



# Report of the Director of Finance to the meeting of the Corporate Overview and Scrutiny Committee to be held on 10th November 2022.

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**Subject:****Qtr 2 Finance Position Statement for 2022-23****Summary statement:**

This report provides Members with an update on the forecast year-end financial position of the Council for 2022-23.

It outlines the revenue and capital budgets and the year-end financial position based on information at the end of September 2022. It states the Council's current balances and reserves and school balances.

**Equality & Diversity:**

Services delivered and commissioned through Council resources can play a significant part in addressing inequality, improving well-being and widening access to opportunities. Both the COVID pandemic and the current cost of living crisis have had a disproportionate impact on the District, amplifying existing inequalities and threatening to generate new ones. The Council's response has sought to mitigate the disproportionate impact on our most disadvantaged and vulnerable groups of people wherever possible, and resources continue to be deployed in support of that objective.

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**Portfolio:**

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**Overview & Scrutiny Area:  
Corporate**

## Finance Position Statement for 2022-23

### 1.0 INTRODUCTION

This report is the second monitoring report presented to Members on the Council's 2022-23 financial position. It provides the forecast revenue and capital financial position of the Council at the 31st March 2023. The report covers:

- The forecast outturn of the Council's revenue budget in 2022-23
- The forecast financial impact of inflation in 2022-23
- A statement on the Council's reserves
- An update on the Capital Investment Plan.
- The Council's Risk Register.

### 2.0. MAIN FINANCIAL MESSAGES

#### Forecast outturn of the revenue budget in 2022-23

	Gross Budget £ms	Net Budget £ms	Total Variance
Health and Wellbeing	251.4	117.8	10.9
Children's Services	523.9	177.0	42.9
Department of Place	128.3	75.1	4.8
Corporate Resources	207.4	51.0	4.5
Chief Executive	4.9	4.6	-0.2
Non Service Budgets	6.6	5.8	0.0
General Fund	78.4	6.9	-17.6
<b>Total Council</b>	<b>1,201.1</b>	<b>388.5</b>	<b>45.3</b>

- 2.1 Based on a projection at September 30th 2022, the Council is forecast to overspend the £388.5m net revenue budget by £45.3m by March 31st 2023, This is £10.6m lower than the £55.9m forecast overspend at Qtr1 overall, and there are some very significant changes as outlined in section 2.15.
- 2.2 The main overspending areas continue to be Children's Social Care due to high placement costs and high levels of Agency Staff, and unachieved savings in Adult Social Care.
- 2.3 The Council is also facing some very severe challenges as a result of inflationary pressures which total c£33m.
- 2.4 The inflationary impacts include £14m of additional forecast costs associated with the 2022-23 pay award offer. Overall, we estimate that the employer offered pay award would cost c£20m compared to the £6m budgeted to pay for a 2% pay award, and it could end up being higher depending on national pay negotiations.

- 2.5 The other major inflationary costs relate to energy prices, which were estimated to increase by 118% by our supplier at Qtr 1. This had resulted in a forecast overspend on energy costs of c£8m, however, since that time, prices increased further resulting in a revised c£13m overspend. As a result of the Governments price cap, this has since reduced the forecast overspend back to £8m now, and there remains significant volatility.
- 2.6 Though welcome, the price cap is currently for 6 months only, and, unless the cap is extended or energy prices reduce, the energy price increases will cause further pressure to the c£77m budget gap for 2023-24 previously reported in the Medium Term Financial Strategy update.
- 2.7 There are further knock-on impacts on our supply chain which are resulting in additional inflationary pressures. The Council budgeted for 4%, however, the Treasuries latest forecast of CPI is now estimated at 9.9% in 2022, with further increases in 2023.
- 2.8 In addition to the energy price cap, the recent national “mini budget” event will also have some limited benefit in relation to lower National Insurance costs (c£0.9m), and we are also anticipating c£5-6m of additional Discharge to Assess funding from Government. Of this c£3m has been included in forecasts as the funding is likely to include some new burdens. We await the details.
- 2.9 In short, the additional inflationary pressures in 2022-23 amount to c£33m, with the mitigating impact of the energy price cap reducing this by £5m to c£28m, and the other impacts of the Fiscal event providing a further c£4m of benefit. The Council is however expected by Government to cover the remainder without additional funding.
- 2.10 Finding additional savings at the end of a decade of austerity that has seen over £300m of budgeted savings, whilst already being a low cost Council as demonstrated by the benchmark spend per head data outlined in the Appendix A, is unprecedentedly challenging.
- 2.11 A large number of mitigating actions are being worked on to reduce the forecast overspend as outlined in the report, and we expect the forecast overspend to reduce as these mitigations are actioned. The majority of these however are one off mitigations, and current levels of net spend are a long way from sustainable.
- 2.12 A further factor that is currently working against the sustainability of Council finances is that long planned reforms to Local Government Finance have been repeatedly delayed. Analysis by Local Government Finance experts Pixel, demonstrates that had the national Fair Funding formula review, and Business Rates reset been implemented in 2020-21 as planned, the Council would have received c£32m per year more from Government since then. Both reforms have now been deferred to at least 2025-26, and the longer the delay, the harder it will be for the Government to implement, and the longer the Council will continue to be relatively underfunded.

- 2.13 There is also an expectation that there will be cuts to Public Sector expenditure in the Governments October budget to help cover the cost of Tax cuts announced in the recent Fiscal event. This is likely to have negative implications for Council financing next year and beyond.
- 2.14 As a result of higher inflation, councils are expected to have a cumulative budget deficit of £7.3bn nationally by 2025-26, according to analysis from Grant Thornton – an increase of £4.6bn since forecasts made at the beginning of this year.
- 2.15 The firm said that although reserves were bolstered by more than £5bn in 2020-21 due to higher government funding, these balances will “continue to unwind through the long tail of Covid-19” with close to 60 councils forecast to use all earmarked and unallocated reserves next year.

**Change since Qtr 1**

2.16 The overall forecast overspend has reduced by c£10.6m since Qtr 1. The change overall, does however include some very significant changes as outlined below.

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Childrens Services	33,763	42,940	9,178
Non Service	0	0	0
Chief Executive	40	-194	-234
Corporate Resources	4,994	4,468	-526
Health & Wellbeing	13,062	10,934	-2,127
Dept of Place	8,821	4,674	-4,147
General Fund	-4,820	-17,575	-12,754
<b>Total</b>	<b>55,859</b>	<b>45,248</b>	<b>-10,611</b>

- 2.17 The main changes include;
  - A £9.2m increase in the forecast overspend in Children’s Services to £43m resulting from;
    - An £8.1m increase in the Purchased placements overspend to £32.2m as a result of further significant increases in external Residential Care placements, external Fostering, and Leaving Care placements
    - A £1m increase in the Respite forecast overspend to £2.6m
    - A £0.7m increase in the Social Work overspend due mainly to higher Agency staff numbers
    - A £1.7m reduction in the forecast overspend on internal Fostering to £1.3m
    - A £1.1m forecast underspend in Performance, Commissioning and Partnerships due mainly to the use of one off reserves in Employment & Skills.

- A £2.2m reduction in the forecast overspend in Health & Wellbeing to £10.9m due
  - £3m assumed impact of new Discharge to Assess funds that were announced as part of the recent Fiscal event.
  - Partly offset by increases in both short and long term care costs across the department.
- The £4.2m decrease in the Department of Place forecast overspend to £4.7m mainly due to a reduction in staffing costs through the management of vacant posts; decreased inflationary pressures within Waste Services and a reduction in waste tonnage and associated costs. £2m of additional Economic development reserves will also be drawn down.
- A £12.8m improvement in the General Fund forecast underspend to £17.6m, results from
  - An £8.8m increase in the forecast overspend caused by the Pay Offer.

Offset by

- A £14.5m increase in unbudgeted reserve use from £5m to £19.5m following the outcome of the Reserves review, and Covid Grants review.
  - £0.9m reduction in the forecast for NI because of the Government's decision to reverse the NI increase from 1st November 2022 onwards.
  - A one off £1.6m reduction in the Provision for bad debts following a review.
  - £1m from using borrowing to fund directly revenue financed capital expenditure.
  - £2m from other capitalisation flexibilities (e.g capitalising salary costs).
  - A £2m underspend on Capital Financing costs as a result of an in year underspend on PFI MRP (Minimal Revenue Position) costs.
  - £0.4m underspend as a result of the return of the Councils share of returned Leeds City Region Business Rates pool funds.
- A £0.5m reduction in the forecast overspend in Corporate Resources to £4.5m due mainly to the impact of the review of vacancies.
  - The above changes to Departmental forecasts are also inclusive of a recently completed review of vacancies that resulted in a £3.4m reduction in forecast staffing costs.

### **Material issues not currently factored into the forecast**

- 3.1 A number of other factors could help to mitigate the forecast overspend including undertaking a balance sheet review, national decisions on the distribution of funding for Adult Social Care Discharge to Access, reviews of estates and the capital plan, and increased charges for council services to reflect inflationary cost pressures.

These mitigations should reduce the forecast overspend in future periods, however there are also a number of potential pressures that could have the opposite effect:

- 3.2 The pay award may transpire to be higher than the £1,925 (+ oncosts) per FTE offered.
- 3.3 Children looked after, and Purchased Placement numbers have increased further in September, and should the trend continue, this would result in a further increase in the Children's Social Care overspend.
- 3.4 There could also be a further increase in the Travel Assistance overspend from September once the taxi contracting for the new academic year is finalised.
- 3.5 Increases in construction inflation, and interest rates will cause significant additional pressures to the capital financing budgets. The extent is being assessed and will be factored into future forecasts. The impact will mostly be felt next year and beyond however.

### **Departmental Commentaries**

#### **Children's Services**

- 4.1 Children's Services are forecast to overspend the £134.1m net expenditure budget by £42.9m. This is after allocating £15.0m of additional funding to the service in 2022-23 including £7.5m of one-off Social Care pressure funding. The forecast overspend is mainly derived from Children's Social Care related services (Children's Social Care (£18.6m) and Safeguarding & Reviewing, and Commissioning & Provision (£38.2m).

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

- 4.2 The £18.6m forecast overspend is mainly due to the following;
- 4.3 A £11.8m overspend on the Social Work budget due largely to higher workloads, and the continued use of agency staff due to a shortage of staff which to some extent reflects national challenges around recruitment.
- 4.4 The amounts incurred on Agency staff have increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, £17.4m in 2020-21 and

£20.1m in 2021-22) and are currently running at approximately £2.0m per month. There are currently 174 agency social workers.

4.5 The movement in agency social workers is shown below: -

Month	April 2020	Sept 2020	April 2021	Sept 2021	Mar 2022	May 2022	June 2022	July 2022	Aug 2022	Sep 2022
Number of Agency Social Workers	129	136	170	161	164	175	176	177	179	174

4.6 The table below demonstrates that although effort is being made to recruit new Social Workers, the numbers of leavers exceeded the numbers of new starters both last year and this to date. September was however a good month for net recruitment, and it's hoped that as a result of a recruitment drive to appoint Assessed and Supported Year in Employment (ASYE) newly qualified Social Workers, and international Social Workers, this will continue into future months.

Description	2021/22 Total	Apr-22	May-22	Jun-22	Jul-22	Aug 22	Sep-22	Total in 2022/23
Starter	43	2	6	4	3	4	11	30
Leaver	64	2	8	5	6	5	5	31
Net	(21)	0	(2)	(1)	(3)	(1)	6	(1)

4.7 The table below shows that although there had been some progress in increasing the numbers of permanent Social Workers up to Qtr 3 (Nov) of last year, the numbers have significantly reduced since. September was a however a good month for recruitment.

	Apr 21	Jun 21	Sept 21	Nov 21	Apr 22	Jul 22	Sep 22
No of Permanent Social Workers	293	301	303	301	271	264	278

4.8 Benchmarking data demonstrates that the percentage of Agency social work staff in Bradford has increased significantly over the past 3 years and is significantly higher than comparators, and given the above, this is likely to increase further in 2022.

<b>Agency staff as % of Social Work Workforce</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Bradford	4	3	4	4	12	30	34	39
Yorkshire and Humber	8	6	9	8	8	10	11	13
National	15	16	16	16	15	16	15	16
Statistical Neighbours	17	15	17	16	15	12	12	12
<b>West Yorkshire</b>								
Bradford	4	3	4	4	12	30	34	39
Calderdale	7	3	0	5	2	7	3	9



Kirklees	4	3	26	18	6	2	0	0
Leeds	8	4	4	1	1	1	0	0
Wakefield	19	-	9	6	29	32	22	14

- 4.9 In addition to demonstrating that Agency use is particularly acute in Bradford, the table also demonstrates that agency use has reduced from high levels in other West Yorkshire Councils that have also previously been assessed as inadequate (Kirklees & Wakefield). Suggesting that there is clear scope for Bradford to follow a similar trajectory over time.
- 4.10 The Children with Disability Service is also forecast to overspend on the direct payment/home support budget by £1.5m.
- 4.11 There is also a £1.1m pressure on the service legal cost budget due to court/legal counsel costs. The Post 16 team has a pressure of £1.6m on support cost for care leavers.
- 4.12 The Section 17 preventative assistance budget is forecast to overspend by £0.7m and transport costs are also forecast to overspend by £1.4m (including £0.4m in relation to staff). The Interpreting budget has a £0.2m variance, and a further £0.3m variance on support cost for children.

### Safeguarding and Review, Commissioning and Provision

- 4.13 Overspends are also occurring in other areas due to continued growth in the number of Children receiving support, with very large increases in typically costlier external Residential placements and external Foster Agency placements.
- 4.14 Residential placements cost on average close to £270k per year each, and the average cost of a placement has risen dramatically from c£3,600 per week in 2020-21 to c£4,800 in 2021-22, and c£4,980 now. A recent Competition and Markets Authority report has found the purchased placements market to be dysfunctional and subject to profiteering by suppliers.
- 4.15 Additionally, the numbers of children in placements have never been higher as outlined in the table below.

Type of Placement	17-18	18-19	19-20	20-21	21-22	22-23 Sep	Avg Cost per week 2020-21	Avg Cost per week 2021-22
Placed with Parents	117	129	150	162	166	169		
Placed for Adoption	25	26	24	35	52	43		
Friends and Families	235	301	357	372	394	420	£250	£350
Foster Parents	371	354	368	393	375	369	£519	£530
Fostering Agencies	57	88	131	164	191	231	£839	£849
Residential Care (Internal)	51	45	51	45	38	32	£3,100	£3,300
Residential Care (External)	42	42	60	70	105	136	£3,600	£4,800
Other*	62	68	90	107	125	127	£1,600	£1,850



<b>Sub Total (Number of Children Looked After)</b>	<b>960</b>	<b>1,053</b>	<b>1,231</b>	<b>1,349</b>	<b>1,446</b>	<b>1,527</b>		
Residence Orders	46	40	37	33	30	26	£154	£166
Adoption Orders	247	239	237	226	214	222	£270	£330
Special Guardianship Orders	320	338	364	435	473	487	£155	£168
<b>Sub Total (Chd in Permanent Arrangements)</b>	<b>613</b>	<b>617</b>	<b>638</b>	<b>694</b>	<b>717</b>	<b>735</b>		
<b>Total Children Receiving Support</b>	<b>1,573</b>	<b>1,670</b>	<b>1,869</b>	<b>2,043</b>	<b>2,163</b>	<b>2,262</b>		

, \* Includes Supported Living placements, Hospital Placements and Mother/Baby placements .

4.16 Benchmarking data shows that over recent years the numbers of Children Looked After supported by Children's Social Care increased from a relatively low number per 10,000 to a relatively high number in comparison to other Councils, and growth in numbers has been significantly higher than other comparators.

	2016	2017	2018	2019	2020	2021	% Growth	Aug 2022
Bradford	61	66	70	82	87	95	56%	106
Yorks and Humber Avg	63	67	71	74	77	78	23%	
Statistical Neighbour Avg	84	87	88	90	91	91	12%	
National Avg	60	62	64	65	67	67	8%	

4.17 As a result of high Agency staff costs, and the growth in Child Looked After placements (particularly external placements), net spend on Children and Young people per capita, has grown significantly in recent years, and is now very likely to be significantly higher than comparators.

Local Authorities	16-17	17-18	18-19	19-20	20-21	% Growth 16-17 to 20-21	21- 22*	F/cast 22-23
Bradford	£619	£621	£659	£756	£877	41.7%	£963	£1,066
Yorkshire and Humber	£742	£753	£785	£832	£875	17.9%		
National	£718	£735	£762	£794	£834	16.2%		
Statistical Neighbours	£752	£776	£829	£867	£887	18.0%		

\*Benchmark data for 2021-22 isn't published until December 2022. Growth in Bradford between 16-17 and 21-22 = 55.5%

4.18 Indicatively, if Bradfords current net spend on Children and Young people per capita were at the same level as Statistical Neighbours in 2020-21, the Council would spend c£25m less per year. This would however need to be reduced by the growth in comparator benchmarks for 2021-22 and 2022-23 which are not yet available.

- 4.20 This also demonstrates that the current scale of spend in Bradford is not inevitable.
- 4.21 As a result of the growth outlined above, the service is forecast to overspend the £61.8m budget by £38.2m.
- 4.22 The external purchased placement (Residential, Fostering and Post 16 & 18) budget is forecast to overspend by £32.1m. The number of external placements increased by 22% in 2021-22 and the current forecast assumes a further increase of 17.1% in 2022-23.
- 4.23 There is also a £1.1m variance on the Fostering Service due to the cost of placements and recent changes on fees for Kinship carers.
- 4.24 Internal residential/respite homes are currently forecasting an overspend of £3.9m due to the use of agency staff, premises related costs and care cost.
- 4.25 Child Protection Services has a £1.1m variance due to the use of agency staff across the service.

### **Education and Learning**

- 4.26 The Education and Learning Service is reporting a £2.2m overspend on a £23.6m net budget. The main pressure is on the Travel Assistance Service which is forecast to overspend by £3.1m due to increased cost in service provision. There could be a further increase in the Travel Assistance overspend from September once the taxi contracting for the new academic year is finalised. The increased fuel cost and new Clean Air Zone will affect the contracting transport cost. The current overspend is offset by £0.9m underspend across the service from non-staffing budgets and through income generation.

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

- 4.27 The Skills for Work/14-19 Service are forecast to underspend the £2.5m budget by £1.1m. This from a £0.2m staffing underspend, £0.7m non recurrent additional income and £0.2m underspend on Covid recovery funding.

