



# **Report of the Director of Finance to the meeting of the Corporate Overview & Scrutiny Committee to be held on 9th February 2023.**

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## **Subject:**

### **Qtr 3 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 December 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:**

**Leader of the Council and Corporate**

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**Overview & Scrutiny Area:  
Corporate**

# Finance Position Statement for 2022-23

## 1.0 INTRODUCTION

This report is the third 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<br>£ms | Net Budget<br>£ms | Total Variance<br>£ms |
|----------------------|---------------------|-------------------|-----------------------|
| Health and Wellbeing | 260.6               | 127.5             | 7.7                   |
| Children's Services  | 543.4               | 152.8             | 48.9                  |
| Department of Place  | 145.4               | 85.8              | 0.2                   |
| Corporate Resources  | 215.0               | 58.6              | 3.1                   |
| Chief Executive      | 5.4                 | 5.0               | -0.2                  |
| Non-Service Budgets  | 6.7                 | 5.8               | 0.0                   |
| General Fund         | 20.8                | -47.1             | -22.0                 |
| <b>Total Council</b> | <b>1,197.3</b>      | <b>388.5</b>      | <b>37.6</b>           |

- 2.1 Based on a projection at December 30th 2022, the Council is forecast to **overspend** the £388.5m net revenue budget by £37.6m by March 31<sup>st</sup> 2023. This is c£7.7m less than Qtr 2 as outlined in section 2.
- 2.2 A number of mitigations actions are planned to reduce the overspend further by year end. These are outlined in section 3 and have not been included in the forecast currently as they are either unquantifiable or require more assurance before including.
- 2.3 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 as outlined in prior months. Further, the unbudgeted impact of inflation is currently estimated at c£28m and this is resulting in significant forecast overspends across all service departments as detailed in the Departmental Commentaries (sections 4-8).
- 2.4 The inflationary impacts are largely constituted of c£13m of additional forecast costs associated with the 2022-23 pay award. Overall, we estimate that the pay award will cost c£19m compared to the £6m budgeted. The other major inflationary costs relate to energy prices, where gas and electric prices were estimated to increase by 118% by our supplier.

- 2.5 The overall financial impact of energy cost inflation on the Council's estate and street lighting is currently forecast to be c£9m over budget. There are also further knock-on impacts on our supply chain which is resulting in additional inflationary pressures. The Council budgeted for 4%, but the Treasury's latest forecast of CPI using an average of independent forecasts is now estimated at c9% in 2022, with further increases in 2023.
- 2.6 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 again by year end.
- 2.7 Any year end overspend would have to be bridged using reserves which are reducing at an unsustainable rate as outlined in section 9.

## Change since Qtr 2

- 2.8 The overall forecast overspend has reduced by c£7.7m since last qtr. as outlined below.

| Department          | Variance at last report | Variance £000s | Change in Variance from last Exec Report £000s |
|---------------------|-------------------------|----------------|--|
| Childrens Services  | 42,940                  | 48,908         | 5,967  |
| Non Service         | 0                       | -9             | -9   |
| Chief Executive     | -194                    | -228           | -34  |
| Corporate Resources | 4,468                   | 3,120          | -1,347   |
| Health & Wellbeing  | 10,934                  | 7,670          | -3,264   |
| General Fund        | -17,575                 | -21,997        | -4,423   |
| Dept of Place       | 4,672                   | 120            | -4,552   |
| <b>Total</b>        | <b>45,246</b>           | <b>37,584</b>  | <b>-7,662</b>                                  |

- 2.9 The main changes since Qtr 2 include;
- A £6.0m increase in the Children's Services forecast due to a further £6.6m increase in placement costs, and a £0.7m increase in Social work service costs (mainly Agency). This is reduced by a £1.1m reduction in the Education and Learning Service forecast plus a £0.2m additional income on the Employment and Skills service.
  - A £1.3m decrease in the Corporate Resources overspend to £3.1m due to a revision of energy cost overspends due to lower usage (c£0.3m), the draw down from the Energy Volatility reserves (£0.4m), with the remainder due to reductions in forecast salary costs as a result of vacancy management.
  - A £3.3m decrease in the Health and Wellbeing forecast is primarily due to the inclusion of a further £2m of Discharge to Assess income to fund the additional activity associated with hospital discharge; the addition of

£0.5m of reserves, and a £0.9m favourable adjustment in relation to contacts within Learning Disabilities.

- A £4.4m increase in the General Fund underspend due to a £1m reduction in the forecast overspend associated with the 2022-23 pay award (now c£13m). A £3m increase in unbudgeted reserve drawdown following a further review. Unbudgeted reserve drawdowns now stand at c£26m as outlined in section 8. We have recently also been notified of a £0.4m unbudgeted dividend from the Leeds City Region revolving investment fund.
- The £4.6m decrease in the Department of Place forecast is due to utilising £1.5m of CAZ income against permissible expenditure related to sustainable transport activities in accordance with the objectives of the CAZ; £1.8m improvement in Waste Services due to a sustained reduction in waste tonnage and a reduction in staffing costs through the management of vacant posts and a decreased inflationary pressure. A further £0.8m relates to savings in Neighbourhoods Services due to delays in recruitment, and additional income received in uniformed services relates to higher income recovery. £0.4m relates to vacant posts and securing external funding in Economic Development, and the forecast has improved by £0.1m in Planning Transportation and Highways forecast due to underspends in Business Services.

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

The c£37m of forecast overspend at the end of Qtr 3 does not however include the following which will reduce the forecast overspend in future periods. These include;

- 3.1 Should Children's Social Care or Adult Social Care manage to attract additional Health related funding in this financial year, this would also be a benefit. The Government have also recently announced an extra £200m nationally for Discharge to Assess (discharge from hospital to be assessed by Social Care), of which the Council would typically expect to receive c£2m, however the details of this are currently unknown.
- 3.2 A review of the Council's MRP policy is being undertaken. Early indications are that this could provide a significant saving in the near term.
- 3.3 Given the £10m proposed saving for 2023-24 associated with the Vacancy factor/ Abatement factor is going to be challenging to deliver, Council services will need to hold existing vacancies for longer. This could result in an additional saving this year.
- 3.4 Phase 2 of the reserves review has recently completed and is reflected in the Qtr 3 forecasts. Given the scale of the forecast overspend a phase 3 will be required.

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:

- 3.5 Despite already being well in excess of benchmarks, Children looked after,

and Purchased Placement numbers have increased further, and additional Agency staff have been taken on. Should the trend continue, this would result in a further increase in the Children's Social Care overspend.

- 3.6 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.
- 3.7 High inflation, and the impacts on cost of living, are more likely than not to impact on discretionary spend in services like Theatres and Sports facilities.

## Departmental Commentaries

### Children's Services

4.1 Children's Services are forecast to overspend the £152.7m net expenditure budget by £48.9m. 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 (£19.6m) and Safeguarding & Reviewing, and Commissioning & Provision (£44.5m); Education and Learning (£1.1m). The Employment and Skills Service has a forecasted underspend of £1.3m.

### Children's Social Care

4.2 The £19.6m forecast overspend is mainly due to the following;

4.3 A £11.9m 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 £2.1m per month. There are currently the highest number of agency social workers that there has ever been.

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

| Month                           | Apr 20 | Sep 20 | Apr 21 | Sep 21 | Mar 22 | Jun 22 | July 22 | Aug 22 | Sep 22 | Oct 22 | Nov 22 | Dec 22 |
|---------------------------------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|
| Number of Agency Social Workers | 129    | 136    | 170    | 161    | 164    | 176    | 177     | 179    | 204    | 206    | 207    | 208    |

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. It is planned 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 trend will be reversed.

| Description | 2021/22 |        |        |        |        |        |        |        |        |        |       | 2022/23 |
|-------------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|---------|
|             | Total   | Apr-22 | May-22 | Jun-22 | Jul-22 | Aug 22 | Sep-22 | Oct-22 | Nov-22 | Dec-22 | Total |         |
| Starter     | 43      | 2      | 6      | 4      | 3      | 4      | 13     | 3      | 0      | 0      | 35    |         |
| Leaver      | 64      | 2      | 8      | 5      | 6      | 5      | 11     | 8      | 7      | 1      | 53    |         |
| Net         | (21)    | 0      | (2)    | (1)    | (3)    | (1)    | 2      | (5)    | (7)    | (1)    | (18)  |         |

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.

|                                      | Apr<br>21 | Jun<br>21 | Sept<br>21 | Nov<br>21 | Apr<br>22 | Jul<br>22 | Sep<br>22 | Oct<br>22 | Nov<br>22 | Dec<br>22 |
|--------------------------------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| No of<br>Permanent<br>Social Workers | 293       | 301       | 303        | 301       | 283       | 280       | 279       | 274       | 267       | 266       |

- 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 £1.1m.

- 4.11 There is also a £1.2m pressure on the service legal cost budget due to court/legal counsel costs. The Post 16 team has a pressure of £1.5m on support cost for care leavers.

- 4.12 The Section 17 preventative assistance budget is forecast to overspend by £1.1m and transport costs are also forecast to overspend by £1.8m (including £0.5m in relation to staff). The Interpreting budget has a £0.3m variance, and a further £0.7m 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£5,100 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<br>Dec | Avg Cost<br>per week<br>2020-21 | Avg Cost<br>per week<br>2021-22 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|---------------------------------|---------------------------------|
| Placed with Parents                                      | 117          | 129          | 150          | 162          | 166          | 178          |                                 |                                 |
| 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          | 382          | £519                            | £530                            |
| Fostering Agencies                                       | 57           | 88           | 131          | 164          | 191          | 243          | £839                            | £849                            |
| Residential Care<br>(Internal)                           | 51           | 45           | 51           | 45           | 38           | 29           | £3,100                          | £3,300                          |
| Residential Care<br>(External)                           | 42           | 42           | 60           | 70           | 105          | 156          | £3,600                          | £4,800                          |
| Other*   | 62           | 68           | 90           | 107          | 125          | 125          | £1,600                          | £1,850                          |
| <b>Sub Total (Number of<br/>Children Looked After)</b>   | <b>960</b>   | <b>1,053</b> | <b>1,231</b> | <b>1,349</b> | <b>1,446</b> | <b>1,576</b> |                                 |                                 |
| Residence Orders   | 46           | 40           | 37           | 33           | 30           | 29           | £154                            | £166                            |
| Adoption Orders  | 247          | 239          | 237          | 226          | 214          | 204          | £270                            | £330                            |
| Special Guardianship<br>Orders                           | 320          | 338          | 364          | 435          | 473          | 496          | £155                            | £168                            |
| <b>Sub Total (Chd in<br/>Permanent<br/>Arrangements)</b> | <b>613</b>   | <b>617</b>   | <b>638</b>   | <b>694</b>   | <b>717</b>   | <b>729</b>   |                                 |                                 |
| <b>Total Children<br/>Receiving Support</b>              | <b>1,573</b> | <b>1,670</b> | <b>1,869</b> | <b>2,043</b> | <b>2,163</b> | <b>2,305</b> |                                 |                                 |

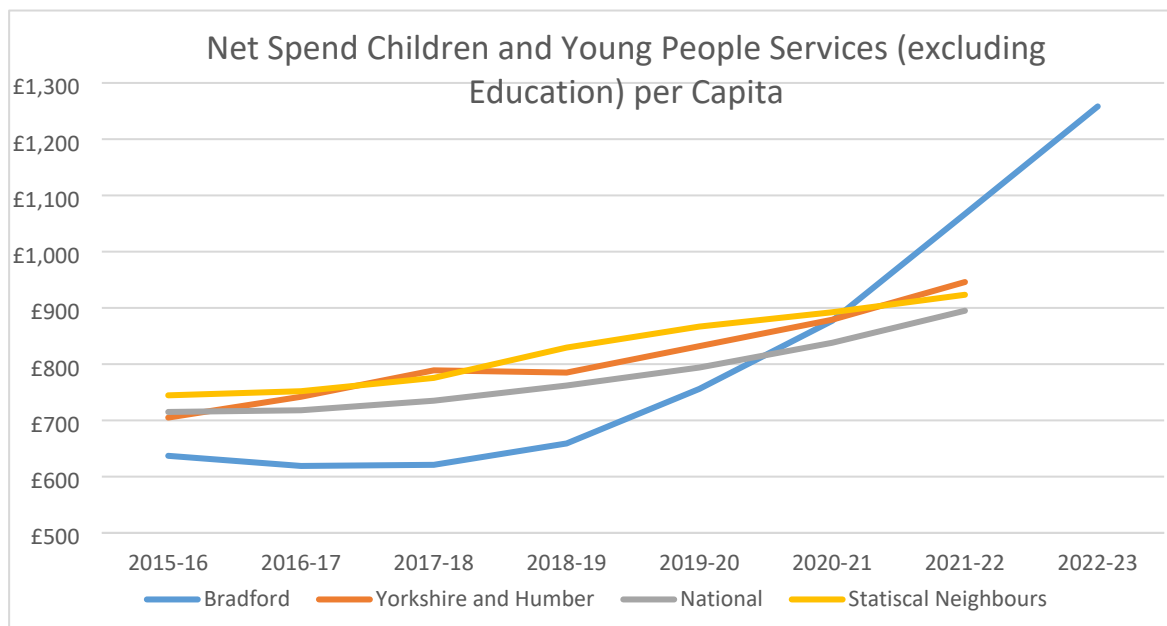
, \* Includes Supported Living placements, Hospital Placements and Mother/Baby placements.

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 | %<br>Growth | Dec 2022 |
|------------------------------|------|------|------|------|------|------|-------------|----------|
| Bradford                     | 61   | 66   | 70   | 82   | 87   | 95   | 56%         | 112      |
| Yorks and Humber<br>Avg      | 63   | 67   | 71   | 74   | 77   | 78   | 23%         |          |
| Statistical Neighbour<br>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 | 21-22  | % Growth 16-17 to 21-22 | F/cast 22-23 |
|------------------------|-------|-------|-------|-------|-------|--------|-------------------------|--------------|
| Bradford               | £619  | £621  | £659  | £756  | £877  | £1,067 | 72.4%                   | £1,258       |
| Yorkshire and Humber   | £742  | £753  | £785  | £832  | £875  | £946   | 27.5%                   |              |
| National               | £718  | £735  | £762  | £794  | £834  | £895   | 24.7%                   |              |
| Statistical Neighbours | £752  | £776  | £829  | £867  | £887  | £928   | 24.6%                   |              |

4.18 Indicatively, if Bradford's spend on Children and Young people per capita were at the same level as Statistical Neighbours in 2021-22, the Council would spend c£20m less per year. Given the rapid growth in spend in Bradford in 2022-23, this excess spend in comparison to benchmarks is now likely to be significantly greater.

4.19 This also demonstrates that the current scale of spend in Bradford is not inevitable.

4.20 As a result of the growth outlined above, the Service is forecast to overspend the £62.5m budget by £44.5m.

4.21 The external purchased placement (Residential, Fostering and Post 16 & 18) budget is forecast to overspend by £38.0m. The number of external placements increased by 22% in 2021-22 and the current forecast assumes a further increase of 25% in 2022-23.

4.22 There is also a £0.8m variance on the Fostering Service due to the cost of placements and recent changes on fees for Kinship carers.

4.23 Internal residential/respite homes are currently forecasting an overspend of £4.9m due to the use of agency staff, premises related costs and care cost.

4.24 Child Protection Services has a £0.8m variance due to the use of agency staff across the service.

## Education and Learning

4.25 The Education and Learning Service is reporting a £1.1m overspend on a £26.5m net budget. The main pressure is on the Travel Assistance Service which is forecast to overspend by £2.8m due to increased cost in service provision. The current overspend is offset by £1.7m underspend across the service from non-staffing budgets and through income generation.

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

4.26 The Skills for Work/14-19 Service are forecast to underspend the £5.4m budget by £1.3m. This from a £0.2m staffing underspend, £0.9m non recurrent additional income and £0.2m underspend on Covid recovery funding.

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

4.27 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.

4.28 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 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 ensures 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.

4.29 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.

- 4.30 Significant work is also being undertaken to set up the new Children's Company for 2023-24 including the establishment of the contract price.
- 4.31 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 £127.5m net expenditure budget by £7.7m. This is after allocating £4.4m of non-recurrent funding, including £2.5m from the Social Care reserve. This is a forecast decrease of £3.3m from Q2 and is primarily due to the inclusion of a further £2m of Discharge to Assess income to fund the additional activity associated with hospital discharge, the addition of £0.5m of further reserves and a £0.9m favourable adjustment in relation to contacts within Learning Disabilities.
- 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. It is forecast that the net £2.5m will be unachieved this year.

## **Operational Services**

- 5.4 Operational Services are forecast to underspend the £62.1m net expenditure budget by £0.5m. This forecast position includes £5.3m of Discharge funding, which is helping to offset previously reported pressures on short term support and home care. In September the Government announced a £500m Adult Social Care (ASC) fund for Integrated Care Boards and Local Authorities. The fund's aim is to enable more people to be discharged to an appropriate setting with adequate and timely social care support as required.

This funding has been allocated to Adult Social Care to primarily support investment in reablement services and additional spend on home care services which are the key adult social care services supporting timely discharge from hospital.

- 5.5 The new ASC Discharge fund has mitigated a £1.7m projected overspend on short term enablement, this is across externally procured enablement hours and care delivered by the in-house Enablement service. 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.
- 5.6 The total recurrent pressure within Older People and Physical Disabilities long term support budgets is £5.1m, of which £3.5m has been mitigated by the ASC Discharge funding. As previously reported, Older People and

Physical Disabilities long term support budgets have seen significant additional and unbudgeted expenditure as a result of the service supporting increased discharges from hospital.

The table below demonstrates the year on year increase in home care hours.

|  | 31.12.20 | 31.12.21 | 31.12.22 |
|--|----------|----------|----------|
| OP & PD Monthly Long Term Home Care Hours    | 109,062  | 111,111  | 114,678  |
| OP & PD Monthly Short Term Enablement Hours* | 2,301    | 8,189    | 8,449    |
| Total  | 111,363  | 119,300  | 123,127  |

- 5.8 To mitigate the remaining £1.6m pressure on OP & PD budgets the service also has underspends with Mental Health long term support of £0.4m, £1.2m forecast underspend on staffing costs and non-recurrent income of £0.5m.

### **Mitigation Actions to reduce the overspend**

- 5.9 Operational Services will continue to pursue to the following actions to reduce expenditure on long term support;

- 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 £51.4m net expenditure budget by £7.1m, this is after £2.5m of non-recurrent funding from the Social Care reserve has been applied. The forecast position at Q3 includes a £0.9m reduction to LD supported living and respite budgets as a result of contract changes.
- 5.11 As reported last financial year, Learning Disabilities has a recurrent pressure of c£9.6m, primarily as result of unachieved demand management savings in both 2020/21 (£3.2m) and 2021/22 (£4.3m) and continued increases in community care activity. This is particularly in relation to increased Direct Payments and Supported Living 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 reduced over the past two financial years, 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 reducing expenditure in 2023/24.

| Client Numbers                  | 31.12.20 | 31.12.21 | 31.12.22 |
|---------------------------------|----------|----------|----------|
| LD Residential Care - Purchased | 138      | 129      | 133      |
| LD Nursing Care - Purchased     | 20       | 17       | 17       |
| Total Residential & Nursing     | 158      | 146      | 150      |

| Community Care Client Numbers | 31.12.20 | 31.12.21 | 31.12.22 |
|-------------------------------|----------|----------|----------|
| LD Supported Living           | 443      | 456      | 490      |
| LD Home Care                  | 346      | 301      | 278      |
| LD Direct Payments            | 490      | 507      | 529      |
| Total                         | 1,279    | 1,264    | 1,297    |

### Mitigations to reduce to overspend

- 5.13 The forecast at Qtr 3 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 in the final quarter and into 2023/24.
- New Choices (a newly established Special Purpose Vehicle) has been set-up to transition LD day care services to a more personalised service. A £0.2m forecast saving has been included in the forecast and it is anticipated that there will be further reductions as a result of the baselining work that has taken place and moving service users to the framework rate.
  - Work has commenced on the transformation of the remainder of the departments block contacts (residential and nursing and respite services) which has begun to realise savings and work will continue into 2023-24.
  - 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 partly mitigated by one off funding (£1.4m), unallocated demographic growth (£0.5m) and £0.3m of reserves. This is creating a further £1.8m budget pressure for the department. However, this pressure is offset by a £0.6m underspend within Commissioning and Integration, the majority of which is related to vacancy control and a further £0.1m underspend with Environmental Health.

