

Report of the Director of Finance to the meeting of the Executive to be held on 4th April 2023.

BJ

Subject:

Qtr 4 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 February 2023. 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

**Overview & Scrutiny Area:
Corporate**

Finance Position Statement for 2022-23

1.0 INTRODUCTION

This report is the fourth 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 Council Tax and Business Rates collection funds
- An update on the Capital Investment Plan.
- The Council's Risk Register.

2.0. MAIN FINANCIAL MESSAGES

Forecast outturn of the revenue budget in 2022-23

	Gross Budget £ms	Net Budget £ms	Total Variance £ms
Health and Wellbeing	261.0	128.0	8.0
Children's Services	530.0	152.9	50.4
Department of Place	145.5	85.8	0.3
Corporate Resources	215.0	58.6	3.4
Chief Executive	5.4	5.0	-0.4
Non-Service Budgets	6.7	5.8	0.0
General Fund	20.3	-47.6	-29.7
Total Council	1,183.8	388.5	32.0

Forecast outturn of the revenue budget in 2022-23

- 2.1 Based on a projection at January 31st 2023, the Council is forecast to **overspend** the £388.5m net revenue budget by £32.0m by March 31st 2023. This is c£5.6m less than Qtr 3/ Period 9 as outlined in section 2. Although this represents an overall improvement, it should be noted that the improvement mainly results from £7.7m of financing changes.
- 2.2 A number of mitigating actions are planned to reduce the variance 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 are not assured.
- 2.3 The main variance areas continue to be Children's Social Care due to high placement costs and high levels of Agency Staff that's resulting in a variance of c£50.5m, and, and unachieved savings in Adult Social Care as outlined in prior months.

- 2.4 Further, the unbudgeted impact of inflation is currently estimated at c£28m and this is resulting in significant forecast variances across all service departments as detailed in the Departmental Commentaries (sections 4-8).
- 2.5 The inflationary impacts are largely constituted of c£12.6m of additional forecast costs associated with the 2022-23 pay award. Overall, we estimate that the pay award will cost c£18.6m 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.
- 2.6 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 c10% in 2022, with further increases in 2023.
- 2.7 A number of mitigating actions are being worked on to reduce the forecast variance and financial pressures as outlined in the report.
- 2.8 Any year end variance would have to be bridged using reserves which are reducing at an unsustainable rate.

Change since Qtr 3

- 2.9 The overall forecast variance has reduced by c£5.4m since Qtr 3 as outlined below.

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Childrens Services	48,908	50,506	1,598
Health & Wellbeing	7,670	7,992	322
Corporate Resources	3,120	3,406	286
Dept of Place	120	317	197
Non Service	-9	-9	0
Chief Executive	-228	-374	-146
General Fund	-21,997	-29,691	-7,694
Total	37,584	32,147	-5,437

- 2.10 The main changes since Qtr 3 include;

- A £1.6m increase in the Children's Services forecast variance to £50.5m due to a further £0.8m increase on direct payments/home support costs

for Children with Disabilities, £0.3m increase in Section 17 support costs, £0.2m increase on legal/court cost, £0.2m increase in transport cost and a £0.6m increase in Social Work service costs (mainly Agency). There is also a £0.5m favourable movement on the Education and Learning Service forecast.

- A £0.4m increase in the Health and Well Being forecast variance to £8.0m, primarily related to increased long term support expenditure within Learning Disabilities.
- A £0.2m increase in the Department of Place forecast variance to £0.3m due mainly to the following:

Sports & Culture - a £0.4m reduction in the forecast variance to £0.5m. The above movement is mainly due to an improved position for Theatres, which is now forecast to show a £0.2m underspend. This is based on the continued improvement in performance levels with income targets exceeding expectations.

Neighbourhoods & Customer Services - a £0.3m increase in the forecast underspend to £0.7m. Funding received from Public Health in support of Safer Communities / Domestic Violence has given rise to the increased underspend.

Waste, Fleet & Transport – a £0.5m reduction in the forecast underspend to £0.3m. This results from a reduction in the gain share from dry mixed recycling and increased fuel costs.

Economy & Development – a £0.3m reduction in the forecast underspend to £1.6m following a review of the income expectations and expenditure in relation to the development framework for Shipley and Keighley.

- A £7.7m increase in the General Fund underspend to £29.7m due to
 - A £5m increase in the forecast underspend associated with the Capital financing budget as result of an approved MRP policy change.
 - A £1.1m increase in income following the Government's announcement of redistributions of the Business Rates related National Levy Account surplus.
 - £2m from alternative methods for financing capital expenditure.
 - The above have been partly offset by unbudgeted costs associated with the apprentice levy, and some minor corrections related to the pay award.

Material issues not currently factored into the forecast

The c£32m of forecast variance does not however include the following which could reduce the variance by year end.

- 3.1 Should Children's Social Care or Adult Social Care manage to attract additional Health related funding in this financial year as planned, this would be a benefit.
- 3.2 The Government have 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. £0.6m is currently included in forecasts, however the funding restrictive and it is proving difficult to identify qualifying expenditure.

- 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 small saving this year.
- 3.4 Phase 2 of the reserves review has recently completed and is reflected in current forecasts. Given the scale of the forecast overspend a phase 3 is in progress, and further unplanned use of reserves will need to be used to balance the overall budget at year end.

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

- 3.5 Despite 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 variance.
- 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 likely to have negative impacts on demand for services and income levels.

Departmental Commentaries

Children's Services

- 4.1 Children's Services are forecast to have a variance of £50.5m against the net budget of £152.9m by year end. This is after allocating £15.0m of additional funding to the service in 2022-23 including £7.5m of one-off funding.

The forecast variance is mainly derived from Children's Social Care related services (Children's Social Care (£21.7m) and Safeguarding & Reviewing, and Commissioning & Provision (£44.5m). Education and Learning (£0.6m). The Employment and Skills Service has a forecasted underspend of £1.3m. £15m of additional budget for Social Care has not been allocated.

Children's Social Care

- 4.2 The £21.7m forecast variance is mainly due to the following;
- 4.3 A £12.5m variance 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.

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

Month	Apr 20	Sep 20	Apr 21	Sep 21	Mar 22	July 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23
Number of Agency Social Workers	129	136	170	161	164	177	179	204	206	207	208	205	211

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, with the first tranche of new starters commencing work in February as outlined below.

Description	2021/22												2022/23
	Total	Apr-22	May-22	Jun-22	Jul-22	Aug 22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Total
Starter	43	2	6	4	3	4	13	3	0	0	3	17	55
Leaver	64	2	8	5	6	5	11	8	9	2	8	1	65
Net	(21)	0	(2)	(1)	(3)	(1)	2	(5)	(9)	(2)	(5)	16	(10)

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. A number of new appointments have been made in February 2023 and this is planned to continue in the coming months.

	Apr 21	Jun 21	Sept 21	Nov 21	Apr 22	Jul 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23
No of Permanent Social Workers	293	301	303	301	283	280	281	276	267	265	260	276

4.8 Benchmarking data demonstrates that the percentage of Agency social work staff in Bradford has increased significantly over the past 4 years and is significantly higher than comparators.

Agency staff as % of Social Work Workforce	2014	2015	2016	2017	2018	2019	2020	2021	2022
Bradford	4	3	4	4	12	30	34	39	46
Yorkshire and Humber	8	6	9	8	8	10	11	13	16
National	15	16	16	16	15	16	15	16	18
Statistical Neighbours	17	15	17	16	15	16	16	18	19

West Yorkshire

Bradford	4	3	4	4	12	30	34	39	46
Calderdale	7	3	0	5	2	7	3	9	14
Kirklees	4	3	26	18	6	2	0	0	0
Leeds	8	4	4	1	1	1	0	0	3
Wakefield	19	-	9	6	29	32	22	14	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 also has a forecast variance on the direct payment/home support budget by £1.9m.
- 4.11 There is also a £1.4m 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 costs for care leavers.
- 4.12 The Section 17 preventative assistance budget has a forecast variance of £1.4m, and transport costs are also forecast to be £2.1m above budget (including £0.6m in relation to staff). The Interpreting budget has a £0.1m variance, and a further £0.8m variance on support cost for children.

Safeguarding and Review, Commissioning and Provision

- 4.13 Adverse budget variances 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 Feb	Avg Cost per week 2020-21	Avg Cost per week 2021- 22
Placed with Parents	117	129	150	162	166	182		
Placed for Adoption	25	26	24	35	52	38		

Friends and Families	235	301	357	372	394	432	£250	£350
Foster Parents	371	354	368	393	375	385	£519	£530
Fostering Agencies	57	88	131	164	191	264	£839	£849
Residential Care (Internal)	51	45	51	45	38	26	£3,100	£3,300
Residential Care (External)	42	42	60	70	105	159	£3,600	£4,800
Other*	62	68	90	107	125	128	£1,600	£1,850
Sub Total (Number of Children Looked After)	960	1,053	1,231	1,349	1,446	1,614		
Residence Orders	46	40	37	33	30	29	£154	£166
Adoption Orders	247	239	237	226	214	203	£270	£330
Special Guardianship Orders	320	338	364	435	473	503	£155	£168
Sub Total (Chd in Permanent Arrangements)	613	617	638	694	717	735		
Total Children Receiving Support	1,573	1,670	1,869	2,043	2,163	2,349		

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

4.17 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.

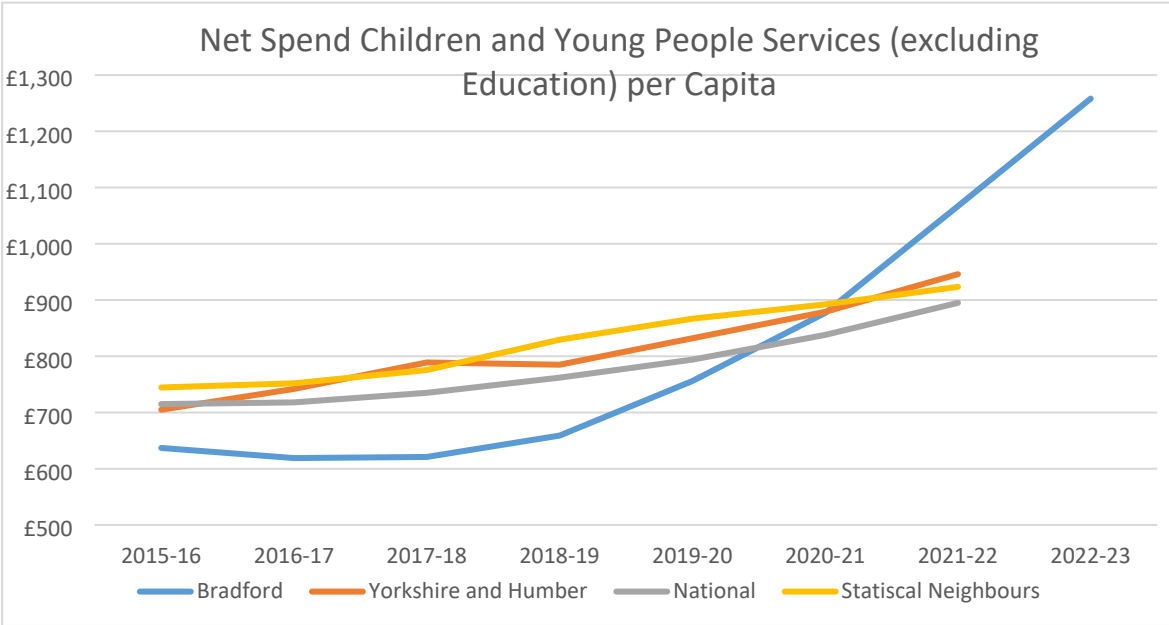
	2016	2017	2018	2019	2020	2021	2022	% Growth	Feb 2023
Bradford	61	66	70	82	87	94	103	69%	114
Yorks and Humber Avg	63	67	71	74	77	78	81	29%	
Statistical Neighbour Avg	84	87	84	87	88	90	89	6%	
National Avg	60	62	64	65	67	67	70	17%	

4.18 Bradford is also spending very disproportionate amounts on high-cost placements like Residential Care in comparison to alike Councils as outlined in the table below. The table also demonstrates very significant growth in costs in 2022-23.

Local Authorities – Spend per head of Child Population on Residential Care	16-17	17-18	18-19	19-20	20-21	21-22	% Increase 15-16 to 21-22	22-23
Bradford	£111	£105	£114	£145	£181	£236	120.6%	£380
Yorkshire and Humber	£100	£112	£120	£126	£139	£163	69.8%	
National	£96	£111	£117	£126	£142	£159	78.7%	
Statistical Neighbours	£108	£120	£134	£158	£157	£163	59.8%	

4.19 Indicatively, when applied to the c142,000 child population, Bradford is currently spending c£30m more than Statistical neighbours pro rata to size on Residential Care provision.

4.20 As a result of high Agency staff costs, and the growth in Child Looked After placements (particularly Residential Care 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%	

4.21 Indicatively, if Bradford’s current net spend on Children and Young people per capita were at the same level as Statistical Neighbours in 2021-22, the Council would have spent 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.

4.22 This also demonstrates that the current scale of spend in Bradford is not inevitable, and could be reduced again in time.

4.23 As a result of the growth outlined above, the Service is forecast have a year-end variance of £44.5m.

4.24 This includes a £38.2m variance on the external purchased placement (Residential, Fostering and Post 16 & 18).

- 4.25 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.
- 4.26 Internal residential/respite homes are currently forecasting a variance of £4.6m due to the use of agency staff, premises related costs and care cost.
- 4.27 Child Protection Services has a £0.9m variance due to the use of agency staff across the service.

Education and Learning

- 4.28 The Education and Learning Service is reporting a £0.6m variance on a £26.6m net budget. The main pressure is on the Travel Assistance Service which is forecast to spend £2.4m above budget due to increased costs in service provision. The current variance is offset by £1.8m underspend across the service from non-staffing budgets and through income generation.