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

- 4.28 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 was also a further £7.125m of recurring budgeted investment in 2021-22, coupled with a £15.5m overspend with mitigating funding deriving from other parts of the Council, and c£15.8m of Covid related funding; a further £7.5m of recurring budget has been provided

for 2022-23, and the creation of a £10m one off Social Care reserve of which £7.5m has been allocated to Children Services.

4.29 A number of positive actions have already been completed which will start to impact positively upon service provision and the financial position; these include:

- A Sufficiency Strategy has been developed to outline the development of our internal provision for children in care. The Strategy is focused on increasing provision across our residential sector so that it provides children and young people with homes that are smaller in size (2-3 young people per home) and offers a holistic approach to meet the needs of young people in our care. In addition, the Strategy also sets out how we will recruit and increase the number of foster carers, including the support and training that will be provided to ensure that we have fostering families who are able to meet the needs of more complex children and young people. Work is underway with Health colleagues to enable a partnership approach to supporting more C&YP to remain in our District, in local provision.
- A Foster Carers report was approved at June Executive. This report also sets out how we will ensure that the payments to Foster Carers is comparable with other local areas. The report recognises the importance of kinship carers and the option of Special Guardianship Orders, and ensure that appropriate payments are to be made to them. This enables an increased number of options that will be considered when placements are being determined for children in care.
- A Children's Homes report was approved at June Executive. This establishes a fit for purpose strategy for use and development of children's homes that will be an invest to save and will improve local in-District provision. Main investment here will be the capital investment, but we will potentially have a capital receipt to support this investment by the sale of Valley View.
- An Early Help business case has been approved which will be funded through anticipated payments by results. This will help to mitigate against children requiring statutory social care services which helps to manage demand across the service. Fewer open cases in social care ensures that the right child receives the right support at the right time.
- A business case to invest in PAUSE has been approved as invest to save. PAUSE project sets out to work with families where previous children have been removed and brought into care. The PAUSE project supports families to consider different options and to potentially make considered and different choices and decisions about pregnancy as well as about changing behaviours to support improved parenting capacity.
- Investment in a CIC Post was approved, this is for a Service Manager to be put in place to enable the bringing together of the Children in Care and Leaving Care teams so that they are in one service area and under a single Head of Service. A Service Manager will oversee the Children in Care Teams alongside a Service Manager for Leaving Care. This will

provide a consistent approach and smooth transition for C&YP in our care. In addition, the removal of the Children in Care Teams from the locality areas will provide increased capacity for service managers across the locality areas to manage the work flow more effectively.

- An invest to save business case to invest in Court Consultants is near completion. The Court Consultants will enable the continuation of a robust oversight and consistency of reports being taken to court as part of proceedings. In addition, the Court Consultants will have a dedicated piece of work to support the review and potential requests, where appropriate, for the discharging of care orders for C&YP who are placed with parents. This will support the safe reduction of the number of children in care, which in turn will increase capacity across the service.

4.30 The service will pursue the following actions to reduce the forecast overspend in 2022-23;

- 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.
- Grow in-house children residential provision, to reduce costly external placements.
- A month by month forecast improvement plan is being developed to be in place by end of June

4.31 Significant work is also being undertaken to set up the new Children's Company for 2023-24 including the establishment of the contract price.

4.32 The financial impact of the mitigating actions outlined above are however either not currently estimable, or there is no current evidence to show reductions in spend/additional income and are consequently not included in forecasts.

## **Health and Wellbeing**

5.1 The Department of Health and Well-Being is forecast to overspend the £117.8m net expenditure budget by £10.9m. This is after allocating £4.4m of non-recurrent funding, including £2.5m from the Social Care reserve. This is a forecast decrease of £2.1m from Q1 and is due primarily to inclusion of £3m Discharge to Assess funding, recently announced by the government.

5.2 The forecast overspend is mainly derived from previous unachieved LD demand management savings and pressure within Operational Services on long term home care costs.

5.3 In 2022-23 the department has additional LD demand management savings of £5.5m to achieve. In recognition that the savings are behind schedule, an additional £3m budget has been provided to alleviate some of the pressure. At this stage in the financial year it is forecast that the net £2.5m will be unachieved.

**Operational Services**

5.4 Operational Services are forecast to overspend the £59.2m net expenditure budget by £2.6m. This is a reduction of £3m from Qtr 1 due to the inclusion of £3m Discharge to Assess funding, which is offsetting previously reported pressures on short term support. The Government has recently announced a £500m National funding pot for Discharge to Assess funding. Based on prior allocations, the Council might expect to receive c£5-6m. At Qtr 2, £3m has been factored into the forecast relating to expenditure already incurred in relation to this funding. This forecast will be updated as it becomes clearer how this funding will be shared and whether there are any further cost implications. The Operational Services forecast overspend of £2.6m is mainly due to the following issues:

5.5 A £2m projected overspend on short term enablement, this is across externally procured enablement hours and care delivered by the in-house Enablement service. Although discharge to assess funding was withdrawn on 31<sup>st</sup> March 22, the service has continued with the model of discharge to assess and has seen an increase in the number of externally delivered hours and increased activity within the in-house Enablement Service. This pressure has been mitigated at Qtr 2 by the inclusion of recently announced 2022/23 government funding for Discharge to Assess.

5.6 There is also a £5.1m overspend on Older People and Physical Disabilities long term support. This is primarily due to a previously reported recurrent pressure on long term home support hours (£4.8m). The table below demonstrates the year on year increase in home care hours.

	30.09.20	30.09.21	30.09.22
OP & PD Monthly Long Term Home Care Hours	103,823	113,614	114,703
OP & PD Monthly Short Term Enablement Hours*	2,929	5,927	8,337

5.7 Older People and Physical Disabilities Residential and Nursing placements had a significant reduction in the first half of 2021/22 as the table below demonstrates, continuing a downward trend from previous years. However, placements have steadily increased since the 2<sup>nd</sup> quarter of 2021/22. Although the activity is currently within budget as Health are funding placements where a person is awaiting a Continuing Health Care assessment following discharge from hospital, placements will need to be closely monitored to avoid a pressure on this budget.

	30.09.20	30.09.21	30.09.22
Total OP & PD Residential and Nursing Clients	960	904	934

5.8 To mitigate some of the above pressures, the service has underspends within Mental Health long term support of £0.2m, £0.8m forecast underspend on staffing costs, non-recurrent income of £0.5m and the inclusion of a further £1m discharge to assess income.

## Mitigation Actions to reduce the overspend

5.9 Operational Services will pursue to the following actions to reduce the forecast overspend;

- The long term home support forecast is based on current levels of activity and the service is optimistic that this can be reduced through increasing the number of annual reviews, continued positive outcomes from Enablement discharges, embedding strength based approaches across all teams and increasing the occupancy at the Fletcher Court Extra Care scheme.

## Learning Disabilities

5.10 Learning Disability services are forecast to overspend the £48.2m net expenditure budget by £7m, this is after £2.5m of non-recurrent funding from the Social Care reserve has been applied. This is an improved position of £0.2m from Qtr1, however £0.7m of iBCF (Improved Better Care Fund) funding has been allocated in Qtr2, which has masked the increase this quarter in long term support costs.

5.11 As reported last financial year, Learning Disabilities has a recurrent pressure of £9.5m, primarily as result of unachieved demand management savings in both 2020/21 (£3.2m) and 2021/22 (£4.3m) and increases in community care activity. This is particularly in relation to increased Direct Payments forecasts as people are Transitioning from Children's Services with complex needs and high cost packages.

5.12 The tables below show 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 continued to reduce, 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 budget towards the latter half of the year.

Client Numbers	30.9.20	30.9.21	30.9.22
LD Residential Care - Purchased	149	130	129
LD Nursing Care - Purchased	21	19	17
Total Residential & Nursing	170	149	146

Community Care Client Numbers	30.9.20	30.9.21	30.9.22
LD Supported Living	436	436	485
LD Home Care	341	320	274
LD Direct Payments	485	506	513
Total	1,262	1,262	1,272



### **Mitigations to reduce to overspend**

5.13 The forecast at Qtr 2 is based on current levels of activity and current contracting arrangement on a number of block contacts. The following actions are on-going and should reduce the forecast position for LD as the financial year progresses:

- New Choices (a newly established Special Purpose Vehicle) has been set-up to transition LD day care services to a more personalised service. It is anticipated that there will be a reduction in the forecast expenditure once the costs have been baselined after the first half of the year.
- Work has commenced on the transformation of the remainder of the departments block contacts (residential and nursing and respite services) which should realise savings as the work progresses this year.
- Reviewing capacity was increased in the latter half of 2021-22 and this should have a positive financial impact in 2022-23 as reviewing is aligned to the departments commissioning plan.

5.14 The net additional 2022-23 demand management saving of £2.5m (£5.5m, offset by £3m investment budget) and a further £1.5m Demand Management saving from 2021-22 hasn't been allocated to specific budgets and although forecast to be unachieved, it has been mitigated at Qtr 2 by one off funding (£1.4m) and unallocated demographic growth (£0.5m). This is creating a further £2m budget pressure for the department. However, this pressure is offset by a £0.5m underspend within Commissioning and Integration, the majority of which is related to vacancy control and a further £0.2m underspend with Environmental Health.

### **Department of Place**

6.1 The Department of Place is forecast to overspend the £68.3m net expenditure budget by £4.7m. This is primarily due to inflationary pressures within Planning Transportation & Highways (£3.8m – Energy Costs) and Waste, Fleet & Transport (£0.9m - Fuel Costs).

### **Waste, Fleet & Transport Services**

6.2 The Waste, Fleet & Transport service is forecast to overspend the £28.7m net budget (£44.8m gross) by £1.3m, comprised of a £1.5m overspend in Waste Services, a £0.1m overspend in Emergency Planning and minor under spends in other services.



- 6.3 Of the £1.3m pressure £0.9m is linked to inflationary pressures above those budgeted with the remaining £0.4m being due to other service pressures.
- 6.4 £1.5m overspend within Waste Disposal which is inclusive of Household Waste Recycling Centres. Of this, £0.9m has been identified as being linked to inflationary pressures inclusive of £0.6m for disposal costs and £0.3m with higher fuel costs.

### **Waste Services**

- 6.5 The £1.5m forecast pressure within Waste Services is due to:
- 6.6 £1.0m overspend on disposal costs, composed of payments to the main waste contractor and payments to third party operators for collection and processing of dry, mixed recycling (DMR) waste.
- 6.7 £0.2m under achievement in recycling income; on the assumption that most waste from the recycling stream will be processed for a flat rate (i.e. with little gain share income due) and direct sales by Waste Services derived from fewer materials (some cardboard, lead batteries, textiles and scrap metal), income will most likely underachieve compared to budget.
- 6.8 £0.7m overspend on fleet and operating costs, including a 30% uplift on fuel costs.
- 6.9 The service overspend is partly offset by additional Garden Waste income totalling £0.3m

### **Mitigating Actions**

- 6.10 To address the above pressures, the following mitigating action is being taken:
- Development of the MRF, to facilitate in-house processing of all recycling waste and negate the requirement for third-party intervention. However, the business case approval is on hold pending the publication of the Government's consultation on consistent collections across the UK.
  - Outsourcing recycling processing to third parties.
  - The consistent collections announcement is currently aimed at full kerbside segregation of paper, glass, cans, plastic and card as well as having a weekly segregated food collection service. DEFRA will fund (details TBC) this change initially and it is aimed to start from 2023 onwards.
  - The service has taken the decision to close the MRF and TLS on bank holiday Mondays which will reduce overtime costs. This change will be assessed weekly to ensure that the TLS is cleared of waste and DMR on Friday.
  - There is an on-going review of fuel usage with a view to reduce consumption if/where possible. Waste Services' fuel usage is the highest of any service across the Council so any reduction could be significant.

## Neighbourhood and Customer Services

- 6.11 The service is forecast to overspend the £16.0m net expenditure (£24.2m Gross) budget by £0.4m. The service overspend is largely due to a structural pressure in Street Cleansing and Parks of £0.9m, offset by an overachievement of income in Uniformed Services of £0.3m & a saving in Customer Services of £0.2m.

## Economy & Development Services

- 6.12 The service is forecast to underspend the £4.5m net expenditure (£12.4m Gross) budget by £1.5m, this includes a £2.0m drawdown against reserves in support of the Service's current position.
- 6.13 Economic Development is forecasting an underspend of £0.4m against their £2.2m net expenditure (£2.8m Gross) budget. Some budget movements and salary / staff budget realignments, due to staffing restructures, are in progress and forecasts will be adjusted to profile these more accurately over the coming months.
- 6.14 Housing Services are forecast to overspend by £0.6m which is mainly due to existing pressures within Housing Development of £0.6m. This is due to there being no current capital programme activity to recharge the £0.3m salary budget to. This pressure should be mitigated with the creation of a HRA in 2023-24. There is also a further pressure of £0.3m due to project premises costs.
- 6.15 Housing Operations is currently forecasting to break even against their £1.2m budget, recruitment is still ongoing as a result of staffing changes which may affect the forecast going forward, though this will be funded through the service's match funding /overachievement in licensing income from the mandatory licensing scheme for high risk Houses in Multiple Occupation (HMOs). Supply chain issues could affect income generation as the contractor struggle to deliver works on time.
- 6.16 Housing Strategy is forecast to break even. The service is supported by external grants which the service can drawdown. There is anticipated pressure resulting from priority banded applicants not being rehoused quickly enough by social housing providers adding to pressure on the use of Temporary Accommodation.
- 6.17 The Ukrainian refugee programme is new for 22-23 and although funded by government, will add funding pressures for the service due to greater expectations to support Ukrainian refugees fleeing war. The service is seeing challenges to meet targets for other refugee programmes due to the impact of Covid/ Ukrainian programme and due to lack of suitable housing.
- 6.18 The government is no longer providing the same level of funding for refugees and as a consequence our funding target is falling short adding pressure not just on the Housing Service but also Adults and Children's too. There are pressures with other government grants including the Homeless Prevention Grant which has remained at last year's level with no inflationary increase. The other grant is the RSI grant for rough sleeping which is being

tapered down over the next three years and is unlikely to be funded beyond year 3. This is likely to affect the work of the HOP team which has been a highly successful service and which recently featured in the BBC series, 'Bradford On Duty'.

- 6.19 Markets are forecasting an underachievement within their £1.3m net income (£1.5m Gross) budget of £0.5m. This is after drawdown of the remaining £70k held in reserves.

### **Planning, Transportation & Highways**

- 6.20 The Service is forecast to overspend the £14.7m net expenditure (Gross £22.4m) budget by £3.9m. This is due to the effect on street lighting, of the significant increase in wholesale energy costs.
- 6.21 The Street Lighting modernisation scheme is currently replacing old bulbs with more energy efficient ones. The role out is expected to complete in 2024/25.
- 6.22 The service is seeing increases in tender costs on capital schemes which are being mitigated through a range of strategies including removing schemes from the services' capital programme, reducing the scope of schemes, using Value Engineering to address increased material, labour and plant costs as well as exploring fundamental changes to funding arrangements with the West Yorkshire Combined Authority.

### **Sport & Culture**

- 6.23 The Service is forecast to overspend the £3.9m net (Gross £23.9m) budget by £0.7m.
- 6.24 The main pressures the Service is facing are within Museums where there is a breakeven position with an inherent £0.7m pressure, Libraries £0.5m & Theatres £0.1m.
- 6.25 Museums are forecasting a near breakeven position; however, this is inclusive of an inherent pressure due to deferred savings from 2020-21 not being achieved. This is currently being offset by a potential benefit of the back dated Business Rates review for Cartwright Hall, Bolling Hall, Cliffe Castle and the Industrial Museum covering the period between 2017/18 & 2021/22, totalling £0.6m. The Valuation Office Agency has however lodged an appeal against this review which should be known by the end of the October.
- 6.26 The budget saving included measures to reduce costs through service efficiencies and integration and remodelling of operational delivery, which will need to be reviewed as part of the medium term recovery plan for Museums
- 6.27 It should be noted that the Business Rates revaluation would be a one-off benefit with a smaller reoccurring saving that will be allocated to the service

savings target, depended of the outcome of a case. It is masking the real pressures the service is facing. The structural pressures will still be in existence for 2022-23, however the savings are not expected to be realised until 2023-24 and beyond.

- 6.28 Libraries are forecasting an overspend of £0.5m partly due to deferred savings, from 2020-21, being released back into the 2022-23 budget. An investment model, which would cover this shortfall, is being drafted as part of the medium term recovery plan for the service, that is linked to the Council's Localities approach to working in communities.
- 6.29 Theatres are forecasting an overspend of £0.1m. They are currently experiencing a considerable downturn in bookings and ancillary sales. There is customer resistance to high ticket price shows but generally shows that attract a younger audience are doing well. Pantomime is still tracking at a similar level to last year. There is a general nervousness amongst producers and promoters and several shows have either been postponed or moved into 2023/24 due to the uncertainty over Covid and the cost of living crisis. This is a national trend amongst theatres including the west-end.

### **Clean Air Plan**

- 6.30 The service is forecasting a breakeven position against budget. All costs of the service relating to the implementation and operation of the Clean Air Zone will be covered through government grant, currently held in reserves. It is anticipated that the reserve balance carried forward will be £1.7m, though this is subject to change should more resources than anticipated, be required post launch of the zone.
- 6.31 The Clean Air Zone launched on the 26<sup>th</sup> September as planned, and income has started to be received for charges only. Any PCN income is not expected to be realised until Qtr 3. The Clean Air Zone operation is self-funding, and revenue will need to be set aside to cover the cost of the operation for the life of the Clean Air Zone, alongside decommissioning costs. The aim of the zone is to reduce Nitrogen dioxide levels within the district, and as this goal is achieved over time, the level of revenue generated also reduces as fewer non-compliant vehicles enter the zone, hence the need to ring fence this revenue at the outset.
- 6.32 As any surplus revenue levels are clarified, consideration can then be given as to the use of revenues, which must be in line with the Charging Scheme Order upon which the Clean Air Zone operates. Support is being provided to local residents and SMEs in the form of an extensive grants and exemptions programmes, which should allow for Air Quality compliance with the ministerial direction, whilst reducing the negative impact of the zone upon the local community.

