed monitor in Appendix 2.

Scheme Description	Q2 Re-profiled Budget 2021-22	Changes	Re profile Budget 2021-22	Spend 31 Dec 2021	Budget 22-23	Budget 23-24	Budget 24-25 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	2.0	0.1	2.1	0.5	1.9	7.0	0.1	11.1
Children's Services	23.3	-1.6	21.7	11.5	12.2	5.4	0.2	39.5
Place - Economy & Development Services	26.9	0.1	27.0	9.8	33.9	17.9	9.1	87.9
Place - Planning, Transport & Highways	46.4	5.5	51.9	22.0	66.2	60.4	71.2	249.7

Place - Other	21.3	0.5	21.8	8.5	18.9	27.1	23.5	91.3
Corp Service – Estates & Property Services	13.6	16.0	29.6	13.1	2.3	3.5	9.5	44.9
<b>TOTAL - Services</b>	<b>133.5</b>	<b>20.6</b>	<b>154.1</b>	<b>65.4</b>	<b>135.4</b>	<b>121.3</b>	<b>113.6</b>	<b>524.4</b>
Reserve Schemes & Contingencies	5.9	1.9	7.8	0	61.2	111.3	97.8	278.1
<b>TOTAL</b>	<b>139.4</b>	<b>22.5</b>	<b>161.9</b>	<b>65.4</b>	<b>196.6</b>	<b>232.6</b>	<b>211.4</b>	<b>802.5</b>

14.3 Overall here has been an increase in the budget of £83.4m to £802.5m. The main change relates to:

- £28.5m of new approved budget for a strategic regeneration opportunity.
- £39.4m of new approved budget for Squire Lane.
- £14.7m of additional budget for Transforming Cities.

14.4 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. For this Report 2022-23 Budgets have been reviewed with Service Managers and re-profiled into future years for larger schemes. Further work will continue to ensure accurate profiling of the capital spend over the next four years.

14.5 It should also be noted that there remains uncertainty linked to Covid and consequently there remains levels of uncertainty in the forecasting.

14.6 Generally, inflationary forces are resulting in increased pressures on current projects and there could be higher costs compared to approved budgets. Also problems with the supply chain mean some major projects are having issues getting resources delivered and this could impact on delivery timescales and budgets.

### Capital Programme 2021-22 update

14.7 The latest forecast for expenditure for 2021-22 is £128.9m, compared to a revised budget of £161.9m. Spend to the end of December 2021 is £65.4m. A summary by service is shown below with a detailed monitor in Appendix.

#### Budget, forecast and spend to date as at 31 December for 2021-22

	Revised Budget 2021-22 £m	Annual Spend Forecast £m	Variance £m	Spend 31 Dec 2021 £m	Spend to date as a % of forecast %
Health and Wellbeing	2.1	1.4	-0.7	0.5	35.7
Children's Services	23.3	16.0	-7.3	11.5	71.9
Place - Economy & Development	27.0	16.6	-10.4	9.8	57.3
Place - Planning, Transportation & Highways	51.9	45.0	-7.0	22.0	48.9
Place – Other	21.8	17.7	-4.1	8.5	48.0
Corporate Resources – Estates & Property	29.6	31.4	-2.2	13.1	41.7
Reserve Schemes & Contingencies	6.2	0.8	-5.4	0.0	0.0
<b>TOTAL - All Services</b>	<b>161.9</b>	<b>128.9</b>	<b>-33.0</b>	<b>65.4</b>	<b>50.7</b>

14.8 There is a forecast capital programme variance of £33m between the budget and the latest expenditure forecast. Covid-19 and supply issues has caused delays for some major schemes and this has impacted on current schemes progressing and also the development of Reserve Schemes. The variation will be closely monitored and the final outturn position will be highly

dependent on schemes both starting and continuing on schedule and delivering to plan. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

## **New Capital Schemes**

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

- **Children's Homes-** £0.39m to improve the residential estate. This work is necessary to ensure Bradford's Cared for Children are able to live in suitable, homely environments, which comply with Health and Safety Regulations and the Children's Homes Regulations. The works will be funded from the General Contingency Budget.
- **Adults Electricals** - £0.05m to ensure the electrical safety of residential homes. The works will be funded from the General Contingency Budget.

## **15.0 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 Strategic Risk register has been provided in Appendix 3.

## **16.0 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.

## **17.0 OTHER IMPLICATIONS**

## **18.0 EQUALITY & DIVERSITY**

None

## **19.0 SUSTAINABILITY IMPLICATIONS**

None

## **20.0 GREENHOUSE GAS EMISSIONS IMPACTS**

None

## **21.0 COMMUNITY SAFETY IMPLICATIONS**

None

## **22.0 HUMAN RIGHTS ACT**

None

## **23.0 TRADE UNION**

Trade Unions have been consulted in relation to Waste Services mitigation plans.

## **24.0 WARD IMPLICATIONS**

None

## **25.0 IMPLICATIONS FOR CORPORATE PARENTING**

None

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

None

## **27.0 NOT FOR PUBLICATION DOCUMENTS**

None

## **28.0 RECOMMENDATIONS**

**That the Corporate Overview & Scrutiny Committee**

28.1 Review and comment on the Qtr 3 Finance Position Statement for 2021-22

## **29.0 APPENDICES**

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

## **30.0 BACKGROUND DOCUMENTS**

- Qtr 2 Finance Position Statement – Executive 2nd November 2021
- Qtr 1 Finance Position Statement – Executive 6<sup>th</sup> July 2021
- 2020-21 Finance Position Statement – Executive 6<sup>th</sup> July 2021
- The Council's Revenue Estimates for 2021/22 – updated – Budget Council 18<sup>th</sup> Feb 2021

# Reserves Statement as at 31<sup>st</sup> December 2021

## Appendix 1

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	10,700	0	10,700	
<b>Total available Unallocated Corporate Reserves</b>	<b>10,700</b>	<b>0</b>	<b>10,700</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
ESIF – STEP	1,915	-860	1,055	Funding to support young and disadvantaged people into employment
Exempt VAT	3,000	0	3,000	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.
Better Use of Budgets	5,166	-1,319	3,847	To cover deferred spend on priority work from 2020-21
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	15,033	-6,898	8,135	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,767	0	1,767	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans



	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
				some demolition work.
Match Fund Basic needs Grant	700	-700	0	Match funding against capital spend – using capital grants first.
Strategic Site Assembly	309	0	309	Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	0	1,504	To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	-1,889	4	Reserve reduced as part of 2021-22 budget setting.
NDR Volatility Reserve	1,735	-1,735	0	Additional S31 grant to offset NDR deficit resulting from govt policy
				Reduced as part of 2021-22 budget setting
Council Tax Reserve	575	-575	0	To be used in 2021-22
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	Reserve resulting from MRP policy change.
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	60	154	Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
ICT Programmes Budget	1,424	941	2,365	To fund future ICT projects
Children Services Investment Fund	745	-745	0	Remainder of £6.5m of one off investment approved as part of 2018-19 budget
S31 Business Rate Grants Reserve	34,995	0	34,995	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2021-22.
Covid 19 funding allocation Reserve	22,149	,	22,149	Remaining Emergency grant from Government – reflects timing issue between receipt and spend. Will be consumed in 2021-22
		0		
Indexation Pressures Reserves	136	0	136	Reserve to cover any in year costs

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
CT Hardship Reserves	99	0	99	above the 2% budgeted pay award.. Can be redirected pending 21-22 pay award. Remaining part of £5.8m grant from 2020-21
Project Feasibility Reserve	2,000	0	2,000	To fund feasibility work associated with major projects
<b>Sub Total</b>	<b>161,358</b>	<b>-13,720</b>	<b>147,638</b>	
<b>C. Reserves to support capital investment</b>				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.
Markets	93	300	393	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>5,230</b>	<b>300</b>	<b>5,530</b>	
<b>D. Service Earmarked Reserves</b>	<b>39,564</b>	<b>678</b>	<b>40,242</b>	See over page
<b>E. Revenue Grant Reserves</b>	<b>24,199</b>	<b>-2,992</b>	<b>21,207</b>	
<b>F General Reserves</b>				
General Fund	15,000	4,500	19,500	The GF balance acts as a necessary contingency against unforeseen events. The balance represents a minimum of 5% of the Council's net budget requirement in line with guidance.
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 <b>not</b> available for Council use but are balances attributable to individual schools.
LA Education Reserve	933	0	933	

	Opening Balance £000	Movement in 2021-22 £000	Closing Balance £000	Comments
Sub Total General Fund Reserve & School balances	57,863	4,500	62,363	
G. HRA Reserves	503	-503	0	
Grand total	299,417	-11,737	287,680	