Skills for Work and 14-19 Service

- 4.29 The Skills for Work/14-19 Service are forecast to underspend the £5.4m budget by £1.3m. This results 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

- 4.30 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 in 2022-23. The 2022-23 of £50.5m forecast overspend will also have to be mitigated by underspends and unplanned reserve use, and the recently approved budget for 2023-24, allocated a further £57m.
- 4.31 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 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.

- 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 was approved. 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.

4.32 The service will pursue the following actions to reduce the forecast variance in 2022-23;

- 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.

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

4.34 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 has a forecast variance of £8m relative to the £128m net expenditure budget, this is after allocating £4.4m of

non-recurrent funding, including £2.5m from the Social Care reserve. This is a £0.4m increase from Qtr 3, primarily related to increased long term support expenditure within Learning Disabilities (LD).

- 5.2 The forecast variance 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. The recently approved 2023-24 budget provided £5m to take account of undeliverable Learning Disability demand management savings.

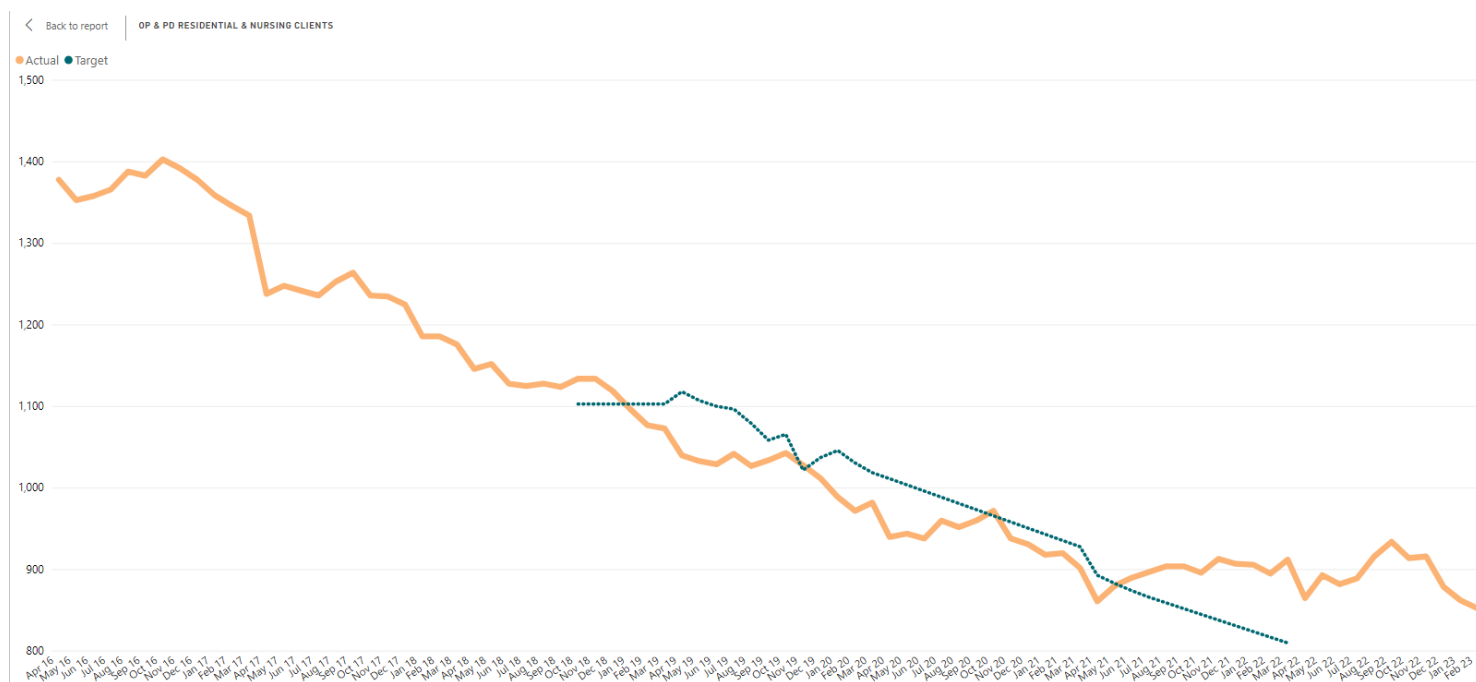
Operational Services

- 5.4 Operational Services are forecast to underspend the £62.5m net expenditure budget by £0.6m. This forecast position includes £5.9m 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 (ICB) 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. A further amount of £200m national discharge fund was announced in January 23 to support step down care beds of which the Council is forecasting to utilise £0.6m.
- 5.5 An early care fee uplift of 2%, covering the period 1st January to 31st March 2023, has been given to all Adult Social Care providers contracted by Bradford Council. This uplift is to support providers with rising utility costs, inflationary pressures and enable an early uplift to staff pay in order to help retain staff over this critical period. This early uplift has been funded by the ICB (£0.7m).
- 5.6 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.
- 5.7 The total recurrent pressure within Older People and Physical Disabilities long term support budgets is £5.8m, of which £4.1m 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. As a result, hospital bed blocking in Bradford is much lower than many parts of the country.
- 5.8 The table below demonstrates the year on year increase in home care hours.

	28.02.21	28.02.22	28.02.23
OP & PD Monthly Long Term Home Care Hours	108,758	109,614	114,989
OP & PD Monthly Short Term Enablement Hours*	3,284	8,860	10,095
Total	112,042	118,474	125,084

5.9 To mitigate the remaining £1.7m 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.

5.10 Although, Home Care hours, and other types of Community care have been increasing over recent years, when combined with the transformative effects of investment into short term, and preventative care, this has resulted in very significant reductions in the use of costly Residential and Nursing care from 1,403 in 2016 to 852 in February 2023 as can be seen in the chart below.



5.11 These reductions are in line with the Home First strategy, and Adult Social Care now benchmarks very well in this regard. It should however also be noted that the reductions have reached a plateau in recent months, suggesting that there is reduced scope for even further reductions.

Mitigation Actions to reduce the overspend

5.12 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

- 5.13 Learning Disability services are forecast to overspend the £51.4m net expenditure budget by £7.8m, this is after £2.5m of non-recurrent funding from the Social Care reserve has been applied.
- 5.14 As reported last financial year, Learning Disabilities has a recurrent pressure of c£10.3m, 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.
- 5.15 The tables below show the proportion 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 had 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	28.02.21	28.02.22	28.02.23
LD Residential Care - Purchased	137	129	135
LD Nursing Care – Purchased	21	17	16
Total Residential & Nursing	158	146	151

Community Care Client Numbers	28.02.21	28.02.22	28.02.23
LD Supported Living	442	465	484
LD Home Care	320	299	284
LD Direct Payments	488	510	533
Total	1,250	1,274	1,301

Mitigations to reduce to overspend

- 5.16 The Qtr 4 forecast 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 budget pressures for LD in the new financial year.
- 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 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.

- 5.17 In recognition of the high value of the Learning Disabilities unachieved savings, £5m has been added back to the budget through the 2023-24 budget process.
- 5.18 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 (£0.6m) and £0.2m of reserves. This is creating a further £1.8m budget pressure for the department. However, this pressure is offset by a £0.7m underspend within Commissioning and Integration, the majority of which is related to vacancy control and a further £0.2m underspend with Environmental Health.

Department of Place

- 6.1 Department of Place is forecast to overspend the £85.7m net expenditure budget (£145.4m Gross) by £0.3m. This includes inflationary pressures of £4.5m from Planning, Transportation & Highways (£3.5m – Energy Costs) and Waste, Fleet & Transport (£1.0m – waste disposal & fuel costs). This has been mitigated through the £2m use of one-off use of reserves 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 have been offset by a reduction in costs relating to waste tonnage and vacancy management within Neighbourhood and Customer services.

Neighbourhood and Customer Services

- 6.2 The service is forecast to underspend the £19.2m net expenditure budget by £0.7m. £0.6m of the pressure comes from within Park Depots. 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 by £0.2m, largely on employee and fleet costs. These have been offset by a £0.5m over achievement of income within Uniformed Services, savings in Customer Services of £0.4m, and Neighbourhood Service £0.1m. Funding of £0.4m has been received from Public Health in support of Safer Communities / Domestic Violence.

Economy & Development Services

- 6.3 The service is forecast to underspend the £9.5m net expenditure budget (£17.1m Gross) by £1.6m. This includes a £2.0m drawdown against reserves

in support of the Service's current position. Economic Development is forecast to underspend the £3.4m net expenditure budget (£4.0m Gross) by £0.5m, due to the drawing down of reserves where necessary to deliver programmes of work.

- 6.4 Housing Services are currently showing an overspend of c£0.6m which is mainly due to existing pressures within Housing Development. This results from 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.
- 6.5 Client Services are forecast to underspend by £0.2m due to vacant posts. The service is finding it hard to retain School crossings patrol staff, which is an ongoing challenge.
- 6.6 Markets are forecasting an underachievement within their £0.8m net income budget (£1.6m Gross) of c£0.5m. This is after the drawdown of the remaining £70k held in reserves.

Planning, Transportation & Highways

- 6.7 The Service is forecast to overspend the £17.3m net expenditure budget (£25.0m Gross) by £3.9m. This is due to a significant increase in energy costs of £3.4m for Street Lighting, within Transportation & Highways. As energy has been pre purchased for 2022-23 any further increases are not expected until next financial year.
- 6.8 Development Services are forecast to overspend the £0.8m net expenditure budget (£4.8m gross) by £0.4m. 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.
- 6.9 The pressure on Street Lighting energy has reduced by £0.4m as the Smart Street Lighting inventories are updated and revised invoices/credit notes are processed
- 6.10 Planning & Transport Strategy is forecast to return a balanced budget.
- 6.11 The Winter Maintenance period has commenced and the operation is currently forecasting an overspend of £385k. This is due to the cold weather snap in January and the increasing cost in hire, insurance and other associated charges of winter vehicles to provide a resilient service. Any further instances of inclement weather will result in the adverse position increasing as further costs will be incurred for the use of salt and staff payments.
- 6.12 Recruitment is taking place to tackle vacant posts which support the capital programme and capital recharges.
- 6.13 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

- 6.14 The Service is forecast to overspend the net £5.9m net expenditure budget (£25.8m Gross) by £0.5m.
- 6.15 The main pressures the Service is facing are within Museums which is breakeven with an inherent £0.7m pressure, Libraries £0.5m, Sports Facilities £0.3m, partly offset by a £0.2m underspend in Theatres.
- 6.16 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 one-off 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 £159k in 2021-22. This has formed the basis of the forecast rateable value for 2022-23, until the appeal decision is reached.
- 6.17 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.
- 6.18 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.
- 6.19 Theatres are forecasting an underspend of £0.2m, against their net budget of £0.4m and have continued to show cost efficiencies in all areas including staffing. The increase in income has been driven through additional funds from booking fees.
- 6.20 Sports Facilities are showing a forecast overspend of £235k in 2022-23. The following capital spend (that has been posted to Revenue) has been included in the forecast to highlight the pressure that the spend is creating. As there is currently no budget in capital to support this spend, they will need to be funded through revenue:
1. Maintenance work at Bowling Pool (see below) - £53k;
 2. Fitness equipment purchased for Keighley Gym – £63k; &
 3. Fitness equipment purchased for Manningham - £20k.

- 6.21 In addition to the above there is unbudgeted revenue maintenance (£83k) and unbudgeted but planned savings of £80k (7R1) to rationalise spending and increase income. The forecast will be amended when these savings have been mitigated by the service.
- 6.22 All buildings have now reopened and are available to the public, the customer base is growing with a strong financial recovery since returning from Covid-19 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.
- 6.23 Wyke Community Village - There are issues around the ongoing management and maintenance. Work has been undertaken to identify a suitable delivery partner to take on the running of the facility the day after practicable completion. Unfortunately, and beyond the control of the service, it was necessary to re tender for an alternative operator, which has resulted in a delay of between 6 to 12 months. The service has taken over the management of the site.
- 6.24 Manningham Sports Centre will be closed from 10th February to Mid-May 2023, due to the facility requiring a complete re-wire. Staff currently working at the facility will be relocated to other departments and there will be a loss of income, due to the closure, of around £25k.

Clean Air Plan

- 6.25 The service is expected to present a balanced position at year end as all service costs will be met by monies held in reserves – ‘Roadside Nitrogen Dioxide Exceedances Grant Reserve’. The balance into 2023/24 for his reserve is expected to be c£1.2m.
- 6.26 c£4m of revenues are expected in 2022-23, and of this £1.5m of CAZ income has been earmarked to be utilised and is included in the forecast.
- 6.27 In December, the postal strike has had an impact upon PCNs being received by registered keepers within the time frame for payment. This has resulted in a significant number of delayed payments, and also a need to allow individuals longer to pay as many have received the PCN paperwork after the discount period had concluded. This has impacted the PCN revenue slightly, though signs have recovery are already showing.
- 6.28 Although this year the service costs will be met from government grant monies held in reserve, 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 earliest opportunity.

- 6.29 The current reserve balance, following draw down earlier this year is £1.228m. It is expected that further draw down will be required at year end, and the carry forward balance to next financial year will be c£1.1m. This will not be sufficient to cover the service cost next year, and will need to be supplemented by CAZ revenue.
- 6.30 Any net revenues received by the Council from the Clean Air Zone, must legally be redistributed in accordance with the Charging Scheme Order upon which the charges are levied. Until such allocations are made, all unallocated CAZ revenue will be transferred into a separate ring-fenced reserve at year end.

Waste, Fleet & Transport

- 6.31 The Waste, Fleet & Transport service is forecast to underspend the £30.2m net budget (£46.3m gross) by £0.3m due to a £0.3m underspend in Fleet & Transport Services

Waste Services

- 6.32 The forecast breakeven position within Waste Services is due to:
- £0.9m has been identified as being linked to above budgeted inflation increases. This is comprised of £0.6m for disposal costs and £0.3m associated with higher fuel costs.
 - £0.7m underspend on waste disposal staffing due to a reduction in staffing costs at the MRF, a reduction in casual employees & overtime and agency staff.
 - £0.5m 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.
 - £0.9m overspend in waste collection & recycling is mainly due to employee costs, including casual costs.
 - The waste tonnage levels during 2022-23 indicate 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.
 - £0.3m underspend in trade waste is due to lower than budgeted disposal costs, based on an estimated annual tonnage figure of c15,000.
 - £0.3m overachievement in Garden Waste subscriber income is forecast on the assumption that figures will be the same as for 2021-22.