## Corporate Resources

- 7.1 Corporate Resources are forecast to overspend the £51m net budget by £4.5m. The majority of the overspend relates to extraordinary inflationary impacts, primarily relating to utilities costs for Council buildings. Based on unit price forecasts and now allowing for the estimated impact of the price freeze as from 01/10/22 it is currently estimated that costs will be above budget which amounts by of £4.35m.
- 7.2 However, it should be noted that this is still a best estimate and the exact situation in respect of supplier credits in respect of the price freeze is still unknown. The eventual cost in 22-23 will depend on a number of factors, including the relative increase in standing charges compared to unit rates, the future purchase prices to be paid by Yorkshire Purchasing Organisation for later tranches, taking account of the recent freeze, and usage levels, especially over the winter period. At present, based on the assumption that recently announced fixed unit rates are roughly in line with rates paid to date, the forecast has only been increased slightly by a further £0.1m. This is subject to further review, upon confirmation of rates from YPO, with significant action to reduce usage being required to minimise the eventual overspend.
- 7.3 Additionally, food price inflation is adversely affecting the catering service and, whilst plans (changing menus etc) are in place to mitigate this, it is unlikely that this can be fully counteracted. Overall, the net extra inflationary impact on food costs is now forecast to be £0.37m. This being subsequent to a further review after recent contract price increases from September 22.
- 7.4 Excluding extraordinary inflationary impacts, the Department would otherwise have a forecast underspend of £0.3m. Underspends are forecast for Rev's & Ben's (£0.4m), Human Resources (£0.1m) and Finance & Procurement (£0.2m). These more than offset forecast overspends in Built Environment (£0.1m) & Estates (£0.2m). ICT forecast is for a roughly balanced position assuming a number of pressures (increased staffing levels, data & licensing costs) are managed down in year via a combination of offsetting savings, a planned reduction in agency and further funding for Children's work. R&B forecast assumes any shortfall in costs recovery income can be mitigated. Projected overspends in other service areas are subject to review with the aim of identifying short term mitigations to offset these during 2022-23.
- 7.5 These forecasts also include the net impacts of pre-existing and ongoing pressures, including on trading with schools such as PACT HR (£0.1m), ICT (£0.4m) and rental income within Estates (£0.25m). ISG is forecast to breakeven in 22-23, assuming that income levels increase in line with material costs etc.
- 7.6 This overall forecast overspend is also after allowing for the use of £2.7m of reserves set aside at the end of 2021-22 to cover known short term ongoing Covid related impacts. £2.3m of this relates to Council wide PPE (Personal Protective Equipment) stocks, £0.2m for ICT and £0.2m combined across other council services.

## 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 £17.6m.

The forecast underspend results from the following

8.2 A c£14.0m forecast overspend on Pay award

offset by

£3.5m Corporate Contingency,

£16.2m draw down of reserves following a review.

£3.5m from redirecting un-ringfenced Covid related funding carried forward from 2021-22 following a review.

£1m in year saving from funding some Directly revenue financed capital expenditure from borrowing instead.

£2m from planning to use additional capitalisation/ capital flexibilities.

£2m from MRP saving on PFI costs.

£0.7m from pre paying Pension contributions in 2022-23.

£1.6m from reducing Bad Debt provisions following a review.

£0.9m reduction in the cost of National insurance following the decision to reverse prior increases from 1<sup>st</sup> November 2022.

£0.3m rebate in relation to Leeds City Region business rates pool.

8.3 Other mitigating actions are being explored as outlined in section 3.

## Reserves

9.1 At 30<sup>th</sup> September 2022 reserves stand at £187.6m (Council £141m and Schools £46.6m).

	Closing Balance 2020-21 £m	Closing Balance 2021-22 £m	Opening Balance 2022-23 £m	Net Movement	Balance as at 30 <sup>th</sup> September 2022 £m
Council reserves	256.5	228.2	228.2	-87.2	141.0
Schools Delegated budget	42.9	46.6	46.6	0.0	46.6
<b>Total</b>	<b>299.4</b>	<b>274.8</b>	<b>274.8</b>	<b>-87.2</b>	<b>187.6</b>

9.2 The Council has £19.5m of General Fund reserves.

9.3 Overall, reserve levels have reduced significantly in 2022-23. £87.2m of reserves have already been drawn down in 2022-23 as outlined in Appendix 2.

9.4 Other reserves will also get drawn down at year end to pay for earmarked commitments, and any year end overspend in 2022-23 will also have to be funded from reserves.



## School Balances

10.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2022. Schools do not report their quarter two financial position for 2022-23 until the end of October 2022.

	Balance 1 <sup>st</sup> April 2022		Balance 31 <sup>st</sup> March 2022		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,347	7	1,120	0	227
Primary	67	8,960	61	7,000	6	1,960
Secondary	6	(2,400)	4	2,384	2	(4,784)
Special	3	2,822	3	1,098	0	1,724
Pupil Referral Units (PRU)	1	386	1	689	0	(303)
<b>Subtotal</b>	<b>84</b>	<b>11,115</b>	<b>76</b>	<b>12,291</b>	<b>8</b>	<b>(1,176)</b>
School Contingency		33,825		32,662	0	1,163
Other Activities/Closed Schools		615		615	0	0
<b>Total</b>	<b>84</b>	<b>45,555</b>	<b>76</b>	<b>45,568</b>	<b>8</b>	<b>(13)</b>

- There are three schools (one maintained nursery school, two primary schools) that are currently forecasting deficit revenue balances at 31 March 2023, with a combined deficit value of £0.092m.
- Eight schools have converted to academy status in 2022-23.

## Capital Expenditure

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

11.2 The profiled resource position for 2022-23 for the Capital Investment Plan stands at £170.4m. To the end of September there has been total spend of £70.7m. A summary by service is shown below with a detailed monitor in Appendix 3.

Directorate	Q1 Budget	Changes	Re profiled Budget 22-23	Spend 30 Sept 2022	Budget 23-24	Budget 24-25	Budget 25-26 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	2.7	0.3	3.0	0.6	7.9	1.9	0.8	13.6
Children's Services	13.6	0	13.6	5.0	11.7	3.3	1.2	29.8
Place - Economy & Development Services	51.1	0	51.1	10.6	64.4	11.2	8.7	135.4
Place - Planning, Transport & Highways	38.6	2.5	41.1	22.1	78.1	60.6	44.2	224.0
Place – Other	19.0	-0.2	18.8	6.2	34.0	26.8	3.7	83.3
Corp Service – Estates & Property Services	39.4	0.3	39.7	26.2	15.3	10.1	4.0	69.1
<b>TOTAL - Services</b>	<b>164.4</b>	<b>2.9</b>	<b>167.3</b>	<b>70.7</b>	<b>211.4</b>	<b>113.9</b>	<b>62.6</b>	<b>555.2</b>
Reserve Schemes & Contingencies	4.1	-1.0	3.1	0	94.5	104.8	68.2	270.6
<b>TOTAL</b>	<b>168.5</b>	<b>1.9</b>	<b>170.4</b>	<b>70.7</b>	<b>305.9</b>	<b>218.7</b>	<b>130.8</b>	<b>825.8</b>



- 11.3 Overall there has been an increase in the total budget of £6.9m to £825.8m. The main changes relate to:
- Additional budget on current schemes funded by grants, the main ones being Safer Roads £0.9m, CRSTS Traffic Management Systems grant of £5.7m, Clean Air Zone received additional funding for Taxis of £0.2m and Libraries have received LIF funding of £0.3m
- 11.4 Other changes since Quarter 1 are:
- King George V Playing Fields Scheme £1.0m moved into Reserve Schemes whilst the details for a revised scheme are being developed.
  - The funding for Markets and Development of Equity Loans capital schemes, £0.4m and £0.644m, is proposed to be amended from revenue contributions to corporate borrowing.
- 11.5 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.
- 11.6 It should also be noted that there remains some uncertainty linked to the impact of inflation on capital costs. 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. As part of the work on reviewing budget profiles this will also be considered.

### Capital Programme 2022-23 Update

- 12.1 The latest forecast for expenditure for 2022-23 is £166.5m, compared to a revised budget of £170.4m. Spend to the end of September 2022 is £70.7m. A summary by service is shown below with a detailed monitor in Appendix 2.

#### Budget, forecast and spend to date as at 30 September for 2022-23

	Revised Budget 2022-23 £m	Annual Spend Forecast £m	Variance £m	Spend 30 Sept 2023 £m	Spend to date as a % of forecast %
Health and Wellbeing	3.0	2.1	0.9	0.6	28.6%
Children's Services	13.6	12.2	1.4	5.0	41.0%
Place - Economy & Development	51.1	43.7	7.4	10.6	24.3%
Place - Planning, Transportation & Highways	41.1	49.8	-8.7	22.1	44.4%
Place – Other	18.8	21.1	-2.3	6.2	29.4%
Corporate Resources – Estates & Property	39.7	36.5	3.2	26.2	71.8%
Reserve Schemes & Contingencies	3.1	1.1	2.0	0	0
<b>TOTAL - All Services</b>	<b>170.4</b>	<b>166.5</b>	<b>3.9</b>	<b>70.7</b>	<b>42.5%</b>

- 12.2 There is a forecast capital programme variance of £3.9m between the budget and the latest expenditure forecast. Spend is significantly higher than at this time in the previous two years but they were impacted by delays due to Covid. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

### New Capital Schemes

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

- **Ilkley Fencing - West Holme Fields** £0.08m to erect fencing and a Height Barrier at West Holmes Field, Ilkley to stem issues of Anti-Social Behaviours; address safety concerns; improve the area for local residents the wider community and visitors. The scheme will generate revenue cost savings and will be funded as invest to save.

The scheme has been appraised and is subject to final PAG approval between Q2 and Q3, which will be completed before the scheme commences.

- 12.4 Note the following other new schemes has been included:

- **ISG Door Router** £0.018m to replace a piece of equipment, purchased in 2001, used in the Windows & Doors Unit. The new equipment will improve reliability, provide the assurance that spares are available when required as the existing machine is no longer manufactured. It will be funded from ISG Reserves.

- 12.5 Appendix 2 shows the Capital Investment Plan as at 30th September and additional to this the October PAG has considered the following capital bids and recommends their approval by Executive for inclusion in the 2022-23 CIP.

- **Capital Spend usually funded by revenue budgets** – Revenue spend is being reviewed to identify potential capital items which are currently funded using revenue budgets. The remaining Capital contingency budget for 2022-23 and if required Contingency 2024-25 will be used to fund up to £1m of spend. Any change in funding to corporate borrowing will be included in revenue savings for the year and a list of items will be reviewed by PAG.
- **Transforming Cities Fund (TCF)** – The Transforming Cities Fund project is a key enabler for City of Culture 2025 and involves four separate but integrated Civil Engineering projects designed to improve the environment, make changes to traffic and public transport movements and change the public realm within the City Centre. The project has been approved by Executive (6th September 2022) and is currently moving through design and consultation phases.

The compressed timescales involved with TCF and the aim to have projects substantially complete ahead of the City of Culture year means there is a funding gap between the assurance process gateways,

available WYCA approval boards and committees and the need to progress detailed scheme designs. The TCF project has a fixed total budget of £80.1m and this project seeks temporary short term funding of £5.384m to bring forward design and construction works to ensure completion before 2025. This is in advance of approval of full scheme funding from WYCA.

- **Energy Efficiency Capital Programme** – The strategic business driver for the Energy Capital Programme is to have a net zero district by 2038 with significant progress by 2030. This is a rolling programme of investments which includes installation of biomass boilers at corporate sites, solar PV installations on council properties, lighting upgrades, Building Energy Management System upgrades, Heating and Ventilation upgrades, small works and supporting schemes as part of the Sustainable Design Guide criteria. The scheme has resulted in significant carbon savings.

There is currently £0.209m remaining in the existing energy programme budget and approval of a further £2.5m in capital reserve schemes, as agreed by full council, to extend the programme in 2022-23 and future years is required.

**Special & Mainstream School Expansion Schemes** – a number of schemes across both Special and Mainstream schools are being developed to enable the continued expansion of specialist places for children and young people with SEND (Special Educational Needs and Disabilities). The total estimated capital value for the high value schemes is currently £14m and other lower value schemes are also being progressed. This forms part of the Strategic Plan in ensuring there are sufficient SEND places available for children and young people across the district and these additional places will lead to a reduction in the reliance of expensive out of authority placements by investing externally funded capital monies, to reduce revenue funding pressures on the High Needs Block. The significant capital investments are funded through Basic Need and High Needs Provision Capital monies, external to the Council. Please note, the schemes within LA maintained schools will be presented to Executive Committee at a later date to seek approval where the Executive Committee is the decision maker.

**Capital Resources**

- 12.6 Capital receipts from the sale of fixed assets are £3m to date and the Council has met the target of £3m in capital receipts for the year. The Council has received an additional £14.9m in capital grants and contributions so far this year.
- 12.7 £15.5m of PWLB (Public Works Loan Board) loans are due to mature in January and February 2023 with an average rate of interest of 6.125%. New borrowing undertaken to date includes £20m in April and £5m in October with an average interest rate of 3.18%.

**13.0 RISK MANAGEMENT**

- The Financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.

**14.0 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.

**15.0 OTHER IMPLICATIONS**

**16.0 EQUALITY & DIVERSITY**

None

**17.0 SUSTAINABILITY IMPLICATIONS**

None

**18.0 GREENHOUSE GAS EMISSIONS IMPACTS**

None

**19.0 COMMUNITY SAFETY IMPLICATIONS**

None

**20.0 HUMAN RIGHTS ACT**

None

**21.0 TRADE UNION**

None

**22.0 WARD IMPLICATIONS**

None

**23.0 IMPLICATIONS FOR CHILDREN & FAMILIES**

None

**24.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None

## **25.0 NOT FOR PUBLICATION DOCUMENTS**

None

## **26.0 RECOMMENDATIONS**

### **That the Committee**

26.1 Review and comment on the Qtr 2 Finance Position Statement for 2022-23

## **27.0 APPENDICES**

Appendix 1 Benchmark Spend by Service  
Appendix 2 Reserves Statement  
Appendix 2 Capital Investment Plan  
Appendix 3 Strategic Risk Register

## **28.0 BACKGROUND DOCUMENTS**

- Qtr 1 Finance Position Statement for 2022-23 – Executive 5<sup>th</sup> July 2022
- 2021-22 Finance Position Statement – Executive 5<sup>th</sup> July 2022
- Qtr 4 Finance Position Statement – Executive 5<sup>th</sup> April 2022
- The Council's Revenue Estimates for 2022/23 – updated – Budget Council 17<sup>th</sup> Feb 2022
- Qtr 3 Finance Position Statement – Executive 2<sup>nd</sup> February 2022
- Qtr 2 Finance Position Statement – Executive 2<sup>nd</sup> 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

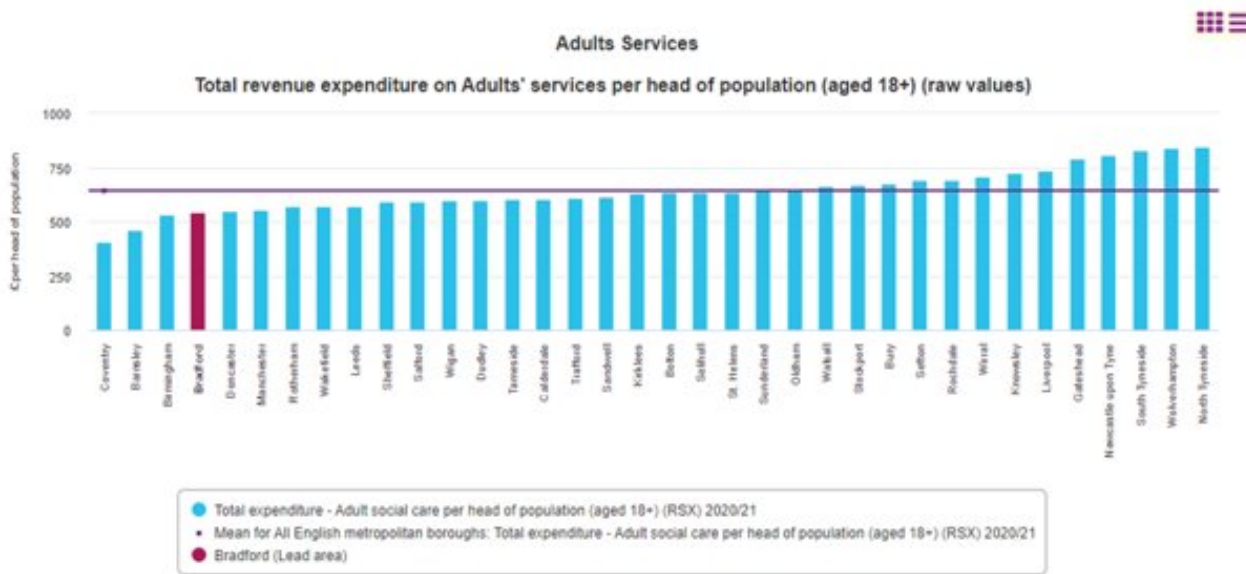
# Benchmark Spend data

# Appendix 1

## Health & Wellbeing

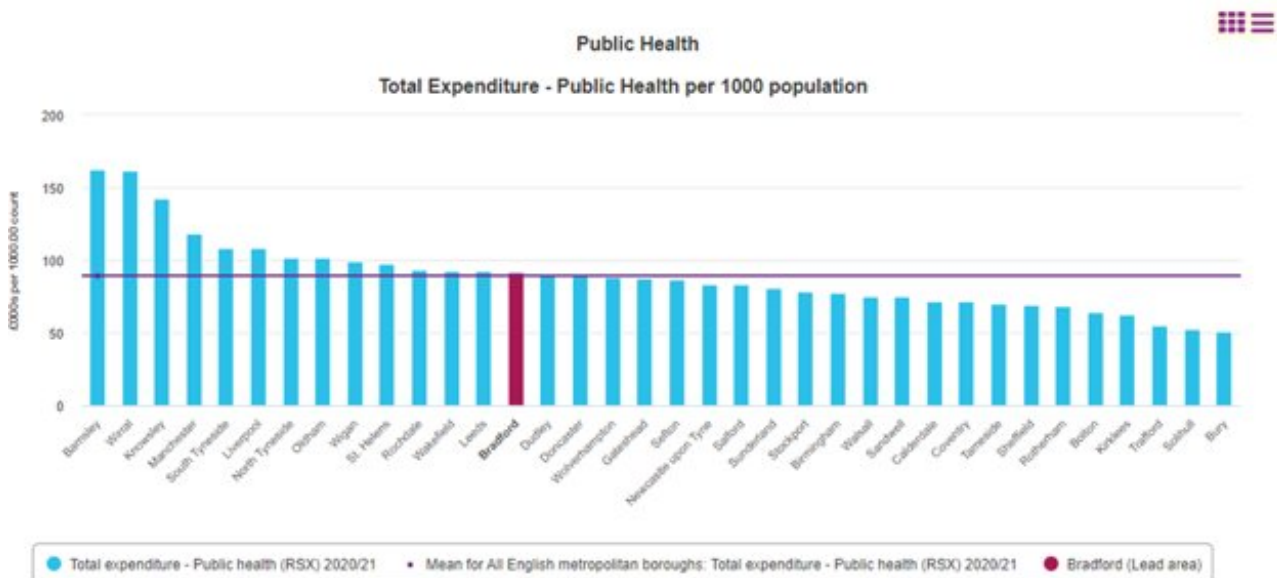
### Adult Services

Spend on Adult Services per head of adult population in Bradford has been low for many years. The Service has a good record of prevention, and there have been improvements in inspection outcomes in recent years