Departmental Earmarked Reserves Statement at 31<sup>st</sup> December 2021

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
<b>Adult and Community Services</b>				
Supporting People	64	0	64	Funding to support invest to save projects
Integrated Care	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	-60	112	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	
<b>Total Adult and Community Services</b>	<b>8,929</b>	<b>-60</b>	<b>8,869</b>	
<b>Children Services</b>				
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	-277	0	To help support Early Help programme
Retail Academy (Skills for Employment)	197	0	197	Skills for 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.
ICE Advanced Skills	307	0	307	Training for post 16 Children through Industrial Centres of

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
				Excellence.
Sinking fund for bus replacement Reserve	125	0	125	
Training Work Programme (Skills for Work)	223	0	223	Skills for Work
<b>Total Children</b>	<b>18,586</b>	<b>-277</b>	<b>18,309</b>	
<b>Department of Place</b>				
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	-38	357	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
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	-9	0	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 building capacity within the VCS
Tree & Woodland Planting Fund	76	0	76	District wide Tree &

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
PT&H - Local Plan Reserve	300	0	300	Woodland planting fund as part of Woodland Strategy. For Local Plan
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.
Longfield Drive Housing Scheme(Council Housing Reserve)	0	503	503	
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

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
				enforcement function.
Well England Reserve	103	0	103	Programme provides a range of initiatives to support Health & Wellbeing in Gillington, Holme Wood and Keighley.
New Projects (Parks, Open Spaces and Libraries) Reserve	700	0	700	
<b>Department of Place</b>	<b>9,640</b>	<b>456</b>	<b>10,096</b>	
<b>Corporate Resources</b>				
Schools Traded HR Reserves	84	-84	0	To mitigate the risk of changes in customer base.
Workforce Development	0	0	0	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
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.
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
Payroll Reserve	100	-100	0	To mitigate any reductions in schools trading
Emergency Planning Reserve	100	0	100	To cover costs of covering emergency/critical alert requirements
Energy unit	484	-100	384	To help smooth effect of price spikes.
Children's E2E Programme Reserve	0	843	843	
Climate change Reserve	2	0	2	
<b>Total Corporate Resources</b>	<b>2,409</b>	<b>559</b>	<b>2,968</b>	

	Opening Balance £000	Movement in 2021-22 £000	Latest Balance £000	Comments
Total Service Earmarked Reserves	39,564	678	40,242	



## Capital Investment Plan

## Appendix 2

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	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	£'000	£'000
<b>Health and Wellbeing</b>														
CS0237a	Great Places to Grow Old	300	0	300	80	31	1,900	6,961	124	0	0	0	9,285	9,285
CS0237c	Keighley Rd Residential Care Valley View	295	0	295	53	31	0	0	0	0	295	0	0	295
CS0373	BACES DFG	419	0	419	419	302	0	0	0	0	0	0	419	419
CS0239	Community Capacity Grant	910	0	910	700	134	0	0	0	0	910	0	0	910
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	80	0	80	80	36	0	0	0	0	80	0	0	80
CS0523	Electrical work at residential homes	0	50	50	50	0	0	0	0	0	0	0	50	50
<b>Total - Health and Wellbeing</b>		<b>2,023</b>	<b>50</b>	<b>2,073</b>	<b>1,401</b>	<b>534</b>	<b>1,900</b>	<b>6,961</b>	<b>124</b>	<b>0</b>	<b>1,304</b>	<b>0</b>	<b>9,754</b>	<b>11,058</b>
<b>Children's Services</b>														
CS0249	Schools DRF	500	0	500	500	0	0	0	0	0	500	0	0	500
CS0287	\$106 Education	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	800	0	800	800	1,761	0	0	0	0	800	0	0	800
CS0030	Capital Improvement Work	138	0	138	150	94	100	100	100	100	538	0	0	538
CS0240	Capital Maintenance Grant	4,489	0	4,489	2,986	1,464	3,070	1,000	0	0	8,559	0	0	8,559
CS0244a	Primary Schools Expansion Programme	1,220	0	1,220	700	312	1,234	0	0	0	2,454	0	0	2,454
CS0244b	Silsden School	6,775	0	6,775	6,275	5,211	465	0	0	0	7,240	0	0	7,240
CS0244c	SEN School Expansions	5,400	0	5,400	3,000	2,236	2,600	1,684	0	0	9,684	0	0	9,684
CS0362	Secondary School Expansion	1,000	0	1,000	175	161	3,298	2,616	0	0	6,914	0	0	6,914
CS0421	Healthy Pupil Capital Grant	43	0	43	0	-1	0	0	0	0	43	0	0	43
CS0436	Children's Homes	1,976	-1,572	404	405	4	0	0	0	0	0	0	404	404
CS0488	Digital Strategy	960	0	960	960	230	0	0	0	0	0	0	960	960
CS0500	TFD	0	0	0	41	41	1,400	0	0	0	0	0	1,400	1,400
<b>Total - Children's Services</b>		<b>23,301</b>	<b>-1,572</b>	<b>21,729</b>	<b>15,992</b>	<b>11,513</b>	<b>12,167</b>	<b>5,400</b>	<b>100</b>	<b>100</b>	<b>36,732</b>	<b>0</b>	<b>2,764</b>	<b>39,496</b>

CS Ref	Scheme Description	2021-22 Budget £'000	Finance updates £'000	Revised 2021-22 Budget £'000	Forecast £'000	Spend UPDATED 31 Dec £'000	2022-23 Budget £'000	2023-24 Budget £'000	2024-25 Budget £'000	2025- onwards Budget £'000	Specific Grants, cap receipts, reserves £'000	Invest to Save Funding £'000	Corporate Borrowing £'000	Budget Total £'000
<b>Place - Housing</b>														
CS0237b	Keighley Rd Extra Care Fletcher Court	62	0	62	256	-223	0	0	0	0	0	0	62	62
CS0308	Afford Housing Programme 15 -18	391	0	391	0	-115	0	0	0	0	391	0	0	391
<b>Total - Housing</b>		<b>453</b>	<b>0</b>	<b>453</b>	<b>256</b>	<b>-338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>391</b>	<b>0</b>	<b>62</b>	<b>453</b>
<b>Place - Economy &amp; Development</b>														
CS0136	Disabled Housing Facilities Grant	5,085	0	5,085	4,750	3,357	3,234	4,392	2,028	5,753	8,294	0	12,198	20,492
CS0137	Development of Equity Loans	750	0	750	400	343	1,989	535	0	0	1,727	0	1,547	3,274
CS0144	Empty Private Sector Homes Strat	850	0	850	850	535	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	0	0
CS0250	Goitside	0	0	0	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	0	0
CS0496	Town Fund Keighley & Shipley	828	0	828	828	599	0	0	0	0	828	0	0	828
CS0084	City Park	192	0	192	0	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	1,393	0	1,393	46	46	0	0	0	0	0	0	1,393	1,393
CS0291	One City Park	9,533	0	9,533	4,152	1,287	15,186	9,514	600	0	7,500	15,133	12,200	34,833
CS0228	Canal Road	100	0	100	100	0	0	0	0	0	0	0	100	100
CS0507	Conditioning House & High Point	1,439	0	1,439	1,439	1,439	0	0	0	0	1,439	0	0	1,439
CS0241	Re-use of Frmr College Builds Kghly	355	0	355	0	0	0	0	0	0	0	0	355	355
CS0266	Superconnected Cities	829	0	829	0	0	0	0	0	0	0	0	829	829
CS0265	LCR Revolving Econ Invest Fund	658	0	658	0	0	0	0	0	0	658	0	0	658
CS0345	Develop Land at Crag Rd, Shply	43	0	43	43	0	0	0	0	0	0	0	43	43
CS0107	Markets	21	0	21	0	0	0	0	0	0	0	0	21	21
CS0363	Markets Red'mnt - City Cntr	3,794	0	3,794	3,600	2,487	11,702	3,458	525	0	3,800	5,364	10,315	19,479
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	0	596	15	0	1,000	0	0	0	0	0	1,596	1,596
CS0411	Parry Lane	0	127	127	127	1	0	0	0	0	0	0	127	127
<b>Total - Place - Economy &amp; Development</b>		<b>26,466</b>	<b>127</b>	<b>26,593</b>	<b>16,350</b>	<b>10,092</b>	<b>33,942</b>	<b>17,899</b>	<b>3,331</b>	<b>5,753</b>	<b>24,246</b>	<b>20,497</b>	<b>42,775</b>	<b>87,518</b>