Fleet & Transport Services

- 6.33 The £0.3m forecast underspend within Fleet & Transport Services is due to:
- 6.34 The underspend in Hackney Carriage & Private Hire reflects the anticipated year-end position, whereby reserves will be adjusted to produce a balanced position, which also covers year-end, departmental recharges, which are not shown as part of controllable expenditure. Revised charge-out rates for vehicle maintenance have now been confirmed and processed by Fleet Services. Further work is required to ascertain the extent of under-recovery council-wide, with forecasts being reviewed and subject to change.

Corporate Resources

- 7.1 Corporate Resources are forecast to overspend the £58.6m net budget by £3.4m, slightly up from £3.1m at Qtr 3, but down from £4.5m at Qtr 2. The majority of the overspend relates to extraordinary inflationary impacts, primarily relating to utilities costs for Council buildings.
- 7.2 Based on unit price forecasts, allowing for the estimated impact of the price freeze from 01/10 and most recent usage data, the forecast remains for energy costs to be above budget by £3.7m, this is £650k down on the £4.35m forecast as at Qtr 2. 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.
- 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 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 £1m. 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 (£0.16m). 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 partly via use of identified reserves.

- 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 2022-23, 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 £29.7m. The forecast underspend results from the following

- 8.2 A c£12.6m forecast overspend on Pay award (now forecast at c£18.6m 6.8% vs c£6m 2% budgeted),

offset by

£22.6m draw down of unbudgeted reserves following Phase 1 and 2 of the reserves review.

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

£3m in year saving from funding some Directly revenue financed capital expenditure from borrowing instead.

£3.3m Corporate Contingency,

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

£2m from MRP saving on PFI costs.

£5m from a change in MRP methodology applied to 2022-23.

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

£0.7m from prepaying Pension contributions in 2022-23.

£1.1m from the National Levy Account Surplus

£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 28 February 2023, reserves stand at £174.5m (Council £128.0m and Schools £46.5m).

Closing Balance 2020-21 £m	Closing Balance 2021-22 £m	Opening Balance 2022-23 £m	Net Movement	Balance as at 28 th February 2023 £m

Council reserves	256.5	228.2	228.2	-100.2	128.0
Schools Delegated budget	42.9	46.6	46.6	-0.1	46.5
Total	299.4	274.8	274.8	-100.3	174.5

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

9.3 Overall, reserve levels have reduced significantly in 2022-23. £100.3m 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 (currently forecast at £32m) in 2022-23 will also have to be funded from reserves. The 2022-23 year end reserves are currently forecast to be sufficient to cover the needs of the 2023-24 budget only, and reserves are reducing at an unsustainable rate.

School Balances

10.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2023. The forecast is based on information submitted by schools at the end of quarter 3 of 2022-23.

	Balance 1 st April 2022		Balance 31 st March 2023		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,347	7	1,043	0	304
Primary	67	8,960	61	5,716	6	3,244
Secondary	6	(2,400)	4	2,687	2	(5,087)
Special	3	2,822	2	883	1	1,939
Pupil Referral Units (PRU)	1	386	1	520	0	(134)
Subtotal	84	11,115	75	10,849	9	266
School Contingency		33,825		35,665	0	(1,840)
Other Activities/Closed Schools		615		615	0	0
Total	84	45,555	75	47,129	9	(1,574)

- There are eight schools (two maintained nursery school and six primary schools) that are currently forecasting deficit revenue balances at 31 March 2023, with a combined deficit value of £0.354m.
- Nine 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 £192.8m. To the end of February there has been total spend of £124.4m. A summary by service is shown below with a detailed monitor in

Appendix 3.

Directorate	Q3 Budget	Changes	Re profiled Budget 22-23	Spend 28 Feb 2023	Budget 23-24	Budget 24-25	Budget 25-26 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	3.3	0.2	3.5	1.4	2.5	3.3	4.9	14.2
Children's Services	13.6	-0.3	13.3	9.1	13.5	5.3	1.3	33.4
Place - Economy & Development Services	51.3	0	51.3	22.6	46.6	27.3	10.3	135.5
Place - Planning, Transport & Highways	57.5	0.2	57.7	31.7	72.0	37.8	119.7	287.2
Place – Other	18.9	1.9	20.8	22.6	29.0	23.1	14.7	87.6
Corp Service – Estates & Property Services	44.2	-0.1	44.1	37.0	13.8	10.4	4.9	73.2
TOTAL - Services	188.8	1.9	190.7	124.4	177.4	107.2	155.8	631.1
Reserve Schemes & Contingencies	2.6	-0.5	2.1	0	59.0	106.9	68.8	236.8
TOTAL	191.4	1.4	192.8	124.4	236.4	214.1	224.6	867.9

11.3 Overall there has been a decrease in the total budget of £17.8m to £867.9m. The main changes relate to:

- £50.965m addition for new schemes in the 2023-24 programme have been included.
- £71.4m budget for schemes have been removed / reduced as a result of the 2023-24 Budget.
- New grant funding in Sport & Culture of £1.7m for Bradford Park Avenue from the English Cricket Board.

11.4 Other changes since Qtr 3 are:

- Change in the funding of the City Centre Regeneration scheme (CS0520). It is proposed that the £2m third party compensation will be used to support revenue budgets rather than fund the in-year capital spend.
- The funding for Leeds City Region Revolving Investment Fund (RIF) (CS0265), Parks Development scheme (CS0501), and Schools 20mph Speed Limit (CS0553) is proposed to be amended from revenue contributions to corporate borrowing.

Both these changes will mean increased capital financing costs in 2023-24 due to additional Minimum Revenue Provision (MRP) charges.

11.5 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost-effective time. 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.

11.6 It should also be noted that there remains some uncertainty linked to the impact of inflation on capital costs. Generally, inflationary forces are resulting in increased pressures on current projects and there could be higher costs compared to approved budgets. 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 £162.5m, compared to a revised budget of £192.8m. Spend to the end of February 2023 is £124.4m. A summary by service is shown below with a detailed monitor in Appendix 2.

Budget, forecast and spend to date as at 28th February for 2022-23

	Revised Budget 2022-23 £m	Annual Spend Forecast £m	Variance £m	Spend 28 February 2023 £m	Spend to date as a % of forecast %
Health and Wellbeing	3.5	2.2	1.3	1.4	63.6
Children's Services	13.3	10.2	3.1	9.1	89.2
Place - Economy & Development	51.3	32.6	18.7	22.6	69.3
Place - Planning, Transportation & Highways	57.7	59.6	-1.9	41.9	70.3
Place – Other	20.8	18.1	2.7	12.4	68.5
Corporate Resources – Estates & Property	44.1	39.4	4.7	37.0	93.9
Reserve Schemes & Contingencies	2.1	0.4	1.7	0	0
TOTAL - All Services	192.8	162.5	30.3	124.4	76.6

- 12.2 There is a forecast capital programme variance of £30.3m 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 The Project Appraisal Group (PAG) has considered the following capital bids and recommends their approval by Executive for inclusion in the Capital Investment Plan (CIP).
- **Moorlands Restoration Project** £0.4m for moorland restoration work which would contribute to carbon capture and mitigate flooding from ordinary watercourse catchments on our moorland sites. The works would be funded from £0.2m corporate borrowing already included in reserve schemes in the Capital Plan and £0.2m third party contributions and grants.

Capital Resources

- 12.5 Capital receipts from the sale of fixed assets are £4m to date and the Council has met the target of £3m in capital receipts for the year. The Council has received an additional £25.0m in capital grants and contributions so far this year.
- 12.6 £15.5m of PWLB loans matured in January and March 2023 with an average

rate of interest of 6.85%. New PWLB borrowing undertaken to date is £75m with an average interest rate of 3.81%.

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 has been factored into the 2023-24 budget to be repaid to the Collection fund in 2023-24.
- 13.4 The Council applies costs to unpaid Council Tax and Business Rates accounts to cover the sum reasonably incurred in taking action through to the Magistrates Court in line with legislation. The charges for these are recommended to rise from £70 per account in 2022-23 to £85 in 2023-24 for Council Tax and from £85 in 2022-23 to £110 in 2023-24 for Business Rates. The charges remain broadly comparable with those charged across other West Yorkshire Councils.

Housing Benefit

- 13.5 The Council has been requested by the External Auditor to reaffirm its long standing commitment to the modified Housing Benefits scheme. This is a discretionary local scheme for war pensioners which allows the Council to disregard the value of any War Disablement Pension or War Widows Pension over and above statutory disregard limits. Most Local Authorities operate this scheme which is funded by the Council and is consistent with the Council's commitment to the Armed Forces Covenant. The provision is also replicated in the Council Tax Reduction Scheme.

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 Executive

27.1 Note the contents of this report and the actions taken to manage the issues highlighted.

- 27.2 Approve the change to the funding of the City Centre Regeneration, Parks Development Fund, Leeds City Region RIF, Schools 20 mph capital schemes from revenue / reserve contributions to corporate borrowing.
- 27.3 Approve the following capital expenditure scheme as outlined in section 12.4.
- £0.4m for moorland restoration work to mitigate flooding. This scheme is already included in Reserve Schemes and will be funded by £0.2m corporate borrowing and £0.2m third party contributions and grants.
- 27.4 Approve the increase in court costs charges as outlined in section 13.4
- 27.5 Reaffirm the long standing commitment to the modified Housing Benefit scheme as outlined in section 13.5

28.0 APPENDICES

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

29.0 BACKGROUND DOCUMENTS

- Qtr 3 Finance Position Statement for 2022-23 – Executive 31st January 2023
- Qtr 2 Finance Position Statement for 2022-23 – Executive 5th November 2022
- Qtr 1 Finance Position Statement for 2022-23 – Executive 5th July 2022
- 2021-22 Finance Position Statement – Executive 5th July 2022
- Qtr 4 Finance Position Statement – Executive 5th April 2022
- The Council's Revenue Estimates for 2022/23 – updated – Budget Council 17th Feb 2022
- 2020-21 Finance Position Statement – Executive 6th July 2021