## Department of Place

- 6.1 Department of Place is forecast to overspend the £85.8m net expenditure budget (£145.4m Gross) by £0.1m.

This includes inflationary pressures of £4.8m, Planning, Transportation & Highways (£3.8m – energy Costs) and Waste, Fleet & Transport (£1.0m – waste disposal & fuel costs). This has been mitigated through the one off use of reserves to the value of £2.0m in Economy & Development Services. £1.5m of clean air zone funding has been utilised along with a one off rates rebate benefit of £0.6m within Museums. Sport & Culture are reporting a service pressure of £0.9m due to undelivered savings which has been offset by a reduction in costs relating to waste tonnage and vacancy management within Neighbourhood and Customer services.

## Waste, Fleet & Transport

- 6.2 The Waste, Fleet & Transport service is forecast to underspend the £30.1m net budget (£46.3m gross) by £0.8m, comprised of a £0.4m underspend in Waste Services and a £0.4m underspend in Fleet & Transport Services.

- 6.3 £0.9m has been identified as inflationary pressures above those budgeted; therefore, the service is reporting a break-even position, aside from these pressures.

## Waste Services

- 6.3 The £0.4m forecast underspend within Waste Services is due to the following:

- £1.0m has been identified as being linked to inflation increases, over & above the inflation figures that have already been factored into budgets. This is comprised of £0.7m for disposal costs and £0.3m associated with higher fuel costs.
- £0.7m underspend 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.
- The waste tonnage levels over the 6 months indicates that we have recovered from the effects from Covid and we have started to get back to similar tonnage levels to 2019. If the trend continues we should be around the 2019/20 waste tonnage by the end of 2022/23. The service is also seeing a reduction in visits to the household waste recycling centres.

- £0.4m underspend in trade waste is due to lower than budgeted disposal costs.
- £0.3m overachievement in Garden Waste subscriber income is forecast based on income received.
- Fleet Service has confirmed the revised charge-out rates for vehicle maintenance, more work is required to ascertain the extent of under-recovery, council-wide, Therefore, forecasts are under review and subject to change.

To address the above service and inflationary pressures, the following mitigating action is being taken:

- 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.
- Restructure of Trade Waste rounds
- 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**

6.7 The service is forecast to underspend the £19.2m net expenditure budget by £0.4m. The majority of the pressure comes from within Park Depots, £0.5m. This is due to a number of factors including the service being unable to absorb the enduring rental income targets from disposed assets, reduced capacity to generate external income and savings targets not been achieved relating to transfer of playing fields, and of assets to trusts and Town/Parish. Street Cleansing is forecast to overspend £0.2m, largely on employee and fleet costs. These have been offset by an over achievement of income within Uniformed Services £0.5m and savings in Customer Services of £0.3m. Neighbourhood Services £0.3m.

## **Economy & Development Services**

6.8 The service is forecast to underspend the £9.6m net expenditure budget (£15.9m Gross) by £1.9m, this includes a £2.0m drawdown against reserves in support of the Service's current position. Economic Development are currently reporting a £0.7m underspend, with the majority of staff recruitments now being complete, though there is further work needed to get to a fully accurate forecast position. Housing Services are currently showing an overspend of around £0.4m which is in the main due to existing pressures within Housing Development. This is, in the main, as a result of there being no current capital programme activity to recharge the salary budget to and further pressures of £0.3m from premises costs and income losses.



- 6.9 Markets are forecasting an underachievement within their £1.2m net income budget (£1.6m Gross) of just under £0.5m. This is after the drawdown of the remaining £70k held in reserves, the pressures within the service for 2022/23 are as follows:
- £81k associated with the rental/compensation package to achieve vacant possession.
  - £38k associated with the loss of Morrison's ground rent
  - £24k associated with the surrender of the lease for 31 John St (Fulton Frozen Foods)
  - £60k associated with the new lease for the Asian Bazaar
  - £257k pressure due to vacant units from previous years
  - £375k drawdown from the compensation reserve.

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

- 6.10 The Service is forecast to overspend the £17.2m net expenditure budget (£25.0m Gross) by £3.7m. This is due to a significant increase in energy costs £3.8m for Street Lighting, within Transportation & Highways. As energy has been pre purchased for 22/23 any further increases are not expected until the financial year 23/24.
- 6.11 Development Services are forecast to overspend the £0.8m net expenditure budget (£4.8m gross) by £0.3m. This is due to a forecasted reduction of Planning Fees of £0.5m as a result of the low numbers of major applications (In comparison the Service had received £0.3m more fees at this time last year), lack of housing sites and the current economic situation.
- 6.12 Planning & Transport Strategy is forecast to have a favourable variance of approximately £0.1m due to forecasted underspends in Business Services.
- 6.13 The Winter Maintenance period has commenced and the operation is currently forecasting an overspend of £17k This is partly due to the cost in hire, insurance and other associated charges of winter vehicles to provide a resilient service. As the winter period progresses the adverse forecast will increase as further costs will be incurred for the use of salt and staff payments.
- 6.14 Recruitment is taking place to tackle vacant posts which support the capital programme and capital recharges.
- 6.15 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

- 6.16 The Service is forecast to overspend the net £5.9m net expenditure budget (£25.8m Gross) by £0.9m.
- 6.17 The main pressures the Service is facing are within Museums, breakeven with an inherent £0.7m pressure, Libraries £0.5m & Theatres £0.1m.
- 6.18 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. This one-off benefit is masking the structural pressures that the service is still facing in 2022/23, with the anticipated savings not being realised until 2023/24 and beyond. The Valuation Office Agency lodged an appeal against this review which should be known shortly. The rebate received saw a rates reduction to £159.5k in 2021/22. This has formed the basis of the forecast rateable value for 2022/23, until the appeal decision is reached.
- 6.19 The deferred 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.
- 6.20 Libraries are forecasting an overspend of £0.5m the majority of this being 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, which will be reported to CMT linked to the Council's Localities approach to working in communities. In addition to the above £0.1m of Public Health monies has been released by Health & Wellbeing in support of the work that libraries are undertaking.
- 6.21 Theatres are forecasting an overspend of £0.2m. 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.
- 6.22 Facilities is showing a forecast overspend of £241k in 2022-23. All buildings have reopened and are available to the public, the customer base is growing with a strong financial recovery since returning from COVID19 and is on the road to full recovery. However, due to operational challenges and inflation the cost of running the service has increased and historical evidence suggests that there will be a reduction in user numbers when the cost of living crisis starts to bite through the winter months, with a reasonable estimate in income downturn to be in the region of 25% for 2023/24, but at present the income is holding steady.

## Clean Air Plan

- 6.23 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 £1.2m, though this is subject to change should more resources than anticipated, be required post launch of the zone.
- 6.24 £1.5m of CAZ income has been utilised to deliver permissible expenditure related to sustainable transport activities in accordance with the objectives of the CAZ and is included in the forecast
- 6.25 The Clean Air Zone launched on 26th September as planned, and income has started to be received for charges only. The service has collected £1.5m net to the Council to date.
- 6.26 Based on current projections the service expects to collect £5.0m
- 6.27 The Clean Air Zone operation is self-funding, and as such 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.
- 6.28 As any surplus revenue levels are clarified, consideration can then be given as to the uses of such 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 £58.6m net budget by £3.1m, down from £3.4m at cp8 & £4.5m as at Q2. The majority of the overspend relates to extraordinary inflationary impacts, primarily relating to utilities costs for Council buildings
- 7.2 At present, based on unit price forecasts, allowing for the estimated impact of the price freeze from 01/10 and most recent usage data, the cp9 estimate is for energy costs to be above budget by £3.7m, this is £650k down on the £4.35m forecast as at Q2. Part of this reduction is due to drawing down the

remaining £385k from the energy reserve, with the remaining £265k being due to reduced volumes and is based on forecast usage after allowing for the estimated impact of the price cap as from 01/10/22.

- 7.3 However, it should be noted that this is still a best estimate and the exact situation in respect of supplier credits for 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 purchase prices to be paid by YPO for later tranches, taking account of the recent freeze, and usage levels, especially over the winter period. It has been currently estimated that, based on forecasts prices from April 23 after the current price cap is replaced with a discount scheme, the forecasts costs for 23-24 for gas & electric use in buildings will be £7.5m higher than the original 22-23 budget levels.
- 7.4 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 forecast to be £0.37m. This being subsequent to a further review after recent contract price increases from September 22.
- 7.5 Excluding extraordinary inflationary impacts and movement from reserves, the Department would otherwise have a forecast underspend of £1.3m. Underspends are forecast for Rev's & Ben's (£0.4m), Human Resources (£0.3m) and Finance & Procurement (£0.2m), primarily due to vacancies. These more than offset forecast overspends in Estates (£0.2m) & City Centre Catering (£0.1m). ICT forecast is for a roughly balanced position assuming pressures (increased staffing levels, data & licensing costs) are managed down 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.
- 7.6 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 now forecast to underspend in 22-23, after provision of the pay award budget, as income levels have increased in line with rising costs.
- 7.7 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 £22.0m. The forecast underspend results from the following
- 8.2 A c£13.2m forecast overspend on Pay award (now forecast at c£19m 6.8% vs c£6m 2% budgeted),

offset by

£3.5m Corporate Contingency,  
 £22.7m draw down of unbudgeted reserves following Phase 1 and 2 of the reserves 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 prepaying 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 1st November 2022.

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

£0.4m dividend from the Leeds City Region Revolving Investment Fund.

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

## Reserves

9.1 At 31<sup>st</sup> December 2022 reserves stand at £174.9m (Council £128.4m and Schools £46.5m).

|                          | Closing<br>Balance<br>2020-21<br>£m | Closing<br>Balance<br>2021-22<br>£m | Opening<br>Balance<br>2022-23<br>£m | Net<br>Movement | Balance<br>as at 30 <sup>th</sup><br>September<br>2022<br>£m |
|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------|--|
| Council reserves         | 256.5                               | 228.2                               | 228.2                               | -99.8           | 128.4  |
| Schools Delegated budget | 42.9                                | 46.6                                | 46.6                                | -0.1            | 46.5   |
| <b>Total</b>             | <b>299.4</b>                        | <b>274.8</b>                        | <b>274.8</b>                        | <b>-99.9</b>    | <b>174.9</b>   |

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

9.3 Overall, reserve levels have reduced significantly in 2022-23. £99.9m 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 31<sup>st</sup> of March 2022. Schools do not report their quarter two financial position for 2022-23 until the end of October 2022.

|  | <b>Balance 1<sup>st</sup> April<br/>2022</b> | <b>Balance 31<sup>st</sup><br/>March 2022</b> | <b>Movement</b> |
|--|--|---|-----------------|
|  |  |   |                 |

|                                 | 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 £191.4m. To the end of December there has been total spend of £102.5m. A summary by service is shown below with a detailed monitor in Appendix 3.

| Directorate                                | Q2 Budget    | Changes     | Re profiled Budget 22-23 | Spend 31 Dec 2022 | Budget 23-24 | Budget 24-25 | Budget 25-26 onwards | Total        |
|--|--------------|-------------|--------------------------|-------------------|--------------|--------------|----------------------|--------------|
|  | £m           | £m          | £m                       | £m                | £m           | £m           | £m                   | £m           |
| Health and Wellbeing                       | 3.0          | 0.3         | 3.3                      | 1.0               | 2.5          | 3.3          | 4.8                  | 13.9         |
| Children's Services                        | 13.6         | 0           | 13.6                     | 6.6               | 11.6         | 3.3          | 1.2                  | 29.7         |
| Place - Economy & Development Services     | 51.1         | 0           | 51.1                     | 18.4              | 46.6         | 27.3         | 10.4                 | 135.4        |
| Place - Planning, Transport & Highways     | 40.9         | 16.6        | 57.5                     | 35.5              | 72.1         | 38.0         | 120.2                | 287.8        |
| Place – Other                              | 18.8         | 0.1         | 18.9                     | 9.6               | 26.7         | 23.1         | 14.8                 | 83.5         |
| Corp Service – Estates & Property Services | 39.9         | 4.5         | 44.4                     | 31.4              | 13.1         | 10.4         | 4.8                  | 72.7         |
| <b>TOTAL - Services</b>                    | <b>167.3</b> | <b>21.5</b> | <b>188.8</b>             | <b>102.5</b>      | <b>172.6</b> | <b>105.4</b> | <b>156.2</b>         | <b>623.0</b> |
| Reserve Schemes & Contingencies            | 3.1          | -0.5        | 2.6                      | 0                 | 72.7         | 108.1        | 79.3                 | 262.7        |
| <b>TOTAL</b>                               | <b>170.4</b> | <b>21.0</b> | <b>191.4</b>             | <b>102.5</b>      | <b>245.3</b> | <b>213.5</b> | <b>235.5</b>         | <b>885.7</b> |

- 11.3 Overall there has been an increase in the total budget of £59.9m to £885.7m. The main changes relate to:
- New grant funding in Highways, including £53.3m for the CRSTS Traffic Management Systems Grant and £4.9m for Safer Roads.
  - Additional budget on current schemes funded by grants, the main ones being LAD £0.6m, Taxi Electric Vehicle Charging Infrastructure

£0.4m and Flood Management £0.5m increase.

- 11.4 Other changes since Quarter 2 are:
- Items moved from Reserve schemes including Building Controls, £2.5m is now part of the Carbon Programme budget.
- 11.5 Currently there is a £0.3m forecasted overspend on the Wyke Community Sports Hub scheme and an update will be coming to the Project Appraisal Group and Executive on this and the Sports Pitches Reserve Budget.
- 11.6 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost-effective time. In this quarter 2023-24 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.
- 11.7 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. 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 £166m, compared to a revised budget of £191.4m. Spend to the end of December 2022 is £102.5m. A summary by service is shown below with a detailed monitor in Appendix 2.

#### Budget, forecast and spend to date as at 31 December for 2022-23

|   | Revised Budget<br>2022-23<br>£m | Annual Spend<br>Forecast<br>£m | Variance<br>£m | Spend<br>31 Dec 2022<br>£m | Spend to<br>date as a %<br>of forecast<br>% |
|---|---------------------------------|--------------------------------|----------------|----------------------------|---|
| Health and Wellbeing                        | 3.3                             | 2.1                            | 1.2            | 1.0                        | 47.6  |
| Children's Services                         | 13.6                            | 11.3                           | 2.3            | 6.6                        | 58.4  |
| Place - Economy & Development               | 51.1                            | 34.9                           | 16.2           | 18.5                       | 53.0  |
| Place - Planning, Transportation & Highways | 57.5                            | 59.3                           | -1.8           | 35.4                       | 59.7  |
| Place – Other                               | 18.9                            | 18.5                           | 0.4            | 9.6                        | 51.9  |
| Corporate Resources – Estates & Property    | 44.4                            | 39.5                           | 4.9            | 31.4                       | 79.5  |
| Reserve Schemes & Contingencies             | 2.6                             | 0.4                            | 2.2            | 0                          | 0   |
| <b>TOTAL - All Services</b>                 | <b>191.4</b>                    | <b>166.0</b>                   | <b>25.4</b>    | <b>102.5</b>               | <b>61.7</b>                                 |

- 12.2 There is a forecast capital programme variance of £25.4m between the budget and the latest expenditure forecast. In Planning, Transportation & Highways forecast spend is higher than budget due to the bringing forward of spend on Street Lighting Replacement. Budget from future years will be used to fund this.
- 12.3 Overall 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**

- 12.4 No new schemes have been identified for the 2022-23 capital programme. New schemes for the 2023-24 programme have been included in the 2023-24 Budget Proposals Report.

## **Capital Resources**

- 12.5 Capital receipts from the sale of fixed assets are £3.2m to date and the Council has met the target of £3m in capital receipts for the year. The Council has received an additional £20.4m in capital grants and contributions so far this year.
- 12.6 £5.5m of PWLB loans matured in January and £10.0m is due to mature in March 2023 with an average rate of interest of 6.85%. New borrowing undertaken to date is £45m with an average interest rate of 3.55%.

## **Council Tax and Business Rates Collection Fund**

- 13.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government, the police and fire authorities.
- 13.2 Bradford will be paid over its budgeted Council Tax precept (£221.4m) in 2022-23. However, a Council Tax collection fund deficit (the difference between the amount budgeted and paid, and the amount collected) of £0.165m is forecast for 2022-23, of which the Council's share will be £0.138m. In line with the way that the national Collection Fund system operates, this will have to be factored into the 2023-24 budget and repaid to the Collection fund in 2023-24.
- 13.3 Regarding Business Rates, the Council will be paid its budgeted Business Rates of £57.1m in 2022-23. A Business Rates collection fund deficit of £1.8m is forecast for 2022-23. As with Council Tax, this forecast deficit will need to be factored into the 2023-24 budget and repaid to the Collection fund in 2023-24.