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	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	£'000	£'000
<b>Place - Planning, Transportation &amp; Highways</b>														
CS0131	Kghly Town Cntr Heritage Initiative	151	0	151	151	0	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	14	0	14	14	0	0	0	0	0	14	0	0	14
CS0285	Blight Sites	166	0	166	10	10	251	250	250	250	0	0	1,167	1,167
CS0071	Highways S106 Projects	493	0	493	20	17	0	0	0	0	493	0	0	493
CS0372	Countryside S106 Projects	355	0	355	4	4	0	0	0	0	355	0	0	355
CS0091	Capital Highway Maintenance	349	0	349	3,809	3,666	0	0	0	0	349	0	0	349
CS0095	Bridges	100	0	100	653	199	0	0	0	0	100	0	0	100
CS0096	Street Lighting	69	0	69	15	5	0	0	0	0	69	0	0	69
CS0099	Integrated Transport	69	0	69	0	0	0	0	0	0	69	0	0	69
CS0168	Connecting the City (Westfield)	0	0	0	10	0	0	0	0	0	0	0	0	0
CS0172	Saltaire R/bout Cong& Safety Works	279	0	279	20	1	0	0	0	0	279	0	0	279
CS0264	Highway to Health	0	0	0	70	43	0	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisitions	176	0	176	0	0	0	0	0	0	176	0	0	176
CS0293	West Yorks & York Transport Fund	15,004	0	15,004	5,782	3,186	20,877	40,000	30,000	20,770	126,651	0	0	126,651
CS0396	WYTF Corr Imp Projects	2,287	0	2,287	426	285	2,000	3,000	3,000	0	10,287	0	0	10,287
CS0296	Pothole Funds	2,737	0	2,737	6,166	2,550	3,429	0	0	0	6,166	0	0	6,166
CS0306a	Strategic Transport Infrastructure Priorities	465	0	465	0	0	500	0	0	0	0	0	965	965
CS0302	Highways Prop Liab Redn Strat	47	0	47	0	0	0	0	0	0	47	0	0	47
CS0319	Challenge Fund	587	0	587	587	743	500	0	0	0	1,087	0	0	1,087
CS0323	Flood Risk Mgmt	0	0	0	120	88	0	0	0	0	0	0	0	0
CS0329	Damens County Park	106	0	106	0	0	0	0	0	0	0	0	106	106
CS0370	LTP IP3 Safer Roads	527	0	527	0	0	0	0	0	0	527	0	0	527
CS0371	LTP IP3 One System Public Transport	0	0	0	0	-6	0	0	0	0	0	0	0	0
CS0379	NPIF UTMIC	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0386	Cycling & Walking Schemes LTP3	17	0	17	0	0	0	0	0	0	17	0	0	17
CS0414	LTP IP3 Safer Roads	0	0	0	1	1	0	0	0	0	0	0	0	0
CS0398	Bfd City Ctre Townscape Heritage	828	0	828	150	123	790	1,000	0	0	2,445	0	173	2,618
CS0430	Hwys Maint Fund Oct18	216	0	216	216	2	0	0	0	0	216	0	0	216
CS0432	Steeton/Silsden Crossing	45	0	45	45	9	0	0	0	0	45	0	0	45
CS0423	Highways IT upgrade	50	0	50	0	0	0	0	0	0	0	50	0	50
CS0433	Gain Lane / Leeds Rd Jct	29	0	29	0	0	0	0	0	0	29	0	0	29

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0450	CILS payments	8	0	8	100	184	0	0	0	0	8	0	0	8
CS0453	IP3 Safer Roads 19-20	48	0	48	7	2	0	0	0	0	48	0	0	48
CS0454	Area Comm ITS 19-20	0	0	0	0	16	0	0	0	0	0	0	0	0
CS0434	Smart Street Lighting	2,399	0	2,399	3,000	2,419	11,852	14,128	13,000	2,706	0	44,085	0	44,085
CS0455	IP4 projects	2,166	0	2,166	1,592	292	0	0	0	0	2,166	0	0	2,166
CS0456	WY Integrated UTM Centre	106	0	106	78	19	0	0	0	0	106	0	0	106
CS0464	Ben Rhydding Railway Station Car Park	261	0	261	10	1	0	1,042	750	0	2,053	0	0	2,053
CS0467	Transforming Cities Fund (TCF)	0	5,496	5,496	6,000	2,949	2,633	0	0	0	8,129	0	0	8,129
CS0469	IP4 Safer Roads 20-21	342	0	342	407	188	0	0	0	0	342	0	0	342
CS0470	IP4 Safer Roads 21-22	0	0	0	932	140	932	0	0	0	932	0	0	932
CS0483	LTP grant 2021	40	0	40	0	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	721	0	721	721	225	1,000	0	0	0	1,721	0	0	1,721
CS0494	City Centre Bollards	125	0	125	125	119	0	0	0	0	0	0	125	125
CS0502	Corridor Improvement Prog (CIP2)	565	0	565	275	36	0	0	0	0	565	0	0	565
CS0499	Buck Mill Footbridge	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0477	CCTV Infrastructure	969	0	969	0	270	0	0	0	0	0	0	969	969
CS0512	Naturalising Bradford Beck	400	0	400	400	171	1,400	1,000	450	0	1,625	0	1,625	3,250
CS0513	Purchasing 185 Carlisle Road	190	0	190	190	121	0	0	0	0	0	0	190	190
<b>Total Place - Planning, Transportation &amp; Highways</b>		<b>33,506</b>	<b>5,496</b>	<b>39,002</b>	<b>32,106</b>	<b>18,080</b>	<b>46,164</b>	<b>60,420</b>	<b>47,450</b>	<b>23,726</b>	<b>167,307</b>	<b>44,135</b>	<b>5,320</b>	<b>216,762</b>
<b>Dept of Place - Clean Air Zone</b>														
CS0471	Clean Air Zone	12,842	0	12,842	12,842	3,930	20,000	0	0	0	32,842	0	0	32,842
<b>Total Place - Clean Air Zone</b>		<b>12,842</b>	<b>0</b>	<b>12,842</b>	<b>12,842</b>	<b>3,930</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,842</b>	<b>0</b>	<b>0</b>	<b>32,842</b>
<b>Dept of Place - Waste, Fleet &amp; Transport</b>														
CS0060	Replacement of Vehicles	3,000	0	3,000	2,000	397	3,000	0	0	0	0	6,000	0	6,000
CS0517	Electric vehicles	451	0	451	451	0	39	308	65	18	0	0	881	881
CS0435	Sugden End Landfill Site	85	0	85	85	17	0	0	0	0	0	0	85	85
CS0415	Shearbridge Depot Security	89	0	89	89	22	0	0	0	0	0	0	89	89
CS0359	Community Resilience Grant	8	0	8	0	0	0	0	0	0	8	0	0	8

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	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	£'000	£'000
CS0497	Climate Change Initiatives – Vehicles	25	0	25	40	40	120	0	0	0	145	0	0	145
CS0503	Environmental Delivery Works	123	0	123	60	37	125	0	0	0	0	0	248	248
CS0516	Wash Bay Ramps	33	0	33	33	33	0	0	0	0	0	0	33	33
<b>Total Place - Waste, Fleet &amp; Transport</b>		<b>3,814</b>	<b>0</b>	<b>3,814</b>	<b>2,758</b>	<b>545</b>	<b>3,284</b>	<b>308</b>	<b>65</b>	<b>18</b>	<b>153</b>	<b>6,000</b>	<b>1,336</b>	<b>7,489</b>
<b>Dept of Place - Neighbourhoods &amp; Customer Services</b>														
CS0066	Ward Investment Fund	35	0	35	35	0	0	0	0	0	0	0	35	35
CS0466	Parks Depots	24	0	24	23	23	0	0	0	0	0	0	24	24
CS0378	Customer Services Strategy	146	0	146	6	6	0	0	0	0	0	0	146	146
CS0506	Ilkley Parking	75	0	75	75	46	0	0	0	0	0	75	0	75
CS0510	Ilkley Footbridge	50	0	50	50	9	0	0	0	0	0	0	50	50
<b>Total Place - Neighbourhoods &amp; Customer Services</b>		<b>330</b>	<b>0</b>	<b>330</b>	<b>189</b>	<b>85</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>255</b>	<b>330</b>
<b>Dept of Place - Sports &amp; Culture</b>														
CS0151	Building Safer Communities	26	0	26	0	0	0	0	0	0	26	0	0	26
CS0340	St George's Hall	0	0	0	0	3	0	0	0	0	0	0	0	0
CS0487	Alhambra Theatre Lift	2	0	2	0	0	0	0	0	0	0	0	2	2
CS0129	Scholemoor Project	0	0	0	18	18	0	18	0	0	0	0	18	18
CS0162	Capital Projects - Recreation	860	0	860	480	468	0	0	0	0	785	0	75	860
CS0229	Cliffe Castle Restoration	85	0	85	8	5	0	0	0	0	85	0	0	85
CS0347	Park Ave Cricket Ground	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0004	\$106 Recreation	10	0	10	10	2	0	0	0	0	10	0	0	10
CS0501	Parks Development Fund	500	0	500	500	0	0	0	0	0	500	0	0	500
CS0367	King George V Playing Fields	0	0	0	0	0	0	1,020	0	0	700	0	320	1,020
CS0504	Cricket Nets	190	0	190	190	0	0	0	0	0	190	0	0	190
CS0404	Sports Pitches	1,029	0	1,029	1,029	363	0	0	0	0	912	0	117	1,029
CS0489	Playable Spaces including Lister Park	620	500	1,120	1,120	624	1,398	0	0	0	350	0	2,168	2,518
CS0403	Bereavement Strategy	7,916	0	7,916	4,311	1,404	8,350	3,690	329	0	0	7,000	13,285	20,285
CS0277	Wyke Community Sport Hub	4,294	0	4,294	6,041	4,268	2,147	0	0	0	2,474	0	3,967	6,441
CS0508	Theatres Website	45	0	45	0	0	0	0	0	0	45	0	0	45