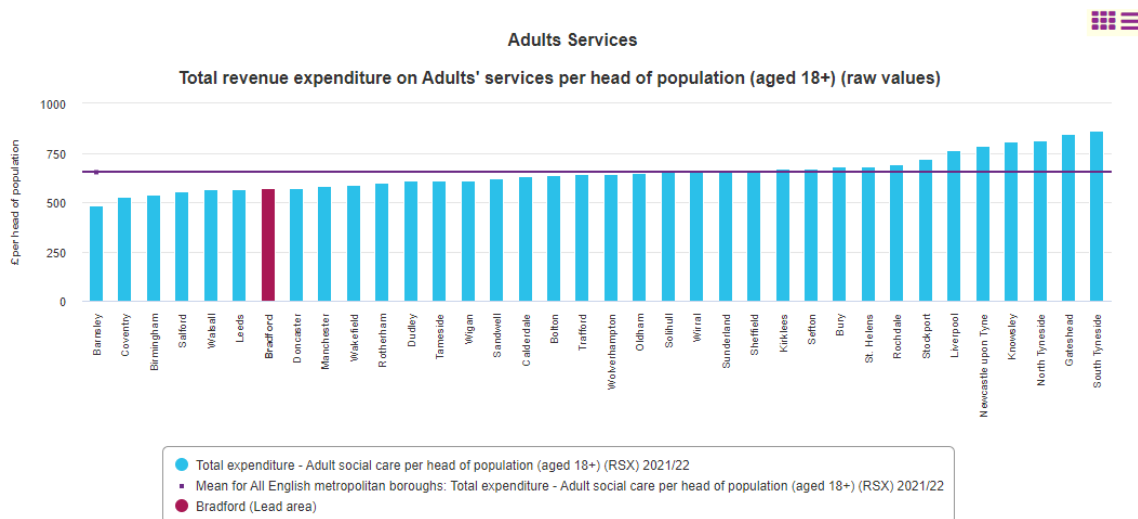
Benchmark Spend data

Appendix 1

Health & Wellbeing

Adult Services

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

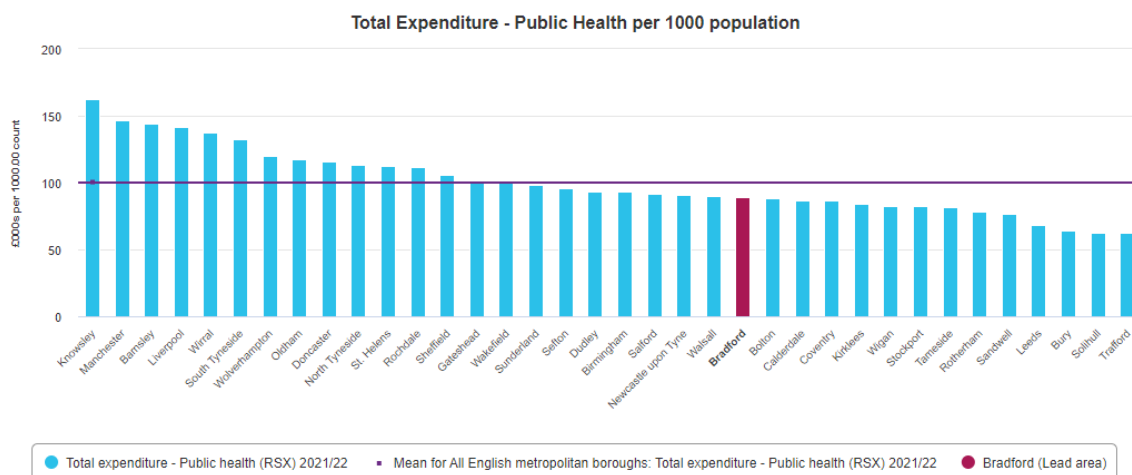


Public Health

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

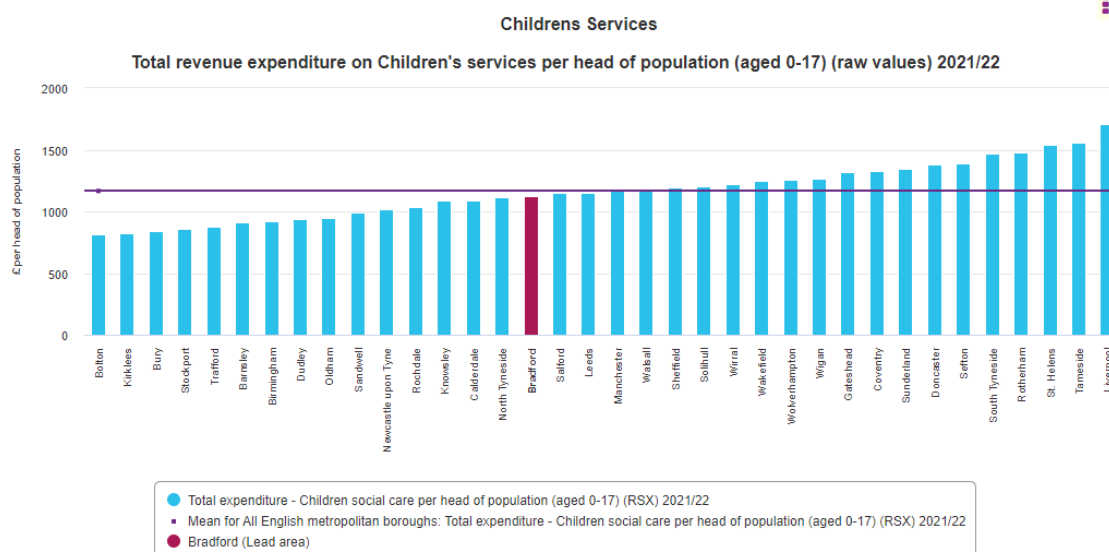


Public Health



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 Nearest Neighbours, spend on Children's Services was above benchmarks in 2021-22.

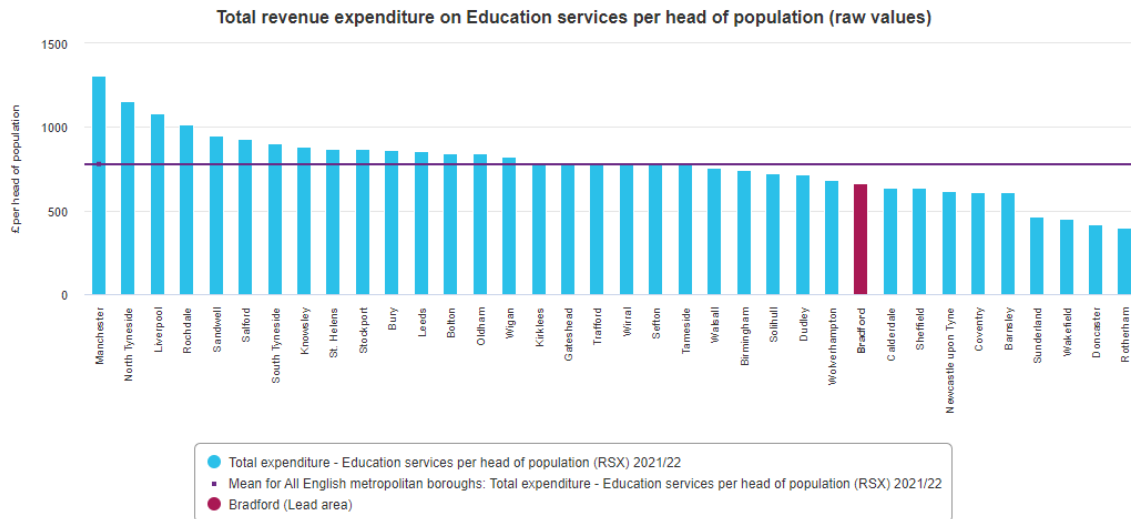


Education Services

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



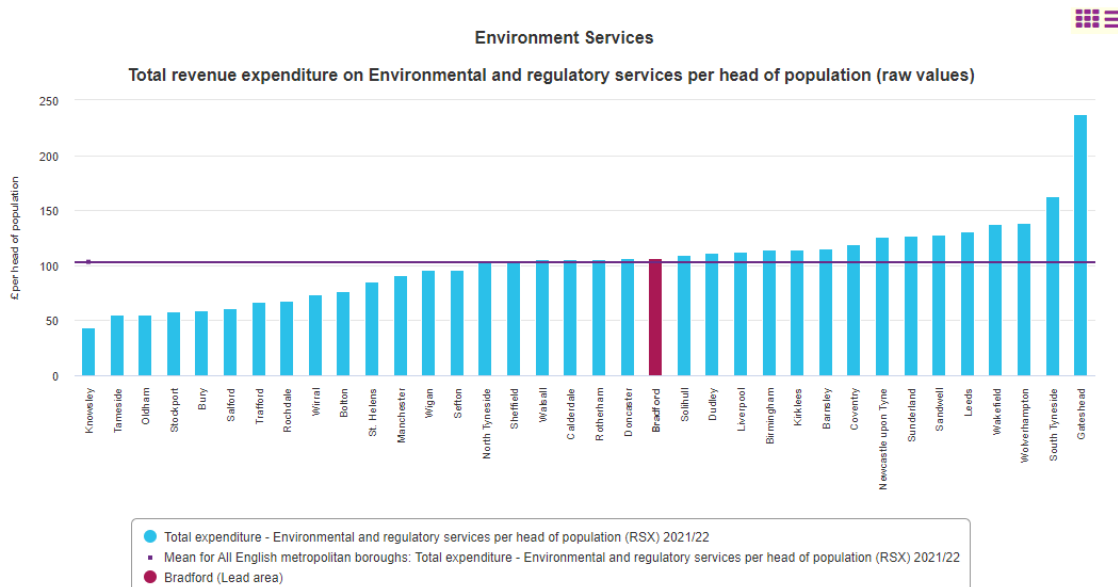
Education Services



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.

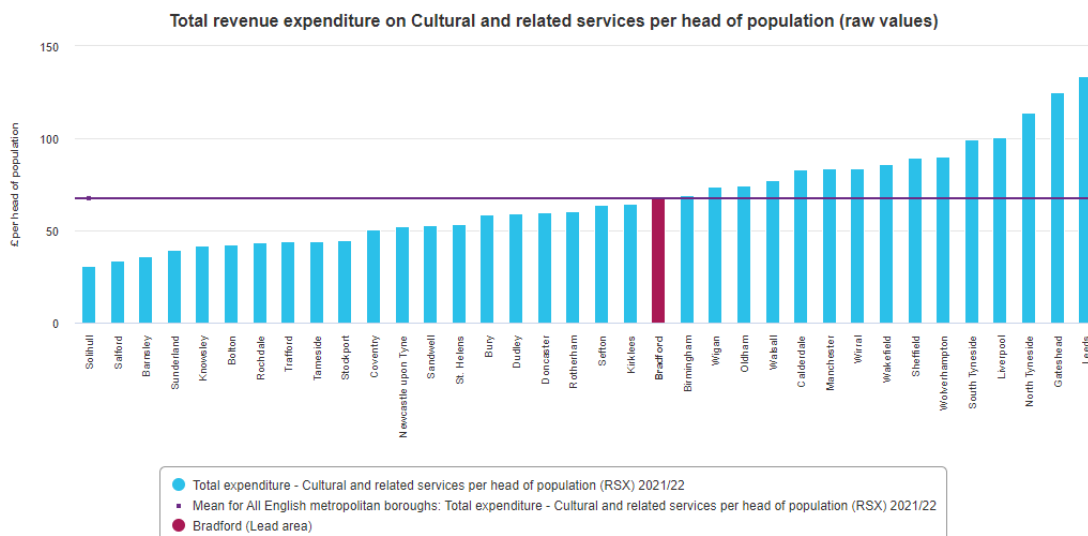


Cultural and Related Services

Spend on Culture Related services is relatively low.



Cultural and Related Services

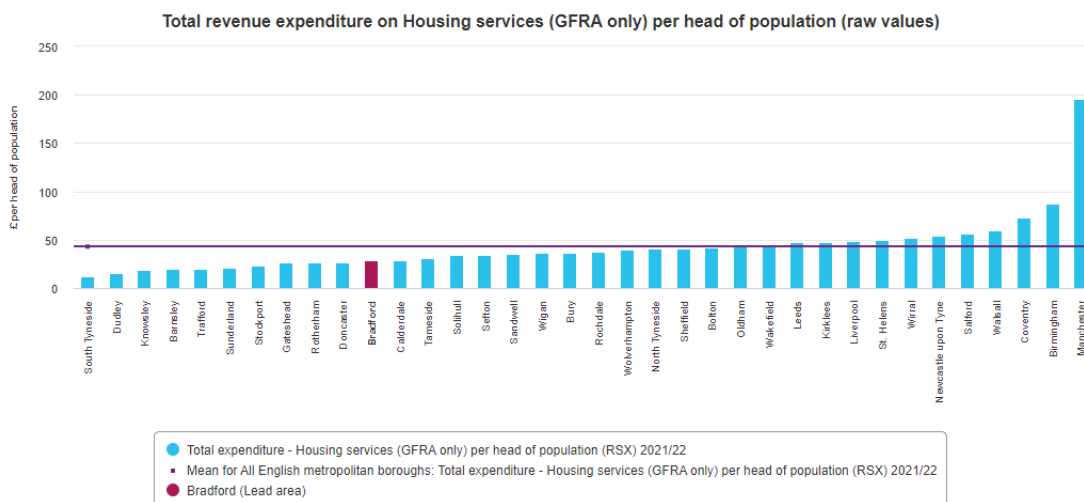


Housing Services

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



Housing Services

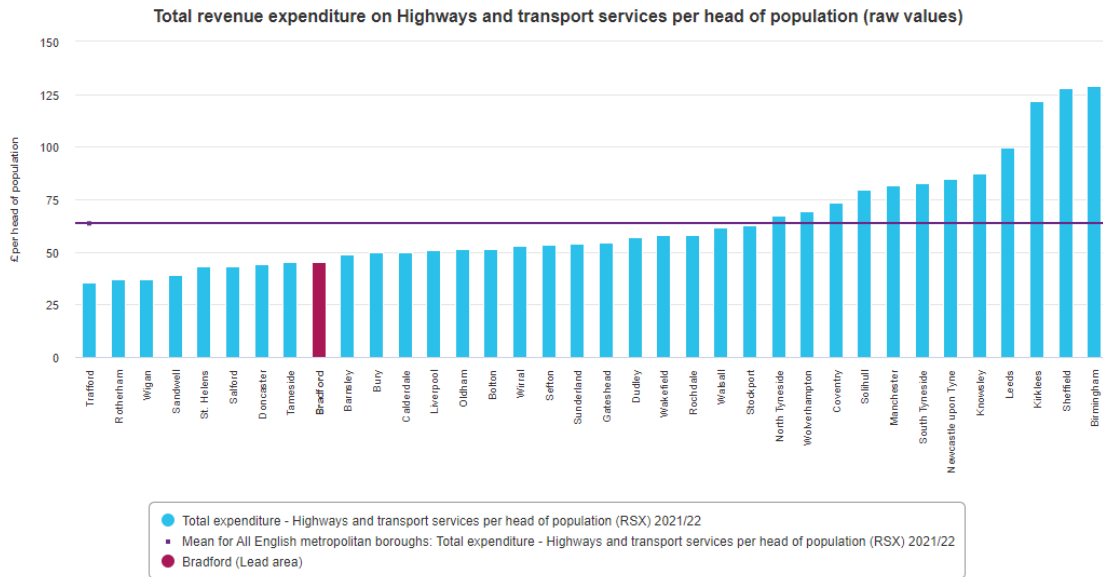


Highways and Transport Services

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

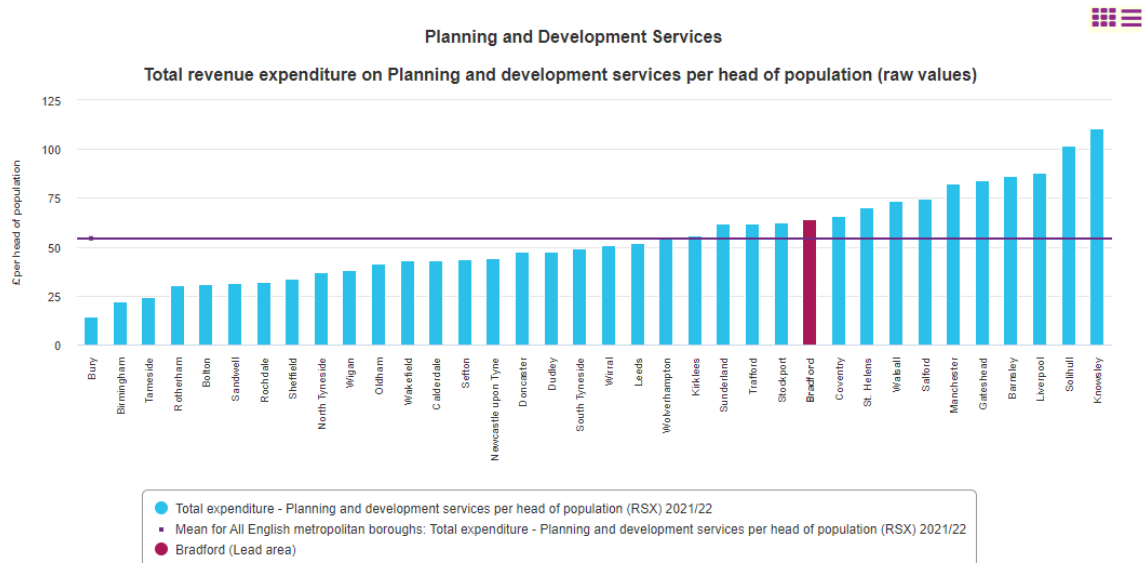


Highways and Transport Services



Planning and Development

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



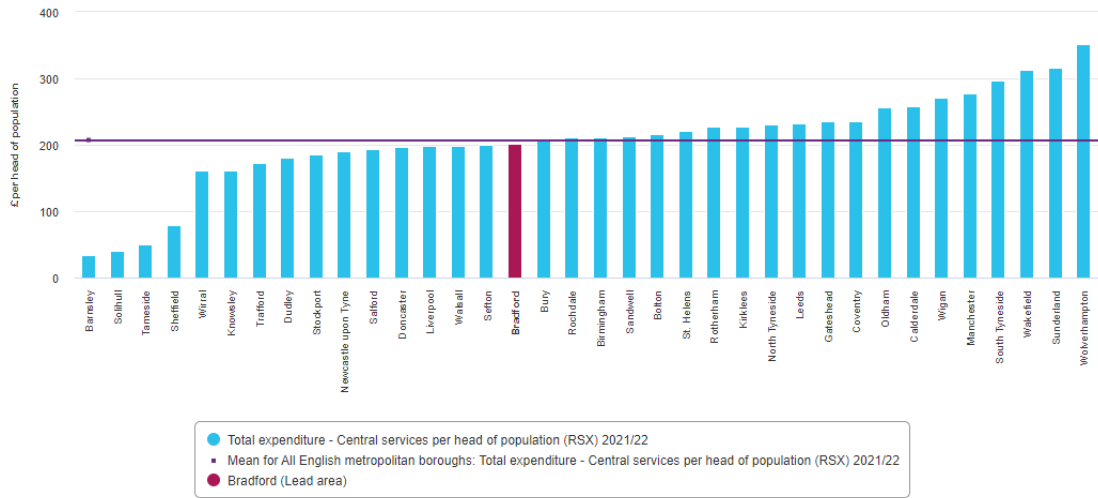
Central Services

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

Central Services



Total expenditure - Central services per head of population (RSX) (2021/22) for All English metropolitan boroughs