## **14.0 RISK MANAGEMENT**

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

## **15.0 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.

## **16.0 OTHER IMPLICATIONS**



**17.0 EQUALITY & DIVERSITY**

None

**18.0 SUSTAINABILITY IMPLICATIONS**

None

**19.0 GREENHOUSE GAS EMISSIONS IMPACTS**

None

**20.0 COMMUNITY SAFETY IMPLICATIONS**

None

**21.0 HUMAN RIGHTS ACT**

None

**22.0 TRADE UNION**

None

**23.0 WARD IMPLICATIONS**

None

**24.0 IMPLICATIONS FOR CHILDREN & FAMILIES**

None

**25.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None

**26.0 NOT FOR PUBLICATION DOCUMENTS**

None

**27.0 RECOMMENDATIONS**

**That the Committee**

27.1 Review and comment on the Qtr 3 Finance Position Statement for 2022-23

**28.0 APPENDICES**

- Appendix 1 Benchmark Spend by Service
- Appendix 2 Reserves Statement
- Appendix 3 Capital Investment Plan
- Appendix 4 Strategic Risk Register

## **29.0 BACKGROUND DOCUMENTS**

- Qtr 2 Finance Position Statement for 2022-23 – Executive 5<sup>th</sup> November 2022
- 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
- 2020-21 Finance Position Statement – Executive 6<sup>th</sup> July 2021

### **Benchmark Spend data**

### **Appendix 1**

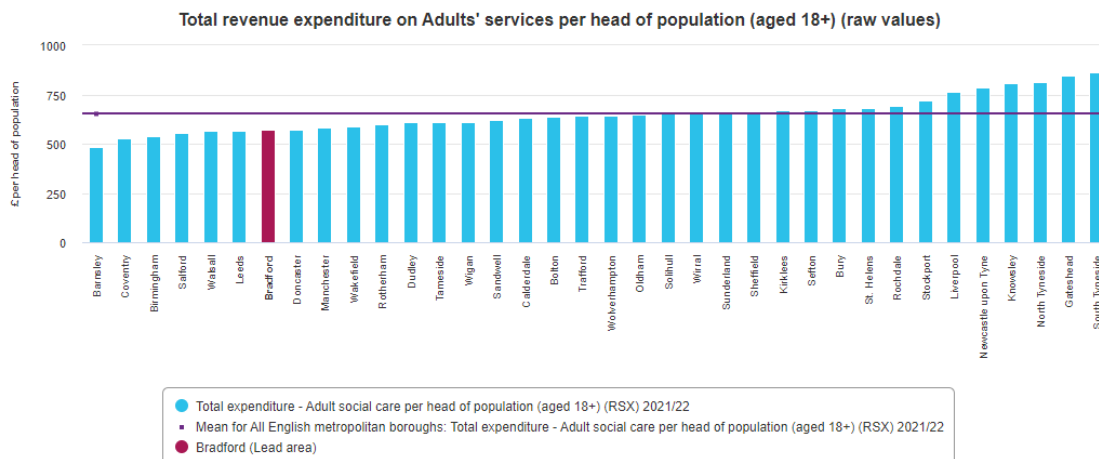
#### **Health & Wellbeing**

#### **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



### Adults Services

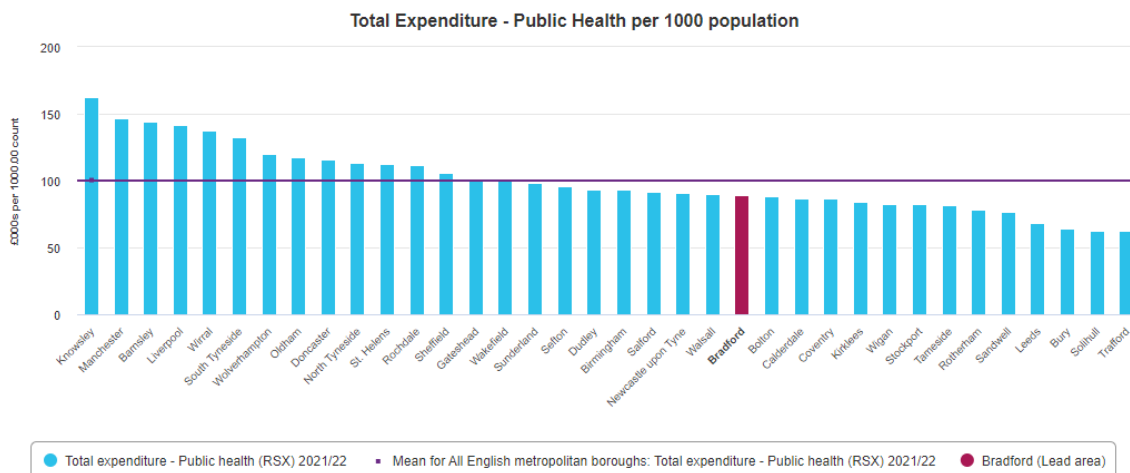


## Public Health

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.



### Public Health

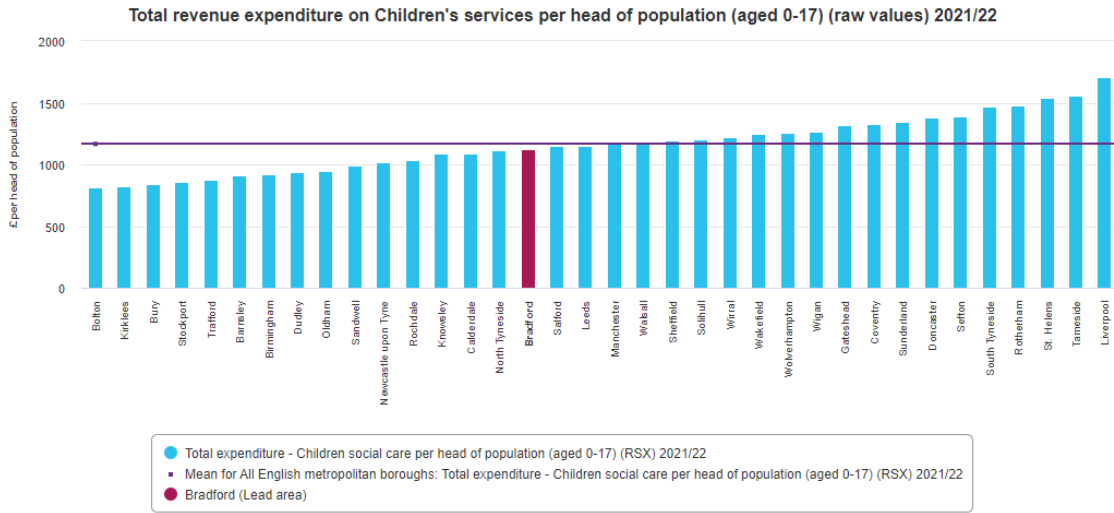


## Children's Services

Spend per head (aged 0-17) on Childrens Services was relatively low in 2021-22. 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. The below benchmark group is in comparison to Met Councils. When compared to Childrens Statistical Neighbourhoods, spend on Children's Services was above benchmarks in 2021-22.

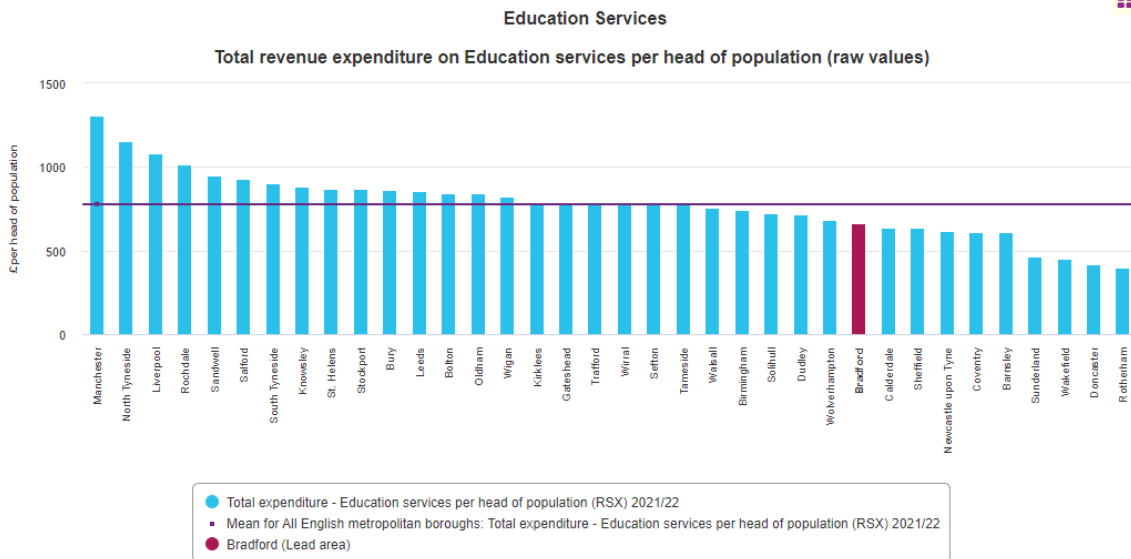


### Childrens Services



## Education Services

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



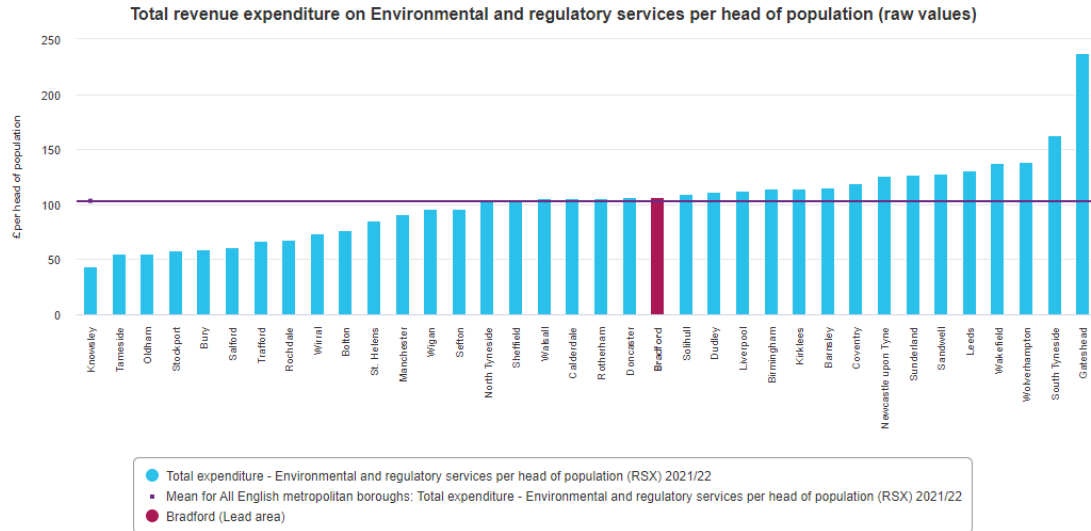
## Department of Place

### 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 2021/22.



### Environment Services

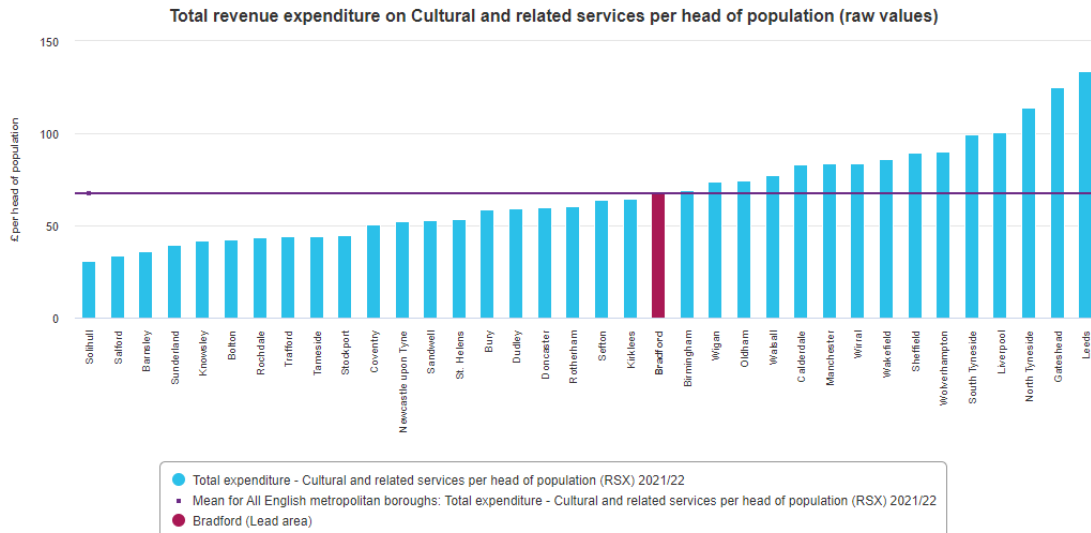


## Cultural and Related Services

Spend on Culture Related services is relatively low.



### Cultural and Related Services



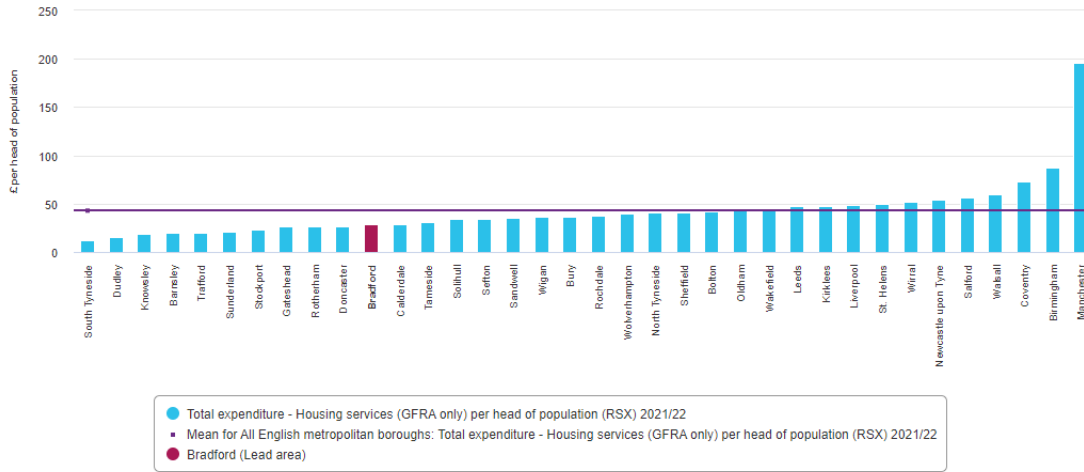
## Housing Services

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



### Housing Services

Total revenue expenditure on Housing services (GFRA only) per head of population (raw values)



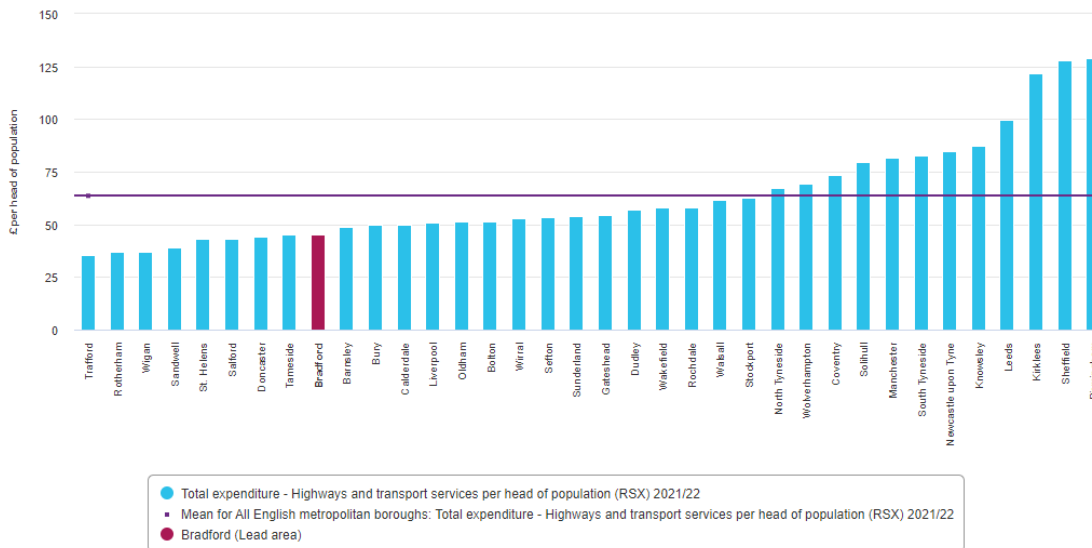
## Highways and Transport Services

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



### Highways and Transport Services

Total revenue expenditure on Highways and transport services per head of population (raw values)

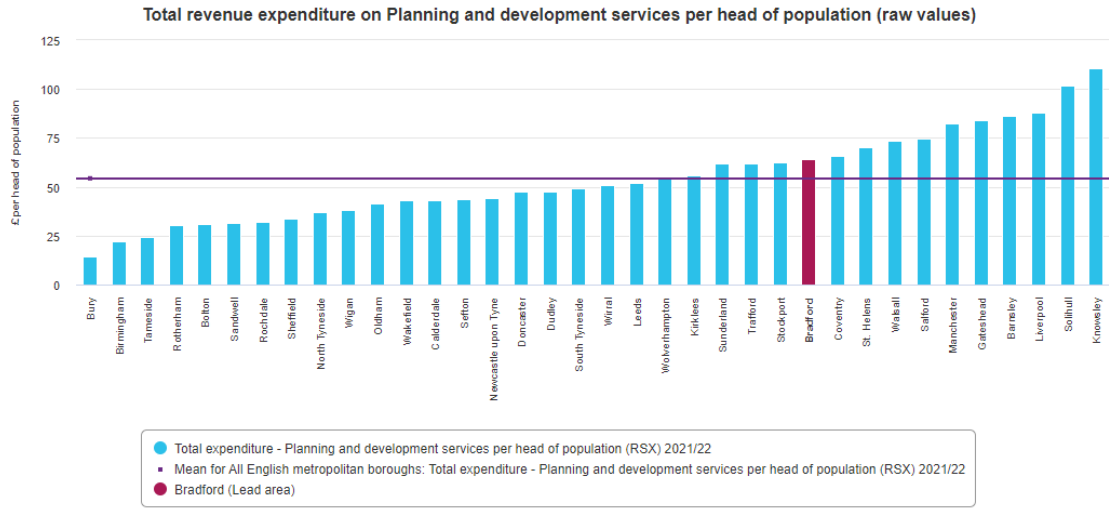


## Planning and Development

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.

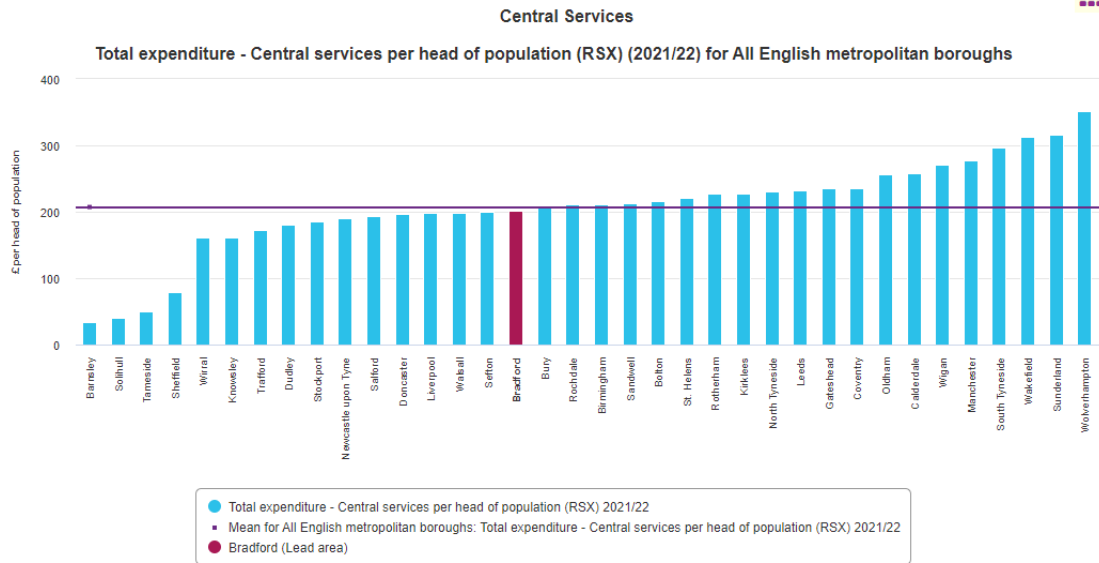


### Planning and Development Services



### 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 31<sup>st</sup> December 2022

## Appendix 2

|   | Opening Balance<br>£000 | Movement in<br>2022-23<br>£000 | Closing Balance<br>£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                   | -3,000                         | 0                       | 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                     | -157                           | 0                       | To support the development of the strategic economic plan within Department of Place   |
| Regional Growth Fund  | 3,611                   | -2,023                         | 1,588                   | To support strategic plans within Department of Place  |
| Regional Revolving Investment Fund  | 625                     | -625                           | 0                       | Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving  |



|   | Opening Balance<br>£000 | Movement in<br>2022-23<br>£000 | Closing Balance<br>£000 | Comments  |
|---|-------------------------|--------------------------------|-------------------------|---|
| Discretionary Social Fund                   | 1,226                   | -600                           | 626                     | Investment Fund.<br>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                   | -12                            | 1,492                   | 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 Reduced as part of 2021-22 budget setting   |
| Redundancy Reserve                          | 3,748                   | 0                              | 3,748                   | To provide for the costs of future redundancies   |
| Leeds City Region WYTF                      | 421                     | -421                           | 0                       | Contribution to WY Transport Fund   |
| Leeds City Region Economic Development      | 402                     | 0                              | 402                     | Match fund for urban centre regeneration  |
| Financing Reserve (MRP)                     | 52,573                  | 0                              | 52,573                  | Reserve resulting from MRP policy change.   |
| Financing Reserve 2019/20                   | 1,000                   | -1,000                         | 0                       | Reduced to £0 as part of 2022-23 budget   |
| Markets Compensation                        | 801                     | -311                           | 490                     | Statutory compensation obligation for terminating tenancies   |

|  | Opening Balance<br>£000 | Movement in<br>2022-23<br>£000 | Closing Balance<br>£000 | Comments   |
|--|-------------------------|--------------------------------|-------------------------|--|
| Finance Works Reserve                            | 154                     | 0                              | 154                     | Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices  |
| ICT Programmes Budget                            | 475                     | -475                           | 0                       | 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>-37,766</b>                 | <b>65,430</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                       | 1,475                          | 1,475                   | See above  |
| Markets  | 41                      | -41                            | 0                       | Cumulative Market trading surpluses to be  |

|   | Opening Balance<br>£000 | Movement in<br>2022-23<br>£000 | Closing Balance<br>£000 | Comments   |
|---|-------------------------|--------------------------------|-------------------------|--|
|   |                         |                                |                         | re-invested in maintaining market buildings throughout the district.   |
| <b>Sub total</b>  | <b>5,156</b>            | <b>-3,681</b>                  | <b>1,475</b>            |  |
| <b>D. Service Earmarked Reserves</b>                        | <b>69,227</b>           | <b>-41,672</b>                 | <b>27,555</b>           | See over page  |
| <b>E. Revenue Grant Reserves</b>                            | <b>20,452</b>           | <b>-5,967</b>                  | <b>14,485</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                     | -120                           | 53                      |  |
| <b>Sub Total General Fund Reserve &amp; School balances</b> | <b>66,073</b>           | <b>-120</b>                    | <b>65,953</b>           |  |
| <b>Grand total</b>  | <b>274,804</b>          | <b>-99,906</b>                 | <b>174,898</b>          |  |