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	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	£'000	£'000
CS0245	Doe Park	297	0	297	307	160	0	0	0	0	297	0	0	297
CS0459	Ilkley Lido Tank	369	0	369	410	410	0	0	0	0	0	0	369	369
CS0461	Shipley Gym extension & equipment	71	0	71	0	1	0	0	0	0	0	0	71	71
CS0458	Doe Park Drainage	40	0	40	40	1	0	0	0	0	0	0	40	40
CS0468	Bowling Pool extension	20	0	20	-143	-143	0	0	0	0	0	0	20	20
CS0356	Sedbergh SFIP	427	0	427	252	232	0	0	0	0	0	0	427	427
CS0354	Squire Lane	0	0	0	0	0	3,600	22,100	21,410	1,700	20,000	19,410	9,400	48,810
CS0482	Marley Replacement Pitch	15	0	15	36	1	0	0	0	0	15	0	0	15
CS0498	Libraries IT Infrastructure	198	0	198	31	31	0	0	0	0	0	60	139	198
CS0509	Libraries (Equipment/Shelving)	200	0	200	150	0	0	0	0	0	200	0	0	200
<b>Total Place - Sports &amp; Culture</b>		<b>17,214</b>	<b>500</b>	<b>17,714</b>	<b>14,790</b>	<b>7,844</b>	<b>15,495</b>	<b>26,828</b>	<b>21,739</b>	<b>1,700</b>	<b>26,589</b>	<b>26,470</b>	<b>30,418</b>	<b>83,476</b>

<b>Corp Resources - Estates &amp; Property Services</b>														
CS0094	Museum Store	0	0	0	0	0	500	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	189	0	189	0	0	0	0	0	0	0	0	189	189
CS0443	Property Programme 19-20	143	0	143	143	37	0	0	0	0	0	0	143	143
CS0475	Property Programme 20-21	962	-28	934	962	831	0	0	0	0	0	0	934	934
CS0511	Property Programme 21-22	2,242	28	2,270	1,100	65	0	0	0	0	0	0	2,270	2,270
CS0460	Mitre Court CPU Property & Equip	1,665	0	1,665	1,665	808	0	0	0	0	250	0	1,415	1,665
CS0230	Beechgrove Allotments	0	0	0	0	0	148	0	0	0	148	0	0	148
CS0408	Top of Town - purchase 21 St Johns St	325	0	325	280	251	0	0	0	0	0	0	325	325
CS0050	Carbon Management	582	0	582	582	86	0	0	0	0	0	0	582	582
CS0420	Electric vehicle charging Infr (Taxi Scheme)	379	0	379	379	129	0	0	0	0	379	0	0	379
CS0495	Bradford LAD Scheme	421	0	421	421	2,939	600	400	0	0	1,421	0	0	1,421
CS2000	DDA	62	0	62	30	0	59	50	0	0	0	0	171	171
CS0381	Godwin St	570	0	570	4,024	4,024	0	0	0	0	570	0	0	570
CS0485	Advanced Fuel Centre	916	-916	0	0	0	0	0	0	0	0	0	0	0
CS0409	Coroner's Court and Accommodation	2,930	0	2,930	2,700	1,663	500	0	0	0	0	0	3,430	3,430
CS0457	Simpson Green - roof	13	0	13	13	0	0	0	0	0	0	0	13	13
CS0445	Core IT Infrastructure	1,756	0	1,756	1,756	2,251	497	580	0	0	0	0	2,833	2,833

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	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	£'000	£'000
CS0505	ISG new Equipment	15	0	15	15	0	0	0	0	0	0	0	15	15
CS0515	IT – End to End	330	0	330	330	0	0	0	0	0	0	0	330	330
CS0514	Birksland - Mail & Print Machine	72	0	72	72	0	0	0	0	0	0	0	72	72
CS0520	Regeneration Opportunity	0	16,500	16,500	16,500	0	0	2,500	5,500	4,000	4,000	0	24,500	28,500
CS0521	Buttershaw Youth Centre	0	30	30	30	0	0	0	0	0	0	0	30	30
CS0522	Children's Homes Capital Works	0	390	390	390	0	0	0	0	0	0	0	390	390
<b>Total Corp Resources – Estates &amp; Property Services</b>		<b>13,572</b>	<b>16,004</b>	<b>29,576</b>	<b>31,392</b>	<b>13,084</b>	<b>2,304</b>	<b>3,530</b>	<b>5,500</b>	<b>4,000</b>	<b>6,768</b>	<b>0</b>	<b>38,142</b>	<b>44,910</b>
<b>Reserve Schemes &amp; Contingencies</b>														
CS0395z	General Contingency	650	-449	201	22	0	1,000	1,000	0	0	0	0	2,201	2,201
CS0411z	Parry Lane	127	-127	0	0	0	0	0	0	0	0	0	0	0
CS0395b	Changing Places Toilets	80	0	80	0	0	0	0	0	0	0	0	80	80
CS0395c	Buttershaw Youth Centre	21	-21	0	0	0	0	0	0	0	0	0	0	0
CS0397z	Property Programme	0	0	0	0	0	2,000	2,000	0	0	0	0	4,000	4,000
CS0399z	Strategic Acquisition	0	0	0	0	0	10,000	10,000	10,000	13,460	0	43,460	0	43,460
CS0400z	Keighley One Public Sector Est	0	0	0	0	0	0	9,500	4,000	4,500	0	18,000	0	18,000
CS0402z	Canal Road Land Assembly	0	0	0	0	0	450	0	0	0	0	0	450	450
CS0401z	Depots	0	0	0	0	0	500	2,000	500	0	0	0	3,000	3,000
CS0485z	Advanced Fuel Centre & Vehicles	0	916	916	0	0	2,298	896	1,000	920	64	5,466	500	6,030
<b>2018-19 Schemes</b>														
CS0404z	Sports Pitches	-117	0	-117	0	0	403	4,248	4,250	0	2,383	0	6,401	8,784
CS0489z	Playgrounds	0	0	0	0	0	1,087	2,750	0	0	1,035	0	2,802	3,837
CS0405z	City Hall	500	0	500	0	0	0	5,000	3,000	3,500	2,000	5,000	5,000	12,000
CS0407z	Affordable Housing	0	0	0	0	0	0	8,000	10,724	10,500	14,430	14,794	0	29,224
CS0408z	Top of town	0	0	0	0	0	0	2,675	0	0	0	0	2,675	2,675
CS0381z	Godwin St (fmr Odeon)	1,500	0	1,500	0	0	5,000	3,000	2,000	0	0	11,500	0	11,500
<b>2020-21 Schemes</b>														
CS0060z	Vehicles	0	0	0	0	0	0	3,000	0	0	0	3,000	0	3,000
CS0060zb	Electric vehicles/ New street cleansing	423	0	423	0	0	500	0	0	0	0	923	0	923