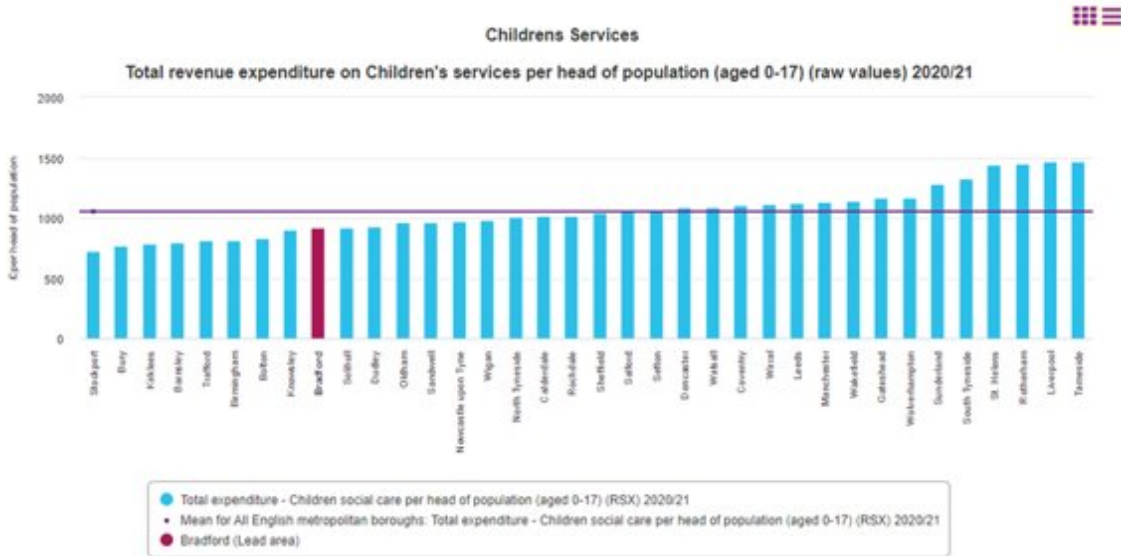
### Public Health

Public Health spend is driven by the Public Health grant which is based on a national formula and distributed by Government. Spend per 1,000 population is close to benchmark averages.



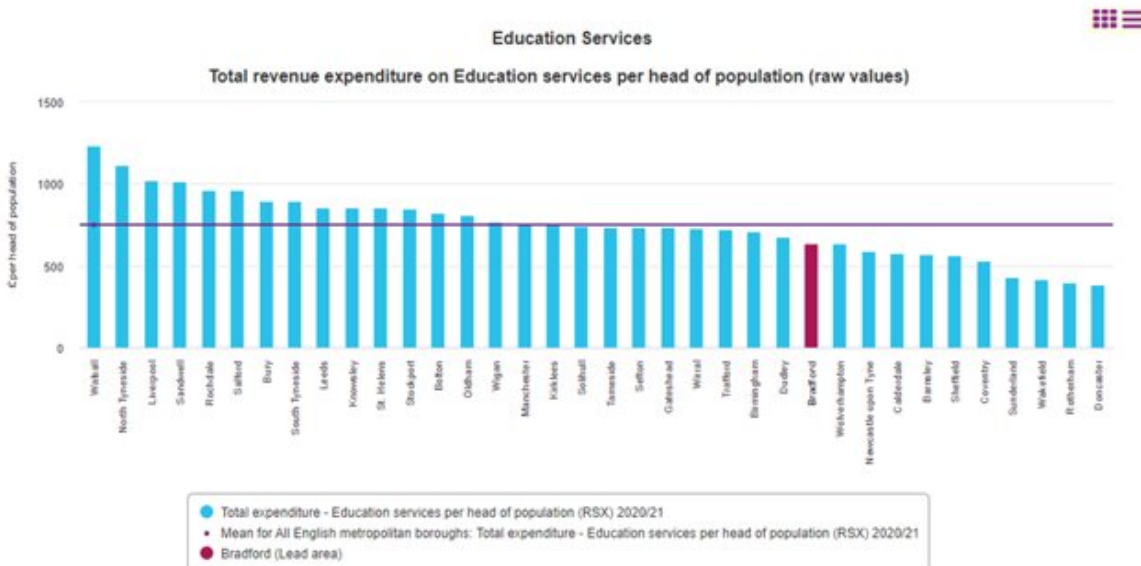
### Children's Services

Spend per head (aged 0-17) on Childrens Services was relatively low in 2020-21. As a result of growth in spend in Childrens Social Care as outlined in the Departmental Commentary (Section 4), this will likely have increased since then. New benchmark data is available in December 2022.



### Education Services

Spend per head on Education Services is relatively low in Bradford.

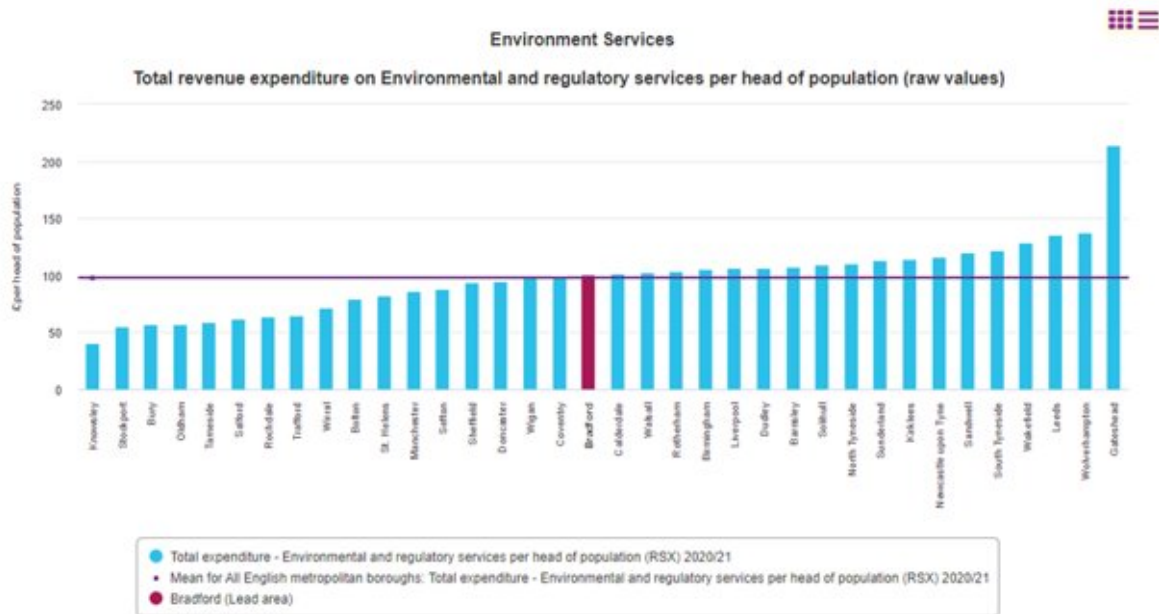




## Department of Place

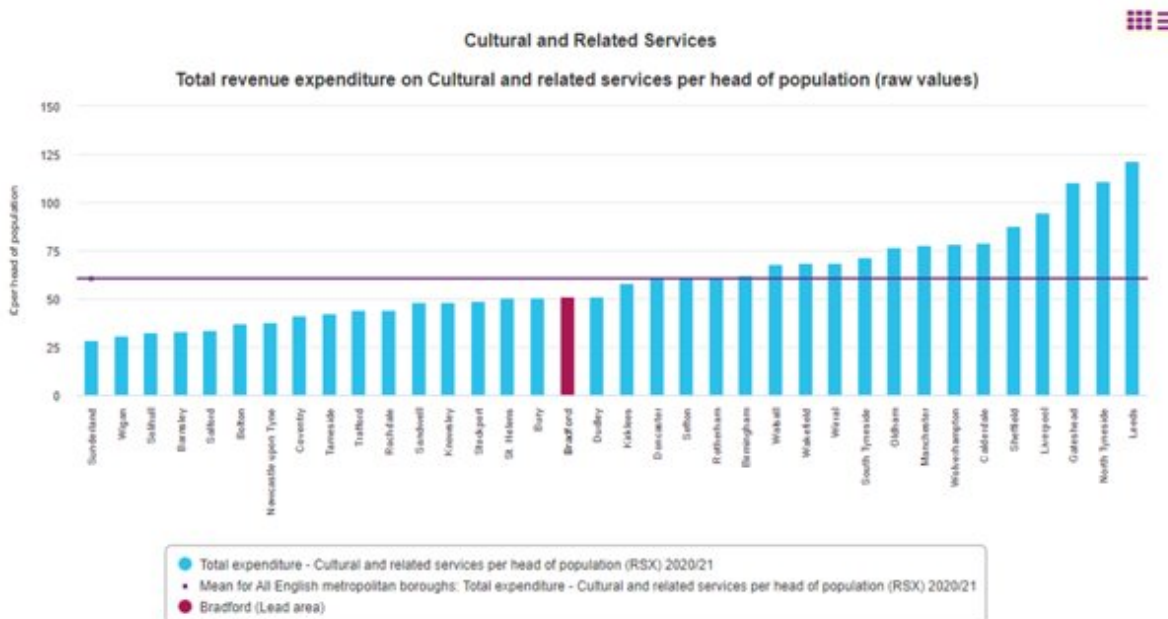
### Environment Services

Spend on Environment Services includes Waste Services, Bereavements, Environmental Health, Housing Standards and other regulatory services. Spend per head of population was close to the benchmark average in 2020/21.



### Cultural and Related Services

Spend on Culture Related services is relatively low.



### Housing Services

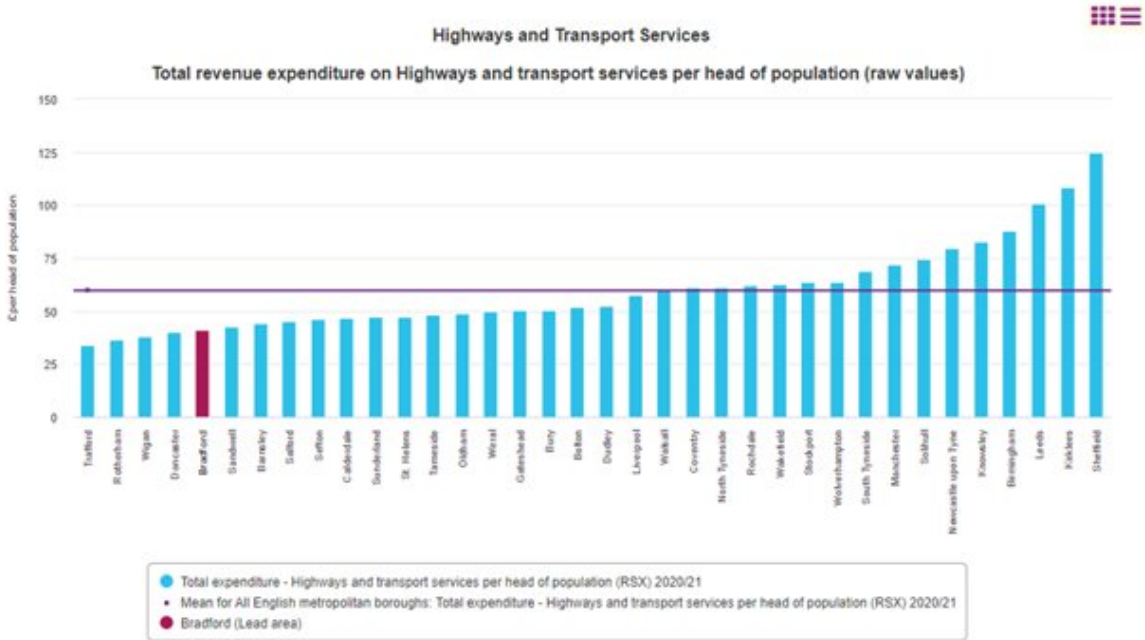
Spend per head of population on general fund related Housing Services per head of population is relatively low in Bradford



Source: Total expenditure - Housing services (GFRA only) per head of population (RSX)

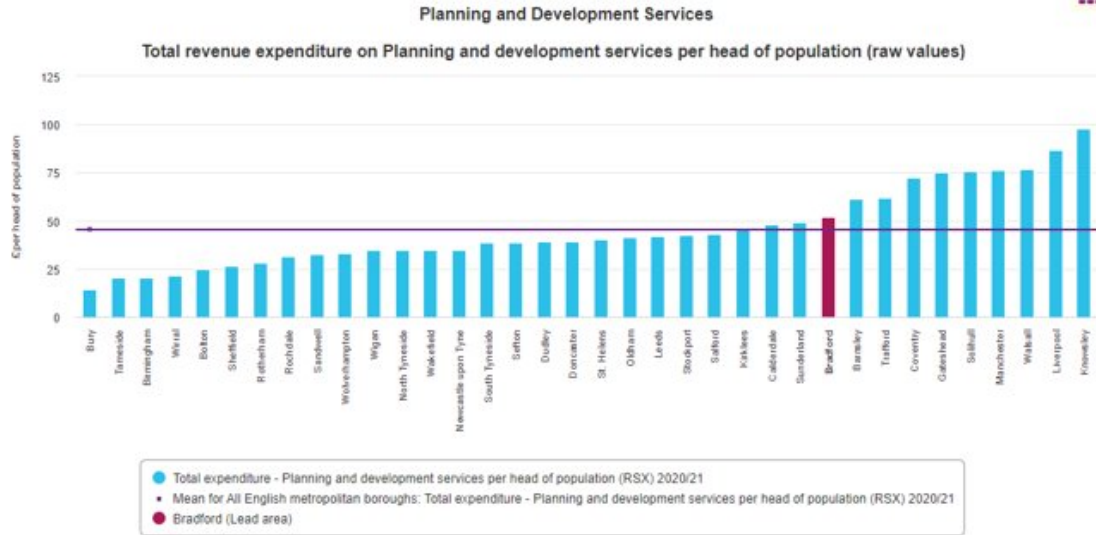
### Highways and Transport Services

Spend on Highways and Transport Services is relatively low in Bradford in comparison to benchmarks



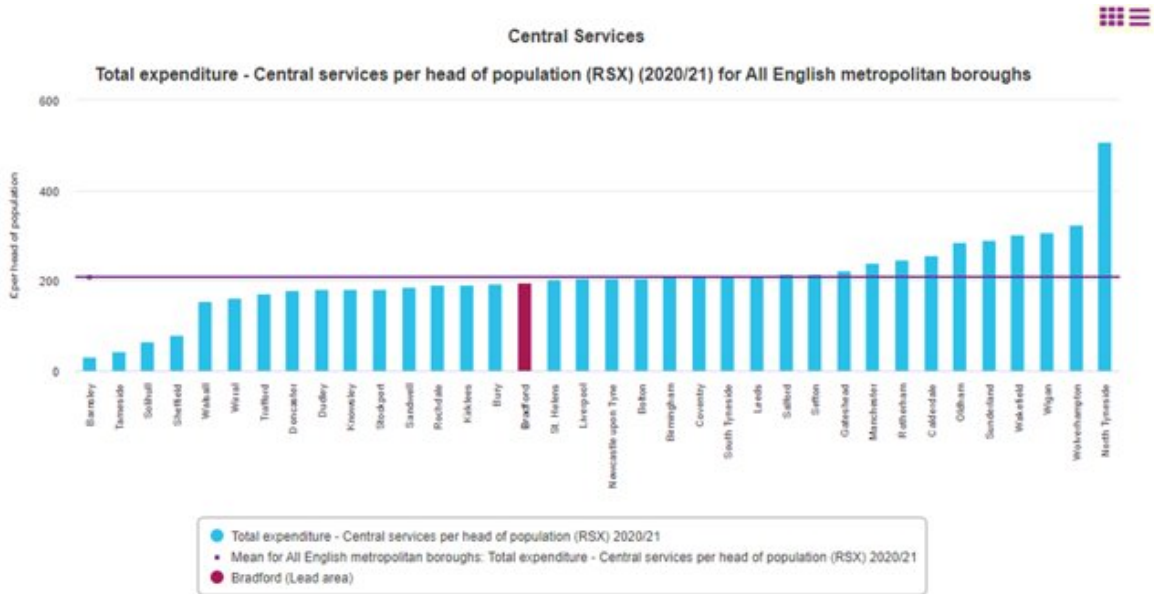
### Planning and Development

Planning and Development includes Planning, Building Control and Economic Development. Spend per head of population was slightly above the average of benchmarks in 2020-21.



## Central Services

Spend on Central Services (mostly Corporate Resources and Chief Execs) per head of population was slightly lower than the average of benchmarks.