Departmental Earmarked Reserves Statement at 31<sup>st</sup> December 2022

|   | Openin<br>g<br>Balance<br>£000 | Movement<br>in 2022-23<br>£000 | Latest<br>Balance<br>£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                          | -1,961                         | 2,488                     | To support the implementation of the Care Act   |
| Public Health                             | 59                             | -59                            | 0                         | Help Support Living Well Service implementation   |
| Health Improvement Reserve                | 282                            | 0                              | 282                       |   |
| H&WB Covid Reserve                        | 426                            | -373                           | 53                        | Remaining Covid related funding.  |
| H&WB Work Programmes                      | 450                            | -450                           | 0                         |   |
| <b>Total Adult and Community Services</b> | <b>21,515</b>                  | <b>-18,580</b>                 | <b>2,935</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                            | -354                           | 0                         | 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.  |
| One Workforce Reserve                     | 464                            | 0                              | 464                       | Workforce development   |

|  | Openin<br>g<br>Balance<br>£000 | Movement<br>in 2022-23<br>£000 | Latest<br>Balance<br>£000 | Comments  |
|--|--------------------------------|--------------------------------|---------------------------|---|
| Creative Skills  | 27                             | 0                              | 27                        | schemes funded from Leeds City Region business rates pool.  |
| ICE Advanced Skills  | 308                            | 0                              | 308                       | Workforce development schemes funded from LCR business rates pool.                                      |
| Sinking fund for bus replacement Reserve                         | 125                            | -125                           | 0                         | Training for post 16 Children through Industrial Centres of Excellence.                                 |
| Prevention & Early Help Investment                               | 2,053                          | -2,053                         | 0                         | Reserve drawn down in 2022-23   |
| Elective Home Education  | 32                             | -32                            | 0                         | Remaining balance of Early help budget investment   |
| 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>-6,913</b>                  | <b>17,242</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                            | -285                           | 0                         | To fund works associated with Theatres across Bradford.   |
| Culture Service Transition                                       | 76                             | -76                            | 0                         | 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 tourism.  |

|   | Opening<br>Balance<br>£000 | Movement<br>in 2022-23<br>£000 | Latest<br>Balance<br>£000 | Comments  |
|---|----------------------------|--------------------------------|---------------------------|---|
| 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                        | -30                            | 165                       | 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                        | -9                             | 461                       | 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                      | -551                           | 912                       | Match funding for ESIP  |
| Empty Rates Relief Scheme                               | 500                        | -500                           | 0                         | 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 support project.   |
| Economic Strategy Reserve                               | 186                        | -179                           | 7                         | For delivery of the Economic growth strategy.   |

|   | Openin<br>g<br>Balance<br>£000 | Movement<br>in 2022-23<br>£000 | Latest<br>Balance<br>£000 | Comments  |
|---|--------------------------------|--------------------------------|---------------------------|---|
| Bereavement Strategy                                    | 576                            | -576                           | 0                         | Reserve to fund the Prudential Borrowing element of the Crematoria Investment Programme.  |
| Housing Development Growth Fund                         | 1,282                          | -1282                          | 0                         | 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                            | -441                           | 200                       |   |
| 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                            | -300                           | 0                         | Funding to help complete Local Plan   |
| Road safety   | 40                             | -40                            | 0                         |   |
| Climate change initiatives                              | 705                            | -455                           | 250                       |   |
| Covid Department of Place                               | 4,595                          | -4,595                         | 0                         | Remaining Covid related funding   |
| <b>Department of Place</b>                              | <b>17,090</b>                  | <b>-11,484</b>                 | <b>5,606</b>              |   |
| <b>Corporate Resources</b>                              |                                |                                |                           |   |
| HR - Learning & Development Reserve                     | 854                            | -499                           | 355                       | 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.   |
| Non Council Events programme                            | 10                             | -10                            | 0                         | To support events put on by non-Council.  |
| Community Support and Innovation Fund                   | 279                            | -279                           | 0                         | To support community led service provision and investment in initiatives that   |

|   | Openin<br>g<br>Balance<br>£000 | Movement<br>in 2022-23<br>£000 | Latest<br>Balance<br>£000 | Comments   |
|---|--------------------------------|--------------------------------|---------------------------|--|
| Subsidy Claim   | 600                            | -350                           | 250                       | engage with vulnerable people. Contingent support set aside to address the fluctuations in the subsidy claims. |
| Revs & Bens Recovery Costs                            | 211                            | -211                           | 0                         | 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                            | -385                           | 0                         | 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                         | Remaining Covid related monies   |
| 5yr invest in Child friendly Dist up to & incl 2024/5 | 100                            | -35                            | 65                        |  |
| <b>Total Corporate Resources</b>                      | <b>6,467</b>                   | <b>-4,695</b>                  | <b>1,772</b>              |  |
| <b>Total Service Earmarked Reserves</b>               | <b>69,227</b>                  | <b>-41,672</b>                 | <b>27,555</b>             |  |



## Capital Investment Plan

## Appendix 3

| Scheme Description                               | 2022-23       | Service change | Revised       | Forecast      | Spend          | 2023-24       | 2024-25      | 2025-26      | 2026-27      | Specific Grants, cap receipts, reserves | Invest to Save Funding | Corporate Borrowing | Budget Total  |
|--|---------------|----------------|---------------|---------------|----------------|---------------|--------------|--------------|--------------|---|------------------------|---------------------|---------------|
|  | Budget Q2     |                | 22-23 Budget  |               | updated 31 Dec | Budget        | Budget       | Budget       | Budget       |   |                        |                     |               |
|  | £'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         | 100           | 21             | 1,500         | 2,500        | 2,961        | 1,124        | 0                                       | 0                      | 9,165               | 9,165         |
| CS0237c Keighley Rd Residential Care Valley View | 0             | 295            | 295           | 129           | 2              | 0             | 0            | 0            | 0            | 0                                       | 295                    | 0                   | 295           |
| CS0373 BACES                                     | 818           | 0              | 818           | 818           | 571            | 750           | 750          | 750          | 0            | 0                                       | 0                      | 3,068               | 3,068         |
| CS0239 Community Capacity Grant                  | 558           | 0              | 558           | 558           | 298            | 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            | 0             | 8              | 0             | 0            | 0            | 0            | 31                                      | 0                      | 0                   | 31            |
| CS0532 Changing Places Toilets P1 & P2           | 145           | 0              | 145           | 145           | 48             | 230           | 0            | 0            | 0            | 255                                     | 0                      | 120                 | 375           |
| CS0535 Beckfield Resource Centre                 | 213           | 0              | 213           | 213           | 0              | 0             | 0            | 0            | 0            | 0                                       | 0                      | 213                 | 213           |
| CS0536 Medication and Care Records System        | 85            | 0              | 85            | 85            | 0              | 0             | 0            | 0            | 0            | 0                                       | 0                      | 85                  | 85            |
| <b>Total - Health and Wellbeing</b>              | <b>2,993</b>  | <b>295</b>     | <b>3,288</b>  | <b>2,111</b>  | <b>947</b>     | <b>2,480</b>  | <b>3,250</b> | <b>3,711</b> | <b>1,124</b> | <b>907</b>                              | <b>295</b>             | <b>12,651</b>       | <b>13,853</b> |
| <b>Children's Services</b>                       |               |                |               |               |                |               |              |              |              |   |                        |                     |               |
| CS0022 Devolved Formula Capital                  | 643           | 0              | 643           | 643           | 1,420          | 0             | 0            | 0            | 0            | 643                                     | 0                      | 0                   | 643           |
| CS0030 Capital Improvement Work                  | 105           | 0              | 105           | 105           | 37             | 100           | 100          | 100          | 0            | 405                                     | 0                      | 0                   | 405           |
| CS0240 Capital Maintenance Grant                 | 6,479         | 0              | 6,479         | 4,565         | 2,499          | 3,194         | 0            | 0            | 0            | 9,673                                   | 0                      | 0                   | 9,673         |
| CS0244a Primary Schools Expansion Programme      | 842           | 0              | 842           | 641           | 195            | 1,000         | 0            | 0            | 0            | 1,842                                   | 0                      | 0                   | 1,842         |
| CS0244b Silsden School                           | 651           | 0              | 651           | 2,012         | 680            | 600           | 0            | 0            | 0            | 1,251                                   | 0                      | 0                   | 1,251         |
| CS0244c SEN School Expansions                    | 2,102         | 0              | 2,102         | 1,867         | 557            | 3,000         | 1,684        | 0            | 0            | 6,786                                   | 0                      | 0                   | 6,786         |
| CS0362 Secondary School Expansion                | 669           | 0              | 669           | 351           | 269            | 0             | 0            | 0            | 0            | 669                                     | 0                      | 0                   | 669           |
| CS0364 Capital Items Children's Services         | 0             | 21             | 21            | 21            | 21             | 0             | 0            | 0            | 0            | 21                                      | 0                      | 0                   | 21            |
| CS0421 Healthy Pupil Capital Grant               | 44            | 0              | 44            | 44            | 0              | 0             | 0            | 0            | 0            | 44                                      | 0                      | 0                   | 44            |
| CS0436 Children's Homes                          | 404           | -4             | 400           | 400           | 383            | 0             | 0            | 0            | 0            | 0                                       | 0                      | 400                 | 400           |
| CS0488 Digital Strategy                          | 471           | 0              | 471           | 30            | 28             | 250           | 0            | 0            | 0            | 0                                       | 0                      | 721                 | 721           |
| CS0500 TFD                                       | 724           | 0              | 724           | 600           | 516            | 500           | 0            | 0            | 0            | 0                                       | 0                      | 1,224               | 1,224         |
| CS0531 Bingley Grammar Expansion                 | 500           | 0              | 500           | 50            | 10             | 3,000         | 1,500        | 1,100        | 0            | 6,100                                   | 0                      | 0                   | 6,100         |
| <b>Total - Children's Services</b>               | <b>13,634</b> | <b>17</b>      | <b>13,651</b> | <b>11,329</b> | <b>6,615</b>   | <b>11,644</b> | <b>3,284</b> | <b>1,200</b> | <b>0</b>     | <b>27,438</b>                           | <b>0</b>               | <b>2,345</b>        | <b>29,779</b> |

| Scheme Description                                     |                                       | 2022-23       | Service change | Revised       | Forecast      | Spend          | 2023-24       | 2024-25       | 2025-26      | 2026-27      | Specific Grants, cap receipts, reserves | Invest to Save Funding | Corporate Borrowing | Budget Total   |
|--|---------------------------------------|---------------|----------------|---------------|---------------|----------------|---------------|---------------|--------------|--------------|---|------------------------|---------------------|----------------|
|  |                                       | Budget Q2     |                | 22-23 Budget  |               | updated 31 Dec |               |               |              |              |   |                        |                     |                |
|  |                                       | £'000         | £'000          | £'000         | £'000         | £'000          | £'000         | £'000         | £'000        | £'000        | £'000                                   | £'000                  | £'000               | £'000          |
| <b>Place - Housing</b>                                 |                                       |               |                |               |               |                |               |               |              |              |   |                        |                     |                |
| CS0237b  | Keighley Rd Extra Care Fletcher Court | 62            | 0              | 62            | 62            | -196           | 0             | 0             | 0            | 0            | 0                                       | 0                      | 62                  | 62             |
| CS0308   | Afford Housing Programme 15 -18       | 176           | 0              | 176           | 0             | 9              | 0             | 0             | 0            | 0            | 176                                     | 0                      | 0                   | 176            |
| CS0380   | Afford Housing Programme 18-21        | 0             | 0              | 0             | 0             | 0              | 0             | 0             | 0            | 0            | 0                                       | 0                      | 0                   | 0              |
| <b>Total - Housing</b>                                 |                                       | <b>238</b>    | <b>0</b>       | <b>238</b>    | <b>62</b>     | <b>-186</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         | 5,550         | 3,746          | 3,000         | 4,058         | 4,058        | 4,058        | 8,649                                   | 0                      | 12,211              | 20,860         |
| CS0137   | Development of Equity Loans           | 706           | 0              | 706           | 682           | 523            | 700           | 700           | 700          | 0            | 0                                       | 0                      | 2,806               | 2,806          |
| CS0144   | Empty Private Sector Homes Strat      | 1,000         | 0              | 1,000         | 914           | 588            | 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           | 71             | 0             | 0             | 0            | 0            | 139                                     | 0                      | 0                   | 139            |
| CS0527   | Towns Fund Keighley P2                | 6,646         | 0              | 6,646         | 3,826         | 617            | 13,946        | 10,100        | 1,500        | 0            | 32,192                                  | 0                      | 0                   | 32,192         |
| CS0526   | Towns Fund Shipley P2                 | 7,061         | 0              | 7,061         | 3,539         | 145            | 7,763         | 9,065         | 44           | 0            | 23,933                                  | 0                      | 0                   | 23,933         |
| CS0084   | City Park                             | 192           | 0              | 192           | 70            | 0              | 0             | 0             | 0            | 0            | 0                                       | 0                      | 192                 | 192            |
| CS0085   | City Centre Growth Zone               | 1,322         | 0              | 1,322         | 25            | 20             | 0             | 0             | 0            | 0            | 0                                       | 0                      | 1,322               | 1,322          |
| CS0291   | One City Park                         | 14,080        | 0              | 14,080        | 14,600        | 8,315          | 16,000        | 2,902         | 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           | 0             | 0              | 0             | 0             | 0            | 0            | 0                                       | 0                      | 829                 | 829            |
| CS0265   | LCR Revolving Econ Invest Fund        | 0             | 0              | 0             | 0             | 0              | 658           | 0             | 0            | 0            | 0                                       | 0                      | 658                 | 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        | 5,300         | 4,558          | 4,458         | 325           | 0            | 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 Serv</b>  |                                       | <b>50,863</b> | <b>0</b>       | <b>50,863</b> | <b>34,767</b> | <b>18,649</b>  | <b>46,646</b> | <b>27,328</b> | <b>6,302</b> | <b>4,058</b> | <b>76,703</b>                           | <b>20,498</b>          | <b>37,996</b>       | <b>135,197</b> |
| <b>Place - Planning, Transportation &amp; Highways</b> |                                       |               |                |               |               |                |               |               |              |              |   |                        |                     |                |
| CS0178   | Ilkley Moor                           | 14            | 0              | 14            | 14            | 1              | 0             | 0             | 0            | 0            | 14                                      | 0                      | 0                   | 14             |
| CS0285   | Blight Sites                          | 190           | 0              | 190           | 375           | 7              | 250           | 250           | 250          | 200          | 0                                       | 0                      | 1,140               | 1,140          |
| CS0071   | Highways S106 Projects                | 441           | 0              | 441           | 134           | 136            | 0             | 0             | 0            | 0            | 441                                     | 0                      | 0                   | 441            |
| CS0372   | Countryside S106 Projects             | 150           | 0              | 150           | 70            | 88             | 200           | 0             | 0            | 0            | 350                                     | 0                      | 0                   | 350            |
| CS0091   | Capital Highway Maintenance           | 0             | 0              | 0             | 0             | -7             | 0             | 0             | 0            | 0            | 0                                       | 0                      | 0                   | 0              |
| CS0095   | Bridges                               | 3             | 0              | 3             | 3             | 503            | 0             | 0             | 0            | 0            | 3                                       | 0                      | 0                   | 3              |