CS Ref	Scheme Description	2021-22 Budget	Finance updates	Revised 2021-22 Budget	Forecast	Spend UPDATED 31 Dec	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	£'000	£'000
CS0472z	District Heating	250	0	250	0	0	0	4,752	6,702	2,611	6,459	2,871	4,985	14,315
CS0473z	Renewable Energy (Solar Farm)	0	0	0	0	0	500	3,000	1,500	0	2,000	3,000	0	5,000
CS0476z	Additional Building controls	750	0	750	0	0	0	500	500	750	0	0	2,500	2,500
CS0474z	Transforming cities fund	0	0	0	0	0	19,037	44,090	9,444	0	72,571	0	0	72,571
CS0480z	Flood Alleviation	200	0	200	0	0	0	0	0	0	200	0	0	200
CS0481z	City Centre Regeneration Fund	0	0	0	0	0	9,500	0	0	0	0	9,500	0	9,500
CS0471z	Clean Air Zone	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0445z	Core IT Infrastructure 20-21	506	0	506	506	0	0	0	0	0	0	0	506	506
CS0484z	New Reserve	0	0	0	0	0	2,000	0	0	0	0	0	2,000	2,000
<b>2021-22 Schemes</b>														
CS0060z	Vehicles	0	0	0	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0397x	Property Programme	0	0	0	0	0	0	0	2,000	0	0	0	2,000	2,000
CS0395x	General Contingency	0	0	0	0	0	0	0	1,000	0	0	0	1,000	1,000
CS0373z	BACES	300	0	300	300	0	750	750	750	750	0	0	3,300	3,300
CS0488z	Lap tops for Children	0	0	0	0	0	1,100	1,100	0	0	0	0	2,200	2,200
CS0244z	SEND	500	0	500	0	0	2,000	3,000	500	0	0	0	6,000	6,000
CS0482z	Marley Playing Field	200	0	200	0	0	300	0	0	0	0	0	500	500
CS0436z	Children's Home	0	1,572	1,572	0	0	1,577	0	0	0	250	2,653	246	3,149
CS0445x	IT	0	0	0	0	0	1,220	0	0	0	0	0	1,220	1,220
<b>Total - Reserve Schemes &amp; Contingencies</b>		<b>5,890</b>	<b>1,891</b>	<b>7,781</b>	<b>828</b>	<b>0</b>	<b>61,222</b>	<b>111,261</b>	<b>60,870</b>	<b>36,991</b>	<b>101,392</b>	<b>123,167</b>	<b>53,566</b>	<b>278,125</b>
<b>TOTAL - All Services</b>		<b>139,411</b>	<b>22,496</b>	<b>161,907</b>	<b>128,904</b>	<b>65,370</b>	<b>196,478</b>	<b>232,607</b>	<b>139,179</b>	<b>72,288</b>	<b>397,724</b>	<b>220,344</b>	<b>184,391</b>	<b>802,459</b>



# Bradford Council Strategic Risk Register



January 2022

<b>Code &amp; Title</b>		SR 01 BCM BCM Critical facilities			<b>Current Risk Matrix</b>	
<b>Description</b>		Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable			<div><div>Likelihood</div><div>Impact</div></div>	
					<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes		<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes		<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes		<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	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					
<b>Internal Controls</b>	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 in place as appropriate 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 will participated in a West Yorkshire Multi-Agency Exercise relating to Cyber and Business Continuity at the end of Sept 2021 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.
<b>Assurance Mechanisms</b>	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team.
<b>Date Reviewed</b>	05 Jan 2022
<b>Actions / Controls under development</b>	There is a 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. The Emergency Management Team along with IT reviewed both Disaster Recovery and Business Continuity in October 2021 and revisions to the process are being considered early in 2022
<b>Managed By</b>	Susan Spink
<b>Administered By</b>	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.-			<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>Impact</div></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. Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155)						

	Negative impact on homelessness and greater use of temporary accommodation
<b>Internal Controls</b>	<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>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. 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 an 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>Monitoring the impact of Covid 19 on housing supply and demand.</p> <p>The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.</p>

<b>Assurance Mechanisms</b>	An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study has been produced by ARC4, in support of the local plan which was published in 2019.
<b>Date Reviewed</b>	5 Jan 2022
<b>Actions / Controls under development</b>	<p>National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government further reviewed the standard method in a summer 2020 consultation. The final revised standard method was issued in December 2020. This increased the need figure for the District including an additional 35% uplift (allocated to the top 20 cities). The Government is reviewing its wider planning reforms including the approach to housing scale and distribution and anticipate changes later in 2022.</p> <p>Local Plan continues to make progress with a Regulation 18 consultation on the Local Plan taking place in February/March 2021. This included a comprehensive set of proposed site allocations and a further call for sites. The consultation progressed on the basis of the meeting the need element of the current standard method housing need figure of 1704 dwellings per annum and not full requirement with the 35% on top (set for the top 20 cities). The Local Plan will progress towards a submission plan over the next 12 months.</p> <p>Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</p> <p>Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme</p>
<b>Managed By</b>	Angela Blake
<b>Administered By</b>	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>Likelihood</div> <div>Impact</div>	
					Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical	
	Strategic	Yes	Risk Score	3	3	
	Operational	Yes	Total Score	9		

<b>Potential Effect of Risk</b>	<p>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</p> <p>Inability to raise funds for projects and regeneration projects not completed</p> <p>Potential damage to the Council's reputation and the Economic Partnership</p> <p>Not able to meet member, government and the public's expectations</p> <p>Deteriorating physical and infrastructure assets</p> <p>Young people are not equipped to achieve their potential within the district</p> <p>Business failure rate increases and unemployment increases due to the impact of Covid-19</p> <p>Long term cost implications of dealing with social issues linked to economic deprivation</p> <p>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings</p> <p>Business relocating out of the Districts.</p>
<b>Internal Controls</b>	<p>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</p> <p>Comprehensive Invest in Bradford website <a href="http://www.investinbradford.com">www.investinbradford.com</a></p> <p>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan.</p> <p>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. <a href="http://www.madeinbradford.com">www.madeinbradford.com</a></p> <p>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</p> <p>Respond to Government consultations and participate on working groups focussing on key policy areas</p> <p>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</p> <p>Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham.</p> <p>Partnership response developed and survey work undertaken to establish impacts and inform response</p> <p>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.</p> <p>In excess of £220m in grants distributed to business through the Covid grant schemes. These will close in March 2022.</p> <p>Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government.</p> <p>Development Frameworks are due to be commissioned in January 2022, to set the vision and ambition for the City and District and to inform future funding rounds.</p> <p>Gainshare Capacity Funding has secured which will provide additional capacity and resource to inform future strategic direction.</p>
<b>Assurance Mechanisms</b>	<p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework</p> <p>COVID-19 response reports into Gold / Silver / Bronze command structure</p>
<b>Date Reviewed</b>	<b>20 January 2022</b>
<b>Actions / Controls under development</b>	<p>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021.</p> <p>Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22.</p> <p>Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer</p> <p>Economic Development - service reshaping and restructure progressing.</p> <p>ESIF Programme engagement</p> <p>Maximising opportunities to attract Government funding to support regeneration and economic development activity.</p> <p>Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full</p>



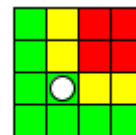
	<p>community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. The Neighbourhood Service supported by multi agency partners attend a series of Place Based Meetings - reporting community tensions as part of standard agenda – including police, youth service, RSLs etc.</p> <p>Council Wardens record issues that may lead to increased community tensions.</p> <p>Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored.</p> <p>Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report.</p> <p>Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims.</p> <p>The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting.</p>
<b>Assurance Mechanisms</b>	<p>Ward Assessments provide an annual assessment of community tensions based on above.</p> <p>West Yorkshire Police share their community tension monitoring with Safer Communities team.</p> <p>Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed.</p> <p>A range of measures have been put in place to support communities and vulnerable people through the COVID 19 restrictions. These are coordinated through a district hub and reported through an Outbreak Board and the Health &amp; Social Care Scrutiny Committee.</p> <p>An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Wellbeing Board and the Council's Corporate Overview &amp; Scrutiny Committee.</p>
<b>Date Reviewed</b>	January 2022
<b>Actions / Controls under development</b>	<p>Working with partners the Council has launched a new hate crime strategy and a Roma strategy that identify pathways for reporting and seeks to build understanding.</p> <p>The Council has committed £500,000 recurring investment in stronger communities work and a larger staff team is being built to support work on cohesion and integration</p> <p>West Yorkshire Police share community tension monitoring report with relevant Council teams and officers</p> <p>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives'.</p> <p>Following an extensive consultation process a set of 'Shared Values' have been developed by the Stronger Communities team that seek to strengthen our links with one another and promote care and respect.</p> <p>An anti-rumour strategy has been developed to promote critical thinking skills.</p> <p>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p>
<b>Managed By</b>	Ian Day
<b>Administered By</b>	Gina Glot; Rachel Ward

<b>Code &amp; Title</b>	SR 06 ENV Environment and Sustainability	<b>Current Risk Matrix</b>
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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>Likelihood</div> <div>Impact</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	<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 (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030)</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 77-135CM by 2100 and water stress / drought. At the higher end of these estimates there will be much disruption in the wider Yorkshire and Humber region as low lying settlements in the east become overwhelmed by water level rise affecting smaller towns along the Humber estuary. This is in addition to impacts in Lincolnshire and East Anglia as well as other low lying areas of the UK.</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> <p>Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption.</p> <p>Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny as part of Strategic Decarbonisation Action Plan.</p>				



<b>Assurance Mechanisms</b>	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 2038 target from a baseline in the 2019/20 financial year.
<b>Date Reviewed</b>	04 January 2022
<b>Actions / Controls under development</b>	Working on a strategy to take the councils carbon emissions from 2020 to 2038 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.
<b>Managed By</b>	Ben Middleton
<b>Administered By</b>	Neil Morrison

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.			Likelihood  Impact	
					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.				