Reserves Statement as at 28th February 2023

Appendix 2

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
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
Total available Unallocated Corporate Reserves	10,700	-10,700	0	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
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 £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Discretionary Social Fund	1,226	-600	626	Investment Fund. To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	8,135	-8,135	0	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,377	0	1,377	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Strategic Site Assembly	309	-309	0	Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	-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 £000	Movement in 2022-23 £000	Closing Balance £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	1,744	0	1,744	To fund feasibility work associated with major projects
Sub Total	103,196	-37,766	65,430	
C. Reserves to support capital investment				
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 £000	Movement in 2022-23 £000	Closing Balance £000	Comments
				re-invested in maintaining market buildings throughout the district.
Sub total	5,156	-3,681	1,475	
D. Service Earmarked Reserves	69,227	-41,684	27,543	See over page
E. Revenue Grant Reserves	20,452	-6,303	14,149	
F General Reserves				
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 not available for Council use but are balances attributable to individual schools.
LA Education Reserve	845	0	845	
LA Admission Appeals Reserve	173	-120	53	
Sub Total General Fund Reserve & School balances	66,073	-120	65,953	
Grand total	274,804	-100,254	174,550	

Departmental Earmarked Reserves Statement at 28th February 2023

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Adult and Community Services				
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	-137	145	
H&WB Covid Reserve	426	-373	53	Remaining Covid related funding.
H&WB Work Programmes	450	-450	0	
Total Adult and Community Services	21,515	-18,717	2,798	
Children Services				
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 g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Creative Skills	27	0	27	schemes funded from Leeds City Region business rates pool. Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	308	0	308	Training for post 16 Children through Industrial Centres of Excellence.
Sinking fund for bus replacement Reserve	125	-125	0	Reserve drawn down in 2022-23
Prevention & Early Help Investment	2,053	-2,053	0	Remaining balance of Early help budget investment
Elective Home Education	32	-32	0	
Raising Attainment - Therapeutic Approaches to Learning	457	-457	0	Covid funded
Raising Attainment - Persistence Absence	355	-355	0	Covid funded
Raising Attainment - Language Learning, Phonics, Maths & English	1,566	-1,566	0	Covid funded
Booster-Summer Classes Reserve	309	-309	0	Reserve drawn down in 2022-23
Skills House Reserve	863	-863	0	Reserve drawn down in 2022-23
Youth Offer Reserve	569	-569	0	Reserve drawn down in 2022-23
Child In Care Council (Participation Officer) Covid Reserve	35	-35	0	Covid funded
Total Children	24,155	-6,913	17,242	
Department of Place				
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 Balance £000	Movement in 2022-23 £000	Latest Balance £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	-54	132	For delivery of the Economic growth strategy.

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £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
Department of Place	17,090	-11,359	5,731	
Corporate Resources				
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 g Balance £000	Movement in 2022-23 £000	Latest Balance £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	
Total Corporate Resources	6,467	-4,695	1,772	
Total Service Earmarked Reserves	69,227	-41,684	27,543	

Capital Investment Plan

Appendix 3

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 28 Feb 2023	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026 Onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing														
CS0237a	Great Places to Grow Old	1,080	0	1,080	100	22	1,500	2,500	2,961	1,124	0	0	9,165	9,165
CS0237c	Keighley Rd Residential Care Valley View	295	0	295	129	0	0	0	0	0	0	295	0	295
CS0373	BACES	818	0	818	818	761	750	750	750	0	0	0	3,068	3,068
CS0239	Community Capacity Grant	558	0	558	558	344	0	0	0	0	558	0	0	558
CS0311	Autism Innovation Capital Grant	19	0	19	0	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	44	0	44	0	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	-20	125	145	23	230	0	0	0	235	0	120	355
CS0535	Beckfield Resource Centre	213	0	213	175	0	0	0	0	0	0	0	213	213
CS0536	Medication and Care Records System	85	0	85	83	0	0	0	0	0	0	0	85	85
CS2000	DDA	40	0	40	35	0	50	81	0	0	0	0	171	171
CS0547	Capital Items	0	192	192	192	192	0	0	0	0	0	0	192	192
Total - Health and Wellbeing		3,328	172	3,500	2,235	1,350	2,530	3,331	3,711	1,124	887	295	13,014	14,196
Children's Services														
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0287	S106 Education	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	643	0	643	643	2,622	0	0	0	0	643	0	0	643
CS0030	Capital Improvement Work	105	0	105	105	41	100	100	100	0	405	0	0	405
CS0240	Capital Maintenance Grant	6,479	0	6,479	4,077	3,060	3,194	0	0	0	9,673	0	0	9,673
CS0244a	Primary Schools Expansion Programme	842	0	842	535	235	1,000	0	0	0	1,842	0	0	1,842
CS0244b	Silsden School	651	0	651	1,500	795	600	0	0	0	1,251	0	0	1,251
CS0244c	SEN School Expansions	2,102	0	2,102	1,867	1,100	3,000	1,684	0	0	6,786	0	0	6,786
CS0362	Secondary School Expansion	669	0	669	300	270	0	0	0	0	669	0	0	669
CS0364	Capital Items Children's Services	21	0	21	21	29	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	400	0	400	400	383	0	0	0	0	0	0	400	400
CS0488	Digital Strategy	471	-371	100	30	30	100	100	0	0	0	0	300	300

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 28 Feb 2023	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026 Onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0500	TFD	724	0	724	600	566	500	0	0	0	0	0	1,224	1,224
CS0531	Bingley Grammar Expansion	500	0	500	20	10	3,000	1,500	1,100	0	6,100	0	0	6,100
CS0550	SEND Expansion	0	10	10	10	0	2,000	1,990	0	0	0	0	4,000	4,000
Total - Children's Services		13,651	-361	13,290	10,152	9,141	13,494	5,374	1,200	0	27,434	0	5,924	33,358
Place - Economy & Development Services														
CS0136	Disabled Housing Facilities Grant	5,686	0	5,686	5,400	4,659	3,000	4,058	4,058	4,058	8,649	0	12,211	20,860
CS0137	Development of Equity Loans	706	0	706	567	574	700	700	700	0	0	0	2,806	2,806
CS0144	Empty Private Sector Homes Strat	1,000	0	1,000	678	631	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	635	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	205	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	11,700	9,988	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	6,500	5,725	4,458	325	0	0	3,800	5,364	8,699	17,863
CS0411	Parry Lane	122	0	122	122	67	0	0	0	0	0	0	122	122
Total - Place - Economy & Development Services		50,863	0	50,863	32,566	22,576	46,646	27,328	6,302	4,058	76,703	20,498	37,996	135,197
Place - Planning, Transportation & Highways														
CS0178	Ilkley Moor	14	0	14	14	1	0	0	0	0	14	0	0	14
CS0285	Blight Sites	190	100	290	375	7	175	0	0	0	0	0	465	465
CS0071	Highways S106 Projects	441	0	441	250	240	0	0	0	0	441	0	0	441
CS0372	Countryside S106 Projects	150	0	150	100	86	200	0	0	0	350	0	0	350
CS0091	Capital Highway Maintenance	0	0	0	0	-3	0	0	0	0	0	0	0	0
CS0095	Bridges	3	0	3	3	4	0	0	0	0	3	0	0	3

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 28 Feb 2023	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026 Onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0096	Street Lighting	0	0	0	92	11	0	0	0	0	0	0	0	0
CS0099	Integrated Transport	69	0	69	5	4	0	0	0	0	69	0	0	69
CS0168	Connecting the City (Westfield)	4	0	4	0	0	0	0	0	0	4	0	0	4
CS0172	Saltaire R/about Cong& Safety Works	15	0	15	15	11	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	3,297	11,322	12,937	0	89,897	122,552	0	0	122,552
CS0396	WYTF Corr Imp Projects	293	0	293	348	475	4,331	2,100	2,000	943	9,667	0	0	9,667
CS0512	Bradford Beck	1,571	0	1,571	1,571	511	1,000	450	0	0	1,511	0	1,510	3,021
CS0296	Pothole Funds	1,979	0	1,979	1,979	2,424	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	0	0	0	0	0	404	0	0	404
CS0323	Flood Risk Mgmt	532	0	532	532	458	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
CS0398	Bfd City Ctre Townscape Heritage	1,397	0	1,397	1,397	1,453	1,000	0	0	0	2,224	0	173	2,397
CS0430	Hwys Maint Fund	214	0	214	214	76	0	0	0	0	214	0	0	214
CS0432	Steeton/Silsden Crossing	21	0	21	233	282	0	0	0	0	21	0	0	21
CS0450	CILS payments	106	0	106	106	106	0	0	0	0	106	0	0	106
CS0453	IP3 Safer Roads 19-20	4	0	4	0	5	0	0	0	0	4	0	0	4
CS0454	Area Comm ITS 19-20	0	0	0	24	4	0	0	0	0	0	0	0	0
CS0434	Smart Street Lighting	4,972	0	4,972	11,294	9,667	29,573	5,261	0	0	0	39,806	0	39,806
CS0455	IP4 projects	1,135	0	1,135	1,136	654	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)	8,267	0	8,267	8,535	4,486	0	0	0	0	2,967	0	5,300	8,267
CS0469	IP4 Safer Roads 20-21	143	0	143	143	389	0	0	0	0	143	0	0	143
CS0470	IP4 Safer Roads 21-22	635	0	635	802	127	0	0	0	0	635	0	0	635
CS0529	Safer Rds 22-23	1,165	0	1,165	1,165	301	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	406	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	-198	0	0	0	0	252	0	0	252

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 28 Feb 2023	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026 Onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0477	CCTV Infrastructure	698	0	698	698	181	0	0	0	0	0	0	698	698
CS0533	UTMC – CRSTS Traffic Mgmt System	1,150	0	1,150	1,150	831	1,150	1,150	1,150	1,150	5,750	0	0	5,750
CS0539	Traffic Management	230	0	230	230	5	0	0	0	0	0	230	0	230
CS0542	UTMC – CRSTS Traffic Mgmt System22-23	10,657	0	10,657	10,657	5,387	10,657	10,657	10,657	10,657	53,285	0	0	53,285
CS0553	Schools 20mph Zones	0	140	140	140	0	0	0	0	0	0	0	140	140
Total Place - Planning, Transportation & Highways		46,744	240	46,984	48,812	31,687	61,537	34,761	15,721	104,070	213,781	40,036	9,256	263,073
Dept of Place - Clean Air Zone														
CS0471	Clean Air Zone	10,847	0	10,847	10,771	10,227	10,335	3,000	0	0	24,182	0	0	24,182
Total Place - Clean Air Zone		10,847	0	10,847	10,771	10,227	10,335	3,000	0	0	24,182	0	0	24,182
Dept of Place - Waste, Fleet & Transport														
CS0060	Replacement of Vehicles	3,000	0	3,000	2,000	1,542	0	0	0	0	0	3,000	0	3,000
CS0517	Electric vehicles	200	0	200	70	215	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	127	0	0	0	0	0	0	183	183
CS0524	Appleton House Conversion	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0546	Capital Items	0	73	73	73	73	0	0	0	0	0	0	73	73
Total Place - Waste, Fleet & Transport		3,599	73	3,672	2,345	2,065	608	355	18	0	108	3,300	1,245	4,653
Dept of Place - Neighbourhoods & Customer Services														
CS0466	Parks Depots	0	0	0	5	4	0	0	0	0	0	0	0	0
CS0378	Customer Services Strategy	30	0	30	0	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