| Scheme Description |   | 2022-23<br>Budget<br>Q2 | Service<br>change | Revised<br>22-23<br>Budget | Forecast | Spend<br>updated<br>31 Dec | 2023-24<br>Budget | 2024-25<br>Budget | 2025-26<br>Budget | 2026-27<br>Budget | Specific<br>Grants,<br>cap<br>receipts,<br>reserves | Invest to<br>Save<br>Funding | Corporate<br>Borrowing | Budget<br>Total |
|--------------------|---|-------------------------|-------------------|----------------------------|----------|----------------------------|-------------------|-------------------|-------------------|-------------------|---|------------------------------|------------------------|-----------------|
|                    |   | £'000                   | £'000             | £'000                      | £'000    | £'000                      | £'000             | £'000             | £'000             | £'000             | £'000   | £'000                        | £'000                  | £'000           |
| CS0096             | Street Lighting                               | 0                       | 0                 | 0                          | 92       | 9                          | 0                 | 0                 | 0                 | 0                 | 0   | 0                            | 0                      | 0               |
| CS0099             | Integrated Transport                          | 69                      | 0                 | 69                         | 5        | 3                          | 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/bout Cong& Safety Works            | 15                      | 0                 | 15                         | 15       | 9                          | 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                      | 3,558    | 3,001                      | 11,322            | 12,937            | 0                 | 89,897            | 122,552   | 0                            | 0                      | 122,552         |
| CS0396             | WYTF Corr Imp Projects                        | 293                     | 0                 | 293                        | 348      | 382                        | 4,331             | 2,100             | 2,000             | 943               | 9,667   | 0                            | 0                      | 9,667           |
| CS0296             | Pothole Funds                                 | 1,979                   | 0                 | 1,979                      | 1,979    | 2,438                      | 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                        | 480      | 486                        | 0                 | 0                 | 0                 | 0                 | 404   | 0                            | 0                      | 404             |
| CS0323             | Flood Risk Mgmt                               | 0                       | 532               | 532                        | 532      | 359                        | 0                 | 0                 | 0                 | 0                 | 532   | 0                            | 0                      | 532             |
| CS0370             | LTP IP3 Safer Roads                           | 23                      | 0                 | 23                         | 0        | 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              |
| CS0414             | LTP IP3 Safer Roads                           | 0                       | 0                 | 0                          | 0        | 0                          | 0                 | 0                 | 0                 | 0                 | 0   | 0                            | 0                      | 0               |
| CS0398             | Bfd City Ctre Townscape Heritage              | 1,397                   | 0                 | 1,397                      | 1,397    | 954                        | 1,000             | 0                 | 0                 | 0                 | 2,224   | 0                            | 173                    | 2,397           |
| CS0430             | Hwys Maint Fund Oct18                         | 214                     | 0                 | 214                        | 214      | 76                         | 0                 | 0                 | 0                 | 0                 | 214   | 0                            | 0                      | 214             |
| CS0432             | Steeton/Silsden Crossing                      | 21                      | 0                 | 21                         | 233      | 236                        | 0                 | 0                 | 0                 | 0                 | 21  | 0                            | 0                      | 21              |
| CS0450             | CILS payments                                 | 0                       | 106               | 106                        | 106      | 106                        | 0                 | 0                 | 0                 | 0                 | 106   | 0                            | 0                      | 106             |
| CS0453             | IP3 Safer Roads 19-20                         | 4                       | 0                 | 4                          | 0        | 4                          | 0                 | 0                 | 0                 | 0                 | 4   | 0                            | 0                      | 4               |
| CS0454             | Area Comm ITS 19-20                           | 0                       | 0                 | 0                          | 24       | 2                          | 0                 | 0                 | 0                 | 0                 | 0   | 0                            | 0                      | 0               |
| CS0434             | Smart Street Lighting                         | 4,972                   | 0                 | 4,972                      | 11,294   | 7,528                      | 29,573            | 5,261             | 0                 | 0                 | 0   | 39,806                       | 0                      | 39,806          |
| CS0455             | IP4 projects                                  | 1,135                   | 0                 | 1,135                      | 1,136    | 647                        | 0                 | 0                 | 0                 | 0                 | 1,135   | 0                            | 0                      | 1,135           |
| CS0456             | WY Integrated UTMC Centre                     | 0                       | 0                 | 0                          | 53       | 0                          | 0                 | 0                 | 0                 | 0                 | 0   | 0                            | 0                      | 0               |
| CS0464             | Ben Rhydding Railway Station Car Park         | 0                       | 0                 | 0                          | 0        | 1                          | 0                 | 1,042             | 750               | 259               | 2,051   | 0                            | 0                      | 2,051           |
| CS0467             | Transforming Cities Fund (TCF)                | 2,967                   | 5,300             | 8,267                      | 8,535    | 3,836                      | 0                 | 0                 | 0                 | 0                 | 2,967   | 0                            | 5,300                  | 8,267           |
| CS0469             | IP4 Safer Roads 20-21                         | 143                     | 0                 | 143                        | 143      | 272                        | 0                 | 0                 | 0                 | 0                 | 143   | 0                            | 0                      | 143             |
| CS0470             | IP4 Safer Roads 21-22                         | 635                     | 0                 | 635                        | 802      | 103                        | 0                 | 0                 | 0                 | 0                 | 635   | 0                            | 0                      | 635             |
| CS0529             | Safer Rds 22-23                               | 932                     | 233               | 1,165                      | 1,165    | 189                        | 1,164             | 1,164             | 1,164             | 1,164             | 5,821   | 0                            | 0                      | 5,821           |
| 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    | 312                        | 0                 | 0                 | 0                 | 0                 | 1,329   | 0                            | 0                      | 1,329           |
| CS0494             | City Centre Bollards                          | 5                       | 0                 | 5                          | 5        | 0                          | 0                 | 0                 | 0                 | 0                 | 0   | 0                            | 5                      | 5               |
| CS0502             | Corridor Improvement Prog (CIP2)              | 252                     | 0                 | 252                        | 252      | -206                       | 0                 | 0                 | 0                 | 0                 | 252   | 0                            | 0                      | 252             |

|   |                                       | 2022-23<br>Budget<br>Q2 | Service<br>change | Revised<br>22-23<br>Budget | Forecast      | Spend<br>updated<br>31 Dec | 2023-24<br>Budget | 2024-25<br>Budget | 2025-26<br>Budget | 2026-27<br>Budget | Specific<br>Grants,<br>cap<br>receipts,<br>reserves | Invest to<br>Save<br>Funding | Corporate<br>Borrowing | Budget<br>Total |
|---|---------------------------------------|-------------------------|-------------------|----------------------------|---------------|----------------------------|-------------------|-------------------|-------------------|-------------------|---|------------------------------|------------------------|-----------------|
| Scheme Description  | £'000                                 | £'000                   | £'000             | £'000                      | £'000         | £'000                      | £'000             | £'000             | £'000             | £'000             | £'000   | £'000                        | £'000                  | £'000           |
| CS0477  | CCTV Infrastructure                   | 698                     | 0                 | 698                        | 698           | 156                        | 0                 | 0                 | 0                 | 0                 | 0   | 0                            | 698                    | 698             |
| CS0512  | Naturalising Bradford Beck            | 1,571                   | 0                 | 1,571                      | 1,571         | 472                        | 1,000             | 450               | 0                 | 0                 | 1,511   | 0                            | 1,511                  | 3,021           |
| CS0533  | UTMC – CRSTS Traffic Mgmt System      | 1,150                   | 0                 | 1,150                      | 1,150         | 793                        | 1,150             | 1,150             | 1,150             | 1,150             | 5,750   | 0                            | 0                      | 5,750           |
| CS0539  | Traffic Management                    | 230                     | 0                 | 230                        | 230           | 2                          | 0                 | 0                 | 0                 | 0                 | 0   | 230                          | 0                      | 230             |
| CS0542  | UTMC – CRSTS Traffic Mgmt System22-23 | 149                     | 10,508            | 10,657                     | 10,657        | 3,187                      | 10,657            | 10,657            | 10,657            | 10,657            | 53,285  | 0                            | 0                      | 53,285          |
| <b>Total Place - Planning, Transportation &amp; Highways</b>  |                                       | <b>30,065</b>           | <b>16,679</b>     | <b>46,744</b>              | <b>48,526</b> | <b>26,087</b>              | <b>61,612</b>     | <b>35,011</b>     | <b>15,971</b>     | <b>104,270</b>    | <b>213,781</b>                                      | <b>40,036</b>                | <b>9,791</b>           | <b>263,608</b>  |
| <b>Dept of Place - Clean Air Zone</b>                         |                                       |                         |                   |                            |               |                            |                   |                   |                   |                   |   |                              |                        |                 |
| CS0471  | Clean Air Zone                        | 10,847                  | 0                 | 10,847                     | 10,771        | 9,418                      | 10,335            | 3,000             | 0                 | 0                 | 24,182  | 0                            | 0                      | 24,182          |
| <b>Total Place - Clean Air Zone</b>                           |                                       | <b>10,847</b>           | <b>0</b>          | <b>10,847</b>              | <b>10,771</b> | <b>9,418</b>               | <b>10,335</b>     | <b>3,000</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                      | 3,000         | 1,311                      | 0                 | 0                 | 0                 | 0                 | 0   | 3,000                        | 0                      | 3,000           |
| CS0517  | Electric vehicles                     | 200                     | 0                 | 200                        | 70            | 69                         | 608               | 355               | 18                | 0                 | 0   | 300                          | 881                    | 1,181           |
| CS0435  | Sugden End Landfill Site              | 42                      | 0                 | 42                         | 19            | 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                        | 0             | 0                          | 0                 | 0                 | 0                 | 0                 | 105   | 0                            | 0                      | 105             |
| CS0503  | Environmental Delivery Works          | 183                     | 0                 | 183                        | 183           | 88                         | 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>3,272</b>  | <b>1,577</b>               | <b>608</b>        | <b>355</b>        | <b>18</b>         | <b>0</b>          | <b>108</b>  | <b>3,300</b>                 | <b>1,172</b>           | <b>4,580</b>    |
| <b>Dept of Place - Neighbourhoods &amp; Customer Services</b> |                                       |                         |                   |                            |               |                            |                   |                   |                   |                   |   |                              |                        |                 |
| CS0466  | Parks Depots                          | -28                     | 28                | 0                          | 5             | 4                          | 0                 | 0                 | 0                 | 0                 | 0   | 0                            | 0                      | 0               |
| CS0378  | Customer Services Strategy            | 30                      | 0                 | 30                         | 10            | 0                          | 20                | 0                 | 0                 | 0                 | 0   | 0                            | 50                     | 50              |
| CS0506  | Ilkley Parking                        | 26                      | 0                 | 26                         | 0             | 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              |
| CS0151  | Building Safer Communities            | 17                      | 0                 | 17                         | 17            | 0                          | 0                 | 0                 | 0                 | 0                 | 0   | 0                            | 17                     | 17              |
| <b>Total Place - Neighbourhoods &amp; Customer Services</b>   |                                       | <b>80</b>               | <b>28</b>         | <b>108</b>                 | <b>32</b>     | <b>11</b>                  | <b>20</b>         | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>  | <b>26</b>                    | <b>102</b>             | <b>128</b>      |

| Scheme Description                                      |                                    | 2022-23       | Service change | Revised       | Forecast      | Spend          | 2023-24       | 2024-25       | 2025-26       | 2026-27      | Specific Grants, cap receipts, reserves | Invest to Save Funding | Corporate Borrowing | Budget        |
|---|------------------------------------|---------------|----------------|---------------|---------------|----------------|---------------|---------------|---------------|--------------|---|------------------------|---------------------|---------------|
|   |                                    | Budget Q2     |                | 22-23 Budget  |               | updated 31 Dec |               |               |               |              |   |                        |                     | Budget        |
|   |                                    | £'000         | £'000          | £'000         | £'000         | £'000          | £'000         | £'000         | £'000         | £'000        | £'000                                   | £'000                  | £'000               | £'000         |
| <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      | 73            | 0              | 73            | 73            | 83             | 15            | 0             | 0             | 0            | 13                                      | 0                      | 75                  | 88            |
| CS0530  | LDP (Active Bradford)              | 247           | 0              | 247           | 225           | 23             | 400           | 50            | 0             | 0            | 697                                     | 0                      | 0                   | 697           |
| CS0229  | Cliffe Castle Restoration          | 8             | 0              | 8             | 8             | 3              | 0             | 0             | 0             | 0            | 3                                       | 0                      | 5                   | 8             |
| CS0004  | S106 Recreation                    | 7             | 0              | 7             | 7             | 0              | 0             | 0             | 0             | 0            | 7                                       | 0                      | 0                   | 7             |
| CS0501  | Parks Development Fund             | 471           | 0              | 471           | 500           | 126            | 0             | 0             | 0             | 0            | 471                                     | 0                      | 0                   | 471           |
| CS0504  | Cricknet Nets                      | 172           | 0              | 172           | 172           | 156            | 0             | 0             | 0             | 0            | 172                                     | 0                      | 0                   | 172           |
| CS0404  | Sports Pitches                     | 160           | 0              | 160           | 160           | 216            | 28            | 0             | 0             | 0            | 71                                      | 0                      | 117                 | 188           |
| CS0537  | Silsden Park Section 106 Projects  | 224           | 0              | 224           | 0             | 0              | 0             | 0             | 0             | 0            | 224                                     | 0                      | 0                   | 224           |
| CS0489  | Playable Spaces incl Lister Park   | 1,365         | 0              | 1,365         | 1,351         | 889            | 500           | 0             | 0             | 0            | 350                                     | 0                      | 1,515               | 1,865         |
| CS0403  | Bereavement Strategy               | 9,228         | 0              | 9,228         | 10,000        | 4,806          | 10,025        | 4,200         | 1,000         | 0            | 0                                       | 7,000                  | 17,453              | 24,453        |
| CS0277  | Wyke Community Sport Hub           | 1,170         | 0              | 1,170         | 1,470         | 1,209          | 0             | 0             | 0             | 0            | 0                                       | 0                      | 1,170               | 1,170         |
| CS0508  | Theatres Website                   | 45            | 0              | 45            | 45            | 0              | 0             | 0             | 0             | 0            | 45                                      | 0                      | 0                   | 45            |
| CS0245  | Doe Park                           | 68            | 0              | 68            | 68            | 32             | 0             | 0             | 0             | 0            | 68                                      | 0                      | 0                   | 68            |
| CS0461  | Shiopley Gym extension & equipment | 51            | 0              | 51            | 0             | 0              | 0             | 0             | 0             | 0            | 0                                       | 0                      | 51                  | 51            |
| CS0356  | Sedbergh SFIP                      | 118           | 0              | 118           | 0             | 54             | 0             | 0             | 0             | 0            | 0                                       | 0                      | 118                 | 118           |
| CS0354  | Squire Lane                        | 1,228         | 0              | 1,228         | 900           | 372            | 15,000        | 18,510        | 10,000        | 3,700        | 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             |
| CS0458  | Doe Park Drainage                  | 0             | 40             | 40            | 40            | 39             | 0             | 0             | 0             | 0            | 0                                       | 0                      | 40                  | 40            |
| CS0395  | Ilkley Fencing - West Holme Fields | 0             | 26             | 26            | 26            | 0              | 0             | 0             | 0             | 0            | 0                                       | 0                      | 26                  | 26            |
| CS0498  | Libraries IT Infrastructure        | 165           | 0              | 165           | 0             | 0              | 0             | 0             | 0             | 0            | 0                                       | 60                     | 105                 | 165           |
| CS0509  | Libraries (Equipment/Shelving)     | 172           | 0              | 172           | 125           | 28             | 0             | 0             | 0             | 0            | 172                                     | 0                      | 0                   | 172           |
| CS0534  | Libraries as Locality Hubs (LIF)   | 100           | 0              | 100           | 50            | 3              | 100           | 0             | 0             | 0            | 200                                     | 0                      | 0                   | 200           |
| <b>Total Place - Sports &amp; Culture</b>               |                                    | <b>15,079</b> | <b>66</b>      | <b>15,145</b> | <b>15,220</b> | <b>8,037</b>   | <b>26,068</b> | <b>22,760</b> | <b>11,000</b> | <b>3,700</b> | <b>22,498</b>                           | <b>26,470</b>          | <b>29,705</b>       | <b>78,673</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         | 712            | 0             | 0             | 0             | 0            | 0                                       | 0                      | 1,191               | 1,191         |

|   |  | 2022-23       |              | Revised       |               | Spend         | 2023-24       | 2024-25       | 2025-26      | 2026-27  | Specific      | Invest to     | Corporate     | Budget        |
|---|--|---------------|--------------|---------------|---------------|---------------|---------------|---------------|--------------|----------|---------------|---------------|---------------|---------------|
| Scheme Description  |  | Budget        | Service      | 22-23         | Forecast      | updated       | Budget        | Budget        | Budget       | Budget   | Grants,       | Save          | Borrowing     | Total         |
|   |  | Q2            | change       | Budget        |               | 31 Dec        |               |               |              |          | receipts,     | Funding       |               |               |
|   |  | £'000         | £'000        | £'000         | £'000         | £'000         | £'000         | £'000         | £'000        | £'000    | reserves      | £'000         | £'000         | £'000         |
| CS0528  | Property Programme 22-23                     | 2,003         | 0            | 2,003         | 1,500         | 585           | 2,000         | 0             | 0            | 0        | 0             | 0             | 4,003         | 4,003         |
| CS0540  | ISG Door Router                              | 17            | 0            | 17            | 17            | 3             | 0             | 0             | 0            | 0        | 17            | 0             | 0             | 17            |
| CS0460  | Mitre Court CPU Property & Equip             | 0             | 30           | 30            | 103           | 103           | 0             | 0             | 0            | 0        | 30            | 0             | 0             | 30            |
| CS0230  | Beechgrove Allotments                        | 0             | 0            | 0             | 0             | 0             | 0             | 0             | 148          | 0        | 148           | 0             | 0             | 148           |
| CS0050  | Carbon Management                            | 209           | 0            | 209           | 209           | 0             | 0             | 0             | 0            | 0        | 0             | 0             | 209           | 209           |
| CS0476  | Carbon & Other Management EfficienciesP2     | 0             | 450          | 450           | 450           | 234           | 800           | 500           | 750          | 0        | 0             | 0             | 2,500         | 2,500         |
| CS0420  | Electric vehicle charging Infr (Taxi Scheme) | 249           | 410          | 659           | 597           | 452           | 0             | 0             | 0            | 0        | 659           | 0             | 0             | 659           |
| CS0495  | Bradford LAD Scheme                          | 1,749         | 3,630        | 5,379         | 5,379         | 4,516         | 0             | 0             | 0            | 0        | 5,379         | 0             | 0             | 5,379         |
| CS2000  | DDA  | 40            | 0            | 40            | 40            | 0             | 50            | 81            | 0            | 0        | 0             | 0             | 171           | 171           |
| CS0381  | Godwin St                                    | 12,312        | 0            | 12,312        | 9,434         | 5,472         | 3,000         | 2,000         | 0            | 0        | 570           | 15,242        | 1,500         | 17,312        |
| CS0409  | Coroner's Court and Accommodation            | 1,015         | 0            | 1,015         | 560           | 167           | 0             | 0             | 0            | 0        | 0             | 0             | 1,015         | 1,015         |
| CS0445  | Core IT Infrastructure                       | 2,400         | 0            | 2,400         | 2,400         | 2,183         | 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            | 60            | 60            | 0             | 0             | 0            | 0        | 0             | 0             | 72            | 72            |
| CS0520  | Regeneration Opportunity                     | 16,500        | 0            | 16,500        | 16,500        | 16,484        | 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           | 150           | 67            | 0             | 0             | 0            | 0        | 0             | 0             | 294           | 294           |
| CS0525  | Baildon Library                              | 945           | 0            | 945           | 550           | 342           | 500           | 0             | 0            | 0        | 1,000         | 0             | 445           | 1,445         |
| <b>Total Corp Resources – Estates &amp; Property Services</b> |  | <b>39,757</b> | <b>4,520</b> | <b>44,277</b> | <b>39,500</b> | <b>31,412</b> | <b>13,100</b> | <b>10,441</b> | <b>4,898</b> | <b>0</b> | <b>11,803</b> | <b>15,242</b> | <b>45,671</b> | <b>72,716</b> |
| <b>Reserve Schemes &amp; Contingencies</b>                    |  |               |              |               |               |               |               |               |              |          |               |               |               |               |
| CS0395z   | General Contingency                          | 453           | -14          | 439           | 439           | 0             | 1,000         | 1,000         | 1,000        | 0        | 0             | 0             | 3,439         | 3,439         |
| CS0395x   | Ilkley Fencing - West Holme Fields           | 80            | -80          | 0             | 0             | 0             | 0             | 0             | 0            | 0        | 0             | 0             | 0             | 0             |
| CS0397z   | Property Programme                           | 0             | 0            | 0             | 0             | 0             | 2,000         | 2,000         | 4,000        | 4,000    | 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           |
| CS0401z   | Depots                                       | 0             | 0            | 0             | 0             | 0             | 0             | 2,000         | 1,000        | 0        | 0             | 0             | 3,000         | 3,000         |
| CS0485z   | Advanced Fuel Centre & Vehicles              | 0             | 0            | 0             | 0             | 0             | 1,040         | 3,254         | 1,736        | 0        | 64            | 5,466         | 500           | 6,030         |
| <b>2018-19 Schemes</b>  |  |               |              |               |               |               |               |               |              |          |               |               |               |               |
| CS0404z   | Sports Pitches                               | 286           | 0            | 286           | 0             | 0             | 2,500         | 4,250         | 1,748        | 0        | 2,383         | 0             | 6,401         | 8,784         |

|  | 2022-23                                 |               | Revised        |                | Spend          | 2023-24        | 2024-25        | 2025-26        | 2026-27        | Specific       | Invest to      | Corporate      | Budget         |        |
|--|---|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------|
| Scheme Description                                 | Budget                                  | Service       | 22-23          | Forecast       | updated        | Budget         | Budget         | Budget         | Budget         | Grants,        | Save           | Borrowing      | Total          |        |
|  | Q2                                      | change        | Budget         |                | 31 Dec         |                |                |                |                | cap            | Funding        |                |                |        |
|  | £'000                                   | £'000         | £'000          | £'000          | £'000          | £'000          | £'000          | £'000          | £'000          | receipts,      | £'000          | £'000          | £'000          |        |
|  |   |               |                |                |                |                |                |                |                | reserves       |                |                |                |        |
| 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              | 5,000          | 10,000         | 10,000         | 4,224          | 14,430         | 14,794         | 0              | 29,224 |
| CS0408z  | City Village - Top of town              | 0             | 0              | 0              | 0              | 0              | 0              | 2,675          | 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              | 1,000          | 3,000          | 1,000          | 0              | 2,000          | 3,000          | 0              | 5,000  |
| CS0476z  | Additional Building controls            | 450           | -450           | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0      |
| CS0474z  | Transforming cities fund                | 0             | 0              | 0              | 0              | 0              | 13,737         | 44,090         | 9,444          | 0              | 67,271         | 0              | 0              | 67,271 |
| 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>                  |               |                |                |                |                |                |                |                |                |                |                |                |        |
| 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            | 0              | 0              | 500            | 500            | 500            | 250            | 0              | 0              | 2,000          | 2,000  |
| 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  |
| CS0408   | Top of Town                             | 74            | 0              | 74             | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 74             | 74     |
| <b>Total - Reserve Schemes &amp; Contingencies</b> | <b>3,180</b>                            | <b>-544</b>   | <b>2,636</b>   | <b>439</b>     | <b>0</b>       | <b>72,749</b>  | <b>108,143</b> | <b>59,249</b>  | <b>19,974</b>  | <b>100,592</b> | <b>104,867</b> | <b>57,292</b>  | <b>262,751</b> |        |
| <b>TOTAL - All Services</b>                        | <b>170,335</b>                          | <b>21,061</b> | <b>191,396</b> | <b>166,029</b> | <b>102,565</b> | <b>245,262</b> | <b>213,572</b> | <b>102,349</b> | <b>133,126</b> | <b>478,183</b> | <b>210,734</b> | <b>196,788</b> | <b>885,705</b> |        |