	<p>Reduced effectiveness of Council Leadership</p> <p>The Council's budget &amp; setting of Council Tax is challenged.</p> <p>The risk remains for future years though already being planned for through organisational review and new operating models workstream.</p> <p>Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government.</p> <p>Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</p>
<b>Internal Controls</b>	<p>Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated.</p> <p>Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.</p> <p>Budget process fully integrated with the Authority's strategic service and value for money planning.</p> <p>Political engagement in place for budget process.</p> <p>Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20</p> <p>Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this</p> <p>Controls on procurement and workforce changes in place</p> <p>Meaningful budget consultation process in place</p> <p>Strict adherence to Reserves Policy.</p> <p>Project Appraisal Group established to scrutinise individual capital business cases.</p> <p>Covid emergency and recovery actions subject to daily CMT discussion and regular Theme led governance and decision taking processes, including clear assessment of financial implications</p> <p>Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding</p> <p>Governance and Audit Committee received a report on Council's compliance with the CIPFA Financial Management Code</p> <p>Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs</p> <p>Increased monitoring of high-risk budgets, including review and monitoring of recovery action</p> <p>Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements.</p> <p>Raise financial acumen across the Council to improve decision making</p> <p>Implemented Finance for Non-Finance Managers training</p>
<b>Assurance Mechanisms</b>	<p>External Audit inspection of accounts and opinion</p> <p>Internal audit review of internal control mechanisms</p>
<b>Date Reviewed</b>	4 <sup>th</sup> Jan 2022
<b>Actions / Controls under development</b>	<p>A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi.</p> <p>Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes.</p> <p>CIPFA Financial Resilience Index issued Dec 2020 shows the Council has a relatively sustainable position across most indices and plans in place to ensure continued resilience</p>
<b>Managed By</b>	<b>Chris Chapman</b>
<b>Administered By</b>	Mark St Romaine

<b>Code &amp; Title</b>	SR 08 INS Information Security	<b>Current Risk</b>
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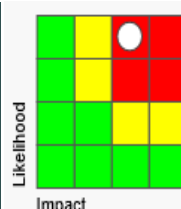
					Matrix
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div></div></div><div><div><div><div></div><div></div><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></div></div></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 Penalty arising from reference of data security breach to Information Commissioner. Adverse publicity. Loss of trust between the Council, its partners and citizens Required "culture change" is not achieved Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.				
Internal Controls	Designated SIRO (senior information risk owner) –Director of Finance & IT Assistant Directors/Directors assigned as Information Asset Owners. Cross departmental Information Assurance Group established and regular meetings scheduled Regular DPO / SIRO meetings scheduled to focus priorities Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors / Directors in meeting their IAO responsibilities. Regular reporting on performance information Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents IT Security Policies, guidance and procedures actively maintained and reviewed annually. Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018 Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. Risk Log approved by IAG and regularly updated. Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, Galaxkey in place for external emails and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place. Penetration Testing on any new system as part of the project implementation phase 24/7 Monitoring of traffic leaving and entering the Bradford Network. Required encryption in place.				

	Mandatory training for all staff on Protecting Information Monitoring of participation taking place. Regular Information Governance reporting to CMT and Governance & Audit Committee The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network New Records Management Post in the Information Governance Team to ensure compliance with GDPR Article 30
<b>Assurance Mechanisms</b>	Regular Information Governance reporting to CMT and Governance & Audit Committee Engagement with Information Commissioners Officer with prompt reporting and liaison introduced Use of ICO helpline to assure processes and procedures
<b>Date Reviewed</b>	7 <sup>th</sup> January 2022
<b>Actions / Controls under development</b>	Updated mandatory elearning for all Council staff being developed and a new tracking process to ensure compliance Council wide. Restructure of Childrens will introduce IG team to focus on specific CS issues Information Governance SharePoint site now developed as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions. Part of two national Security initiatives one lead by NCC and one LGA. The Council is midway through the implementation of its multi factor authentication safeguards
<b>Managed By</b>	<b>Chris Chapman</b>
<b>Administered By</b>	Tracey Banfield / Dominic Barnes Browne

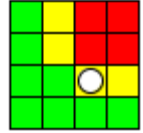
Code & Title		SR 12 ADC Adults Demographic Change			Current Risk Matrix	
Description		Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.			<div><div>Likelihood</div><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>Recruitment delays to bring in social workers and care workers</p> <p>CQC assurance framework outcomes - This will provide addition scrutiny of our Adult social care budget spend, especially on our budget spend in relation to the needs of citizens and how we compare with our statistical neighbours.</p>
<b>Internal Controls</b>	<p>Departmental Management Team (DMT) has agreed 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. All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change workstream priorities. The Transformation priorities have also been reviewed and updated to ensure that they reflect the changes set out in the 3-year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response.</p> <p>DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism &amp; Neuro Diversity, Continuous Health Care.</p> <p>The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include:</p> <p><i>Monthly Finance, Quality and Performance (FQP) meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems.</i></p> <p><i>H&amp;WB Transformation and Change Board in place which includes DMT members, Service Managers on an as and when required basis, Finance Reps and a rep from the Corporate BHBL Transformation Team. Meetings held on a monthly basis to review progress on Transformation and change activity.</i></p> <p><i>Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings.</i></p> <p><i>Reviewed continuous improvement plans to embed the Departmental Performance Management Framework covering both performance, finance and practice. These plans will provide team managers with support to embed the consistent use of performance and finance monitoring and review across all areas within the department linking these to Council, service and team plans.</i></p> <p>The 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>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>
<b>Assurance Mechanisms</b>	<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> <p>Progress against Transformation work streams is reviewed at the monthly Transformation DMT which is attended by Corporate BHBL Programme Leads.</p> <p>Progress updates are also provided to the Corporate Programme Steering Group.</p> <p>Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.</p>

<b>Date Reviewed</b>	20.12.21
<b>Actions / Controls under development</b>	<p>Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money.</p> <p>Review of population health management approach across the Health and Social Care System, which look at how data is currently being used to help design a system that allows us to proactively improvement 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 the “One Workforce” Programme and Bradford Teaching partnership.</p> <p>DMT have developed a draft CQC plan which sets out the key measures we will be putting in place to enhance and improve business processes, strategies and functions over the next 12 months in preparation for the assurance review. We are currently out to recruit additional staff to support the improvement activity. In addition to this, DMT is working with Corporate Finance and Council Leadership to review the Adult Social Care Saving targets. This work has examined our current funding levels for different cohorts, while also benchmarking our position with statistical neighbours.</p>
<b>Managed By</b>	<b>Iain Macbeath</b>
<b>Administered By</b>	Imran Rathore

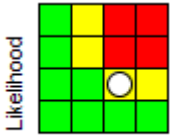
Code & Title		SR 19 Shortage of staff within the external care market				Current Risk Matrix	
Description		Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision				<div><div>Likelihood</div><div>Impact</div></div>	
					Likelihood	Impact	
Type of Risk		District	No		Category	Very High	Critical
		Strategic	Yes		Risk Score	4	3
		Operational	Yes		Total Score	12	

<b>Potential Effect of Risk</b>	<p>Inability to secure care and support from external providers will lead to:</p> <p>Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home</p> <p>Delays from hospitals, creating additional pressure within the hospital – bed blockages</p> <p>Increase in waiting lists for support</p> <p>Safeguarding risks arising from care needs not being met</p> <p>LA not being able to meet its statutory duties leading to CQC challenge and potential judicial review – leading to potential financial penalties and reputational both financial and reputational damage.</p>	
<b>Internal Controls</b>	<p>Health and Social Care system has agreed One Workforce Programme to implement a consistent staff development programme across Bradford establishing links with local Colleges, University of Bradford, Independent providers and public sector organisations.</p> <p><a href="#">One workforce website</a> launched which acts a repository of training and other support measures to help providers recruit and retain staff.</p> <p>Working with the University of Bradford to ensure that Social Work and Occupational Therapy courses are aligned to the approach undertaken by Bradford Council, while also ensuring robust support measures are in place for new qualified staff.</p> <p>Using Skills House to support and coordinate recruitment for Health and Social Care System</p> <p>Coordinated approach to pool resources from students and potential individuals who have been laid off together with potential workers from sectors impacted by redundancies due to the end of the furlough scheme.</p> <p>Working with Skills for Care for care to develop and roll out training for new workers.</p>	
<b>Assurance Mechanisms</b>	CQC Inspections	
<b>Date Reviewed</b>	20.12.21	
<b>Actions / Controls under development</b>	<p>Financial and other incentives to support reduction in staff turnover under consideration; working with BCA on coproducing local solutions and regular discussion at regional commissioner network meetings</p> <p>Commissioned Skills for Care to develop a workforce Skills Strategy for Bradford Adult Social Care</p> <p>Discussions underway on how we coordinate recruitment and ongoing learning and development, and quality standards related activity for the independent sector on an ongoing basis.</p>	
<b>Managed By</b>	<b>Jane Wood</b>	
<b>Administered By</b>	Imran Rathore	
<b>Code &amp; Title</b>	SR 13 DSK Delivery of Skills and Training Priority	<b>Current Risk Matrix</b>