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 28 Feb 2023	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026 Onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0151	Building Safer Communities	17	0	17	17	17	0	0	0	0	0	0	17	17
Total Place - Neighbourhoods & Customer Services		108	0	108	22	28	20	0	0	0	0	26	102	128
Dept of Place - Sports & Culture														
CS0487	Alhambra Theatre Lift	2	0	2	0	0	0	0	0	0	0	0	2	2
CS0162	Capital Projects - Recreation	73	6	79	79	111	15	0	0	0	19	0	75	94
CS0530	LDP (Active Bradford)	247	0	247	24	-10	400	50	0	0	697	0	0	697
CS0229	Cliffe Castle Restoration	8	0	8	3	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	-82	389	389	156	0	0	0	0	389	0	0	389
CS0504	Cricket Nets	172	0	172	172	172	0	0	0	0	172	0	0	172
CS0404	Sports Pitches	160	0	160	216	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	1,365	0	1,365	1,351	952	500	0	0	0	350	0	1,515	1,865
CS0403	Bereavement Strategy	9,228	0	9,228	10,000	5,809	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	1,217	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	33	0	0	0	0	68	0	0	68
CS0459	Ilkley Lido Tank	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0461	ShIPLEY Gym extension & equipment	51	0	51	0	0	0	0	0	0	0	0	51	51
CS0356	Sedbergh SFIP	118	0	118	0	71	0	0	0	0	0	0	118	118
CS0354	Squire Lane	1,228	0	1,228	900	1,027	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	40	0	40	40	39	0	0	0	0	0	0	40	40
CS0395	Ilkley Fencing - West Holme Fields	26	0	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	20	192	125	121	0	0	0	0	192	0	0	192
CS0541	Levelling Up Parks – Grosvenor Park	0	85	85	85	0	0	0	0	0	85	0	0	85
CS0534	Libraries as Locality Hubs (LIF)	100	0	100	50	3	100	0	0	0	200	0	0	200
CS0543	Corn Mill Green Improvements, Steeton	0	49	49	49	0	0	0	0	0	49	0	0	49
CS0545	Capital Items	0	83	83	83	83	0	0	0	0	0	0	83	83
CS0548	Bradford Park Avenue Projects	0	1,700	1,700	590	579	0	0	0	0	1,700	0	0	1,700

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0552	Bowling Cemetery Extension	0	0	0	0	0	2,380	0	0	0	0	0	2,380	2,380
Total Place - Sports & Culture		15,145	1,861	17,006	15,772	10,582	28,448	22,760	11,000	3,700	24,276	26,470	32,168	82,914
Corp Resources - Estates & Property Services														
CS0094	Museum Store	250	-250	0	0	0	0	0	0	0	0	0	0	0
CS0333	Argus Chambers / Britannia Hse	151	0	151	0	0	0	0	0	0	0	0	151	151
CS0475	Property Programme 20-21	0	0	0	0	11	0	0	0	0	0	0	0	0
CS0511	Property Programme 21-22	1,191	0	1,191	1,191	690	0	0	0	0	0	0	1,191	1,191
CS0528	Property Programme 22-23	2,003	0	2,003	1,500	944	2,000	0	0	0	0	0	4,003	4,003
CS0540	ISG Door Router	17	0	17	17	14	0	0	0	0	17	0	0	17
CS0460	Mitre Court CPU Property & Equip	30	0	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	272	0	0	0	0	0	0	209	209
CS0476	Carbon and Other Mngmt Efficiencies P2	450	0	450	450	279	800	500	750	0	0	0	2,500	2,500
CS0420	Electric vehicle charging Infr (Taxi Scheme)	659	0	659	597	452	0	0	0	0	659	0	0	659
CS0495	Bradford LAD Scheme	5,379	0	5,379	5,379	4,879	0	0	0	0	5,379	0	0	5,379
CS0381	Godwin St	10,812	0	10,812	8,000	7,530	3,000	2,000	0	0	570	15,242	0	15,812
CS0381b	Culvert	1,500	0	1,500	1,434	1,445	0	0	0	0	0	0	1,500	1,500
CS0409	Coroner's Court and Accommodation	1,015	0	1,015	350	167	0	0	0	0	0	0	1,015	1,015
CS0445	Core IT Infrastructure	2,400	0	2,400	2,400	2,804	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	16,509	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	200	161	0	0	0	0	0	0	294	294
CS0525	Baildon Library	945	0	945	475	430	500	0	0	0	1,000	0	445	1,445
CS0544	Capital Items	0	149	149	149	149	0	0	0	0	0	0	149	149
CS0551	IT Software	0	0	0	0	0	965	0	0	0	100	0	865	965
Total Corp Resources – Estates & Property Services		44,237	-101	44,136	39,374	36,928	13,765	10,360	4,898	0	11,903	15,242	46,014	73,159

CS Ref	Scheme Description	2022-23 Budget (1)	Service change	Revised 22-23 Budget	Forecast	Spend updated 28 Feb 2023	2023-24 Budget	2024-25 Budget	2025-26 Budget	2026 Onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Reserve Schemes & Contingencies														
CS0395z	General Contingency	439	0	439	439	0	1,000	1,000	1,000	0	0	0	3,439	3,439
CS0395x	Ilkley Fencing - West Holme Fields	0	0	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	5,000	5,000	5,000	5,000	0	20,000	0	20,000
CS0367z	King George V Playing Fields	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0400z	Keighley One Public Sector Est	0	0	0	0	0	200	400	400	0	0	1,000	0	1,000
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	0	0	0	0	0	0	0	0
CS0404z	Sports Pitches	286	0	286	0	0	2,500	4,250	1,748	0	2,383	0	6,401	8,784
CS0489z	Playgrounds	587	0	587	0	0	2,750	500	0	0	1,035	0	2,802	3,837
CS0405z	City Hall	0	0	0	0	0	500	3,000	3,500	500	0	3,750	3,750	7,500
CS0408z	City Village - Top of town	0	0	0	0	0	0	2,675	0	0	0	0	2,675	2,675
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	0	750	750	0	0	0	1,500	1,500
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	0	0	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	85	160	155	0	200	0	200	400
CS0484z	New Reserve	0	0	0	0	0	2,000	0	0	0	0	0	2,000	2,000
2021-22 Schemes														
CS0488z	Lap tops for Children	0	0	0	0	0	200	200	0	0	0	0	400	400
CS0244z	SEND	500	-500	0	0	0	0	1,500	500	0	0	0	2,000	2,000
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	0	0	0	0	0	0	0	0
2022-23 Schemes														
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

CS Ref	Scheme Description	2022-23 Budget (1) £'000	Service change £'000	Revised 22-23 Budget £'000	Forecast £'000	Spend updated 28 Feb 2023 £'000	2023-24 Budget £'000	2024-25 Budget £'000	2025-26 Budget £'000	2026 Onwards £'000	Specific Grants, cap receipts, reserves £'000	Invest to Save Funding £'000	Corporate Borrowing £'000	Budget Total £'000
2023-24 Schemes														
CS0395f	Children's Residential Care	0	0	0	0	0	3,000	1,400	800	0	0	0	5,200	5,200
CS0395i	Inflation Contingency	0	0	0	0	0	5,000	5,000	0	0	0	0	10,000	10,000
CS0395e	City Centre Regeneration	0	0	0	0	0	8,000	10,000	0	0	0	0	18,000	18,000
CS0395j	Area office accommodation	0	0	0	0	0	800	0	0	0	0	0	800	800
CS0395m	Bereavement Strategy – Phase 2	0	0	0	0	0	620	3,000	0	0	0	0	3,620	3,620
CS0445f	IT Programme	0	0	0	0	0	0	0	0	2,000	0	0	2,000	2,000
CS0060f	Vehicles	0	0	0	0	0	0	0	0	3,000	0	0	3,000	3,000
CS0397f	Property Programme	0	0	0	0	0	0	0	0	4,000	0	0	4,000	4,000
CS0395g	Contingency	0	0	0	0	0	0	0	0	1,000	0	0	1,000	1,000
Total - Reserve Schemes & Contingencies		2,636	-500	2,136	439	0	53,965	96,925	33,797	20,750	76,889	37,373	93,311	207,573
TOTAL - General Fund		191,158	1,384	192,542	162,488	124,584	231,348	204,194	76,647	133,702	456,162	143,240	239,030	838,433
Place – Housing Revenue Account (HRA)														
CS0237b	Keighley Rd Extra Care Fletcher Court	62	0	62	62	-194	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
Total - Housing Revenue Account (HRA)		238	0	238	62	-184	0	0	0	0	176	0	62	238
Reserve Schemes & Contingencies (HRA)														
CS0407z	Affordable Housing	0	0	0	0	0	5,000	10,000	10,000	4,224	14,430	14,794	0	29,224
Total - Housing Revenue Account (HRA)		238	0	238	62	-184	5,000	10,000	10,000	4,224	14,606	14,794	62	29,462
TOTAL - All Services		191,396	1,384	192,780	162,550	124,399	236,348	214,194	86,647	137,926	470,769	158,034	239,092	867,895

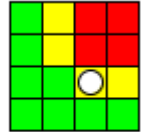
Bradford Council Strategic Risk Register



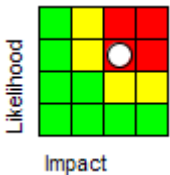
Third Quarter SRR – Fourth Quarter Review (2022-23)

Code & Title	SR 01 BCM BCM Critical facilities			Current Risk Matrix	
Description	Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets. The reputational risk to the Council is adversely effected. The welfare and safety of the Council's citizens is at risk. Increasing incidence and impact of service interruption events. Failure of business-critical systems. 				
Internal Controls	<ul style="list-style-type: none"> 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). 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. 				

	<ul style="list-style-type: none"> • 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. • The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation. • There is an Emergency Control Centre away from the City should there be an incident affecting these.
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team.
Date Reviewed	16/12/2022
Actions / Controls under development	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.
Managed By	Susan Spink
Administered By	Matthew Baggley

Code & Title	SR 02 HSG Inadequate Housing Supply			Current Risk Matrix	
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA 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.			 Likelihood	
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. • Negative impact on regeneration priorities and neighbourhoods. • Negative impact and wasted resources associated with a large number of empty homes. • Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community • Negative impact on education priorities as inadequate housing affects children's educational attainment. • Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155). • Negative impact on homelessness and greater use of temporary accommodation 				
Internal Controls	<ul style="list-style-type: none"> • 'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base. • Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders. • Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee. • In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all." • Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker. • Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy. An updated Strategic Land Assessment (SLA) has been published (February 2021) by the Planning Service alongside the recent Local Plan consultation. This illustrates the current land supply position and whether there is sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs including determining whether there is a 5 year supply of deliverable housing land (as required by Government). The Brownfield Register of land available for housing was updated and published in Dec 2020. Comprehensive analysis Council's land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2020, the council published an updated Housing Delivery Test Action Plan 				

	<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"> • Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies. • Key indicators relating to housing functions reported in the Council Plan. • Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date. • Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes • Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21. (Work is in progress to refresh these figures for the period 2022/23). • 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). • Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock. • Invest in a proactive programme of interventions to bring empty homes back in to use. • Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness. • Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. • Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs). • The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.
Assurance Mechanisms	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).
Date Reviewed	06.01.2023
Actions / Controls under development	<ul style="list-style-type: none"> • 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. • 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. • Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. • Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme. An internal Growth Board is in situ to govern capital investment / new models of delivery. • Progress is being made with the HRA and a report is due to Executive on the 31st January 2023.
Managed By	Angela Blake
Administered By	Jo Hinchliffe

Code & Title	SR 03 DEG Delivering Economic Growth			Current Risk Matrix	
Description	<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>				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast Inability to raise funds for projects and regeneration projects not completed Potential damage to the Council's reputation and the Economic Partnership Not able to meet member, government and the public's expectations Deteriorating physical and infrastructure assets Young people are not equipped to achieve their potential within the district Business failure rate increases and unemployment increases due to the impact of Covid-19 - still in recovery and work is ongoing to define impact alongside cost of living crisis. Long term cost implications of dealing with social issues linked to economic deprivation Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings Business relocating out of the Districts. 				
Internal Controls	<ul style="list-style-type: none"> Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors. Comprehensive Invest in Bradford website www.investinbradford.com Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan. Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing). Respond to Government consultations and participate on working groups focussing on key policy areas Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham. 				

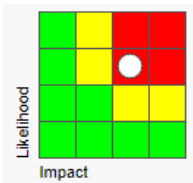
	<ul style="list-style-type: none"> Partnership response developed and survey work undertaken to establish impacts and inform response The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy. (Work is happening on a new economic strategy) Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government. Development Frameworks have been commissioned to set the vision and ambition for the City and District and to inform future funding rounds, work is ongoing on these for Bradford City, Keighley and Shipley along with detailed master planning for the Southern Gateway. The Development Frameworks will take 9/12 months to complete. Gainshare Capacity Funding has secured which will provide additional capacity and resource to inform future strategic direction. £1.89m has been allocated to Bradford over the next 3 financial years. An Investment Plan has been submitted for the UK Shared Prosperity Fund which replaces European Funding. Bradford has a devolved allocation of £7.5m to deliver outcomes aligned to community infrastructure, business and people and skills. The District will also benefit from regionally delivered programmes. Capacity funding of £400k has also been allocated to Bradford. Four bids have been submitted into Round 2 of the Levelling Up Fund. The total of funding should these be successful is £110m.
Assurance Mechanisms	<ul style="list-style-type: none"> Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England, West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework. COVID-19 response reports into Gold / Silver / Bronze command structure.
Date Reviewed	06.01.2023
Actions / Controls under development	<ul style="list-style-type: none"> 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) 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 Implementation of the Bradford District Workforce Plan – initially a COVID-19 proposal to consider scale of Skills House offer Economic Development - service reshaping and restructure progressing. ESIF Programme engagement Maximising opportunities to attract Government funding to support regeneration and economic development activity. Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone. Development of Local Plan Initiatives developed under the Growth Deal to protect priority outcomes Leeds City Region and West Yorkshire Combined Authority action impacting on the District Support for business post Brexit with the LEP Engagement in plans for Shared Prosperity funding in order to maximise future resources Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021 – Southern Gateway Board has been established Jan 2023 to govern this work. Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA. Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning. From September 2022 Growth Board has been monitoring work on the new Economic Strategy and Development Frameworks.
Managed By	Angela Blake
Administered By	Jo Hinchliffe

Code & Title	SR 04 SCC Safer Cohesive Community			Current Risk Matrix	
Description	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity. 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'				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Reduction in levels of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Less effective engagement with citizens and community groups. Communities believe that some sections are treated differently than others. Disproportionate adverse impact on the district's most vulnerable communities. 				
Internal Controls	<ul style="list-style-type: none"> The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy. The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. The Neighbourhood Service supported by multi agency partners attend a series of Place Based Meetings - reporting community tensions as part of standard agenda - including police, youth service, RSLs etc. Council Wardens record issues that may lead to increased community tensions. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Police incidents which may have an impact on tension are shared with relevant partners through a weekly 'tensions monitoring' report. Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting. 				
Assurance Mechanisms	<ul style="list-style-type: none"> Ward based working and locality and ward plan assessments provide a regular assessment of community tensions based on above. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed. An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Community Safety Partnership, the Wellbeing Board and the Council's Corporate Overview & Scrutiny Committee. 				