# Bradford Council Strategic Risk Register – Appendix 4

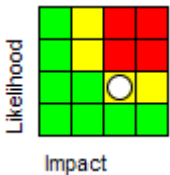


## Third Quarter Review 2022-23

|                                 |  |     |                    |                            |               |
|---------------------------------|--|-----|--------------------|----------------------------|---------------|
| <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>    | Medium                     | Critical      |
|                                 | <b>Strategic</b>   | Yes | <b>Risk Score</b>  | 2                          | 3             |
|                                 | <b>Operational</b>   | Yes | <b>Total Score</b> | 6                          |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>The Council is unable to function - some or all delivery priorities jeopardised.</li> <li>The Council is unable to meet its Corporate targets.</li> <li>The reputational risk to the Council is adversely effected.</li> <li>The welfare and safety of the Council’s citizens is at risk.</li> <li>Increasing incidence and impact of service interruption events.</li> <li>Failure of business-critical systems.</li> </ul>  |     |                    |                            |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>All services have in place business continuity plans which should be reviewed annually by the Head of the relevant Service and shared with the Emergency Management Team. 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 different risks. 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).</li> <li>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.</li> <li>The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this ‘multi agency’ group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber-attack, terrorist related attacks and more. These exercises are sometimes “live” and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans.</li> </ul> |     |                    |                            |               |

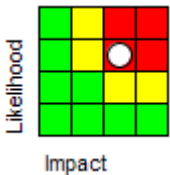


|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation.</li> <li>• There is an Emergency Control Centre away from the City should there be an incident affecting these.</li> </ul> |
| <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>                        | 16/12/2022  |
| <b>Actions / Controls under development</b> | The Emergency planning Manager is currently working towards securing funding to fund a full time post to manage and work with Service Areas to promote and review Business Continuity Plans.  |
| <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>              | 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 business plan and financial position is outstanding and we cannot plan a delivery programme until we have a clear understanding. Furthermore, work is ongoing to fully understand the impact of Covid 19 / inflationary rates on housing supply and demand.  |     |                    |  |               |
|                                 |   |     |                    | <b>Likelihood</b>   | <b>Impact</b> |
| <b>Type of Risk</b>             | <b>District</b>   | Yes | <b>Category</b>    | Medium  | Critical      |
|                                 | <b>Strategic</b>  | Yes | <b>Risk Score</b>  | 2   | 3             |
|                                 | <b>Operational</b>  | Yes | <b>Total Score</b> | <b>6</b>  |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>• Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</li> <li>• Negative impact on regeneration priorities and neighbourhoods.</li> <li>• Negative impact and wasted resources associated with a large number of empty homes.</li> <li>• 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</li> <li>• Negative impact on education priorities as inadequate housing affects children's educational attainment.</li> <li>• Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155).</li> <li>• Negative impact on homelessness and greater use of temporary accommodation</li> </ul>  |     |                    |   |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>• '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.</li> <li>• 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.</li> <li>• Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.</li> <li>• 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."</li> <li>• 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.</li> <li>• 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</li> </ul> |     |                    |   |               |

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|   | <p>(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. Work is underway on a new economic strategy and this will refresh our understanding of the housing market ensuring assumptions are based on a more up to date needs analysis.</p> <ul style="list-style-type: none"> <li>• Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</li> <li>• Key indicators relating to housing functions reported in the Council Plan.</li> <li>• 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.</li> <li>• Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</li> <li>• 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. (Work is in progress to refresh these figures for the period 2022/23).</li> <li>• The SHMA was updated in 2019– An addendum was produced February 2021 and this supplements the 2019 SHMA (Refresh of this will be in line with the National Planning Policy Framework).</li> <li>• Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock.</li> <li>• Invest in a proactive programme of interventions to bring empty homes back in to use.</li> <li>• Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</li> <li>• Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</li> <li>• Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</li> <li>• The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.</li> </ul> |
| <b>Assurance Mechanisms</b>                 | Study has been produced by ARC4, in support of the local plan which was published in 2019. An addendum was produced February 2021 and this supplements the 2019 SHMA (Refresh of this will be in line with the National Planning Policy Framework).  |
| <b>Date Reviewed</b>                        | 06.01.2023   |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>• 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 in Spring 2023.</li> <li>• 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. Work is ongoing to prepare the new Local Plan and this will set out how the district will grow over the next 15-20 years.</li> <li>• Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</li> <li>• Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme. An internal Growth Board is in situ to govern capital investment / new models of delivery.</li> <li>• Progress is being made with the HRA and a report is due to Executive on the 31<sup>st</sup> January 2023.</li> </ul>  |
| <b>Managed By</b>                           | Angela Blake   |
| <b>Administered By</b>                      | Jo Hinchliffe  |



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|---------------------------------|--|-----|--------------------|---|---------------|
| <b>Code &amp; Title</b>         | SR 03 DEG Delivering Economic Growth   |     |                    | <b>Current Risk Matrix</b>  |               |
| <b>Description</b>              | <p>Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p> <p>COVID-19 impacts on the economy are significant and have resulted in the greatest economic downturn on record. OBR estimates the economy will shrink by 11% in 2020 due to the economic restrictions imposed to control the spread of the Coronavirus. Applied to Bradford this would mean a fall in the value of our economy from £9.5 billion in 2019 to a figure of £8.4 billion in 2020. Extension of restrictions into 2021 will further undermine economic growth and will lead to further jobs losses and business failures. Work is happening on a new economic strategy and these figures will be updated in-line with that programme of work.</p>   |     |                    |  |               |
|                                 |  |     |                    | <b>Likelihood</b>   | <b>Impact</b> |
| <b>Type of Risk</b>             | <b>District</b>  | Yes | <b>Category</b>    | High  | Critical      |
|                                 | <b>Strategic</b>   | Yes | <b>Risk Score</b>  | 3   | 3             |
|                                 | <b>Operational</b>   | Yes | <b>Total Score</b> | <b>9</b>  |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</li> <li>Inability to raise funds for projects and regeneration projects not completed</li> <li>Potential damage to the Council's reputation and the Economic Partnership</li> <li>Not able to meet member, government and the public's expectations</li> <li>Deteriorating physical and infrastructure assets</li> <li>Young people are not equipped to achieve their potential within the district</li> <li>Business failure rate increases and unemployment increases due to the impact of Covid-19 - still in recovery and work is ongoing to define impact alongside cost of living crisis.</li> <li>Long term cost implications of dealing with social issues linked to economic deprivation</li> <li>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings</li> <li>Business relocating out of the Districts.</li> </ul>  |     |                    |   |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>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.</li> <li>Comprehensive Invest in Bradford website <a href="http://www.investinbradford.com">www.investinbradford.com</a></li> <li>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.</li> <li>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. <a href="http://www.madeinbradford.com">www.madeinbradford.com</a></li> <li>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</li> <li>Respond to Government consultations and participate on working groups focussing on key policy areas</li> <li>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</li> <li>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.</li> </ul> |     |                    |   |               |

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|   | <ul style="list-style-type: none"> <li>Partnership response developed and survey work undertaken to establish impacts and inform response</li> <li>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. (Work is happening on a new economic strategy)</li> <li>Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government.</li> <li>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 master planning for the Southern Gateway. The Development Frameworks will take 9/12 months to complete.</li> <li>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.</li> <li>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.</li> <li>Four bids have been submitted into Round 2 of the Levelling Up Fund. The total of funding should these be successful is £110m.</li> </ul>   |
| <b>Assurance Mechanisms</b>                 | <ul style="list-style-type: none"> <li>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.</li> <li>COVID-19 response reports into Gold / Silver / Bronze command structure.</li> </ul>  |
| <b>Date Reviewed</b>                        | 06.01.2023   |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021. (Work is happening on a new economic strategy completion dates currently being determined)</li> <li>Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22. Work ongoing and is governed by the Growth Board</li> <li>Implementation of the Bradford District Workforce Plan – initially a COVID-19 proposal to consider scale of Skills House offer</li> <li>Economic Development - service reshaping and restructure progressing.</li> <li>ESIF Programme engagement</li> <li>Maximising opportunities to attract Government funding to support regeneration and economic development activity.</li> <li>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.</li> <li>Development of Local Plan</li> <li>Initiatives developed under the Growth Deal to protect priority outcomes</li> <li>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</li> <li>Support for business post Brexit with the LEP</li> <li>Engagement in plans for Shared Prosperity funding in order to maximise future resources</li> <li>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</li> <li>NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021 – Southern Gateway Board has been established Jan 2023 to govern this work.</li> <li>Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA.</li> <li>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.</li> <li>From September 2022 Growth Board has been monitoring work on the new Economic Strategy and Development Frameworks.</li> </ul> |
| <b>Managed By</b>                           | Angela Blake   |
| <b>Administered By</b>                      | Jo Hinchliffe  |



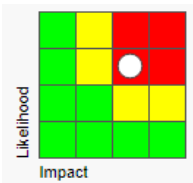
|                                 |  |     |                    |                                 |               |
|---------------------------------|--|-----|--------------------|---------------------------------|---------------|
| <b>Code &amp; Title</b>         | SR 04 SCC Safer Cohesive Community   |     |                    | <b>Current Risk Matrix</b>      |               |
| <b>Description</b>              | An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.<br><br>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>Likelihood</p> <p>Impact</p> |               |
|                                 |  |     |                    | <b>Likelihood</b>               | <b>Impact</b> |
| <b>Type of Risk</b>             | <b>District</b>  | Yes | <b>Category</b>    | High                            | Critical      |
|                                 | <b>Strategic</b>   | Yes | <b>Risk Score</b>  | 3                               | 3             |
|                                 | <b>Operational</b>   | Yes | <b>Total Score</b> | <b>9</b>                        |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>Negative impact on trust - between citizens, the Council and its partner agencies.</li> <li>Widening inequality.</li> <li>Cost of managing response is not contained within existing resources (council, police &amp; partners).</li> <li>Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed.</li> <li>Reduction in levels of community cohesion within the district.</li> <li>Adverse media and reputational damage for the district and key agencies.</li> <li>Less effective engagement with citizens and community groups.</li> <li>Communities believe that some sections are treated differently than others.</li> <li>Disproportionate adverse impact on the district's most vulnerable communities.</li> </ul>   |     |                    |                                 |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy.</li> <li>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.</li> <li>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.</li> <li>Council Wardens record issues that may lead to increased community tensions.</li> <li>Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored.</li> <li>Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report.</li> <li>Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims.</li> <li>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.</li> </ul> |     |                    |                                 |               |
| <b>Assurance Mechanisms</b>     | <ul style="list-style-type: none"> <li>Ward based working and locality and ward plan assessments provide a regular assessment of community tensions based on above.</li> <li>West Yorkshire Police share their community tension monitoring with Safer Communities team.</li> <li>Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed.</li> <li>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.</li> </ul>   |     |                    |                                 |               |



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|   | <ul style="list-style-type: none"><li>• 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.</li><li>• Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.</li></ul>  |
| <b>Date Reviewed</b>                        | 07- Dec -2022   |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"><li>• New governance arrangements have recently been approved by the Wellbeing Board and the Stronger Communities Partnership is now Chaired by the Portfolio Holder for Neighbourhoods and Community Safety, who also Chairs the Community Safety Partnership Board. Together with the addition of Area Committee Chairs on the Stronger Communities Partnership there is now a strengthened connection to locality and a good 'read through' between the two strategic partnerships.</li><li>• A new Stronger Communities Team has been developed to increase capacity for working with communities, to provide voice and influence to under-represented groups and to help manage/mitigate the impacts of any tensions. The new team is now in place and is working well. Five Partnership and Engagement Officers will have a focus on locality and a district wide responsibility for two protected characteristics (Equality Act 2010).</li><li>• West Yorkshire Police share community tension monitoring report with relevant Council teams and officers.</li><li>• 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.</li><li>• 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.</li><li>• An anti-rumour strategy is in place.</li><li>• Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</li></ul> |
| <b>Managed By</b>                           | Ian Day   |
| <b>Administered By</b>                      | Jo Hinchcliffe  |

|                                 |                    |   |                    |                   |                                 |  |
|---------------------------------|--------------------|---|--------------------|-------------------|---------------------------------|--|
| <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 CO2e (Carbon Dioxide equivalent) 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. The Clean Air Programme to achieve legal limits for air quality in the District has synergistic effects and benefits as for the CO2e Emission Reduction Programme due to the same emission sources.   |                    |                   | <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            | Catastrophic                    |  |
|                                 | <b>Strategic</b>   | Yes   | <b>Risk Score</b>  | <b>2</b>          | <b>4</b>                        |  |
|                                 | <b>Operational</b> | Yes   | <b>Total Score</b> | <b>8</b>          |                                 |  |
| <b>Potential Effect of Risk</b> |                    | <ul style="list-style-type: none"> <li>• Reputational damage due to failure to meet greenhouse gas reduction targets or if identified as having poor measurement and control systems in place.</li> <li>• Adverse environmental and human consequences from climate change. Additional impacts on air quality and biodiversity due to GHG emission sources often cause synergistic toxic emissions</li> <li>• Damage to Council’s credibility as leader if district-wide targets not developed and then met.</li> <li>• Need to develop new partnerships with district and citizens around creative, local initiatives to enhance sustainability and create circular economies.</li> <li>• Need to re-prioritise and reallocate resources, including structural changes to Council’s delivery programme.</li> <li>• Reduced ability to promote external inward investment.</li> <li>• Amount of energy costs as gross figure and relative to the size of Council’s estate/ activities</li> <li>• Performance against corporate carbon reduction target (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030)</li> <li>• 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.</li> <li>• Climate "incidents" 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.</li> <li>• Toxic emissions from the same CO2e emission sources are likely to cause ongoing significant ill-health among residents.</li> <li>• Temperature severity in the District will have implications for energy use in terms of heating and cooling, including emission considerations.</li> <li>• Lack of robust understanding of population and other economic trends but globally expected to be significant numbers of climate refugees due to displacement from rising sea levels 77-135 cm 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.</li> <li>• Actions identified in corporate energy cost reduction plan not delivered.</li> <li>• Funding for renewable energy production and use and energy efficiency projects not available.</li> <li>• Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available</li> <li>• Wider stakeholder community under resourced to deliver on action commitments</li> <li>• Central Government, WYCA, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to CO2e emissions reduction.</li> <li>• Changing legislation, political priorities, targets.</li> <li>• Global insecurity causing major fluctuations in energy costs.</li> </ul> |                    |                   |                                 |  |

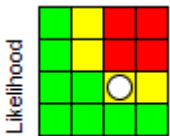
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| <b>Internal Controls</b>                    | <ul style="list-style-type: none"> <li>• Progress on Climate Emergency flagship projects, the Council’s own CO2e emission reduction progress and Clean Air Plan delivery reported to Overview &amp; Scrutiny</li> <li>• Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</li> <li>• Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</li> <li>• 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.</li> <li>• Delivering corporate resilience through sourcing renewable local resources where viable such as PV panels, District Heat Network</li> <li>• Delivering projects to use resources, such as energy, efficiently and where feasible reducing direct and indirect resource consumption.</li> <li>• Delivering projects to produce local renewable energy such as hydrogen, bio methane and solar and air/ground source power.</li> <li>• Implementation of the Clean Air Plan, including Clean Air Zone (CAZ).</li> </ul>   |
| <b>Assurance Mechanisms</b>                 | <ul style="list-style-type: none"> <li>• Managing systems and processes to monitor and report on energy consumption and CO2e emissions to ensure compliance with statutory Carbon Reduction Commitment.</li> <li>• Carbon emissions from Council operations published annually (Scope 1 &amp; 2), tracking progress against 2038 target from a baseline in the 2019/20 financial year. Scope 3 emissions (indirect emissions from Council activity – the most significant aspect of Council emissions) will start to be assessed and reported in line with emerging methodology.</li> <li>• Carbon Impact Assessments, in line with emerging WY Protocol, for all major schemes</li> <li>• Modelling and monitoring of transport and wider emissions &amp; metrics through the Clean Air Plan Monitoring &amp; Evaluation Programme</li> <li>• Evaluation and assessment in partnership with WYCA and the West Yorkshire Lead Environment Officer Group</li> <li>• Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment &amp; evaluation</li> </ul>   |
| <b>Date Reviewed</b>                        | 27-12-2022  |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>• Implementation of WY Environment and Climate Change Plan (2021-24), including various projects to be funded via gainshare and CRSTS funding, to help take the Council’s CO2e emissions to Net Zero from 2020 to 2038, with significant progress (to be defined) by 2030.</li> <li>• Restructure of Council resource to reallocate Clean Air Plan resource to tackle climate change and promote sustainability, including funding programmes.</li> <li>• Developing a Clean Growth Strategy &amp; Implementation Plan to identify activity that will support economic development and provide a platform for inward investment in the District, while reducing harmful emissions cost effectively, through Local and District Plans and cross Department activity.</li> <li>• Development of Bradford Transport Strategy, including WY development of Zero Emission Transport Strategy and West Yorkshire Low Emission Strategy (WYLES).</li> <li>• Working with partners through developing forums to identify potential courses of action and strategies for climate mitigation and adaptation.</li> <li>• Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets.</li> <li>• Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment &amp; evaluation.</li> <li>• Development of robust carbon accounting and carbon budgeting processes.</li> </ul> |
| <b>Managed By</b>                           | Andrew Whittles   |
| <b>Administered By</b>                      | Sally Jones   |

|                                 |  |     |                    |   |               |
|---------------------------------|--|-----|--------------------|---|---------------|
| <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<br/>                 This may arise due to levels of Central Government funding or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast<br/>                 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<br/>                 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  | Critical      |
|                                 | <b>Strategic</b>   | Yes | <b>Risk Score</b>  | 3   | 3             |
|                                 | <b>Operational</b>   | Yes | <b>Total Score</b> | <b>9</b>  |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>• Services run the risk of failing to deliver statutory / minimum standards</li> <li>• Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone</li> <li>• Budget is overspent.</li> <li>• Suboptimal decisions could be made.</li> <li>• Achievement of priorities delayed or not delivered.</li> <li>• Service delivery not achieved.</li> <li>• Challenges to governance framework.</li> <li>• Deterioration in reputation with knock on consequences.</li> <li>• Scarce resources may not be utilised / prioritised to maximum effect.</li> <li>• Reduced effectiveness of Council Leadership</li> <li>• The Council's budget &amp; setting of Council Tax is challenged.</li> <li>• The risk remains for future years though already being planned for through organisational review and new operating models workstream.</li> <li>• Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government.</li> <li>• Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</li> </ul> |     |                    |   |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>• Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated.</li> <li>• Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.</li> <li>• Budget process fully integrated with the Authority's strategic service and value for money planning.</li> <li>• Political engagement in place for budget process.</li> <li>• 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</li> <li>• Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this.</li> <li>• Controls on procurement and workforce changes in place</li> <li>• Meaningful budget consultation process in place</li> </ul>  |     |                    |   |               |