<b>Description</b>	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.			 Likelihood Impact	
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>2</b>	<b>3</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Workforce Development Plan and Economic Recovery Plan are not delivered, impacting ability to fully realise the district's ambitions for inclusive and clean growth that addresses the underlying challenge that have been exacerbated by the pandemic. Funding bodies releasing new contracts in isolation. Underspend of current funding. Education capital developments not aligned with employer need.				
<b>Internal Controls</b>	Successor funding has been secured for 2 ESIF programmes in Bradford starting on 1 <sup>st</sup> January 2022 to run until the end of 2023. This is in partnership with Leeds and Kirklees Councils. We continue to work collaboratively to explore funding opportunities arising from the Post-16 Skills and Education Bill and other sources. Reed in Partnership are delivering of the DWP JETS Programme in the North of England and are delivering this programme in the Bradford district. Maximus has commenced the Restart programme in the contract package area covering Bradford. Partnership meetings have been held to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition. We are in strategic conversations with partners considering the imminent re-tender of the National Career Service for the Yorkshire and the Humber area. Skills for Work (SfW) continue to deliver Levy and Non-Levy Apprenticeships, and Education and Skills Funding Agency (ESFA) classroom and Community Learning. Clearly the Omicron variant presents a number of challenges in this respect but we continue to manage these in line with experience of delivering in the context of the pandemic to date. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes. Senior management remains engaged with the Government's devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA's commissioning decision making. Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio. We have now established a Key Cities Skills Network with Bradford as the secretariat. A skills conference is being planned for 2022. Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. The Future Boost has launched to enable young people to access the full breadth of the support and developmental offer. This includes funding allocated by the Executive to support Youth and outreach work, sport and leisure activity, work experience for NEET young people and to enhance the IAG and transition support including a focus on transition support for young people with SEN. SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, use of the Gainshare funding and the Kickstart programme. Kickstart has been extended by the Government to March 2022.				
<b>Assurance Mechanisms</b>	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.				



<b>Date Reviewed</b>	05-Jan-2022
<b>Actions / Controls under development</b>	<p>Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding such as the pilot Community Renewal Fund from which we have successfully secured £0.5m for the District. Officers are working to inform future policy, principles and processes through DoDs and the WYCA Employment and Skills Committee commissioned review of the AEB implementation. Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to develop the 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 reported strong results from 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 Skills House 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. The partnership has launched a new website to underpin this activity.</p> <p>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 Skills House partnership approach to both lead recovery from the Covid 19 pandemic but also work to address the underlying employment and skills issues in the District supporting local people to upskill and secure work and businesses to hire locally.</p>
<b>Managed By</b>	Phil Hunter
<b>Administered By</b>	Caroline Levene

<b>Code &amp; Title</b>	SR 14 SND SEND Services	<b>Current Risk Matrix</b>
<b>Description</b>	Delivery of the SEND Reforms and compliance with the SEND Code of Practice	

				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 Short Breaks and Annual Review 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 2020. Monthly SEND Inspection preparation meetings with Health colleagues are continuing to address any barriers to progress. Regular feedback mechanisms are in place with Parents/Carers and children and young people through virtual meetings, focus groups, surveys, regular email 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 80% (year to date), which is above the national and regional average. An increasing number of plans are being quality assured via a multi-agency QA group. A Quality Assurance framework is under development</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 time limits.</p> <p>Development work on the Local Offer content and accessibility has taken place throughout the Covid-19 period in partnership with parents/carers and Health colleagues. The Local Offer website is well used, the number of website users and page views shows an upward trend each year. The latest Local Offer Annual Report can be found on the Local Offer. In December 2020, a successful peer review was undertaken and the findings have been published on the Local Offer.</p> <p>The Local Area SEF has been reviewed and revised, taking on board regional good practice and learning from previous inspections. Data from Health (CCG) and the SEF is being reviewed quarterly through the SEND Strategic Partnership Board.</p> <p>A Local area improvement plan has been developed with key partners based on the SEF and workstream action plans have being aligned.</p> <p>The Council for Disabled Children (CDC) supported the Local Area to expedite progress on Joint Commissioning and Coproduction, which has resulted in priority actions being delivered by the respective workstreams including the development of a children and young people's (CYP) outcomes framework. Further consultation with CYP and parents/carers was approved by the DfE and this work is to help Bradford embed the children and young people's outcomes framework.</p> <p>The LA has worked with the Yorkshire and Humber Pfa (Preparation for Adulthood lead) from August 2020 and an audit of Pfa work has been undertaken. The good practice identified, has informed the Improvement Plan. Capacity for Supported Internships has been increased through partnership working with MENCAP. Development of SEND Data Dashboard which collates SEND data from all services into a central programme has continued to develop and has been recognised by the DfE and CDC as good practice. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis. Ongoing work on the quality of data within the Capita System is supporting more accurate and wider reporting capability. The Capita Portal has been purchased to enhance the work of the SEN Assessment Team and to replace an unsupported Access database.</p> <p>The SEND Transformation and Compliance Manager and Strategic Manager Integrated Assessment &amp; Psychology attend monthly Regional SEND meetings with regional LAs, DfE and NHSE where good practice is shared.</p> <p>A new Joint Commissioning Strategy 2020-2023 has been coproduced with partners, including parents, carers and CYP, taking on board recommendations from the CDC work.</p>				

	The SEND Data Dashboard which collates SEND data from all services into a central programme is in place and improves the quality of SEND reporting. The SEND Portal was successfully launched on the 14.09.2012 and school and professional are able to use this to request EHC needs assessment. The SEND Portal will be further developed to enable school to upload annual review paperwork
<b>Assurance Mechanisms</b>	SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams. Quarterly progress review meetings are held with the DfE and NHSE.
<b>Date Reviewed</b>	07-Jan-2022
<b>Actions / Controls under development</b>	Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board. Development of a Health Data Dashboard to feed into LA dashboard. Coproduction and engagement plan across the Local Area. Joint Commissioning Strategy 2020. Continue to develop the multi-agency quality assurance work
<b>Managed By</b>	Marium Haque
<b>Administered By</b>	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><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div></div><div><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></div>	
					Likelihood	Impact	
Type of Risk	District	No	Category	High	Critical		
	Strategic	Yes	Risk Score	3	3		
	Operational	Yes	Total Score	9			
Potential Effect of Risk	Poor reputation Intervention by DfE of local authority services Financial						
Internal Controls	Improvement Board: Children’s Services Improvement Board chaired by Stuart Smith appointed by the DfE continued to operate during the pandemic to scrutinise the improvement work. Refocused Outcome Plan (Improvement Plan): The improvement plan has been refocused and aligned to clear outcomes which has been shared with Partner						

	<p>agencies, Ofsted and DFE and has been reported on in the Improvement Board. The plan is easier to access with clearly identified leads and allows managers to focus on performance and outcomes. There is some progress being made evidenced through the improvement plan and vital signs reports. Children's Social Care continued to deliver their core business, working alongside partner agencies but more work has yet to be undertaken to improve the relationships. Self-evaluation tools for front line services reflect current status of practice which is driving improvement, this is alongside the improvement being made through the key projects. All of this work is within the refreshed Children's Improvement Plan which shows increased pace in the work required. Children's services have identified and are dealing with some legacy work which identified poor practice and have notified Senior managers and Ofsted where appropriate. A Serious Case Review will be published in January 2022 which will result in some publicity. This is likely to impact on the reputation of the authority and the morale of staff who are working hard in already difficult circumstances.</p> <p>External Audit. We have commissioned to review assessments closed with no further action to assure ourselves that decision making is appropriate and robust.</p> <p>Ofsted: The DCS and Senior managers have set a more positive tone in engagement with partners and Regulators making open frank discussions more positive. This will allow us to reset the professional relationship with partners. The Children's Social Care leadership and management has changed due to personnel changes structure continues to embed a high focus on compliance and quality of practice. New members of the team have experience in service delivery and service improvement.</p> <p>Recruitment Micro site: 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 revised outcomes improvement plan that focuses on key outcomes to be delivered in the next 3-6 months.</p> <p>Improved use of vital signs and performance data: 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>
<b>Assurance Mechanisms</b>	Future Ofsted Inspections Independent auditing of casework
<b>Date Reviewed</b>	01-01-2022
<b>Actions / Controls under development</b>	Plan Inspection Timetable
<b>Managed By</b>	Marium Haque
<b>Administered By</b>	Caroline Levene