Reserves Statement as at 30<sup>th</sup> September 2022

## Appendix 2

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	10,700	-10,700	0	This reserve has been earmarked as part of 2022-23 budget for Social care purposes (Adults and Children) See Social Care pressures reserve
<b>Total available Unallocated Corporate Reserves</b>	<b>10,700</b>	<b>-10,700</b>	<b>0</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
ESIF – STEP	746	0	746	Funding to support young and disadvantaged people into employment
Exempt VAT	3,000	-1,000	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit. £1m reduction per Budget.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Economic Partnership Reserve	157	0	157	To support the development of the strategic economic plan within Department of Place
Regional Growth Fund	3,611	-1,949	1,662	To support strategic plans within Department of Place
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Discretionary Social Fund	1,226	-600	626	Revolving Investment Fund. 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	8,135	-8,135	0	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,377	0	1,377	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Strategic Site Assembly	309	-309	0	Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	0	1,504	To fund Projects associated with delivering savings plans.
Insurance Risk	4	-4	0	Reserve reduced as part of 2021-22 budget setting.
NDR (Non Domestic Rates) Volatility Reserve	1,378	-1,378	0	Additional S31 grant to offset NDR deficit resulting from govt policy
Redundancy Reserve	3,748	0	3,748	Reduced as part of 2021-22 budget setting
Leeds City Region WYTF	421	0	421	To provide for the costs of future redundancies
Leeds City Region Economic Development	402	0	402	Contribution to WY Transport Fund
Financing Reserve (MRP)	52,573	0	52,573	Match fund for urban centre regeneration
Financing Reserve 2019/20	1,000	-1,000	0	Reserve resulting from MRP policy change.
Markets Compensation	801	0	801	Reduced to £0 as part of 2022-23 budget
				Statutory compensation obligation for

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Finance Works Reserve	154	0	154	terminating tenancies Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
ICT Programmes Budget	475	0	475	To fund future ICT projects
S31 Business Rate Grants Reserve	19,180	-19,180	0	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2022-23.
Indexation Pressures Reserves	136	-136	0	Reserve to cover any in year costs above the 2% budgeted pay award. Can be redirected pending 21-22 pay award.
Social Care Pressures Reserve	0	0	0	To be used in 2022-23 to fund Social Care pressures. £10m was added to the reserve, and has now been drawn down.
Project Feasibility Reserve	1744	0	1,744	To fund feasibility work associated with major projects
<b>Sub Total</b>	<b>103,196</b>	<b>-33,691</b>	<b>69,505</b>	
<b>C. Reserves to support capital investment</b>				
Renewal and replacement	5,115	-5,115	0	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. £1m is earmarked for renewal & replacement of essential IT infrastructure
IT Renewals and replacement	0	1,000	1,000	See above

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Markets	41	-41	0	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>5,156</b>	<b>-4,156</b>	<b>1,000</b>	
<b>D. Service Earmarked Reserves</b>	<b>69,227</b>	<b>-35,462</b>	<b>33,765</b>	See over page
<b>E. Revenue Grant Reserves</b>	<b>20,452</b>	<b>-3,205</b>	<b>17,247</b>	
<b>F General Reserves</b>				
General Fund	19,500	0	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	45,555	0	45,555	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	845	0	845	
LA Admission Appeals Reserve	173	0	173	
<b>Sub Total General Fund Reserve &amp; School balances</b>	<b>66,073</b>	<b>0</b>	<b>66,073</b>	
<b>Grand total</b>	<b>274,804</b>	<b>-87,214</b>	<b>187,590</b>	



Departmental Earmarked Reserves Statement at 30<sup>th</sup> September 2022

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
<b>Adult and Community Services</b>				
Integrated Care	15,737	-15,737	0	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	112	0	112	Funding to cover management and staffing costs linked to the transformation of services for older people.
Transforming Systems	4,449	-1,962	2,487	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Health Improvement Reserve	282	0	282	
H&WB Covid Reserve	426	-373	53	
H&WB Work Programmes	450	0	450	
<b>Total Adult and Community Services</b>	<b>21,515</b>	<b>-18,072</b>	<b>3,443</b>	
<b>Children Services</b>				
BSF Unitary Charge	9,597	0	9,597	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	6,795	0	6,795	See above
Travel Training Unit	354	0	354	To provide travel training to Children with SEND to encourage independent travel.
Retail Academy (Skills for Employment)	51	0	51	Skills for work
SEND Inspection Resource	195	-195	0	To provide resource to assist with preparation for inspection.

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
One Workforce Reserve	464	0	464	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	27	0	27	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	308	0	308	Training for post 16 Children through Industrial Centres of Excellence.
Sinking fund for bus replacement Reserve	125	-125	0	
Prevention & Early Help Investment	2,053	-2,053	0	Remaining balance of Early help budget investment
Elective Home Education	32	-32	0	
Raising Attainment - Therapeutic Approaches to Learning	457	-457	0	Covid funded
Raising Attainment - Persistence Absence	355	-355	0	Covid funded
Raising Attainment - Language Learning, Phonics, Maths & English	1,566	-1,566	0	Covid funded
Booster-Summer Classes Reserve	309	-309	0	Reserve drawn down in 2022-23
Skills House Reserve	863	-863	0	Reserve drawn down in 2022-23
Youth Offer Reserve	569	-569	0	Reserve drawn down in 2022-23
Child In Care Council (Participation Officer) Covid Reserve	35	-35	0	Covid funded
<b>Total Children</b>	<b>24,155</b>	<b>-6,559</b>	<b>17,596</b>	
<b>Department of Place</b>				
City centre regeneration	51	-51	0	Delivery of City Centre Growth Zone
Taxi Licensing	259	-120	139	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	285	0	285	To fund works associated with Theatres across Bradford.
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
Torex	10	-10	0	To address e-Govt targets and improve service delivery.
Tourism reserve	15	-15	0	To develop a new model of volunteer

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
				tourism.
Culture Company	73	-73	0	Help create a Culture Company
Museum Restoration	76	-76	0	Fund for museum improvement
HMO Licencing Scheme	566	0	566	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	195	0	195	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	-76	0	District wide Tree & Woodland planting fund as part of Woodland Strategy.
PT&H - Local Plan Reserve	470	0	470	For Local Plan
City Park Sinking Fund	888	-738	150	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	-20	480	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)	503	0	503	
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	127	-127	0	Set aside for lifetime maintenance costs of Clergy House/Jermyn Court
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
Ad:venture & community enterprise Reserve	83	-83	0	Match funding for a Leeds City Region business

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
				support project.
Economic Strategy Reserve	186	-99	87	For delivery of the Economic growth strategy.
Bereavement Strategy	576	-576	0	Reserve to fund the Prudential Borrowing element of the Crematoria Investment Programme.
Housing Development Growth Fund	1,282	-65	1,217	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	724	0	724	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
Well England Reserve	103	-103	0	Programme provides a range of initiatives to support Health & Wellbeing.
New Projects (Parks, Open Spaces and Libraries) Reserve	641	0	641	
Traffic Management Permit Scheme	600	-600	0	
PT6 Implementation Traffic Enforcement Powers	93	-93	0	
Matching Towns Fund for Shipley and Keighley	324	0	324	Match funding for Towns Fund
Local Plan additional funding	300	0	300	Funding to help complete Local Plan
Road safety	40	-40	0	
Climate change initiatives	705	-335	370	
Covid Department of Place	4,595	-4,595	0	Remaining Covid related funding
<b>Department of Place</b>	<b>17,090</b>	<b>-7,895</b>	<b>9,195</b>	
<b>Corporate Resources</b>				
HR - Learning & Development Reserve	854	0	854	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	255	0	255	To smooth the cost of District Elections over a four year period.

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Non Council Events programme	10	-10	0	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)	160	0	160	Balancing reserve related to Schools Broadband Contract
Emergency Planning Reserve	72	0	72	To cover costs of covering emergency/critical alert requirements
Energy unit	385	0	385	To help smooth effect of price spikes.
Children's E2E Programme Reserve	564	0	564	
Climate change Reserve	9	-9	0	
Chief Exec's - Climate Emergency & Sustainability	185	-185	0	
Corporate Resources - Covid Impacts	2,732	-2,732	0	
5yr invest in Child friendly Dist up to & incl 2024/5	100	0	100	
<b>Total Corporate Resources</b>	<b>6,467</b>	<b>-2,936</b>	<b>3,531</b>	
<b>Total Service Earmarked Reserves</b>	<b>69,227</b>	<b>-35,462</b>	<b>33,765</b>	

## Capital Investment Plan

## Appendix 3

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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	1,080	0	1,080	200	19	6,961	1,124	0	0	0	0	9,165	9,165
CS0373	BACES	818	0	818	818	405	750	750	750	0	0	0	3,068	3,068
CS0239	Community Capacity Grant	558	0	558	558	194	0	0	0	0	558	0	0	558
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	44	0	44	44	0	0	0	0	0	44	0	0	44
CS0523	Electrical work at residential homes	31	0	31	27	8	0	0	0	0	31	0	0	31
CS0532	Changing Places Toilets P1 & P2	145	0	145	170	2	230	0	0	0	255	0	120	375
CS0535	Beckfield Resource Centre	0	213	213	213	0	0	0	0	0	0	0	213	213
CS0536	Medication and Care Records System	0	85	85	85	0	0	0	0	0	0	0	85	85
<b>Total - Health and Wellbeing</b>		<b>2,695</b>	<b>298</b>	<b>2,993</b>	<b>2,134</b>	<b>628</b>	<b>7,941</b>	<b>1,874</b>	<b>750</b>	<b>0</b>	<b>907</b>	<b>0</b>	<b>12,651</b>	<b>13,558</b>
<b>Children's Services</b>														
CS0022	Devolved Formula Capital	643	0	643	643	1,388	0	0	0	0	643	0	0	643
CS0030	Capital Improvement Work	105	0	105	105	6	100	100	100	0	405	0	0	405
CS0240	Capital Maintenance Grant	6,479	0	6,479	4,849	1,504	3,194	0	0	0	9,673	0	0	9,673
CS0244a	Primary Schools Expansion Programme	842	0	842	618	161	1,000	0	0	0	1,842	0	0	1,842
CS0244b	Silsden School	651	0	651	2,012	587	600	0	0	0	1,251	0	0	1,251
CS0244c	SEN School Expansions	2,102	0	2,102	2,102	139	3,000	1,684	0	0	6,786	0	0	6,786
CS0362	Secondary School Expansion	669	0	669	351	252	0	0	0	0	669	0	0	669
CS0421	Healthy Pupil Capital Grant	44	0	44	44	0	0	0	0	0	44	0	0	44
CS0436	Children's Homes	396	4	400	383	383	0	0	0	0	0	0	400	400
CS0488	Digital Strategy	471	0	471	300	24	250	0	0	0	0	0	721	721
CS0500	TFD	724	0	724	724	508	500	0	0	0	0	0	1,224	1,224
CS0531	Bingley Grammar Expansion	500	0	500	50	0	3,000	1,500	1,100	0	6,100	0	0	6,100
<b>Total - Children's Services</b>		<b>13,626</b>	<b>4</b>	<b>13,630</b>	<b>12,181</b>	<b>4,951</b>	<b>11,644</b>	<b>3,284</b>	<b>1,200</b>	<b>0</b>	<b>27,412</b>	<b>0</b>	<b>2,345</b>	<b>29,758</b>

CS Ref	Scheme Description	2022-23 Budget (1) £'000	Service change £'000	Revised 22-23 Budget £'000	Forecast £'000	Spend updated 30 Sept £'000	2023-24 Budget £'000	2024-25 Budget £'000	2025-26 Budget £'000	2026-27 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	62	-202	0	0	0	0	0	0	62	62
CS0308	Afford Housing Programme 15 -18	176	0	176	176	6	0	0	0	0	176	0	0	176
<b>Total - Housing</b>		<b>238</b>	<b>0</b>	<b>238</b>	<b>238</b>	<b>-196</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>0</b>	<b>62</b>	<b>238</b>
<b>Place - Economy &amp; Development Services</b>														
CS0136	Disabled Housing Facilities Grant	5,686	0	5,686	5,380	2,446	3,000	4,058	4,058	4,058	8,649	0	12,211	20,860
CS0137	Development of Equity Loans	706	0	706	685	372	700	700	700	0	0	0	2,806	2,806
CS0144	Empty Private Sector Homes Strat	1,000	0	1,000	990	270	0	0	0	0	1,000	0	0	1,000
CS0250	Goitside	0	0	0	0	0	0	178	0	0	0	0	178	178
CS0496	Towns Fund Keighley & Shipley	139	0	139	139	42	0	0	0	0	139	0	0	139
CS0527	Towns Fund Keighley P2	6,646	0	6,646	6,646	486	22,541	2,958	47	0	32,192	0	0	32,192
CS0526	Towns Fund Shipley P2	7,061	0	7,061	7,061	87	15,603	1,225	44	0	23,933	0	0	23,933
CS0084	City Park	192	0	192	0	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	1,322	0	1,322	500	20	0	0	0	0	0	0	1,322	1,322
CS0291	One City Park	14,080	0	14,080	15,365	4,389	17,357	1,545	0	0	6,990	15,134	10,858	32,982
CS0228	Canal Road	0	0	0	0	0	100	0	0	0	0	0	100	100
CS0266	Superconnected Cities	829	0	829	50	0	0	0	0	0	0	0	829	829
CS0265	LCR Revolving Econ Invest Fund	0	0	0	0	0	658	0	0	0	658	0	0	658
CS0107	Markets	0	0	0	0	0	21	0	0	0	0	0	21	21
CS0363	Markets - City Centre	13,080	0	13,080	6,500	2,659	4,458	525	-200	0	3,800	5,364	8,699	17,863
CS0411	Parry Lane	122	0	122	122	66	0	0	0	0	0	0	122	122
<b>Total - Place - Economy &amp; Development Services</b>		<b>50,863</b>	<b>0</b>	<b>50,863</b>	<b>43,438</b>	<b>10,836</b>	<b>64,438</b>	<b>11,189</b>	<b>4,649</b>	<b>4,058</b>	<b>77,361</b>	<b>20,498</b>	<b>37,338</b>	<b>135,197</b>
<b>Place - Planning, Transportation &amp; Highways</b>														
CS0178	Ilkley Moor	14	0	14	0	1	0	0	0	0	14	0	0	14
CS0285	Blight Sites	190	0	190	0	6	250	250	250	200	0	0	1,140	1,140
CS0071	Highways S106 Projects	441	0	441	122	122	0	0	0	0	441	0	0	441
CS0372	Countryside S106 Projects	150	0	150	7	7	200	0	0	0	350	0	0	350



CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
CS0091	Capital Highway Maintenance	149	0	149	4,258	2,288	0	0	0	0	149	0	0	149
CS0095	Bridges	3	0	3	1,000	366	0	0	0	0	3	0	0	3
CS0096	Street Lighting	0	0	0	100	6	0	0	0	0	0	0	0	0
CS0099	Integrated Transport	69	0	69	0	1	0	0	0	0	69	0	0	69
CS0168	Connecting the City (Westfield)	4	0	4	0	0	0	0	0	0	4	0	0	4
CS0172	Saltaire R/about Cong& Safety Works	15	0	15	26	26	0	0	0	0	15	0	0	15
CS0282	Highways Strategic Acquisitions	176	0	176	0	0	0	0	0	0	176	0	0	176
CS0293	West Yorks & York Transport Fund	8,396	0	8,396	2,912	2,635	42,029	42,021	28,106	2,000	122,552	0	0	122,552
CS0396	WYTF Corr Imp Projects	293	0	293	465	224	3,000	3,000	3,374	0	9,667	0	0	9,667
CS0296	Pothole Funds	1,979	0	1,979	1,979	1,310	0	0	0	0	1,979	0	0	1,979
CS0306a	Strategic Transport Infrastructure Priorities	0	0	0	0	0	965	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	404	0	404	404	333	0	0	0	0	404	0	0	404
CS0323	Flood Risk Mgmt	0	0	0	0	312	0	0	0	0	0	0	0	0
CS0329	Damens County Park	106	-106	0	0	0	0	0	0	0	0	0	0	0
CS0370	LTP IP3 Safer Roads	23	0	23	23	0	0	0	0	0	23	0	0	23
CS0386	Cycling & Walking Schemes LTP3	17	0	17	0	0	0	0	0	0	17	0	0	17
CS0398	Bfd City Centre Townscape Heritage	1,397	0	1,397	250	167	1,000	0	0	0	2,224	0	173	2,397
CS0430	Highways Maint Fund	214	0	214	214	66	0	0	0	0	214	0	0	214
CS0432	Steeton/Silsden Crossing	21	0	21	233	38	0	0	0	0	21	0	0	21
CS0423	Highways IT upgrade	50	-50	0	0	0	0	0	0	0	0	0	0	0
CS0433	Gain Lane / Leeds Rd Jct	29	-29	0	0	0	0	0	0	0	0	0	0	0
CS0450	CILS payments	0	0	0	0	67	0	0	0	0	0	0	0	0
CS0453	IP3 Safer Roads 19-20	4	0	4	0	2	0	0	0	0	4	0	0	4
CS0454	Area Comm ITS 19-20	0	0	0	0	2	0	0	0	0	0	0	0	0
CS0434	Smart Street Lighting	4,972	0	4,972	14,089	4,274	14,128	13,000	7,706	0	0	39,806	0	39,806
CS0455	IP4 projects	1,135	0	1,135	1,137	622	0	0	0	0	1,135	0	0	1,135
CS0464	Ben Rhydding Railway Station Car Park	0	0	0	0	1	1,042	750	259	0	2,051	0	0	2,051
CS0467	Transforming Cities Fund (TCF)	2,967	0	2,967	8,535	1,576	0	0	0	0	2,967	0	0	2,967
CS0469	IP4 Safer Roads 20-21	143	0	143	143	86	0	0	0	0	143	0	0	143
CS0470	IP4 Safer Roads 21-22	635	0	635	635	74	0	0	0	0	635	0	0	635
CS0529	Safer Rds 22-23	0	932	932	1,097	78	0	0	0	0	932	0	0	932