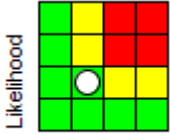
	<ul style="list-style-type: none"> • The Council has invested in an additional 15 Assistant Ward Officers and 5 Stronger Communities Partnership & Engagement Officers to increase capacity for response to locality based issues and concerns and to take proactive action to bring people together and celebrate key dates for the districts communities. • Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.
Date Reviewed	07- Dec -2022
Actions / Controls under development	<ul style="list-style-type: none"> • 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. • 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). • West Yorkshire Police share community tension monitoring report with relevant Council teams and officers. • Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives' and training on critical thinking skills. • Following an extensive consultation process a set of 'Shared Values' have been developed by the Stronger Communities team that seek to strengthen our links with one another and promote care and respect. • An anti-rumour strategy is in place. • Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.
Managed By	Ian Day Noreen Akhtar
Administered By	Jo Hinchcliffe

Code & Title		SR 06 ENV Environment and Sustainability			Current Risk Matrix	
Description		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.				
					Likelihood	Impact
Type of Risk		District	Yes	Category	Medium	Catastrophic
		Strategic	Yes	Risk Score	2	4
		Operational	Yes	Total Score	8	
Potential Effect of Risk		<ul style="list-style-type: none"> • Reputational damage due to failure to meet greenhouse gas reduction targets or if identified as having poor measurement and control systems in place. • 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 • Damage to Council’s credibility as leader if district-wide targets not developed and then met. • Need to develop new partnerships with district and citizens around creative, local initiatives to enhance sustainability and create circular economies. • Need to re-prioritise and reallocate resources, including structural changes to Council’s delivery programme. • Reduced ability to promote external inward investment. • Amount of energy costs as gross figure and relative to the size of Council’s estate/ activities • Performance against corporate carbon reduction target (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030) • Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area. • Climate "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. • Toxic emissions from the same CO2e emission sources are likely to cause ongoing significant ill-health among residents. • Temperature severity in the District will have implications for energy use in terms of heating and cooling, including emission considerations. • 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. • Actions identified in corporate energy cost reduction plan not delivered. • Funding for renewable energy production and use and energy efficiency projects not available. • Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available • Wider stakeholder community under resourced to deliver on action commitments • Central Government, WYCA, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to CO2e emissions reduction. • Changing legislation, political priorities, targets. • Global insecurity causing major fluctuations in energy costs. 				

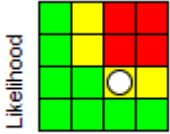
<p>Internal Controls</p>	<ul style="list-style-type: none"> • Progress on Climate Emergency flagship projects, the Council’s own CO2e emission reduction progress and Clean Air Plan delivery reported to Overview & Scrutiny • Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. • Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. • Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business-critical resource risks in terms of supply and availability or price volatility and impacts on service budgets. • Delivering corporate resilience through sourcing renewable local resources where viable such as PV panels, District Heat Network • Delivering projects to use resources, such as energy, efficiently and where feasible reducing direct and indirect resource consumption. • Delivering projects to produce local renewable energy such as hydrogen, bio methane and solar and air/ground source power. • Implementation of the Clean Air Plan, including Clean Air Zone (CAZ).
<p>Assurance Mechanisms</p>	<ul style="list-style-type: none"> • Managing systems and processes to monitor and report on energy consumption and CO2e emissions to ensure compliance with statutory Carbon Reduction Commitment. • Carbon emissions from Council operations published annually (Scope 1 & 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. • Carbon Impact Assessments, in line with emerging WY Protocol, for all major schemes • Modelling and monitoring of transport and wider emissions & metrics through the Clean Air Plan Monitoring & Evaluation Programme • Evaluation and assessment in partnership with WYCA and the West Yorkshire Lead Environment Officer Group • Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation
<p>Date Reviewed</p>	<p>27-12-2022</p>
<p>Actions / Controls under development</p>	<ul style="list-style-type: none"> • 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. • Restructure of Council resource to reallocate Clean Air Plan resource to tackle climate change and promote sustainability, including funding programmes. • Developing a Clean Growth Strategy & 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. • Development of Bradford Transport Strategy, including WY development of Zero Emission Transport Strategy and West Yorkshire Low Emission Strategy (WYLES). • Working with partners through developing forums to identify potential courses of action and strategies for climate mitigation and adaptation. • Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. • Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation. • Development of robust carbon accounting and carbon budgeting processes.
<p>Managed By</p>	<p>Andrew Whittles</p>
<p>Administered By</p>	<p>Sally Jones</p>

Code & Title	SR 07 FRS Financial Resilience and Sustainability			Current Risk Matrix	
Description	<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to levels of Central Government funding or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the demand pressures in Childrens Services and current cost of living impacts both in terms of direct impact on Council costs and also in terms of the indirect impact upon residents and business in the District. The ongoing impact of Covid, the uncertainty of future funding, and potential return to some austerity measures post Covid The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p>				
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Services run the risk of failing to deliver statutory / minimum standards • Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone • Budget is overspent. • Suboptimal decisions could be made. • Achievement of priorities delayed or not delivered. • Service delivery not achieved. • Challenges to governance framework. • Deterioration in reputation with knock on consequences. • Scarce resources may not be utilised / prioritised to maximum effect. • Reduced effectiveness of Council Leadership • The Council's budget & setting of Council Tax is challenged. • The risk remains for future years though already being planned for through organisational review and new operating models workstream. • Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. • Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed. 				
Internal Controls	<ul style="list-style-type: none"> • Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated. • Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. • Budget process fully integrated with the Authority's strategic service and value for money planning. • Political engagement in place for budget process. • Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20 • Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this. • Controls on procurement and workforce changes in place • Meaningful budget consultation process in place 				

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


Code & Title		SR 08 INS Information Security			Current Risk Matrix	
Description		Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols			 Likelihood Impact	
				Likelihood	Impact	
Type of Risk	District	No	Category	Medium	Significant	
	Strategic	Yes	Risk Score	2	2	
	Operational	Yes	Total Score	4		
Potential Effect of Risk		<ul style="list-style-type: none"> • Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. • Risk of financial penalty. • Penalty arising from reference of data security breach to Information Commissioner. • Adverse publicity. • Loss of trust between the Council, its partners and citizens. • Required "culture change" is not achieved. • Inadequate engagement fails to deliver physical security, effective procedures or efficient processes. 				
Internal Controls		<ul style="list-style-type: none"> • Designated SIRO (Senior Information Risk Owner) –Director of Finance & IT. • 3rd tier Officers (Assistant Directors/Directors) assigned as Information Asset Owners. • Cross departmental Information Assurance Group established and regular meetings scheduled. • Regular DPO / SIRO meetings scheduled to focus priorities. • Refreshed IMAG framework launched with Information Governance Champions for each Service appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Support 3rd tier officers in meeting their IAO responsibilities. • IAO responsibilities document circulated to any new IAO's. • Monthly reporting on performance information to CMT. • Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents. • IT Security Policies, guidance and procedures actively maintained and reviewed annually. • IG Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018. • Risk Log approved by IAG and regularly updated. • Mandatory "Information & UK GDPR" learning for all staff with appropriate compliance monitoring. • Annual SIRO report. • Regular Information Governance reporting to CMT and Governance & Audit Committee. • Dedicated Data Protection and Records Management Officer ensure compliance with GDPR Article 30 and 37. • Dedicated SharePoint site as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions. • 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. 				

	<ul style="list-style-type: none"> • Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. • Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment. • Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, Galaxkey in place for external emails and communicated through service DMTs and Managers Express. • Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place. • Penetration Testing on any new system as part of the project implementation phase. • 24/7 Monitoring of traffic leaving and entering the Bradford Network. • Required encryption in place. • The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network.
Assurance Mechanisms	<ul style="list-style-type: none"> • Regular Information Governance reporting to CMT and Governance & Audit Committee. • Engagement with Information Commissioners Office with prompt reporting and liaison.
Date Reviewed	6 th December 2022
Actions / Controls under development	<ul style="list-style-type: none"> • Review of all IG and Information Security policies. • Additional mandatory learning for IAO's and Managers. • Part of two national Security initiatives one lead by NCC and one LGA. • The Council is midway through the implementation of its multi factor authentication safeguards.
Managed By	Christopher Kinsella
Administered By	Tracey Banfield / Harry Singh / Dominic Barnes-Browne

Code & Title	SR 12 ADC Adults Demographic Change			Current Risk Matrix	
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • Demand for social care services is predicted to continue increasing and overspends are likely. • Budget proposals highlight this particular pressure as an ongoing concern for the Council. • There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. • Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties. • Lengthening waiting lists for assessments and provision of care • Increases in numbers requiring care • Increase in expectations from service users • Recruitment delays to bring in social workers and care workers <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>				
Internal Controls	<ul style="list-style-type: none"> • Departmental Management Team (DMT) has agreed a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention. • All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change 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. • DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism & Neuro Diversity, Continuous Health Care. 				

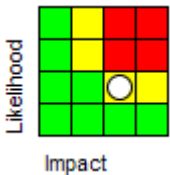
	<ul style="list-style-type: none"> • Discussions continue to take place with Health partners to identify potential funding streams that could be used to alleviate some of the funding pressures on Adult Social Care due to the increase in demand for services. • The service has refreshed its practice and policy quality assurance framework, and work is underway to implement the new approach through the Raising Expectation Workstream. <p>As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.</p>
Assurance Mechanisms	<ul style="list-style-type: none"> • 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"> • 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. • 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"> ▪ Progress updates are also provided to the Corporate Programme Steering Group. ▪ Implemented the FQPT approach across the AD SMT meetings and within the Service Manager Team Meetings. • We have implemented the FQPT approach across the AD SMT meeting on a monthly basis. • 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. <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>
Date Reviewed	03.01.23
Actions / Controls under development	<ul style="list-style-type: none"> ▪ 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. ▪ 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.

	<ul style="list-style-type: none"> ▪ 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. ▪ 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, ▪ 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. 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.
Managed By	Iain Macbeath
Administered By	Imran Rathore

Code & Title	SR 13 DSK Delivery of Skills and Training Priority			Current Risk Matrix	
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Workforce Development Plan and Economic Recovery Plan are not delivered, impacting ability to fully realise the district’s ambitions for inclusive and clean growth that addresses the underlying challenge that have been exacerbated by the pandemic. Funding bodies releasing new contracts in isolation. Underspend of current funding. Education capital developments not aligned with employer need. 				
Internal Controls	<ul style="list-style-type: none"> 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. 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. 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. 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. 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. 				

	<ul style="list-style-type: none"> • 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. • 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. • 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. • 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. • 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.
Assurance Mechanisms	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.
Date Reviewed	20-Dec-2022
Actions / Controls under development	<ul style="list-style-type: none"> • 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. • 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. • 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. • 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; • 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. • Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 1/3. • Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age. • 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.

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

Code & Title	SR 14 SND SEND Services			Current Risk Matrix	
Description	<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"> 1. Poor communication between stakeholders across education, health and care. 2. The variable quality of EHC plans, including plans which do not fully describe the provision that children and young people with SEND need. 3. The inconsistent delivery of the 0 to 19 health visiting, school nursing and specialist nursing services. 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. 5. Education, health and care services do not work together well. The arrangements for joint commissioning are underdeveloped. <p>The LA provided a Written Statement of Action (WSOA) Plan to address the above areas of weakness on the 21st 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>				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • The CYPs SEND needs may not be effectively met. • The Local Authority may not meet its statutory obligations. • Negative impact on Local Authority's reputation with CYP/parents & schools. 				
Internal Controls	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.				
Assurance Mechanisms	<ul style="list-style-type: none"> • SEND Strategic Partnership Board (SSPB) established with clear ToRs providing governance over the four operational workstreams. • Quarterly progress review meetings are held with the DfE and NHSE. • The SSPB reports to the district wide Children and Families Partnership board that provides governance. 				
Date Reviewed	07.12 2022				
Actions / Controls under development	<ul style="list-style-type: none"> • Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board. • Development of a Health Data Dashboard to feed into LA dashboard. • Coproduction and engagement plan across the Local Area. • Continue to develop the multi-agency quality assurance work. 				
Managed By	Niall Devlin				

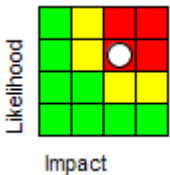
Administered By	Caroline Levene
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Code & Title		SR 15 OIP Ofsted Improvement Plan			Current Risk Matrix		
Description		The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk. 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					
				Likelihood		Impact	
Type of Risk		District	No	Category		High	Critical
		Strategic	Yes	Risk Score		3	3
		Operational	Yes	Total Score		9	
Potential Effect of Risk		<ul style="list-style-type: none"> • Poor reputation • High turnover of workforce at all levels • Inconsistent service to service users • Financial • Slow progression of improvement, particularly due to size of improvement team to drive and deliver on improvement 					
Internal Controls		<ul style="list-style-type: none"> • Improvement Board: The Children’s Services Improvement Board is chaired by Steve Walker, DfE appointed commissioner. The Board continues to scrutinise the improvement work. • Improvement Plan: 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. • Children’s Service Improvement Team: 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 • Conversations Based Approach for Referrals: 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. • Internal Audits: 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. • External Audit: 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. 					