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>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>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. There have been no externally set and marked examinations since 2019. Students not being in school during the pandemic is likely to have not improved these outcomes since then.				
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	Dec 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 Improved targeting of DfE Targeted School Improvement Grant reserves to ensure that rapid improvement is brought about in LA maintained schools through the School Improvement Support Programme 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				

<b>Code &amp; Title</b>	SR20 Elective Home Education				<b>Current Risk Matrix</b>
<b>Description</b>	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine philosophical desire to home educate. Although some pupils have since returned to school rolls, other pupils have been removed from school rolls so the number consistently remains above 700.				<div> <div>Likelihood</div> <div>Impact</div> </div>
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	No	<b>Risk Score</b>	2	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	

<b>Potential Effect of Risk</b>	Welfare and safety of children is compromised. If children are removed from school roll to home educate, some safeguards are missing. 43% of the children removed from roll since September 2020 have previous children's social care involvement. This demonstrates some potential level of vulnerability across the cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision which is considered suitable.
<b>Internal Controls</b>	Funding was secured for a temporary 12 month increase in staffing from June 2021, with two Elective Home Education Officers and a Senior honorarium for increased supervisory capacity. This has been extremely proactive, with increased and faster informal enquiries. There are still at least 3 Education Safeguarding Officers who are spending up to half of their time on EHE cases. The increased funding has allowed officers to proactively meet with schools and families who are considering EHE in order to make sure intentions and responsibilities are clear. Where there are other services involved, eg SEN or Social Worker, then the team work closely to understand the home education and act if it appears a child is not receiving suitable home education.
<b>Assurance Mechanisms</b>	Officers conduct informal enquiries of families. If there is information to suggest that the child is not in receipt of a suitable home education then a formal process is begun. This will consist of ultimately a School Attendance Order, prosecution and referral to Children's Social Care for neglect of education.
<b>Date Reviewed</b>	7 <sup>th</sup> Jan 2022
<b>Actions / Controls under development</b>	Continuous engagement with the DfE who have this as a key focus Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated.
<b>Managed By</b>	Sue Lowndes
<b>Administered By</b>	Kate Hopton

Code & Title		SR 17 CSI Children Safeguarding Incident			Current Risk Matrix
Description		A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.			<div><div>Likelihood</div><div><div><div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><div><div></div></div><di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<b>Internal Controls</b>	Revised Outcomes Improvement Action Plan has a focus on the quality of Social Care practice. Monthly audits take place including themed audits and shared with senior leaders. Heads of Service and Service Managers are clear about the protocols of escalating significant incidents. New proforma for Serious Incident Notifications is in place requiring Heads of Service and Deputy Director oversight. 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. Additional unqualified staff and BSOs have been appointed in order to free up social workers.
<b>Assurance Mechanisms</b>	The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.
<b>Date Reviewed</b>	8 October 2021
<b>Actions / Controls under development</b>	A CSE Action Plan is being shared with partners. Our Outcomes Improvement Action Plan is being shared with senior managers to enable the development of underpinning action planning to support the delivery of the wider outcomes.
<b>Managed By</b>	Marium Haque
<b>Administered By</b>	Caroline Levene

Code & Title		SR 18 COV Covid Multiple Outbreaks			Current Risk Matrix	
Description		COVID-19 infections rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios			<div><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></div>	
					Likelihood	Impact
Type of Risk	District	Yes		Category	Very high	
	Strategic	Yes		Risk Score	4	
	Operational	Yes		Total Score	16	
Potential Effect of Risk	Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion					

<b>Internal Controls</b>	<p>COVID-19 Outbreak Control Plan written, exercised and published online. The plan includes Joint Working Agreements for how to deal with outbreaks in different groups and settings, overseen by the Outbreak Management Board.</p> <p>Robust testing, tracing and support to self-isolate processes including local contact tracing service.</p> <p>Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection.</p> <p>Support in place for people who need to shield/ self-isolate.</p> <p>System plan that enable us to manage supply of social care support in line with the social care action plan from hospital discharge to communities</p> <p>All people are being tested going in / out of hospital. Where people have tested positive for COVID19, no services without appropriate PPE</p> <p>Developed and implemented Care Home Action Plan tackle infection rates in care homes, letter to OP Providers circulated. Proactive calls to 90 Care Homes have taken and will continue on a weekly basis, with issues being collated and monitored.</p> <p>Home testing kits, been delivered door to door in areas of highest infection and enduring COVID 19 prevalence.</p> <p>Have commissioned community anchor organisations from CABAD, REN, Bevan House, Youth work and neighbourhood wardens to deliver work on engagement, education, access to testing and support to isolate.</p> <p>Programme of communications work underway.</p> <p>Robust health intelligence report produced weekly.</p> <p>Robust programme management processes being implemented ensuring 7 keys reporting from work streams weekly.</p> <p>Bradford District COVID-19 Control Team in place, with a SPOC, actively managing outbreaks in partnership with Public Health England.</p> <p>Support businesses to adapt and open safely.</p> <p>Weekly updates including information and advice for schools.</p> <p>Support to University of Bradford to develop their COVID 19 outbreak control plan</p> <p>Testing strategy in place.</p> <p>Programme of enhanced community interventions in response to rising Delta Variants of Concern COVID-19 cases within the district starting in June 2021.</p>
<b>Assurance Mechanisms</b>	On-going monitoring of COVID-19 cases, admissions and deaths in the District
<b>Date Reviewed</b>	7 <sup>th</sup> Jan 2022
<b>Actions / Controls under development</b>	<p>CBMDC staff encouraged and supported to WFH where possible</p> <p>Work underway to understand how to improve the numbers of residents self-isolating when required to</p> <p>Reinforce activities in maintaining support to providers / staff - standards around PPE, social distancing, testing, financial support, workforce, communications, risk assessment where inequalities exist amongst residents and workforce e.g. BAME</p> <p>Regular testing of key workers across the District</p> <p>Promotion of twice weekly Lateral Flow Device testing for all residents across the District.</p> <p>Support the NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities.</p> <p>Continue existing work with partners on health inequalities, prevention and health improvement.</p>
<b>Managed By</b>	Sarah Muckle
<b>Administered By</b>	Imran Rathore

<b>Code &amp; Title</b>	SR 21 Terrorist Incident	<b>Current Risk Matrix</b>
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<b>Description</b>		Requirement to implement new Protect Duty Legislation with National terrorist incident threat level is at Severe and Strategic Security is a concern			<div><div>Likelihood</div><div>Impact</div></div>	
					<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical	
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3	
	<b>Operational</b>	Yes	<b>Total Score</b>	9		
<b>Potential Effect of Risk</b>	Preparation to implement new Protect Duty legislation is inadequate to meet Government expectations The Council is unable to respond effectively to a major incident and 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. Business-critical systems are impacted					
<b>Internal Controls</b>	The Strategic lead for security is the Strategic Director Corporate Services responsible for organisational protective security as a whole. The Threat from terrorism is ever present and changeable so policies, systems and plans need regular review. Security Policy documents, security management plans and building security is reviewed every time the threat level changes and appropriate measures are put in place. These cover security of: personnel, buildings, information, resources and supply chains, business continuity and resilience and emergency incident plans Senior Managers undertake training appropriate to their roles and responsibilities and use the ACT app (Action Counters Terrorism) and JESIP App Critical Systems and Services are identified threats, risks and vulnerabilities and have business continuity plans in place and accessible in case of incidents. The Council has responded to the Protect Duty Consultation 2021 and participating in the National Resilience consultation. The Council in partnership with West Yorkshire Police have a Contest Board for Prepare and Protect and have a Prevent Action Plan 2020-2022 with the Safer Partnership. The National Risk Register is reviewed annually or when changes are announced. The Council reviews its top 3 risks quarterly at regional level with the West Yorkshire Resilience Forum. The Emergency Management Team coordinates the Councils approach to an incident/emergency and leads on emergency plans and liaison with partners and stakeholders; CT Police, CPNI, NACTSO					
<b>Assurance Mechanisms</b>	Security policy statement and security strategy and organisational security framework.					
<b>Date Reviewed</b>	7 <sup>th</sup> January 2021					
<b>Actions / Controls under development</b>	The Council is developing a clear understanding of threat sources that have the intent, capability and opportunity to impact on its operation, assets and service delivery. Protect Duty - The Council is part of a North East of England pilot to develop organisational and Bradford District readiness for forthcoming Protect Duty legislation including Partner and stakeholder engagement ACT and SCaN Training is being rolled out to all departments delivered at an appropriate level for staff, it may become a mandatory requirement. Security induction training is being reviewed, Information Assurance training is mandatory for all staff.					

	The Council is developing and implementing security minded communications on its website and media outlets. Training and testing the security framework, plans and readiness..
<b>Managed By</b>	Joanne Hyde
<b>Administered By</b>	Gina Glott