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
CS0483	Motorcycle Parking	40	0	40	0	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	1,329	0	1,329	1,256	43	0	0	0	0	1,329	0	0	1,329
CS0494	City Centre Bollards	5	0	5	0	0	0	0	0	0	0	0	5	5
CS0502	Corridor Improvement Prog (CIP2)	252	0	252	0	-209	0	0	0	0	252	0	0	252
CS0477	CCTV Infrastructure	698	0	698	698	0	0	0	0	0	0	0	698	698
CS0512	Naturalising Bradford Beck	1,571	0	1,571	100	39	1,000	450	0	0	1,511	0	1,511	3,021
CS0533	UTMC – CRSTS Traffic Mgmt System	0	1,150	1,150	1,150	164	1,150	1,150	1,150	1,150	5,750	0	0	5,750
CS0539	Traffic Management	0	230	230	230	0	0	0	0	0	0	230	0	230
<b>Total Place - Planning, Transportation &amp; Highways</b>		<b>27,938</b>	<b>2,127</b>	<b>30,065</b>	<b>41,063</b>	<b>14,724</b>	<b>64,764</b>	<b>60,621</b>	<b>40,845</b>	<b>3,350</b>	<b>155,118</b>	<b>40,036</b>	<b>4,492</b>	<b>199,645</b>
<b>Dept of Place - Clean Air Zone</b>														
CS0471	Clean Air Zone	10,671	176	10,847	8,759	7,332	13,335	0	0	0	24,182	0	0	24,182
<b>Total Place - Clean Air Zone</b>		<b>10,671</b>	<b>176</b>	<b>10,847</b>	<b>8,759</b>	<b>7,332</b>	<b>13,335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,182</b>	<b>0</b>	<b>0</b>	<b>24,182</b>
<b>Dept of Place - Waste, Fleet &amp; Transport</b>														
CS0060	Replacement of Vehicles	3,000	0	3,000	6,663	651	0	0	0	0	0	3,000	0	3,000
CS0517	Electric vehicles	200	0	200	288	18	608	355	18	0	0	0	1,181	1,181
CS0435	Sugden End Landfill Site	42	0	42	42	19	0	0	0	0	0	0	42	42
CS0415	Shearbridge Depot Security	66	0	66	0	90	0	0	0	0	0	0	66	66
CS0359	Community Resilience Grant	3	0	3	0	0	0	0	0	0	3	0	0	3
CS0497	Climate Change Initiatives – Vehicles	105	0	105	105	0	0	0	0	0	105	0	0	105
CS0503	Environmental Delivery Works	183	0	183	0	41	0	0	0	0	0	0	183	183
<b>Total Place - Waste, Fleet &amp; Transport</b>		<b>3,599</b>	<b>0</b>	<b>3,599</b>	<b>7,098</b>	<b>819</b>	<b>608</b>	<b>355</b>	<b>18</b>	<b>0</b>	<b>108</b>	<b>3,000</b>	<b>1,472</b>	<b>4,580</b>
<b>Dept of Place - Neighbourhoods &amp; Customer Services</b>														
CS0466	Parks Depots	-28	0	-28	0	4	0	0	0	0	0	0	-28	-28
CS0378	Customer Services Strategy	30	0	30	30	0	20	0	0	0	0	0	50	50
CS0506	Ilkley Parking	26	0	26	26	0	0	0	0	0	0	26	0	26
CS0510	Ilkley Footbridge	35	0	35	0	7	0	0	0	0	0	0	35	35

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 30 Sept	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026-27 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
CS0151	Building Safer Communities	17	0	17	0	0	0	0	0	0	0	0	17	17
<b>Total Place - Neighbourhoods &amp; Customer Services</b>		<b>80</b>	<b>0</b>	<b>80</b>	<b>56</b>	<b>11</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>74</b>	<b>100</b>
<b>Dept of Place - Sports &amp; Culture</b>														
CS0487	Alhambra Theatre Lift	2	0	2	0	0	0	0	0	0	0	0	2	2
CS0162	Capital Projects - Recreation	528	-456	73	110	60	15	0	0	0	12	0	75	88
CS0530	LDP (Active Bradford)	247	0	247	230	13	400	50	0	0	697	0	0	697
CS0229	Cliffe Castle Restoration	85	-77	8	8	3	0	0	0	0	3	0	5	8
CS0004	S106 Recreation	7	0	7	0	0	0	0	0	0	7	0	0	7
CS0501	Parks Development Fund	471	0	471	471	99	0	0	0	0	471	0	0	471
CS0504	Cricket Nets	172	0	172	172	92	0	0	0	0	172	0	0	172
CS0404	Sports Pitches	160	0	160	160	177	28	0	0	0	71	0	117	188
CS0537	Silsden Park Section 106 Projects	0	224	224	224	0	0	0	0	0	224	0	0	224
CS0489	Playable Spaces incl Lister Park	1,365	0	1,365	1,548	599	500	0	0	0	350	0	1,515	1,865
CS0403	Bereavement Strategy	9,228	0	9,228	8,820	2,834	10,246	4,979	0	0	0	7,000	17,453	24,453
CS0277	Wyke Community Sport Hub	1,170	0	1,170	1,200	1,161	0	0	0	0	0	0	1,170	1,170
CS0508	Theatres Website	45	0	45	0	0	0	0	0	0	45	0	0	45
CS0245	Doe Park	68	0	68	0	71	0	0	0	0	68	0	0	68
CS0461	ShIPLEY Gym extension & equipment	51	0	51	0	0	0	0	0	0	0	0	51	51
CS0356	Sedbergh SFIP	118	0	118	0	50	0	0	0	0	0	0	118	118
CS0354	Squire Lane	1,228	0	1,228	500	206	22,100	21,410	3,700	0	20,000	19,410	9,028	48,438
CS0482	Marley Replacement Pitch	5	0	5	0	0	0	0	0	0	5	0	0	5
CS0498	Libraries IT Infrastructure	165	0	165	165	0	0	0	0	0	0	60	105	165
CS0509	Libraries (Equipment/Shelving)	172	0	172	172	28	0	0	0	0	172	0	0	172
CS0534	Libraries as Locality Hubs (LIF)	0	100	100	100	0	100	0	0	0	200	0	0	200
<b>Total Place - Sports &amp; Culture</b>		<b>15,287</b>	<b>-209</b>	<b>15,079</b>	<b>13,880</b>	<b>5,392</b>	<b>33,389</b>	<b>26,439</b>	<b>3,700</b>	<b>0</b>	<b>22,497</b>	<b>26,470</b>	<b>29,639</b>	<b>78,607</b>
<b>Corp Resources - Estates &amp; Property Services</b>														
CS0094	Museum Store	250	0	250	0	0	250	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	151	0	151	0	0	0	0	0	0	0	0	151	151
CS0511	Property Programme 21-22	1,191	0	1,191	1,191	343	0	0	0	0	0	0	1,191	1,191

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0528	Property Programme 22-23	1,990	13	2,003	2,003	320	2,000	0	0	0	0	0	4,003	4,003
CS0540	ISG Door Router	0	17	17	17	0	0	0	0	0	17	0	0	17
CS0460	Mitre Court CPU Property & Equip	0	0	0	53	98	0	0	0	0	0	0	0	0
CS0230	Beechgrove Allotments	0	0	0	0	0	0	148	0	0	148	0	0	148
CS0408	Top of Town - purchase 21 St Johns St	74	0	74	0	0	0	0	0	0	0	0	74	74
CS0050	Carbon Management	209	0	209	209	113	0	0	0	0	0	0	209	209
CS0420	Electric vehicle charging Infr (Taxi Scheme)	249	0	249	249	285	0	0	0	0	249	0	0	249
CS0495	Bradford LAD Scheme	1,749	0	1,749	1,749	2,939	3,036	0	0	0	4,785	0	0	4,785
CS2000	DDA	40	0	40	40	0	50	81	0	0	0	0	171	171
CS0381	Godwin St	10,812	0	10,812	9,280	3,879	3,000	2,000	0	0	570	15,242	0	15,812
CS0381	Godwin Street Culvert	1,500	0	1,500	1,500	0	0	0	0	0	0	0	1,500	1,500
CS0409	Coroner's Court and Accommodation	1,015	0	1,015	560	149	0	0	0	0	0	0	1,015	1,015
CS0457	Simpson Green - roof	13	-13	0	0	43	0	0	0	0	0	0	0	0
CS0445	Core IT Infrastructure	1,960	440	2,400	1,960	1,398	4,000	2,360	0	0	0	0	8,760	8,760
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	16,500	0	16,500	16,500	16,288	2,500	5,500	4,000	0	4,000	0	24,500	28,500
CS0521	Buttershaw Youth Centre	30	0	30	30	30	0	0	0	0	0	0	30	30
CS0522	Children's Homes Capital Works	294	0	294	195	12	0	0	0	0	0	0	294	294
CS0525	Baildon Library	945	0	945	600	313	500	0	0	0	1,000	0	445	1,445
<b>Total Corp Resources – Estates &amp; Property Services</b>		<b>39,374</b>	<b>457</b>	<b>39,831</b>	<b>36,538</b>	<b>26,209</b>	<b>15,336</b>	<b>10,089</b>	<b>4,000</b>	<b>0</b>	<b>10,769</b>	<b>15,242</b>	<b>43,245</b>	<b>69,256</b>
<b>Reserve Schemes &amp; Contingencies</b>														
CS0395z	General Contingency	533	0	533	533	0	1,000	1,000	1,000	0	0	0	3,533	3,533
CS0534w	Medication and Care Records System	85	-85	0	0	0	0	0	0	0	0	0	0	0
CS0535w	Beckfield Resource Centre	213	-213	0	0	0	0	0	0	0	0	0	0	0
CS0397z	Property Programme	0	0	0	0	0	4,000	4,000	4,000	0	0	0	12,000	12,000
CS0399z	Strategic Acquisition	0	0	0	0	0	10,000	10,000	13,460	10,000	0	43,460	0	43,460
CS0367z	King George V Playing Fields	0	0	0	0	0	1,020	0	0	0	700	0	320	1,020
CS0400z	Keighley One Public Sector Est	0	0	0	0	0	9,500	4,000	4,500	0	0	18,000	0	18,000
CS0402z	Canal Road Land Assembly	0	0	0	0	0	450	0	0	0	0	0	450	450

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0401z	Depots	0	0	0	0	0	2,000	1,000	0	0	0	0	3,000	3,000
CS0485z	Advanced Fuel Centre & Vehicles	0	0	0	0	0	3,294	1,816	920	0	64	5,466	500	6,030
<b>2018-19 Schemes</b>														
CS0404z	Sports Pitches	286	0	286	0	0	4,248	4,250	0	0	2,383	0	6,401	8,784
CS0489z	Playgrounds	587	0	587	0	0	2,750	500	0	0	1,035	0	2,802	3,837
CS0405z	City Hall	0	0	0	0	0	5,000	3,000	3,500	500	2,000	5,000	5,000	12,000
CS0407z	Affordable Housing	0	0	0	0	0	8,000	10,724	8,000	2,500	14,430	14,794	0	29,224
CS0408z	Top of town	0	0	0	0	0	2,675	0	0	0	0	0	2,675	2,675
<b>2020-21 Schemes</b>														
CS0060z	Vehicles	0	0	0	0	0	3,000	3,000	0	0	0	6,000	0	6,000
CS0060zb	Electric vehicles/ New street cleansing	0	0	0	0	0	623	0	0	0	0	623	0	623
CS0472z	District Heating	0	0	0	0	0	4,752	6,702	2,861	0	6,459	2,871	4,985	14,315
CS0473z	Renewable Energy (Solar Farm)	0	0	0	0	0	3,000	1,500	500	0	2,000	3,000	0	5,000
CS0476z	Additional Building controls	450	0	450	350	0	800	500	750	0	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	0	0	0	0	0	200	0	0	0	0	0	200	200
CS0484z	New Reserve	0	0	0	0	0	2,000	0	0	0	0	0	2,000	2,000
<b>2021-22 Schemes</b>														
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	3,000	2,000	500	0	0	0	6,000	6,000
CS0482z	Marley Playing Field	500	0	500	0	0	0	0	0	0	0	0	500	500
CS0436z	Children's Home	0	0	0	0	0	1,577	1,572	0	0	250	2,653	246	3,149
<b>2022-23 Schemes</b>														
CS0445w	IT Programme	440	-440	0	0	0	0	0	0	0	0	0	0	0
CS0060w	Vehicles	0	0	0	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0395w	Contingency	0	0	0	0	0	0	2,500	0	0	0	0	2,500	2,500
CS0538w	Energy efficiency	250	0	250	250	0	500	500	500	250	0	0	2,000	2,000
CS0539w	Traffic Management	230	-230	0	0	0	0	0	0	0	0	0	0	0
CS0144w	Empty Private Sector Homes Strategy	0	0	0	0	0	1,000	1,000	1,000	1,000	4,000	0	0	4,000
<b>Total - Reserve Schemes &amp; Contingencies</b>		4,074	-968	3,106	1,133	0	94,826	104,754	53,935	14,250	105,892	104,867	59,812	270,571
<b>TOTAL - All Services</b>		168,445	1,886	170,331	166,518	70,705	306,001	218,605	109,097	21,658	424,422	210,439	190,831	825,692

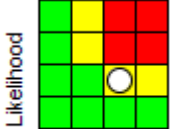
# Bradford Council Strategic Risk Register – Appendix 4



## October 11<sup>th</sup> 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				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Low	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	1	3
	<b>Operational</b>	Yes	<b>Total Score</b>	3	
<b>Potential Effect of Risk</b>	<p>The Council is unable to function - some or all delivery priorities jeopardised.</p> <p>The Council is unable to meet its Corporate targets</p> <p>The reputational risk to the Council is adversely effected</p> <p>The welfare and safety of the Council's citizens is at risk</p> <p>Increasing incidence and impact of service interruption events.</p> <p>Failure of business-critical systems</p>				
<b>Internal Controls</b>	<p>All services have in place business continuity plans which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director, all plans across the Council's services will be reviewed in the new financial year and will include specific risk assessments and mitigation in place for Covid-19. These plans will change as lateral flow testing and vaccination programmes are in place as appropriate</p> <p>Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). 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.</p> <p>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</p>				

	<p>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</p> <p>The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation.</p> <p>There is a Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.</p>
<b>Assurance Mechanisms</b>	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team.
<b>Date Reviewed</b>	30 Sept 2022
<b>Actions / Controls under development</b>	Continuity in October 2021 and revisions to the process are being considered early in 2022 – existing working practices for working with COVID were continued until September, 2022. Now being gradually lifted
<b>Managed By</b>	Susan Spink
<b>Administered By</b>	Matthew Baggley

<b>Code &amp; Title</b>	SR 02 HSG Inadequate Housing Supply			<b>Current Risk Matrix</b>
<b>Description</b>	<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA went live in April 2020 and elements of the financial model are to be discussed and agreed with the external auditor in Q1 2020-21. The outcome of these decisions will affect the council's direct delivery programme. The HRA business plan and financial position is outstanding and we cannot plan a delivery programme until we have a clear understanding.. The impact of Covid 19 on housing supply and demand is to be determined.</p>			 <p>Likelihood</p> <p>Impact</p>
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C
	<b>Operational</b>	Yes	<b>Total Score</b>	6
<b>Potential Effect of Risk</b>	<p>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 Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</p>			



	<p>Negative impact on regeneration priorities and neighbourhoods.          Negative impact and wasted resources associated with many 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</p>
<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.          Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.          Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.          In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for “green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all.”          Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker          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.          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 are taken into account and acted on in development of relevant plans and policies.          Key indicators relating to housing functions reported in the Council Plan          Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date.          Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes          Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21.          The SHMA was updated in 2019          Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock.          Invest in a proactive programme of interventions to bring empty homes back in to use.          Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</p>

	Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA (Local Housing Allowance) caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs). Monitoring the impact of Covid 19 on housing supply and demand. The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.
<b>Assurance Mechanisms</b>	Study has been produced by ARC4, in support of the local plan which was published in 2019.
<b>Date Reviewed</b>	5 <sup>th</sup> Oct 2022
<b>Actions / Controls under development</b>	An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs 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. 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. Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme
<b>Managed By</b>	Angela Blake
<b>Administered By</b>	Jo Hinchcliffe

<b>Code &amp; Title</b>	SR 03 DEG Delivering Economic Growth			<b>Current Risk Matrix</b>
<b>Description</b>	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.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	Yes	<b>Total Score</b>	9

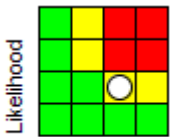
<p><b>Potential Effect of Risk</b></p>	<p>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast                  Inability to raise funds for projects and regeneration projects not completed                  Potential damage to the Council’s reputation and the Economic Partnership                  Not able to meet member, government and the public’s expectations                  Deteriorating physical and infrastructure assets                  Young people are not equipped to achieve their potential within the district                  Business failure rate increases and unemployment increases due to the impact of Covid-19                  Long term cost implications of dealing with social issues linked to economic deprivation                  Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings                  Business relocating out of the Districts.</p>
<p><b>Internal Controls</b></p>	<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.                  Comprehensive Invest in Bradford website <a href="http://www.investinbradford.com">www.investinbradford.com</a>                  Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan.                  Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. <a href="http://www.madeinbradford.com">www.madeinbradford.com</a>                  Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).                  Respond to Government consultations and participate on working groups focussing on key policy areas                  Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley                  Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham.                  Partnership response developed and survey work undertaken to establish impacts and inform response                  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.                  In excess of £220m in grants distributed to business through the Covid grant schemes. These will close in March 2022.                  Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government.                  Development Frameworks have been commissioned to set the vision and ambition for the City and District and to inform future funding rounds, work is ongoing on these for Bradford City, Keighley and Shipley along with detailed masterplanning for the Southern Gateway. The Development Frameworks will take 9/12 months to complete.                  Gainshare Capacity Funding has secured which will provide additional capacity and resource to inform future strategic direction. £1.89m has been allocated to Bradford over the next 3 financial years.                  An Investment Plan has been submitted for the UK Shared Prosperity Fund which replaces European Funding. Bradford has a devolved allocation of £7.5m to deliver outcomes aligned to community infrastructure, business and people and skills. The District will also benefit from regionally delivered programmes.                  Capacity funding of £400k has also been allocated to Bradford.                  Four bids have been submitted into Round 2 of the Levelling Up Fund. The total of funding should these be successful is £110m.</p>
<p><b>Assurance Mechanisms</b></p>	<p>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework                  COVID-19 response reports into Gold / Silver / Bronze command structure</p>
<p><b>Date Reviewed</b></p>	<p>5<sup>th</sup> Oct 2022</p>
<p><b>Actions / Controls</b></p>	<p>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021.</p>

<b>under development</b>	<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 Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone.</p> <p>Development of Local Plan</p> <p>Initiatives developed under the Growth Deal to protect priority outcomes</p> <p>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</p> <p>Support for business post Brexit with the LEP</p> <p>Engagement in plans for Shared Prosperity funding in order to maximise future resources</p> <p>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</p> <p>NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021.</p> <p>Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA.</p> <p>Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning.</p>
<b>Managed By</b>	Angela Blake
<b>Administered By</b>	Jo Hinchcliffe

<b>Code &amp; Title</b>	SR 04 SCC Safer Cohesive Community			<b>Current Risk Matrix</b>	
<b>Description</b>	<p>An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.</p> <p>As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'</p>				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B	II
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	<p>Negative impact on trust - between citizens, the Council and its partner agencies.</p> <p>Widening inequality.</p> <p>Cost of managing response is not contained within existing resources (council, police &amp; partners).</p>				