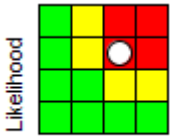
	<ul style="list-style-type: none"> • Ofsted: Initial feedback from the most recent full ILACS Ofsted Inspection in November/December 2022 highlighted areas requiring continued improvement and these have all been integrated into the Improvement Plans for each area of focus/project and are being worked 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. • Partnership: 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. • Recruitment and Retention: 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 16th 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. • Improved use of vital signs and performance data: 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. • Children and young people's voice and influence: 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.
Assurance Mechanisms	<ul style="list-style-type: none"> • Future Ofsted Inspections • Independent auditing of casework
Date Reviewed	16 January 2023
Actions / Controls under development	Plan Inspection Timetable
Managed By	Picklu Roychoudhury
Administered By	Lisa Turner

Code & Title	SR 16 EAT Educational Attainment			Current Risk Matrix	
Description	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<p>Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people. External public examinations were taken this year for the first time since the pandemic. In the previous 2 years it has been some internal school or centre based assessments.</p> <p>Outcomes 2021/22 academic year for Key Stage 2;</p> <ul style="list-style-type: none"> Outcomes in reading are static compared to before the pandemic. The gap between Bradford and national averages has not reduced In mathematics, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels. In grammar, punctuation and spelling, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels. Writing outcomes have declined since 2019 and the gap between Bradford and national averages has increased In the combined reading/writing/maths outcomes have declined since 2019 and the gap between Bradford and national averages has increased <p>For KS4;</p> <ul style="list-style-type: none"> 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. 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 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. 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. 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. 				
Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.				

Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.
Date Reviewed	11/1/23.
Actions / Controls under development	<ul style="list-style-type: none"> • Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. • Partnership working with DfE Education Improvement Area to bring about improvements in the least well performing academies and schools • Improved targeting of DfE Targeted School Improvement Grant reserves to ensure that rapid improvement is brought about in LA maintained schools through the School Improvement Support Programme • Raising attainment strategy funding will seek to support identification and targeted programmes to help C&YP improve their attainment at Key stages 1 and 2. This funding will end in July 2023.
Managed By	Sue Lowndes
Administered By	Caroline Levene

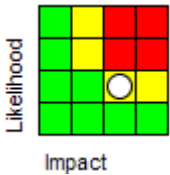
Code & Title	SR 17 CSI Children Safeguarding Incident			Current Risk Matrix	
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.				
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation				
Internal Controls	<p>The principles pressures remain</p> <ol style="list-style-type: none"> 1. A stable and competent workforce 2. The growing population of Looked after children and the attendant financial placement cost pressures on the budget. <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>				

	<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>
Assurance Mechanisms	<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 3rd 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>
Date Reviewed	13 January 2023
Actions / Controls under development	<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>
Managed By	David Johnston
Administered By	Caroline Levene

Code & Title	SR 18 COV Covid Multiple Outbreaks			Current Risk Matrix	
Description	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				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion 				
Internal Controls	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.				
Assurance Mechanisms	On-going monitoring of COVID-19 cases, admissions and deaths in the District				
Date Reviewed	20-Dec-2022				
Actions / Controls under development	<ul style="list-style-type: none"> CBMDC staff encouraged and supported to WFH where possible Support the NHS-led programme to deliver COVID-19 vaccination at scale and to mitigate inequalities. Continue existing work with partners on health inequalities, prevention and health improvement. 				
Managed By	Sarah Muckle				
Administered By	Tariq Mohammed				

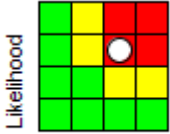
Code & Title	SR 19 Shortage of staff within the external care market.				Current Risk Matrix
Description	Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision.				
				Likelihood	Impact
Type of Risk	District	No	Category	Very High	Critical
	Strategic	Yes	Risk Score	4	3
	Operational	Yes	Total Score	12	
Potential Effect of Risk	<ul style="list-style-type: none"> • Inability to secure care and support from external providers will lead to: • Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home • Delays from hospitals, creating additional pressure within the hospital – bed blockages • Increase in waiting lists for support • Safeguarding risks arising from care needs not being met • 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. 				
Internal Controls	<ul style="list-style-type: none"> • 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. • ASC workforce strategy now developed. • BradfordCares webportal launched which provides an overview of the work undertaken by Council and Independent Care Providers, and the job opportunities available. • One workforce portal launched which acts a repository of training and other support measures to help providers recruit and retain staff. • 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. 				

	<ul style="list-style-type: none"> • Using Skills House to support and coordinate recruitment for Health and Social Care System • 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. • 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.
Assurance Mechanisms	<p>CQC Inspections DMT Adult Social Care Reform - monthly DMT Finance, Performance, Quality and Transformation – monthly Raising Expectation Steering Group</p>
Date Reviewed	03.01.23
Actions / Controls under development	<ul style="list-style-type: none"> • Workforce lead post agreed to take forward the activities and actions detailed in the workforce strategy – JP to be developed graded ad recruited to. • 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 • Ongoing recruitment campaigns – to promote recruitment opportunities. • Work is underway to reduce the external enablement delivered through the home care market – this should help to manage the long term support better. • We are developing proposals for a new workforce academy that will further strengthen how we upskill people to take on roles within the system. • We are undertaking a detailed exercise on our cost of care, which will look to balance and support market sustainability.
Managed By	Jane Wood
Administered By	Imran Rathore


Code & Title	SR 20 EHE Elective Home Education			Current Risk Matrix	
Description	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).				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	No	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	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.				
Internal Controls	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.				
Assurance Mechanisms	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.				
Date Reviewed	12/12/22				
Actions / Controls under development	Continuous engagement with the DfE who have this as a key focus Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated				
Managed By	Sue Lowndes				
Administered By	Kate Hopton, Caroline Levene				

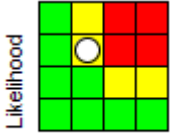
Code & Title	SR 21 TRI Terrorist Incident			Current Risk Matrix	
Description	National terrorist incident threat level is at Substantial and Strategic Security is a concern.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Preparation to implement new Protect Duty legislation is inadequate to meet Government expectations The Council is unable to respond effectively to a major incident and function some or all delivery priorities jeopardised. The Council is unable to meet its duties and responsibilities. The reputational risk to the Council is adversely effected. The welfare and safety of the Council's citizens is at risk. Increasing incidence and impact of service interruption events. Business-critical systems are impacted. 				
Internal Controls	<ul style="list-style-type: none"> The Strategic lead for security is the Strategic Director Corporate Services responsible for organisational protective security as a whole. The Threat from terrorism is ever present and changeable so policies, systems and plans need regular review. Security Policy documents, security management plans and building security is reviewed every time the threat level changes and appropriate measures are put in place. These cover securities of: personnel, buildings, information, resources and supply chains, business continuity and resilience and emergency incident plans Senior Managers undertake training appropriate to their roles and responsibilities and use the ACT app (Action Counters Terrorism) and JESIP App Critical Systems and Services are identified threats, risks and vulnerabilities and have business continuity plans in place and accessible in case of incidents. The Council has responded to the Protect Duty Consultation 2021. The Council in partnership with West Yorkshire Police have a Contest Board for Prepare and Protect and have a Prevent Action Plan 2020-2022 with the Safer Partnership. The National Risk Register is reviewed annually or when changes are announced. The Council reviews its top 3 risks quarterly at regional level with the West Yorkshire Resilience Forum. The Emergency Management Team coordinates the Councils approach to an incident/emergency and leads on emergency plans and liaison with partners and stakeholders; CT Police, CPNI, NACTSO All Councils are still waiting for the Protect Duty Legislation to become law. The Emergency Planning Team are working with John Chambers, Police Counter terrorism to ensure we are prepared when the legislation comes in. 				
Assurance Mechanisms	Security policy statement and security strategy and organisational security framework.				
Date Reviewed	16/12/22				

<p>Actions / Controls under development</p>	<ul style="list-style-type: none"> • The Council continues to develop a clear understanding of threat sources that have the intent, capability and opportunity to impact on its operation, assets and service delivery. • Protect Duty - The Council is part of a North East of England pilot to develop organisational and Bradford District readiness for forthcoming Protect Duty legislation including Partner and stakeholder engagement • ACT and SCaN Training needs to be rolled out to all departments delivered at an appropriate level for staff, it may become a mandatory requirement. • Security induction training is being reviewed, Information Assurance training is mandatory for all staff. • The Council is developing and implementing security minded communications on its website and media outlets. • Training and testing the security framework, plans and readiness. • The Emergency planning Manager is requiring a new post to manage the security risks and the protect duty with funding to be determined.
<p>Managed By</p>	<p>Susan Spink</p>
<p>Administered By</p>	<p>Matthew Baggley</p>

Code & Title	SR 22 COL Cost of Living Crisis			Current Risk Matrix	
Description	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.			 Likelihood Impact	
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Increase in poverty and debt in the District. One in 5 of our working age families already live in relative poverty and 2 in 5 children under 15 live in relative poverty. Those living in poverty are affected most by cost of living impacts as they spend a higher proportion of their income on food/fuel • Local economy is impacted. • Inflation is at a 40 year high and some areas may become unsustainable as disposable income is reduced (e.g. local markets and business). • Potential for rise in crime, homelessness, demands on Council crisis services, and on health services in particular mental health services. • Risk of lower collection levels of Council Tax, Business Rates and Sundry Debts, and increased resource demand on debt collection services, as households and businesses prioritise other debts • Effect on lower paid Council staff could result in them being less able to meet their potential (under nourished, cold, worried about finance). • Around £1 in every £5 of public spending is spent dealing with the effects of poverty. 				
Internal Controls	<ul style="list-style-type: none"> • Occupational Health support for staff and signposting to other agencies providing support and advice. • Holiday Food and Activities programme in the school holidays • Household Support Fund of £11.4m in 2022/23 to support residents with the cost of food and fuel. Council Tax Energy Rebate to assist with fuel costs £150 Bands A- D together with a discretionary fund to support those on low incomes with top up payments • Credit Union membership of 9,000 • Food Bank provision across the District • Local Welfare Assistance programmes such as the Assisted Purchase Scheme and the Fuel Top Up scheme • Funding of Welfare and Debt Advice across the District – this has been subject of a re-tendering exercise in Autumn 2022 to ensure the service is sustained over the medium term • Warm Homes, Healthy People network to assist with energy efficiency measures and advice • Improving take up of Healthy Start vouchers and Free School Meals • Community 'Warm Spaces' initiative to provide a warm place and hot drink in libraries, community centres, church halls etc over the period Oct 2022 to March 2023. 				
Assurance Mechanisms	<ul style="list-style-type: none"> • Low income groups and those living in poverty are one of our protected characteristics when conducting Equalities Impacts Assessments. • All policies and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty) • Corporate Plan addresses initiatives to improve financial inclusion, protecting the most vulnerable, better housing, health and education • Wellbeing Board • The Anti- Poverty Strategy was approved by the Executive in November 2022. 				

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

Code & Title	SR 23 SUP Supply Chain Risk			Current Risk Matrix	
Description	Inability to source key supplies and services (including energy) as a result of current fiscal and economic circumstances.				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	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).				
Internal Controls	CSO 20 - Exceptions provisions.				
Assurance Mechanisms	<ul style="list-style-type: none"> Active and competitive supply chain for majority of council goods and services. Number of national frameworks available that could be drawn down upon if needed. Supply chain currently not adversely impacted to degree it impacts ability for council to deliver services; main impact is that supply chain is responding by increasing charges especially in relation to cost of living impacts. 				
Date Reviewed	4 January 2023.				
Actions / Controls under development	Ongoing Recruitment for the Procurement Service. A temporary head of Procurement is scheduled to start in post on 16 January 2022.				
Managed By	Christopher Kinsella				
Administered By	Mark St Romaine				

Code & Title	SR 24 HUM Human Capital, Diversity and Talent Management			Current Risk Matrix	
Description	There continues to be a shortage of professional and skilled staff within the employment market leading to recruitment and retention difficulties to key posts.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Significant
	Strategic	Yes	Risk Score	3	2
	Operational	Yes	Total Score	6	
Potential Effect of Risk	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.				
Internal Controls	<ul style="list-style-type: none"> 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. 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. 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. 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. 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. 				
Assurance					

Mechanisms	
Date Reviewed	14 December 2022
Actions / Controls under development	<ul style="list-style-type: none"> 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%) 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%) 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. 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. It is intended that a review of Pay and Allowances will take place during 2023-24. 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. 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"> Whether posts can be converted to apprenticeships, graduate/placement opportunities Reducing reliance on Agency/Consultancy workers Developing initiatives for growing our own staff in order to resolve current and future recruitment challenges Role composition and market supplements 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.
Managed By	Anne Lloyd
Administered By	Emma Lawer

Code & Title	SR 25 Digital Switchover - Adult Social Care operations.	Current Risk
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			Matrix	
Description	<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.</p> <p>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>			
			Likelihood	Impact
Type of Risk	District	Yes	Category	High
	Strategic	Yes	Risk Score	3
	Operational	Yes	Total Score	9
Potential Effect of Risk	<p>Impact on H&WB</p> <ul style="list-style-type: none"> Approximately 8000 citizens currently have a safe & sound pendant & 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. Funding will need to be found to replace existing analogue alarms with digital equivalents Citizens are at risk of being the target of scams or fraudulent activity relating to the switchover The lack of national coordination from Communication Providers has resulted in challenges managing and understanding when existing safe & sound users are migrated to digital <p>Wider Corporate concerns</p> <ul style="list-style-type: none"> 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. It is anticipated the switchover will impact on monitored smoke alarms, burglar alarms, lifts, chip and pin machines, traffic lights, CCTV etc. 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. 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. 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. 			
Internal Controls	<p>Digital Switch over plan now in place, which includes the following work streams:</p> <ul style="list-style-type: none"> Telecare Alarm Receiving Centre (ARC) Migration – this will include tender for new supplier 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 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. 			
Assurance Mechanisms	<ul style="list-style-type: none"> DMT Care Reform - monthly DMT Finance, Performance, Quality and Transformation – monthly TEC Steering Group - monthly 			

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