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|   | <ul style="list-style-type: none"> <li>• Strict adherence to Reserves Policy. Reserves are forecast to be adequate for the foreseeable future.</li> <li>• Project Appraisal Group established to scrutinise individual capital business cases.</li> <li>• 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</li> <li>• 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</li> <li>• Governance and Audit Committee received a report on Council's compliance with the CIPFA Financial Management Code</li> <li>• Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs</li> <li>• Increased monitoring of high-risk budgets, including review and monitoring of recovery action</li> <li>• Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. The provisional financial settlement notification for 2023/24 was received in December which was marginally less than anticipated.</li> <li>• Raise financial acumen across the Council to improve decision making</li> <li>• Implemented Finance for Non-Finance Managers training</li> </ul> |
| <b>Assurance Mechanisms</b>                 | <ul style="list-style-type: none"> <li>• External Audit inspection of accounts and opinion.</li> <li>• Internal audit review of internal control mechanisms.</li> </ul>  |
| <b>Date Reviewed</b>                        | 13 January 2023  |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Work continues to identify cost mitigation actions.</li> </ul>   |
| <b>Managed By</b>                           | Christopher Kinsella   |
| <b>Administered By</b>                      | Mark St Romaine  |

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| <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>  | 2                          | 2             |
|                                 | <b>Operational</b>   | Yes | <b>Total Score</b> | <b>4</b>                   |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>• Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district.</li> <li>• Risk of financial penalty.</li> <li>• Penalty arising from reference of data security breach to Information Commissioner.</li> <li>• Adverse publicity.</li> <li>• Loss of trust between the Council, its partners and citizens.</li> <li>• Required "culture change" is not achieved.</li> <li>• Inadequate engagement fails to deliver physical security, effective procedures or efficient processes.</li> </ul>   |     |                    |                            |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>• Designated SIRO (Senior Information Risk Owner) –Director of Finance &amp; IT.</li> <li>• 3<sup>rd</sup> tier Officers (Assistant Directors/Directors) assigned as Information Asset Owners.</li> <li>• Cross departmental Information Assurance Group established and regular meetings scheduled.</li> <li>• Regular DPO / SIRO meetings scheduled to focus priorities.</li> <li>• 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.</li> <li>• IAO responsibilities document circulated to any new IAO's.</li> <li>• Monthly reporting on performance information to CMT.</li> <li>• Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents.</li> <li>• IT Security Policies, guidance and procedures actively maintained and reviewed annually.</li> <li>• IG Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018.</li> <li>• Risk Log approved by IAG and regularly updated.</li> <li>• Mandatory "Information &amp; UK GDPR" learning for all staff with appropriate compliance monitoring.</li> <li>• Annual SIRO report.</li> <li>• Regular Information Governance reporting to CMT and Governance &amp; Audit Committee.</li> <li>• Dedicated Data Protection and Records Management Officer ensure compliance with GDPR Article 30 and 37.</li> <li>• Dedicated SharePoint site as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions.</li> <li>• Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure.</li> </ul> |     |                    |                            |               |


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|   | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment.</li> <li>• 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.</li> <li>• Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place.</li> <li>• Penetration Testing on any new system as part of the project implementation phase.</li> <li>• 24/7 Monitoring of traffic leaving and entering the Bradford Network.</li> <li>• Required encryption in place.</li> <li>• 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.</li> </ul> |
| <b>Assurance Mechanisms</b>                 | <ul style="list-style-type: none"> <li>• Regular Information Governance reporting to CMT and Governance &amp; Audit Committee.</li> <li>• Engagement with Information Commissioners Office with prompt reporting and liaison.</li> </ul>  |
| <b>Date Reviewed</b>                        | 6 <sup>th</sup> December 2022   |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>• Review of all IG and Information Security policies.</li> <li>• Additional mandatory learning for IAO's and Managers.</li> <li>• Part of two national Security initiatives one lead by NCC and one LGA.</li> <li>• The Council is midway through the implementation of its multi factor authentication safeguards.</li> </ul>   |
| <b>Managed By</b>                           | Christopher Kinsella  |
| <b>Administered By</b>                      | Tracey Banfield / Harry Singh / Dominic Barnes-Browne   |

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| <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> </ul> <p>CQC assurance framework outcomes - This will provide addition scrutiny of our Adult social care budget spend, especially on our budget spend in relation to the needs of citizens and how we compare with our statistical neighbours.</p> |     |                    |   |               |
| <b>Internal Controls</b>        | <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 work stream 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> </ul>   |     |                    |   |               |



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|   | <ul style="list-style-type: none"> <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 practice and policy quality assurance framework, and work is underway to implement the new approach through the Raising Expectation Workstream.</li> </ul> <p>As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.</p>  |
| <b>Assurance Mechanisms</b>                 | <ul style="list-style-type: none"> <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>Finance, Performance, Quality and Transformation workstreams (FQPT). The meeting attendees include reps from Corporate Finance Team and HR. The main aim of this meeting is to review 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, while also reviewing progress against key transformation and change activity which are supporting our plans to reduce budget spend and reduce demand for services. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</li> <li>Adult Social Care Reforms: This meeting includes service managers and has oversight of the AD preparation plans for the CQC Assurance Framework and other Social Care Reform related activity.                 <ul style="list-style-type: none"> <li>Progress updates are also provided to the Corporate Programme Steering Group.</li> <li>Implemented the FQPT approach across the AD SMT meetings and within the Service Manager Team Meetings.</li> </ul> </li> <li>We have implemented the FQPT approach across the AD SMT meeting on a monthly basis.</li> <li>Where required, DMT have also set up specific task and finish groups to oversee key change activity which may require support from corporate resources e.g. Financial Support Services Improvement Plan.</li> </ul> <p>Regular performance and progress updates from these groups are provided to Corporate Services and to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.</p> </li> </ul> |
| <b>Date Reviewed</b>                        | 03.01.23  |
| <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> </ul>  |

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|                        | <ul style="list-style-type: none"> <li>▪ Implement plans to enhance our intelligence and insight building on our current feedback arrangements – this includes the Co-Production Partnership, strengthening links with the Linked In campaign overseen by the Health and Care Partnership, and a real time solution to capture the experience of the person following their engagement with the service.</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,</li> <li>▪ DMT leads are now working on their plans for preparing their services for the CQC Assurance Framework. This includes, undertaking a stock take against the criteria and guidance set out both within the draft framework and the Get Ready for Assurance handbook developed by the LGA-ADASS.<br/>We have developed a programme of activity to help address workforce capacity challenges both within the Department and our external partners. This work is being done alongside the Bradford Care Association, “One Workforce” Programme, and Bradford Teaching partnership.</li> </ul> |
| <b>Managed By</b>      | Iain Macbeath   |
| <b>Administered By</b> | Imran Rathore   |

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|---------------------------------|--|-----|--------------------|---|---------------|
| <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>  | 2   | 3             |
|                                 | <b>Operational</b>   | Yes | <b>Total Score</b> | <b>6</b>  |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>Lack of coordination in the efforts of various agencies involved.</li> <li>Lack of congruence with educational attainment objective.</li> <li>District becomes unattractive to businesses and employers.</li> <li>Loss of leadership role.</li> <li>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.</li> <li>Funding bodies releasing new contracts in isolation. Underspend of current funding.</li> <li>Education capital developments not aligned with employer need.</li> </ul>   |     |                    |   |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>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.</li> <li>Maximus has commenced the Restart programme in the contract package area covering Bradford. Partnership meetings have been held and their partnership lead has joined the SkillsHouse Advisory Board 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.</li> <li>We have established strong relations with EDT the National Careers Service prime contractor for the Yorkshire and the Humber area and they have been confirmed as the provider for the next three years.</li> <li>Skills for Work (SfW) continue to deliver Levy and Non-Levy Apprenticeships, and Education and Skills Funding Agency (ESFA) classroom and Community Learning, and are taking the lead locally on the community elements of the DfE funded adult numeracy programme, Multiply.. We have recovered participation numbers and success rates to pre-pandemic levels for our own Adult Education provision, and our Apprenticeships success rate is significantly better than national. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes.</li> <li>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. Significant investment in the Employment West Yorkshire programme has been approved by the WYCA Board, and we are wrking through the contracting process. This will secure the infrastructure and investment in the SkillsHpuse partnership that has been developed through existing EU and Gainshare funding as those funds taper off in the next 15 months.</li> </ul> |     |                    |   |               |

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|   | <ul style="list-style-type: none"> <li>• 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 May 2022, and findings were presented at the Key Cities APPG in Westminster in the Autumn.</li> <li>• 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 managed so as not to impact the wider mix and balance of provision for the post-16 phase. Three applications have been submitted for 1619 Free Schools in the DfE latest funding round – as only 15 schools maximum will be funded nationally (for all age ranges) it may be none are successful but we have worked with providers to understand their offer and start to build links with other providers in the area, although there has been some initial resistance.</li> <li>• 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 from this and the £500k Community Renewal Fund pilot programme, Building Our Future, is now being incorporated into the future delivery models.</li> <li>• 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 finished in November and success was celebrated at a well-attended Awards ceremony. Young people from the programme are still 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.</li> <li>• The Employment and Skills Board has been refreshed and relaunched with Will Richardson, Regional Partner at PWC taking on the responsibility of Chair. The Board will have strategic oversight of the employment and skills approach locally as well as acting as a regional and national voice for the District's provision and partners.</li> </ul>  |
| <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>                        | 20-Dec-2022  |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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;</li> <li>• 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.</li> <li>• 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 13.</li> <li>• Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age.</li> <li>• 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.</li> </ul> |

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|                        | <ul style="list-style-type: none"><li>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.</li></ul> |
| <b>Managed By</b>      | Phil Hunter  |
| <b>Administered By</b> | Matt Findull   |

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|---|---|-----|--------------------|----------------------------|---------------|
| <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>1. Poor communication between stakeholders across education, health and care.</li> <li>2. 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>3. The inconsistent delivery of the 0 to 19 health visiting, school nursing and specialist nursing services.</li> <li>4. 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>5. Education, health and care services do not work together well. The arrangements for joint commissioning are underdeveloped.</li> </ol> <p>The LA provided a Written Statement of Action (WSOA) Plan to address the above areas of weakness on the 21<sup>st</sup> of September 2022 that has been approved by Ofsted. The WSOA will be monitored every 90 days and the first meeting will be on the 06.01.2023.</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>  | 2                          | 3             |
|   | <b>Operational</b>  | Yes | <b>Total Score</b> | <b>6</b>                   |               |
| <b>Potential Effect of Risk</b>             | <ul style="list-style-type: none"> <li>• The CYPs SEND needs may not be effectively met.</li> <li>• The Local Authority may not meet its statutory obligations.</li> <li>• Negative impact on Local Authority’s reputation with CYP/parents &amp; schools.</li> </ul>   |     |                    |                            |               |
| <b>Internal Controls</b>                    | Following the inspection, the district was asked to develop a 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.   |     |                    |                            |               |
| <b>Assurance Mechanisms</b>                 | <ul style="list-style-type: none"> <li>• SEND Strategic Partnership Board (SSPB) established with clear ToRs providing governance over the four operational workstreams.</li> <li>• Quarterly progress review meetings are held with the DfE and NHSE.</li> <li>• The SSPB reports to the district wide Children and Families Partnership board that provides governance.</li> </ul>  |     |                    |                            |               |
| <b>Date Reviewed</b>                        | 07.12 2022  |     |                    |                            |               |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>• Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board.</li> <li>• Development of a Health Data Dashboard to feed into LA dashboard.</li> <li>• Coproduction and engagement plan across the Local Area.</li> <li>• Continue to develop the multi-agency quality assurance work.</li> </ul>  |     |                    |                            |               |
| <b>Managed By</b>                           | Niall Devlin  |     |                    |                            |               |

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|------------------------|-----------------|
| <b>Administered By</b> | Caroline Levene |
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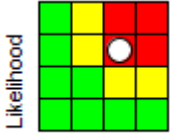
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| <b>Code &amp; Title</b>         |                    | <b>SR 15 OIP Ofsted Improvement Plan</b>   |  |                    | <b>Current Risk Matrix</b> |               |          |  |
| <b>Description</b>              |                    | The pace 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. The most recent Ofsted Inspection in November/December 2022 highlighted that whilst there has been improvement at pace in the last 12 months, the improvements have not been enough since the 2018 inspection  |  |                    |                            |               |          |  |
|                                 |                    |  |  | <b>Likelihood</b>  |                            | <b>Impact</b> |          |  |
| <b>Type of Risk</b>             | <b>District</b>    | No   |  | <b>Category</b>    | High                       |               | Critical |  |
|                                 | <b>Strategic</b>   | Yes  |  | <b>Risk Score</b>  | 3                          |               | 3        |  |
|                                 | <b>Operational</b> | Yes  |  | <b>Total Score</b> | <b>9</b>                   |               |          |  |
| <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> <li>• Slow progression of improvement, particularly due to size of improvement team to drive and deliver on improvement</li> </ul>   |  |                    |                            |               |          |  |
| <b>Internal Controls</b>        |                    | <ul style="list-style-type: none"> <li>• <b>Improvement Board:</b> The Children’s Services Improvement Board is chaired by Steve Walker, DfE appointed commissioner. The Board continues to scrutinise the improvement work.</li> <li>• <b>Improvement Plan:</b> The Improvement plan has 12 focus areas – Integrated Front Door (David Thorpe Implementation), Early Help, Help and Protection including Children with Disabilities, 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. There are detailed plans for some of the projects with project and service leads and Project Action Groups are in place to deliver on the plans. The remaining projects are being scoped and detailed plans are being developed.</li> <li>• <b>Children’s Service Improvement Team:</b> The Improvement Team remains a small team with only 3 substantive members of staff (2 Practice Improvement Co-ordinators and 1 HoS for Business Support and Practice Improvement). The Improvement Team also has an Interim Director of Improvement (till March 2023) and an Interim Improvement Consultant (funded by DfE through Leeds till March 2023). With 12 strands of improvement work identified, some of which are branching off into more than 1 plan, the team needs to increase</li> <li>• <b>Conversations Based Approach for Referrals:</b> The Conversations Based Approach was launched in Bradford in November 2022, this was following the research of Professor David Thorpe and finding that in Bradford, 60% of referrals were leading to NFA and no support for families, even though they have undergone the highest level of intervention. Early data is showing us that contacts have increased (which is positive) but the number of contacts leading to a referral and intervention has significantly decreased, therefore, Social Workers are able to focus on and work with children and families who need it. This means that caseloads for Social Workers will reduce to a more manageable level and they will have the time for self-development in order to improve practice and deliver a consistent service to children and families. Becoming a Social Worker in Bradford also becomes more attractive when trying to recruit.</li> <li>• <b>Internal Audits:</b> Audit activities continue across all parts of the Service with identified recommendations and learning, this has recently been stepped up due to the low number of returns.</li> <li>• <b>External Audit:</b> Children’s Services continue to commission a number of external audits in different parts of the Service with identified recommendations and learning. Most recently within Children with Disabilities and the Integrated Front Door.</li> </ul> |  |                    |                            |               |          |  |



|   |   |
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|   | <ul style="list-style-type: none"> <li>• <b>Ofsted:</b> Initial feedback from the most recent full ILACS Ofsted Inspection in November/December 2022 highlighted areas requiring continued improvement and these have all been integrated into the Improvement Plans for each area of focus/project and are being worked on, when the final report is received, anything missed will be added. All Project Improvement Plans have been updated to link back to source so these are easily trackable.</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 continue to be included in improvement activities.</li> <li>• <b>Recruitment and Retention:</b> The Sufficient and Stable Workforce Improvement Plan is currently being refreshed following completion of many elements of the first phase plan. Ceriph, who developed the Bring Heart Campaign and micro-site for recruitment continues to work with Children's Services and are moving onto phase 2 of their plan of having in service ambassadors and having Social Media presence, a workshop is taking place 16<sup>th</sup> December to further enhance this. The first cohort of overseas recruits are due to start mid-February 23 with their training programme starting before they arrive in early January 23. Recruitment events have been set up for February with specific focuses, one being for residential and the other for experience Social Workers. The Service has successfully recruited permanence Service Managers. The Service are taking steps to centralise Practice Supervisors and for them to no longer case hold so they can focus on Practice Improvement to mirror the same role in other LA's increasing Bradford's likelihood of successful permanent recruitment in a competitive market. The Management factuality is due to launch in February 23 with further factuality's for Community Resource Workers, Business Support, Early Help, Fostering and Youth Justice Service to Follow. The next retention payment for established staff is due to be paid in March 2023.</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 3 children's forums to enable children and young people to share their voice on service delivery continues to be utilised. 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>                        | 16 January 2023   |
| <b>Actions / Controls under development</b> | Plan Inspection Timetable   |
| <b>Managed By</b>                           | Picklu Roychoudhury   |
| <b>Administered By</b>                      | Lisa Turner   |

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| <b>Code &amp; Title</b>         | <b>SR 16 EAT Educational Attainment</b>  |     |                    | <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>    | High                       | Critical      |
|                                 | <b>Strategic</b>   | Yes | <b>Risk Score</b>  | 3                          | 3             |
|                                 | <b>Operational</b>   | Yes | <b>Total Score</b> | 9                          |               |
| <b>Potential Effect of Risk</b> | <p>Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&amp;2 means reduced levels of progress into KS4&amp;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.</p> <p><b>Outcomes 2021/22 academic year for Key Stage 2;</b></p> <ul style="list-style-type: none"> <li>• Outcomes in reading are static compared to before the pandemic. The gap between Bradford and national averages has not reduced</li> <li>• In mathematics, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels.</li> <li>• In grammar, punctuation and spelling, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels.</li> <li>• Writing outcomes have declined since 2019 and the gap between Bradford and national averages has increased</li> <li>• In the combined reading/writing/maths outcomes have declined since 2019 and the gap between Bradford and national averages has increased</li> </ul> <p><b>For KS4;</b></p> <ul style="list-style-type: none"> <li>• Attainment outcomes at KS4 have declined as had been expected given the changes to the assessment regime during the pandemic. Outcomes remain lower than national and the gap between Bradford and national has not closed.</li> <li>• Girls continue to outperform boys. At attainment 8 girls achievement is 6% higher than boys and this is higher than the national gap. This is also the case for attainment 9-4. For attainment 9-5 the gap is 6% which is the same as national</li> <li>• The gap between pupils with SEND and other pupils is 23% for attainment 8. This is the same as the national figure. At Basics 9-4 and Basics 9-5, the difference between pupils with and without SEN is lower in Bradford than the national average.</li> <li>• The gap between disadvantaged and non-disadvantaged pupils is 14% for attainment 8. This is 1% lower than the national average. At Basics 9-4 and Basics 9-5, the difference between disadvantaged and other pupils is also lower in Bradford than the national average.</li> <li>• Pupils whose first language is English outperform pupils whose language is not English by 1% in Attainment 8. Nationally, those pupils whose language is not English outperform pupils whose first language is English by 2%. At Basics 9-4 and Basics 9-5, the picture is similar with pupils whose first language is English outperforming pupils whose language is not English by 4% and 2% respectively. The national average picture is that, those pupils whose language is not English outperform pupils whose first language is English by 1% and 3% respectively.</li> </ul> |     |                    |                            |               |
| <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.   |     |                    |                            |               |