	<p>Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed.                  Reduction in levels of community cohesion within the district.                  Adverse media and reputational damage for the district and key agencies.                  Less effective engagement with citizens and community groups                  Communities believe that some sections are treated differently than others                  Disproportionate adverse impact on the district's most vulnerable communities</p>
<b>Internal Controls</b>	<p>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy.                  The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion.                  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.                  Council Wardens record issues that may lead to increased community tensions.                  Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored.                  Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report.                  Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims.                  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 based working and locality and ward plan assessments provide a regular assessment of community tensions based on above.                  West Yorkshire Police share their community tension monitoring with Safer Communities team.                  Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed.                  An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Community Safety Partnership, the Wellbeing Board and the Council's Corporate Overview &amp; Scrutiny Committee.                  The Council has invested in an additional 15 Assistant Ward Officers and 5 Stronger Communities Partnership &amp; Engagement Officers to increase capacity for response to locality based issues and concerns and to take proactive action to bring people together and celebrate key dates for the districts communities.                  Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.</p>
<b>Date Reviewed</b>	04-Oct-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.                  A new Stronger Communities Team has been developed to increase capacity for working with communities, to provide voice and influence to underrepresented groups and to help manage/mitigate the impacts of any tensions. The new team is now in place and is going through an induction process. Five Partnership and Engagement Officers will have a focus on locality and a district wide responsibility for two protected characteristics (Equality Act 2010)                  West Yorkshire Police share community tension monitoring report with relevant Council teams and officers                  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' and training on critical thinking skills.                  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.                  An anti-rumour strategy is in place                  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>	Jo Hinchcliffe
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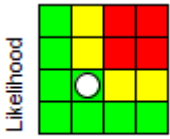
<b>Code &amp; Title</b>	SR 06 ENV Environment and Sustainability			<b>Current Risk Matrix</b>	
<b>Description</b>	Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<p>Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place                      Damage to Council’s credibility as leader if district-wide targets not met.                      Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability                      Need to re-prioritise and reallocate resources.                      Reduced ability to promote external investment.                      Amount of energy costs as gross figure and relative to the size of Council’s estate/ activities                      Performance against corporate carbon reduction target (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030)                      Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area.                      Climate "incident" now certain to increase in both frequency and severity. These will include Surface Water Flooding, Fluvial Flooding, High Winds and Gales, Drought, High Temperatures, Heat Waves, Cold Snaps and High Snowfall.                      Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-135CM 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.                      Actions identified in corporate energy cost reduction plan not delivered                      Funding for renewable energy and energy efficiency projects not available                      Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available                      Wider stakeholder community under resourced to deliver on action commitments                      Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction                      Changing legislation, political priorities, targets                      Global insecurity causing major fluctuations in energy costs</p>				
<b>Internal Controls</b>	<p>Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.                      Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.                      Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.                      Delivering corporate resilience through sourcing local resources where viable such as PV panels, District Heat Network.</p>				



	Delivering projects to use resources such as energy, efficiently and where feasible reducing direct resource consumption. Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny as part of Strategic Decarbonisation Action Plan.
<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>	7-Oct-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>	Andrew Whittles

<b>Code &amp; Title</b>	SR 07 FRS Financial Resilience and Sustainability			<b>Current Risk Matrix</b>
<b>Description</b>	<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to levels of Central Government funding or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the demand pressures in Childrens Services and current cost of living impacts both in terms of direct impact on Council costs and also in terms of the indirect impact upon residents and business in the District. The ongoing impact of Covid, the uncertainty of future funding, and potential return to some austerity measures post Covid The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p>			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	Yes	<b>Total Score</b>	9
<b>Potential Effect of Risk</b>	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.			

	<p>Suboptimal decisions could be made.                      Achievement of priorities delayed or not delivered.                      Service delivery not achieved.                      Challenges to governance framework.                      Deterioration in reputation with knock on consequences.                      Scarce resources may not be utilised / prioritised to maximum effect.                      Reduced effectiveness of Council Leadership                      The Council’s budget &amp; setting of Council Tax is challenged.                      The risk remains for future years though already being planned for through organisational review and new operating models workstream.                      Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government.                      Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</p>
<b>Internal Controls</b>	<p>Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated.                      Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.                      Budget process fully integrated with the Authority’s strategic service and value for money planning.                      Political engagement in place for budget process.                      Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20                      Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this                      Controls on procurement and workforce changes in place                      Meaningful budget consultation process in place                      Strict adherence to Reserves Policy.                      Project Appraisal Group established to scrutinise individual capital business cases.                      Covid emergency and recovery actions subject to daily CMT discussion and regular Theme led governance and decision taking processes, including clear assessment of financial implications                      Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding                      Governance and Audit Committee received a report on Council’s compliance with the CIPFA Financial Management Code                      Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs                      Increased monitoring of high-risk budgets, including review and monitoring of recovery action                      Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements.                      Raise financial acumen across the Council to improve decision making                      Implemented Finance for Non-Finance Managers training</p>
<b>Assurance Mechanisms</b>	<p>External Audit inspection of accounts and opinion                      Internal audit review of internal control mechanisms</p>
<b>Date Reviewed</b>	6 Oct 22
<b>Actions / Controls under development</b>	A range of budget mitigation actions have been identified by the Councils Corporate Management Team to mitigate budgetary impacts and mitigate the level of potential budget gap
<b>Managed By</b>	Chris Chapman
<b>Administered By</b>	Mark St Romaine

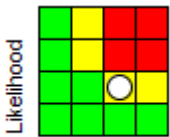
<b>Code &amp; Title</b>	SR 08 INS Information Security			<b>Current Risk Matrix</b>	
<b>Description</b>	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Significant
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	III
	<b>Operational</b>	Yes	<b>Total Score</b>	4	
<b>Potential Effect of Risk</b>	<p>Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.</p> <p>Risk of financial penalty</p> <p>Penalty arising from reference of data security breach to Information Commissioner.</p> <p>Adverse publicity.</p> <p>Loss of trust between the Council, its partners and citizens</p> <p>Required "culture change" is not achieved</p> <p>Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</p>				
<b>Internal Controls</b>	<p>Designated SIRO (Senior Information Risk Owner) –Director of Finance &amp; IT</p> <p>3<sup>rd</sup> tier Officers (Assistant Directors/Directors) assigned as Information Asset Owners.</p> <p>Cross departmental Information Assurance Group established and regular meetings scheduled</p> <p>Regular DPO / SIRO meetings scheduled to focus priorities</p> <p>Refreshed IMAG framework launched with Information Governance Champions for each Service appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Support 3<sup>rd</sup> tier officers in meeting their IAO responsibilities.</p> <p>IAO responsibilities document circulated to any new IAO's</p> <p>Monthly reporting on performance information to CMT</p> <p>Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents.</p> <p>IT Security Policies, guidance and procedures actively maintained and reviewed annually.</p> <p>IG Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018</p> <p>Risk Log approved by IAG and regularly updated.</p> <p>Mandatory "Information &amp; UK GDPR" learning for all staff with appropriate compliance monitoring.</p> <p>Annual SIRO report</p> <p>Regular Information Governance reporting to CMT and Governance &amp; Audit Committee</p> <p>Dedicated Data Protection and Records Management Officer ensure compliance with GDPR Article 30 and 37.</p> <p>Dedicated SharePoint site as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions.</p> <p>Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow</p>				

	<p>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.                  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.                  The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network</p>
<b>Assurance Mechanisms</b>	Regular Information Governance reporting to CMT and Governance & Audit Committee Engagement with Information Commissioners Office with prompt reporting and liaison
<b>Date Reviewed</b>	5 <sup>th</sup> October 2022
<b>Actions / Controls under development</b>	Review of all IG and Information Security policies Additional mandatory learning for IAO's and Managers 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>	Chris Chapman
<b>Administered By</b>	Tracey Banfield / Harry Singh / Dominic Barnes-Browne

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

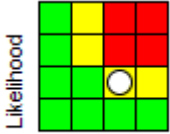
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"><li>• Demand for social care services is predicted to continue increasing and overspends are likely.</li><li>• Budget proposals highlight this particular pressure as an ongoing concern for the Council.</li><li>• There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</li><li>• Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties.</li><li>• Lengthening waiting lists for assessments and provision of care</li><li>• Increases in numbers requiring care</li><li>• Increase in expectations from service users</li><li>• Recruitment delays to bring in social workers and care workers</li><li>• 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.</li></ul>
<b>Internal Controls</b>	<ul style="list-style-type: none"><li>• 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.</li><li>• 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.</li><li>• 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.</li><li>• The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include:<ul style="list-style-type: none"><li>▪ <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></li><li>▪ <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></li><li>▪ <i>Implemented the FQP approach across the AD SMT meetings and within the Service Manager Team Meetings.</i></li><li>▪ <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></li></ul></li><li>• 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.</li><li>• 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.</li><li>• The service has refreshed its quality assurance framework, and work is underway to implement the new approach through the Raising Expectation Workstream.</li><li>• 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.</li></ul>

<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"><li>▪ The department has recently refreshed its governance and assurance framework, which has resulted in one DMT being set aside to focus on Finance, Performance, Quality and Transformation workstreams. 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.</li><li>▪ The Department has also set aside one DMT to focus on workstreams contributing to the Adult Social Care Reform agenda.</li><li>▪ Progress updates are also provided to the Corporate Programme Steering Group.</li><li>▪ Regular performance and progress updates are provided to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.</li></ul>
<b>Date Reviewed</b>	03.10.22
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ Review of population health management approach across the Health and Social Care System, which looks at how data is currently being used to help design a system that allows us to proactively improve our services and interventions to meet shared outcomes – this will include reviewing the way we currently manage the joint strategic needs assessment, neighbourhood and ward profiles and how they inform and add value to business.</li><li>▪ Ongoing 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.</li><li>▪ 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.</li><li>▪ 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.</li></ul>
<b>Managed By</b>	Iain Macbeath
<b>Administered By</b>	Imran Rathore

<b>Code &amp; Title</b>	SR 13 DSK Delivery of Skills and Training Priority			<b>Current Risk Matrix</b>	
<b>Description</b>	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<p>Lack of coordination in the efforts of various agencies involved.                      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.</p>				
<b>Internal Controls</b>	<p>Successor funding has been secured for 2 ESIF programmes in Bradford starting on 1st 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, devolved funding and other new and existing sources. Significant amounts of SPF and Multiply funded will be passported to the Council and we are working to integrate this into the wider employment and skills offer to maximise the impact for the District.</p> <p>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.. We have recovered participation numbers and success rates to pre-pandemic levels for our own Adult Education provision. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes.</p> <p>Senior management remains engaged with the Government’s devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA’s commissioning decision making. We are working through WYCA processes to secure significant investment in the Employment West Yorkshire programme which will secure the infrastructure and investment that has been developed through existing EU and Gainshare funding as those funds taper off in the next 15 months.</p> <p>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 was held in June 2022, which will inform a skills focussed meeting of the Key Cities APPG in Westminster in the Autumn.</p> <p>Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. Partnership dialogue, enabled by the Council, is ongoing with a number of providers to develop the approach to improving academic provision in the North of the District. This needs to be carefully</p>				

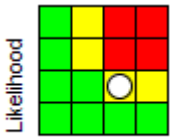
	<p>managed so as not to impact the wider mix and balance of provision for the post-16 phase. Future Boost through funding allocated by the Executive has supported Youth and outreach work, sport and leisure activity, work experience for NEET young people and to enhance the IAG and transition support including a focus on transition support for young people with SEN. Good practice is now being incorporated into the future delivery models.</p> <p>SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, use of the Gainshare funding and the Kickstart programme. The last of the Kickstart placements will finish in November and young people are being supported to progress into positive destinations. So far the progression rate into employment is considerably better than national DWP programmes and European funded provision.</p>
<b>Assurance Mechanisms</b>	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.
<b>Date Reviewed</b>	28-Sept-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 which we have successfully delivered in 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, and other partners are exploring options through national funding and capital developments.</p> <p>The LA is working through differing partnerships in the implementation of Workforce Development Plan collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need.</p> <p>The Council, will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one;</p> <p>The Council is developing an inclusive recruitment approach to be managed through SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities.</p> <p>Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 1/3.</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. As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues.</p>
<b>Managed By</b>	Phil Hunter
<b>Administered By</b>	Matt Findull



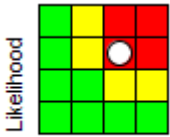
<b>Code &amp; Title</b>	SR 14 SND SEND Services			<b>Current Risk Matrix</b>	
<b>Description</b>	<p>Between 7 and 11 March 2022, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Bradford to judge the effectiveness of the district in implementing the disability and special education needs reforms as set out in the Children and Families Act 2014.</p> <p>The Ofsted inspection identify the following 5 areas of significant weakness</p> <ol style="list-style-type: none"> <li>Poor communication between stakeholders across education, health and care.</li> <li>The variable quality of EHC plans, including plans which do not fully describe the provision that children and young people with SEND need.</li> <li>The inconsistent delivery of the 0 to 19 health visiting, school nursing and specialist nursing services.</li> <li>Children and young people wait too long for assessments, treatment and diagnosis. There is insufficient support for children and young people with SEND who are waiting for provision, services, diagnosis or equipment.</li> <li>Education, health and care services do not work together well. The arrangements for joint commissioning are underdeveloped.</li> </ol>			 <p>Likelihood</p> <p>Impact</p>	
				<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>	C	II
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<p>The CYPs SEND needs may not be effectively met</p> <p>The Local Authority may not meet its statutory obligations</p> <p>Negative impact on Local Authority's reputation with CYP/parents &amp; schools</p>				
<b>Internal Controls</b>	<p>Following the Inspection the district was asked to develop an written statement of action that sets out the 5 areas of significant weakness will be addressed. Action is the plan will be delivered through 5 work streams that takes a lead on each of the 5 areas. The members of the work streams include health, social care , parents college and schools. These work stream report into the SEND Strategic Partnership Board.</p>				
<b>Assurance Mechanisms</b>	<p>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.</p>				
<b>Date Reviewed</b>	10 Oct 2022				
<b>Actions / Controls under development</b>	<p>Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board.</p> <p>Development of a Health Data Dashboard to feed into LA dashboard.</p> <p>Coproduction and engagement plan across the Local Area.</p> <p>Continue to develop the multi-agency quality assurance work</p>				
<b>Managed By</b>	Marium Haque				
<b>Administered By</b>	Caroline Levene				

<b>Code &amp; Title</b>	SR 15 OIP Ofsted Improvement Plan			<b>Current Risk Matrix</b>	
<b>Description</b>	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B	II
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Poor reputation</li> <li>• High turnover of workforce at all levels</li> <li>• Inconsistent service to service users</li> <li>• Financial</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• <b>Improvement Board:</b> The Children’s Services Improvement Board has been re-established and is chaired by Steve Walker, DfE appointed commissioner. The Board continues to scrutinise the improvement work.</li> <li>• <b>New Improvement Plan:</b> A new Improvement Plan continues to be developed. The Improvement plan has 12 focus areas – Integrated Front Door (David Thorpe Implementation), Early Help, Help and Protection, Edge of Care, Children Looked After and Leaving Care, Voice and Influence, Conditions for Success, Sufficient and Stable Workforce, Practice Improvement, Partnership, Resource and Support Functions and Performance and Management QA. Some elements of the Improvement Plan are further developed than others such as Integrated Front Door, Edge of Care, Voice and Influence and Sufficient and Stable Workforce, other areas continue to be developed jointly with Service Areas and partners. Children’s Social Care continued to deliver their core business, working alongside partner agencies and work continues to be undertaken to improve the relationships.</li> <li>• <b>Children’s Service Improvement Team:</b> The Service had moved to the use of the Corporate Transformation Service to deliver on improvement and change, however, Children’s Social Care felt that an internal team, more closely linked and aligned to the service areas was required, added to this, there is the requirement for a continued improvement team within the Trust once transferred in April 2023. To date, there is an Interim Director of Improvement (till March 2023), Head of Business Support and Improvement, Interim Improvement Consultant (funded by DfE through Leeds till March 2023), 2 Practice Improvement Co-ordinator’s and an interim Programme Support Officer (funded by DfE through Leeds till March 2023).</li> <li>• <b>Internal Audits:</b> Audit activities continue across all parts of the Service with identified recommendations and learning.</li> <li>• <b>External Audit:</b> We have commissioned a number of external audits in different parts of the Service with identified recommendations and learning.</li> <li>• <b>Ofsted:</b> Highlighted areas from Monitoring Visits continue to be worked into improvement for service areas identified as well as areas highlighted in the Annual Conversation. The Children’s Social Care leadership and management has changed due to personnel changes and the structure for the Trust 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.</li> <li>• <b>Partnership:</b> The DCS and Senior Managers continue to engagement with partners in building more positive relationships, this will allow the resetting of the professional relationship with partners making open frank discussions more positive. Partners are included in improvement activities such as the implementation of the David Thorpe approach within the Integrated Front Door, there are strategic partner representation on the implementation board and operational representation on the task and finish groups.</li> </ul>				

	<ul style="list-style-type: none"> <li>• <b>Recruitment and Retention:</b> The recruitment micro-site is now live with focus on key roles such as Level 3 Social Work. The Social Work Academy is now running. A recruitment event took place in June 2022 which proved successful, particularly around CRW's and step up to Social Worker candidates. Bradford colleagues also attended the Manchester Recruitment event in October 2022. A current piece of work is underway in recruiting to overseas candidates with the first cohort of 20 expected to be with us by early January 2023. Retention payments have begun to be paid the permanent workforce with the first payment in September and the next due to be paid in March 2023. There is a focused plan in place to continually improvement recruitment and retention for Children's Social Care as well as around training requirements to ensure improved practice.</li> <li>• <b>Improved use of vital signs and performance data:</b> Vital signs reporting has been reviewed with links into Leeds to support this. This will enable front line managers to address performance issues more promptly to address compliance with key indicators.</li> <li>• <b>Children and young people's voice and influence:</b> The Corporate Parenting Panel has been re-established and a review has been undertaken of the Children in Care Council. We now have 3 forums to enable children and young people to share their voice on service delivery, which is relevant to their age, the forums are Young Voice (aged 6-10), Youth Voice (aged 11-15) and Your Voice (aged 16-25). As well as feeding in to service delivery improvement, our young people are involved in developing Corporate Parenting workshops, the recruitment of practitioners and foster carers and developing the training for practitioners and they are involved in commissioned consultation.</li> </ul>
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• Future Ofsted Inspections</li> <li>• Independent auditing of casework</li> </ul>
<b>Date Reviewed</b>	October 2022
<b>Actions / Controls under development</b>	Plan Inspection Timetable
<b>Managed By</b>	Picklou Roychoudhury
<b>Administered By</b>	Lisa Turner

<b>Code &amp; Title</b>	SR 16 EAT Educational Attainment			<b>Current Risk Matrix</b>	
<b>Description</b>	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II
	<b>Operational</b>	Yes	<b>Total Score</b>	6	

<b>Potential Effect of Risk</b>	Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people. External public examinations were taken this year for the first time since the pandemic. In the previous 2 years it has been some internal school or centre based assessments. The 2022 results will not be released in validated form until the new year. National indications are there has been a decline in outcomes. Key Stage 2 outcomes have declined, as has the national picture.
<b>Internal Controls</b>	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.
<b>Assurance Mechanisms</b>	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.
<b>Date Reviewed</b>	1/10/22
<b>Actions / Controls under development</b>	Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. Partnership working with DfE Opportunity Area to bring about improvements in the least well performing academies and schools 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 at Key stages 1 and 2. This funding will end in July 2023.
<b>Managed By</b>	Sue Lowndes
<b>Administered By</b>	Caroline Levene

<b>Code &amp; Title</b>	SR 17 CSI Children Safeguarding Incident			<b>Current Risk Matrix</b>
<b>Description</b>	high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
				Critical
				II

	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>
<b>Potential Effect of Risk</b>	Harm to an individual. Damage to the Council's reputation			
<b>Internal Controls</b>	<p>The principles pressures remain</p> <ol style="list-style-type: none"> <li>1. A stable and competent workforce</li> <li>2. The growing population of Looked after children and the attendant financial placement cost pressures on the budget.</li> </ol> <p>We have appointed 2 new permanent Heads of Service and we have begun permanent recruitment of social workers from abroad as well as the current campaign to recruit within the UK. However, workforce stability is fragile and as a service we remain heavily reliant on agency social work staff which continues to be unstable in that workers can leave at short notice and it remains a significant pressure on the budget.</p> <p>We continue to experience some challenges in ensuring that assessments, plans , visits to children and Reviews are completed on time mainly due to workforce pressures. Recruitment of staff is moving forward, UK, International and Social work Academy each contributing to this .</p> <p>Continuous oversight and scrutiny of children's risks is undertaken by managers on a daily basis to ensure we are prioritising those in greatest need or at greatest risk appropriately.</p> <p>Supervision of staff is not yet fully consistent due to staff changes and remains a priority for senior managers.</p> <p>We do not have sufficient fostering, residential or specialist placements in Bradford causing us to place a significant numbers of children in independent fostering Agencies and private residential homes placing some elevated risks to children when they are placed a long way from home and further demand on the overstretched budget as charges from providers has increased. The looked after children population has increased by approximately 100 children and the complexity of need has also increased post Covid.</p> <p>Audits continue to be completed but at a lower level because of staff and manager turnover.</p> <p>We have had a positive Monitoring Visit from Ofsted for the Leaving Care Service. The lessons from which are now being shared and implemented across the service.</p> <p>We have restructured part of the service bringing the children in care teams together under 1 head of service and this will soon incorporate the Leaving Care service bringing a clearer focus on Children in public Care.</p>			
<b>Assurance Mechanisms</b>	<p>The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements.</p> <p>Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. We have a programme of induction and training for all staff</p> <p>We have established a social work academy which will bring a steady supply of qualified social workers into the service. We have just initiated the 3<sup>rd</sup> cohort (20) following the successful completion of the 2 previous cohorts. It is proving effective and popular.</p> <p>BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.</p>			
<b>Date Reviewed</b>	06 -10-2022			
<b>Actions / Controls under development</b>	<p>A CSE Action Plan is being shared with partners.</p> <p>The action plan following the SH National Panel report is being worked on and nearing completion.</p> <p>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.</p> <p>The service has extra capacity supported by the Commissioner and DCS to bring about improvements.</p>			
<b>Managed By</b>	David Johnston			
<b>Administered By</b>	Caroline Levene			

<b>Code &amp; Title</b>	SR 18 COV Covid Multiple Outbreaks			<b>Current Risk Matrix</b>	
<b>Description</b>	COVID-19 infections could rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B	II
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion				
<b>Internal Controls</b>	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.				
<b>Assurance Mechanisms</b>	On-going monitoring of COVID-19 cases, admissions and deaths in the District				
<b>Date Reviewed</b>	10-Oct-2022				
<b>Actions / Controls under development</b>	CBMDC staff encouraged and supported to WFH where possible Support the NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities. Continue existing work with partners on health inequalities, prevention and health improvement.				
<b>Managed By</b>	Sarah Muckle				
<b>Administered By</b>	Tariq Mohammed				

<b>Code &amp; Title</b>	SR 19 Shortage of staff within the external care market			<b>Current Risk Matrix</b>	
<b>Description</b>	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				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Very High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>A</b>	<b>II</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>12</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Inability to secure care and support from external providers will lead to:</li> <li>• Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home</li> <li>• Delays from hospitals, creating additional pressure within the hospital – bed blockages</li> <li>• Increase in waiting lists for support</li> <li>• Safeguarding risks arising from care needs not being met</li> <li>• 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.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• Health and Social Care Partnership have agreed a new priority people workstream, which look at creating an integrated approach to align workforce development activity. This builds on the work done through the One Workforce Programme.</li> <li>• BradfordCares webportal launched which provides an overview of the work undertaken by Council and Independent Care Providers, and the job opportunities available.</li> <li>• One workforce portal launched which acts a repository of training and other support measures to help providers recruit and retain staff.</li> <li>• 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.</li> <li>• Using Skills House to support and coordinate recruitment for Health and Social Care System</li> <li>• 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.</li> <li>• Working with Skills for Care for care to develop and roll out training for new workers. We are also working on developing a workforce strategy, while we have also worked on strengthening relationships across the system through better engagement – the recent summit has helped with this.</li> </ul>				

<b>Assurance Mechanisms</b>	CQC Inspections DMT Care Reform - monthly DMT Finance, Performance, Quality and Transformation – monthly Raising Expectation Steering Group
<b>Date Reviewed</b>	03.10.22
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>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</li> <li>Commissioned Skills for Care to develop a workforce Skills Strategy for Bradford Adult Social Care</li> <li>Ongoing recruitment campaigns – to promote recruitment opportunities.</li> <li>Work is underway to reduce the external enablement delivered through the home care market – this should help to manage the long term support better.</li> <li>We are developing proposals for a new workforce academy that will further strengthen how we upskill people to take on roles within the system.</li> <li>We are undertaking a detailed exercise on our cost of care, which will look to balance and support market sustainability.</li> </ul>
<b>Managed By</b>	Jane Wood
<b>Administered By</b>	Imran Rathore

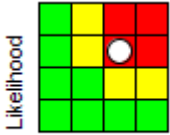
<b>Code &amp; Title</b>	SR 20 EHE Elective Home Education			<b>Current Risk Matrix</b>
<b>Description</b>	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine 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. Temporary funding for this through Raising Attainment is due to end and therefore significant further risk is possible if there is no response to information that suggests children are not receiving education. Huge churn is seen; in the academic year 2021/2022, 387 children became electively home educated and 414 were ended (back at school, no longer school age or left the district).			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium
	<b>Strategic</b>	No	<b>Risk Score</b>	C
	<b>Operational</b>	Yes	<b>Total Score</b>	6
<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			



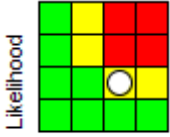
	cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision which is considered suitable.
<b>Internal Controls</b>	Funding was secured for a temporary increase in staffing from June 2021, 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 time on EHE cases, despite significant work on education safeguarding for the Safeguarding Partnership and Ofsted complaints about schools. 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. This work is at risk of ending if Raising Attainment funding does not continue, and therefore the risk of the council not meeting statutory requirements around identifying and supporting children who are not in receipt of education will return.
<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>	1/10/22
<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>	Caroline Levene

<b>Code &amp; Title</b>	SR 21 TRI Terrorist Incident			<b>Current Risk Matrix</b>	
<b>Description</b>	National terrorist incident threat level is at Severe and Strategic Security is a concern				
				<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>	B	II
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	<p>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</p>				
<b>Internal Controls</b>	<p>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 securities 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 is 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                      All Councils are still waiting for the Protect Duty Legislation to become law. The Emergency Planning Team are working with John Chambers, Police Counter terrorism to ensure we are prepared when the legislation comes in.</p>				
<b>Assurance Mechanisms</b>	Security policy statement and security strategy and organisational security framework.				

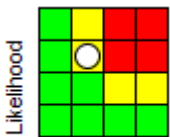
<b>Date Reviewed</b>	01-Apr-2022 30/09/22
<b>Actions / Controls under development</b>	The Council continues to develop a clear understanding of threat sources that have the intent, capability and opportunity to impact on its operation, assets and service delivery. Protect Duty - The Council is part of 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>	Susan Spink
<b>Administered By</b>	Matthew Baggley

<b>Code &amp; Title</b>	SR 22 COL Cost of Living Crisis			<b>Current Risk Matrix</b>
<b>Description</b>	Available resources to support lower income households may be insufficient to meet cost of living where price rises in basic essential consumer goods and services (i.e. food and energy) outstrip wage / benefit rises.			 <p>Likelihood</p> <p>Impact</p>
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	No	<b>Total Score</b>	9
<b>Potential Effect of Risk</b>	<p>Increase in poverty and debt in the District. One in 5 of our working age families already live in relative poverty and 2 in 5 children under 15 live in relative poverty. Those living in poverty are affected most by cost of living impacts as they spend a higher proportion of their income on food/fuel Local economy is impacted. Inflation is at a 40 year high and some areas may become unsustainable as disposable income is reduced (e.g. local markets and business). Potential for rise in crime, homelessness, demands on Council crisis services, and on health services in particular mental health services. Risk of lower collection levels of Council Tax, Business Rates and Sundry Debts as households and businesses prioritise other debts Effect on lower paid Council staff could result in them being less able to meet their potential (under nourished, cold, worried about finance). Around £1 in every £5 of public spending is spent dealing with the effects of poverty</p>			
<b>Internal Controls</b>	Occupational Health support for staff and signposting to other agencies providing support and advice. Holiday Food and Activities programme in the school holidays			

	Household Support Fund of £11.4m in 2022/23 to support residents with the cost of food and fuel Council Tax Energy Rebate to assist with fuel costs £150 Bands A- D together with a discretionary fund to support those on low incomes with top up payments Credit Union membership of 9,000 Food Bank provision across the District Local Welfare Assistance programmes such as the Assisted Purchase Scheme and the Fuel Top Up scheme Funding of Welfare and Debt Advice across the District Warm Homes, Healthy People network to assist with energy efficiency measures and advice Improving take up of Healthy Start vouchers and Free School Meals Community 'Warm Spaces' initiative to provide a warm place and hot drink in libraries, community centres, church halls etc over the period Oct 2022 to March 2023
<b>Assurance Mechanisms</b>	Low income groups and those living in poverty are one of our protected characteristics when conducting Equalities Impacts Assessments. All policies and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty) Corporate Plan addresses initiatives to improve financial inclusion, protecting the most vulnerable, better housing, health and education Wellbeing Board
<b>Date Reviewed</b>	7 October 2022
<b>Actions / Controls under development</b>	The Anti- Poverty strategy is will be considered for approval by the Executive in November 2022 The Council to sign up to be a referral partner for the Money Adviser Network to signpost residents to free debt advice Bid to West Yorkshire Mayor's fund to support increase in welfare advice funding and credit union activity
<b>Managed By</b>	Caroline Lee
<b>Administered By</b>	Mark St Romaine

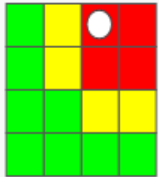
<b>Code &amp; Title</b>	SR 23 SUP Supply Chain Risk			<b>Current Risk Matrix</b>	
<b>Description</b>	Inability to source key supplies and services (including energy).as a result of current fiscal and economic circumstances			 Likelihood Impact	
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	C	II

	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>
<b>Potential Effect of Risk</b>	Council unable to source essential goods and services and hence unable to effectively discharge functions and responsibilities and/or deliver services effectively. Supply costs increase above budget provision (overlap with Financial Resilience and Sustainability risk).			
<b>Internal Controls</b>	CSO 20 - Exceptions provisions.			
<b>Assurance Mechanisms</b>	Active and competitive supply chain for majority of council goods and services Number of national frameworks available that could be drawn down upon if needed Supply chain currently not adversely impacted to degree it impacts ability for council to deliver services; main impact is that supply chain is responding by increasing charges especially in relation to cost of living impacts.			
<b>Date Reviewed</b>	6 Oct 2022			
<b>Actions / Controls under development</b>	Ongoing Recruitment for the Procurement Service			
<b>Managed By</b>	Chris Chapman			
<b>Administered By</b>	Mark St Romaine			

<b>Code &amp; Title</b>	SR 24 HUM Human Capital, Diversity and Talent Management			<b>Current Risk Matrix</b>
<b>Description</b>	There continues to be a shortage of professional and skilled staff within the employment market leading to recruitment and retention difficulties to key posts.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High
	<b>Strategic</b>	Yes	<b>Risk Score</b>	B
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>
<b>Potential Effect of Risk</b>	Inability to recruit in key disciplines could have a significant impact on the Council's ability to deliver services and support the Council's ambitions within the financial resources available.			

<b>Internal Controls</b>	<p>439 young people started on Kickstart placements across the Council. The largest take up was in Business Admin support and continued to be a popular choice for young people. The Council is due to receive an update in March 2023 from the Department for Work and Pensions with the number of Council Kickstart placements that have led to successful employment. We know that 85 of our Council Kickstart placements have moved on to permanent employment from our scheme.</p> <p>The Council commenced a graduate scheme in November 2020. Three graduates were recruited as part of the National Graduate Development Programme (NGDP) in November 2020 and January 2021. A further 3 NGDP graduates were recruited in September 2022 and a further 2 graduates will be starting in October 2022. Placements are offered across Departments with each graduate completing four placements in the two-year period they are with the Council. We are developing a graduate scheme for West Yorkshire Pension Fund and considering routes for other key areas across the Council as well as linking in with initiatives across our public sector system at a place level.</p> <p>Review of Agency/consultancy workers is underway and hard to fill roles further identified with consideration of market data, supplements, wider attraction strategy and workforce planning so pipelines are identified and established. Employee benefits offer, branding and different approaches to recruitment.</p>
<b>Assurance Mechanisms</b>	
<b>Date Reviewed</b>	10-October-2022
<b>Actions / Controls under development</b>	<p>We are using the apprenticeship levy to develop existing and new skills including those in professional and skilled roles. The 293 Live Council apprentices are made up of 57 apprentices in maintained schools, 61 new starters in the Council and 175 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 57 apprentices in schools are Early Years (47%), Teaching Assistant/Teacher (33%) Business Admin, Management and IT (20%), Council apprenticeships are in: Adult Care (25%), Management (18%), Building, Construction, Civil Engineering, Trades (14%) Children and Young People (8%), Production/Hospitality (7%), Business Admin (6%) Social Work (3%), and (22%) on other specialised apprenticeship training.</p> <p>In Children’s Services we are focussed on attracting and retaining social workers through a dedicated “bring heart” campaign and microsite, and are developing an ambitious ASYE academy to grow our own given the national shortages of experienced Level 3 Social Workers, are recruiting international Social Workers and Students and are partnering with the University.</p> <p>We continue to review our approach to employee benefits and total rewards and development and include this as part of our wider attraction strategy and are relaunching our offer during September 2022. We have consulted on and implemented a recruitment and retention market supplement policy, and updated our relocation scheme to help attract and retain talent in hard to fill roles.</p> <p>Workforce planning is progressing in services, prioritising Legal, highways, transport, planning and social work, and a refresh and review of job evaluation and grading schemes is underway.</p>
<b>Managed By</b>	Anne Lloyd
<b>Administered By</b>	Mark St Romaine

<b>Code &amp; Title</b>	SR 25 Digital Switchover - Adult Social Care operations.	<b>Current Risk Matrix</b>
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<b>Description</b>	The main providers of the analogue network OpenReach and VirginO2 are working to migrate from the existing analogue telephone network (PSTN) to a fully digital network (Voice over Internet Protocol) by 2025. This means that in 2025 the old analogue network will be switched off, with all calls being handled via the digital 'Voice over internet Protocol' (VOIP) network. Our existing telecare infrastructure relies upon analogue networks to communicate between the alarm and pendant in a person's home and the alarm receiving centre based at cornerstones. We currently have approximately 8000 people who could potentially be left without a working alarm.				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Very High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>A</b>	<b>II</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>12</b>	
<b>Potential Effect of Risk</b>	Impact on H&WB <ul style="list-style-type: none"> <li>Approximately 8000 citizens are currently have a safe &amp; sound pendant &amp; alarm, the digital switchover may result in these people being unable to contact support services in the event of a fall or crisis, potentially resulting in a risk to life. This risk is increasing as more analogue infrastructure is replaced.</li> <li>Funding will need to be found to replace existing analogue alarms with digital equivalents</li> <li>Citizens are at risk of being the target of scams or fraudulent activity relating to the switchover</li> <li>The lack of national coordination from Communication Providers has resulted in challenges managing and understanding when existing safe &amp; sound users are migrated to digital</li> </ul> Wider Corporate concerns <ul style="list-style-type: none"> <li>The digital switchover will not just impact on telecare users but on every household and business across the Bradford district that uses a phone line.</li> <li>It is anticipated the switchover will impact on monitored smoke alarms, burglar alarms, lifts, chip and pin machines, traffic lights, CCTV etc.</li> <li>Due to the industry led nature of the switchover, local and national communications about the switchover have been limited in comparison to the government led drive preceding the TV digital switch.</li> <li>There is minimal support to citizens to understand how the switchover will impact them, whether they're a telecare user or not, with potentially a large cohort of vulnerable people being left unsure of how to proceed. Given the Councils role in supporting local businesses and safer communities, should the Council be assuming a role in providing clarity and support across the district.</li> <li>At this moment without detailed mapping activity it is unclear to what extent the impact of the switchover and will require a detailed coordinated impact assessment across the Council.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>Adult Social Care service DMT will be considering a paper on Wednesday 12<sup>th</sup> October 2022 which will set out key risks and a proposed action plan, however this is specific to the areas of impact within the department.</li> </ul>				
<b>Assurance Mechanisms</b>	DMT Care Reform - monthly				

	DMT Finance, Performance, Quality and Transformation – monthly TEC Steering Group - monthly
<b>Date Reviewed</b>	03.10.22
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"><li>• The risk is raised at CMT and clarity is sought on the corporate approach to the switchover inc. impact on Council services, local business &amp; residents</li></ul>
<b>Managed By</b>	Imran Rathore
<b>Administered By</b>	Imran Rathore