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| <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>                        | 11/1/23.   |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"><li>• 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.</li><li>• Partnership working with DfE Education Improvement Area to bring about improvements in the least well performing academies and schools</li><li>• 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</li><li>• Raising attainment strategy funding will seek to support identification and targeted programmes to help C&amp;YP improve their attainment at Key stages 1 and 2. This funding will end in July 2023.</li></ul> |
| <b>Managed By</b>                           | Sue Lowndes  |
| <b>Administered By</b>                      | Caroline Levene  |

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| <b>Code &amp; Title</b>         | SR 17 CSI Children Safeguarding Incident   |     |                    | <b>Current Risk Matrix</b>  |               |
| <b>Description</b>              | A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high.<br>Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.   |     |                    |  <p>Likelihood</p> <p>Impact</p> |               |
|                                 |  |     |                    | <b>Likelihood</b>   | <b>Impact</b> |
| <b>Type of Risk</b>             | <b>District</b>  | No  | <b>Category</b>    | High  | Critical      |
|                                 | <b>Strategic</b>   | Yes | <b>Risk Score</b>  | 3   | 3             |
|                                 | <b>Operational</b>   | Yes | <b>Total Score</b> | <b>9</b>  |               |
| <b>Potential Effect of Risk</b> | Harm to an individual.<br>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 3 new permanent Service Managers and we have begun permanent recruitment of social workers from abroad 15 of whom will arrive later in January 2023. They will be given a period of induction and introduction to the systems in the UK and in Bradford. We will also assist them to integrate and support them to settle and feel welcome. This will complement 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. Since engaging a number of project teams across the service this has led to an overall reduction of average caseloads to about 18 children. Some of this work is very intensive and complex and a further reduction will support practice and outcomes for children.</p> <p>The family Court Division has begun to implement its plans for Compliance Courts whereby the Courts will more publically hold local authorities and other parties to account for delays in Court proceedings and this potentially could become a reputational risk for the authority if we fail to meet timescales without clear reasons for delay.</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. An audit regime which allows managers at all levels to consider the quality of practice and the impact of our interventions on children and families.</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. As before this continues to be a pressure for us. The looked after children population has increased to over 1500 children and the complexity of need has and we have also increased post Covid.</p> |     |                    |   |               |


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|   | <p>Audits continue to be completed but at a slightly improved level because of staff and manager turnover. This continues to be a focus for managers. We have engaged external social work auditors to support the development of first line managers to improve practice across the service.</p> <p>The lessons from Monitoring visits continued to be 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 has now incorporated the Leaving Care service bringing a clearer focus on Children in public Care.</p>   |
| <b>Assurance Mechanisms</b>                 | <p>The Bradford Partnership (Safeguarding) 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>Ofsted undertook a full ILACS inspection of children's social care services from Mid-November to early December. The report will be published at the end of January 2023.</p> <p>We continue to recruit to Head of Service and Service manager roles and we have had some success in recruiting social workers from overseas.</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. We maintain a focus with the Police on children who go missing from care or from home.</p> |
| <b>Date Reviewed</b>                        | 13 January 2023   |
| <b>Actions / Controls under development</b> | <p>A CSE Action Plan has been 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 implementation of the Trust is imminent and this will help to settle the workforce some of whom have felt unsettled.</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   |

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| <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>  | 3                          | 3             |
|   | <b>Operational</b>  | Yes | <b>Total Score</b> | 9                          |               |
| <b>Potential Effect of Risk</b>             | <ul style="list-style-type: none"> <li>Increased number of fatalities</li> <li>Further pressure on local hospitals</li> <li>Slower economic recovery</li> <li>Breakdown in community cohesion</li> </ul>  |     |                    |                            |               |
| <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>                        | 20-Dec-2022   |     |                    |                            |               |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>CBMDC staff encouraged and supported to WFH where possible</li> <li>Support the NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities.</li> <li>Continue existing work with partners on health inequalities, prevention and health improvement.</li> </ul> |     |                    |                            |               |
| <b>Managed By</b>                           | Sarah Muckle  |     |                    |                            |               |
| <b>Administered By</b>                      | Tariq Mohammed  |     |                    |                            |               |

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| <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>4</b>          | <b>3</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>• ASC workforce strategy now developed.</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> </ul> |     |                    |                   |                            |

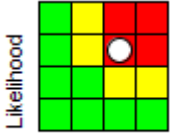
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|   | <ul style="list-style-type: none"> <li>• Using Skills House to support and coordinate recruitment for Health and Social Care System</li> <li>• Coordinated approach to pool resources from students and potential individuals who have been laid off 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>                 | <p>CQC Inspections<br/> DMT Adult Social Care Reform - monthly<br/> DMT Finance, Performance, Quality and Transformation – monthly<br/> Raising Expectation Steering Group</p>   |
| <b>Date Reviewed</b>                        | 03.01.23   |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>• Workforce lead post agreed to take forward the activities and actions detailed in the workforce strategy – JP to be developed graded ad recruited to.</li> <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>• 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  |



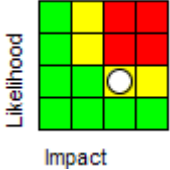
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| <b>Code &amp; Title</b>                     | SR 20 EHE Elective Home Education  |     |                    | <b>Current Risk Matrix</b>  |               |
| <b>Description</b>                          | At September 2020 there were 484 children 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  | Critical      |
|   | <b>Strategic</b>   | No  | <b>Risk Score</b>  | 2   | 3             |
|   | <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>                        | 12/12/22   |     |                    |   |               |
| <b>Actions / Controls under development</b> | Continuous engagement with the DfE who have this as a key focus<br>Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated   |     |                    |   |               |
| <b>Managed By</b>                           | Sue Lowndes  |     |                    |   |               |
| <b>Administered By</b>                      | Kate Hopton, 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 Substantial and Strategic Security is a concern.   |     |                    | <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                            | Critical      |
|                                 | <b>Strategic</b>  | Yes | <b>Risk Score</b>  | 3                               | 3             |
|                                 | <b>Operational</b>  | Yes | <b>Total Score</b> | 9                               |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>Preparation to implement new Protect Duty legislation is inadequate to meet Government expectations</li> <li>The Council is unable to respond effectively to a major incident and function some or all delivery priorities jeopardised.</li> <li>The Council is unable to meet its duties and responsibilities.</li> <li>The reputational risk to the Council is adversely effected.</li> <li>The welfare and safety of the Council's citizens is at risk.</li> <li>Increasing incidence and impact of service interruption events.</li> <li>Business-critical systems are impacted.</li> </ul>  |     |                    |                                 |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>The Strategic lead for security is the Strategic Director Corporate Services responsible for organisational protective security as a whole.</li> <li>The Threat from terrorism is ever present and changeable so policies, systems and plans need regular review.</li> <li>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</li> <li>Senior Managers undertake training appropriate to their roles and responsibilities and use the ACT app (Action Counters Terrorism) and JESIP App</li> <li>Critical Systems and Services are identified threats, risks and vulnerabilities and have business continuity plans in place and accessible in case of incidents.</li> <li>The Council has responded to the Protect Duty Consultation 2021.</li> <li>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.</li> <li>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.</li> <li>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</li> <li>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.</li> </ul> |     |                    |                                 |               |
| <b>Assurance Mechanisms</b>     | Security policy statement and security strategy and organisational security framework.  |     |                    |                                 |               |
| <b>Date Reviewed</b>            | 16/12/22  |     |                    |                                 |               |

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| <p><b>Actions / Controls under development</b></p> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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</li> <li>• ACT and SCaN Training needs to be rolled out to all departments delivered at an appropriate level for staff, it may become a mandatory requirement.</li> <li>• Security induction training is being reviewed, Information Assurance training is mandatory for all staff.</li> <li>• The Council is developing and implementing security minded communications on its website and media outlets.</li> <li>• Training and testing the security framework, plans and readiness.</li> <li>• The Emergency planning Manager is requiring a new post to manage the security risks and the protect duty with funding to be determined.</li> </ul> |
| <p><b>Managed By</b></p>                           | <p>Susan Spink</p>   |
| <p><b>Administered By</b></p>                      | <p>Matthew Baggley</p>   |

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| <b>Code &amp; Title</b>         | <b>SR 22 COL Cost of Living Crisis</b>  |     |                    | <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.  |     |                    | <br>Likelihood<br>Impact |               |
|                                 |   |     |                    | <b>Likelihood</b>   | <b>Impact</b> |
| <b>Type of Risk</b>             | <b>District</b>   | Yes | <b>Category</b>    | High  | Critical      |
|                                 | <b>Strategic</b>  | Yes | <b>Risk Score</b>  | 3   | 3             |
|                                 | <b>Operational</b>  | Yes | <b>Total Score</b> | <b>9</b>  |               |
| <b>Potential Effect of Risk</b> | <ul style="list-style-type: none"> <li>• 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</li> <li>• Local economy is impacted.</li> <li>• Inflation is at a 40 year high and some areas may become unsustainable as disposable income is reduced (e.g. local markets and business).</li> <li>• Potential for rise in crime, homelessness, demands on Council crisis services, and on health services in particular mental health services.</li> <li>• Risk of lower collection levels of Council Tax, Business Rates and Sundry Debts, and increased resource demand on debt collection services, as households and businesses prioritise other debts</li> <li>• Effect on lower paid Council staff could result in them being less able to meet their potential (under nourished, cold, worried about finance).</li> <li>• Around £1 in every £5 of public spending is spent dealing with the effects of poverty.</li> </ul>   |     |                    |   |               |
| <b>Internal Controls</b>        | <ul style="list-style-type: none"> <li>• Occupational Health support for staff and signposting to other agencies providing support and advice.</li> <li>• Holiday Food and Activities programme in the school holidays</li> <li>• 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</li> <li>• Credit Union membership of 9,000</li> <li>• Food Bank provision across the District</li> <li>• Local Welfare Assistance programmes such as the Assisted Purchase Scheme and the Fuel Top Up scheme</li> <li>• Funding of Welfare and Debt Advice across the District – this has been subject of a re-tendering exercise in Autumn 2022 to ensure the service is sustained over the medium term</li> <li>• Warm Homes, Healthy People network to assist with energy efficiency measures and advice</li> <li>• Improving take up of Healthy Start vouchers and Free School Meals</li> <li>• 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.</li> </ul> |     |                    |   |               |
| <b>Assurance Mechanisms</b>     | <ul style="list-style-type: none"> <li>• Low income groups and those living in poverty are one of our protected characteristics when conducting Equalities Impacts Assessments.</li> <li>• All policies and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty)</li> <li>• Corporate Plan addresses initiatives to improve financial inclusion, protecting the most vulnerable, better housing, health and education</li> <li>• Wellbeing Board</li> <li>• The Anti- Poverty Strategy was approved by the Executive in November 2022.</li> </ul>  |     |                    |   |               |

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| <b>Date Reviewed</b>                        | 5 January 2023   |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"><li>• The Government has announced that the Household Support Grant fund will be extended in 2023/24.</li><li>• Widening of low cost food offer for the District is currently under consideration including signposting our staff to this support.</li><li>• The Council is a referral partner for the Money Adviser Network to signpost residents to free debt advice.</li><li>• Determination of the allocation of Council Tax Support fund announced by the Govt in December 2022 for the year 2023/24.</li></ul> |
| <b>Managed By</b>                           | Caroline Lee   |
| <b>Administered By</b>                      | Mark St Romaine  |

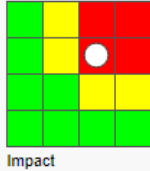
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| <b>Code &amp; Title</b>                     | SR 23 SUP Supply Chain Risk   |     |                    | <b>Current Risk Matrix</b>  |               |
| <b>Description</b>                          | Inability to source key supplies and services (including energy) as a result of current fiscal and economic circumstances.  |     |                    |  |               |
|   |   |     |                    | <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>  | 2   | 3             |
|   | <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>                 | <ul style="list-style-type: none"> <li>Active and competitive supply chain for majority of council goods and services.</li> <li>Number of national frameworks available that could be drawn down upon if needed.</li> <li>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.</li> </ul> |     |                    |   |               |
| <b>Date Reviewed</b>                        | 4 January 2023.   |     |                    |   |               |
| <b>Actions / Controls under development</b> | Ongoing Recruitment for the Procurement Service.<br>A temporary head of Procurement is scheduled to start in post on 16 January 2022.   |     |                    |   |               |
| <b>Managed By</b>                           | Christopher Kinsella  |     |                    |   |               |
| <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                       | Significant   |
|                                 | <b>Strategic</b>   | Yes | <b>Risk Score</b>  | 3                          | 2             |
|                                 | <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>        | <ul style="list-style-type: none"> <li>The update for Q2 2022/23 stipulates that 439 young people started on a Kickstart placements across the Council, however, since Q2, it has been identified that the Council did use other Gateways to secure Kickstart placements and the correct figure is 767.</li> <li>The commitment by CMBDC was for 920 kickstart opportunities. There were 6,529 referrals received from DWP. The total number of starters which were set up on SAP was 767 of which 201 ended early (anything from 1-6 months were from other Gateways) and 566 completed the 6-month kickstart placement. The largest take up was in Business Admin support and continued to be a popular choice for young people.</li> <li>We are unable to report on the full extent of the Council’s success at local level, as DWP are yet to present to Government, therefore the update in March 2023 from DWP is not guaranteed. From the information that we hold, we know that 85 of our Council Kickstart placements have moved on to permanent employment from our scheme. Full monitoring of ‘leavers’ is not fully processed across the council due to the lack of information provided by the individuals when resigning from the Council. There isn’t a centralised leavers process which could have captured this data.</li> <li>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 were recruited in October 2022. The 3 graduates from Nov 2020 and 2021 are no longer on placement. (1 gained permanent employment in the Council). Placements are offered across Departments with each graduate completing four placements in the two-year period they are with the Council.</li> <li>A 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.</li> </ul> |     |                    |                            |               |
| <b>Assurance</b>                |  |     |                    |                            |               |

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|---|---|
| <b>Mechanisms</b>                           |   |
| <b>Date Reviewed</b>                        | 14 December 2022  |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"> <li>• We are using the apprenticeship levy to develop existing and new skills including those in professional and skilled roles. The 252 Live Council apprentices are made up of 44 apprentices in maintained schools, 37 new starters in the Council and 171 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 44 apprentices in schools are Early Years (50%), Teaching Assistant/Teacher (30%) Business Admin, Management and IT (16%), Production/Hospitality (4%)</li> <li>• Council apprenticeships are in: Adult Care (15%), Management (24%), Building, Construction, Civil Engineering, Trades etc (16%) Children and Young People (6%), Production/Hospitality (16%), Business Admin/Customer Service (6%) Social Work (8%), Finance, IT, Procurement (3%) other specialised apprenticeship training (6%)</li> <li>• In Children’s Services the apprenticeship programme links into “grow own and 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.</li> <li>• We are working on developing an internal graduate scheme, better suited to organisational need, as well as a 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.</li> <li>• It is intended that a review of Pay and Allowances will take place during 2023-24.</li> <li>• A review of the employee benefits offer is well underway with an implementation date of April 2023, as well as mapping our Employee Value Proposition and the procurement of a new recruitment system are all in scope and progressing.</li> <li>• Appointment of temporary HR resourcing specialists to provide strategic and operational support to senior managers; reviewing recruitment challenges, identify skills shortages and developing recruitment and retention strategies and associated initiatives. Including:             <ul style="list-style-type: none"> <li>• Whether posts can be converted to apprenticeships, graduate/placement opportunities</li> <li>• Reducing reliance on Agency/Consultancy workers</li> <li>• Developing initiatives for growing our own staff in order to resolve current and future recruitment challenges</li> <li>• Role composition and market supplements</li> </ul> </li> <li>• Assist hiring managers with scoping recruitment campaigns and sourcing candidates, ensuring advertising channels are appropriate and reach a wide and diverse range of applicants and that the CBMDC brand is promoted consistently through all resourcing and recruitment activity.</li> </ul> |
| <b>Managed By</b>                           | Anne Lloyd  |
| <b>Administered By</b>                      | Emma Lawer  |

|                         |  |                     |
|-------------------------|--|---------------------|
| <b>Code &amp; Title</b> | SR 25 Digital Switchover - Adult Social Care operations. | <b>Current Risk</b> |
|-------------------------|--|---------------------|



|  |   |            |                           |  |                      |                 |
|--|---|------------|---------------------------|--|----------------------|-----------------|
| <p><b>Description</b></p>              | <p>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.<br/>Our existing telecare infrastructure relies upon analogue networks to communicate between the alarm and pendant in a persons home and the alarm receiving centre based at cornerstones. We currently have approximately 8000 people who could potentially be left without a working alarm.</p>  |            |                           | <p><b>Matrix</b></p>  |                      |                 |
| <p><b>Type of Risk</b></p>             | <p><b>District</b></p>  | <p>Yes</p> | <p><b>Category</b></p>    | <p>High</p>  | <p><b>Impact</b></p> | <p>Critical</p> |
|  | <p><b>Strategic</b></p>   | <p>Yes</p> | <p><b>Risk Score</b></p>  | <p><b>3</b></p>  | <p><b>3</b></p>      |                 |
| <p><b>Potential Effect of Risk</b></p> | <p><b>Operational</b></p>   | <p>Yes</p> | <p><b>Total Score</b></p> | <p><b>9</b></p>  |                      |                 |
|  | <p>Impact on H&amp;WB</p> <ul style="list-style-type: none"> <li>Approximately 8000 citizens 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> <p>Wider Corporate concerns</p> <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> |            |                           |  |                      |                 |
| <p><b>Internal Controls</b></p>        | <p>Digital Switch over plan now in place, which includes the following work streams:</p> <ul style="list-style-type: none"> <li>Telecare Alarm Receiving Centre (ARC) Migration – this will include tender for new supplier</li> <li>Communication and awareness – this will care for telecare user, council staff and partners on key implications. We will also need to work up Advice, guidance, policy on installing on digital infrastructure/if find customers box left unplugged</li> <li>Analogue to Digital Strategy – this will include: Baseline assessment of current users, develop proactive support offer for customers undergoing switch, develop and agree policy for use of SIM enabled alarms and implement strategy for replacing A2D alarms and proactive monitoring of call handshakes.</li> </ul>  |            |                           |  |                      |                 |
| <p><b>Assurance Mechanisms</b></p>     | <ul style="list-style-type: none"> <li>DMT Care Reform - monthly</li> <li>DMT Finance, Performance, Quality and Transformation – monthly</li> <li>TEC Steering Group - monthly</li> </ul>   |            |                           |  |                      |                 |

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|---|---|
| <b>Date Reviewed</b>                        | 03.01.23  |
| <b>Actions / Controls under development</b> | <ul style="list-style-type: none"><li>• Further discussions with Corporate ICT to align activity to ensure we have a joined up approach across the Council.</li></ul> |
| <b>Managed By</b>                           | Imran Rathore   |
| <b>Administered By</b>                      | Imran Rathore   |