



## Report of the Director of Finance to the meeting of the Executive to be held on 13<sup>th</sup> July 2023.

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### Subject:

### Finance Position Statement for 2022-23

#### Summary statement:

This report provides Members with the 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 March 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:

Christopher Kinsella  
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**Leader of the Council and Corporate**

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**Overview & Scrutiny Area:  
Corporate**

## Finance Position Statement for 2022-23

### INTRODUCTION

- 1.0 This report is the final monitoring report presented to Members on the Council's 2022-23 financial position. It provides the revenue and capital financial position of the Council at the 31st March 2023. The report covers:
- The outturn of the Council's revenue budget in 2022-23
  - The estimated 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
  - Benchmark spend and other financial comparator information
  - The Council's Risk Register

### MAIN FINANCIAL MESSAGES

- 1.2 The financial year 2022-23 saw Councils across the country under severe financial pressure. Bradford is no exception, and the Council overspent its £388m net revenue budget by £30m primarily due to extraordinary levels of inflation which added £28m of un-budgeted costs and increasing demand and cost pressures in Children's and Adults Social Care.
- 1.3 Council reserves of £30m were required to balance the budget. The Council has managed its reserves prudently however the acute on-going financial pressures have left reserves close to exhaustion and reliance upon them is unsustainable.
- 1.4 Budgets were already under pressure after national austerity measures, increasing demand and rising costs had required the Council to find c£310m in savings since 2011 with a cumulative impact of over £2bn. During that period Bradford faced cuts far higher than more affluent areas with lower levels of need.
- 1.5 Bradford's Band D Council tax is also c£135 lower than the average for Metropolitan Authorities and 80% of households are below Band D. This means that Bradford cannot keep pace with inflationary and demand pressures through Council tax alone and that it raises less through its local tax base than other authorities many of which have much lower levels of need. Indicatively, if Band D Council Tax in Bradford was the same at the Metropolitan Authority average, it would raise c£20m of additional funding per year.
- 1.6 Additionally, analysis undertaken by independent local government finance experts has estimated that the Governments planned fair funding reforms would have benefited Bradford by £32m a year had they been implemented in 2020-21 as planned. These reforms have been repeatedly delayed and are now planned to be implemented in 2025-26.

- 1.7 With the exception of Children's Services, Bradford's service provision is low cost compared to similar Councils as outlined in the report. This gives reduced scope for further cost reductions.
- 1.8 The current position is unsustainable and Bradford, like much of the local government sector needs to see urgent national funding reform.

### Outturn of the revenue budget in 2022-23

	Gross Budget £ms	Net Budget £ms	Total Variance £ms
Health and Wellbeing	278.7	143.8	8.8
Children's Services	538.6	155.3	50.9
Department of Place	211.0	136.0	-0.2
Corporate Resources	226.7	68.9	3.8
Chief Executive	6.1	5.7.0	-0.7
Non-Service Budgets	57.6	-5.4	0.4
General Fund	-8.7	-115.9	-32.9
Net Budget Funding	-3.6	-388.5	0.0
<b>Total Council</b>	<b>1,306.4</b>	<b>0.0</b>	<b>30.0</b>

- 2.1 The Council **overspent** the £388.5m net revenue budget by £30.0m in 2022-23. This is c£2.1m less than forecast in the Qtr 4/ Period 11 report due mainly to additional income, and flexible use of capital receipts as outlined in section 3.
- 2.2 The main variance areas continue to be Children's Social Care due to high placement costs and high levels of Agency Staff that resulted in a variance of c£50.9m, and unachieved savings in Adult Social Care as outlined in section 5 and prior reports.
- 2.3 Further, the unbudgeted impact of inflation cost c£28m in 2022-23 resulting in significant pressures for all service departments as detailed in the Departmental Commentaries (sections 4-8).
- 2.4 The inflationary impacts were largely constituted of c£12.6m of additional costs associated with the 2022-23 pay award. Overall, the pay award cost c£18.6m compared to the £6m budgeted. The other major inflationary costs relate to energy prices, where gas and electric prices were significantly higher than budgeted as a result of the war in Ukraine.
- 2.5 The overall financial impact of energy cost inflation on the Council's estate and street lighting was c£9m over budget. There were also further knock-on impacts on our supply chain which resulted in additional inflationary pressures. The Council budgeted for 4%, but annual CPI inflation to March 2023 was c10%, with further above Bank of England target increases forecast for 2023-24.

- 2.6 In line with accounting rules the year-end balance on the revenue account must be £0, and consequently to reduce the £30m overspend to £0, £30m of reserves have had to be drawn down at year end.
- 2.7 As outlined in section 9 non Schools reserves have reduced by c£110m in 2022-23, and a further £50m of reserves are budgeted to be used in 2023-24. As previously reported, reserves are reducing at an unsustainable rate, and there will only be c£68m of reserves going into 2023-24, which will be a historic low.
- 2.8 Since 2011, the Council has budgeted to deliver c£310m of savings to contend with very significant real terms cuts to Council funding, and increased demand pressure in Adults and Childrens social care. These pressures have required difficult decisions to be made about service provision and the use and targeting of resources.
- 2.9 As outlined in a recent Yorkshire Post article, the top 10 per cent of England's most deprived councils have dealt with cuts almost three times as high as the richest 10 per cent, providing evidence of deepening inequalities and regional disparities, with Bradford having c28% cuts relative to Surrey at 8%.
- 2.10 Despite the inequity, Bradford Council has maintained a disciplined approach to financial management that has enabled it to continue to deliver services at relatively low cost. This is reflected in benchmark data compiled by the Local Government Association (see Appendix 1), that demonstrates that apart from Childrens Social Care related services that are run by the Bradford Children's and Families Trust from 1<sup>st</sup> April 2023, all Council services are either at or below benchmark spend levels in comparison to other alike Councils.
- 2.11 Aside from the very significant increases in Childrens Social Care costs and recent large-scale increases in unfunded inflationary pressures, the other main driver of the Councils financial pressure compared to other Councils is on the income side.
- 2.12 Council Tax revenues are approximately £20m below the average of other Metropolitan Councils on a pro rata bases. The Band D rate in Bradford is c£135 per year below the Metropolitan Council average, and £400 below the highest. Bradford currently ranks as having the 30<sup>th</sup> lowest Council Tax out of the 36 Metropolitan Councils; is the lowest in West Yorkshire and 2<sup>nd</sup> lowest in the Yorkshire and Humber region. The Government sets a Council Tax referendum limit each year, and this therefore provides limited scope to raise further revenues. It should also be noted that a percentage increase applied to a smaller Band D rate, raises a smaller amount than the equivalent percentage increase applied to a higher starting rate, and consequently the gap in amounts raised between areas with low Band D, and high Band D increases each year.
- 2.13 Further, independent analysis from Local Government finance experts has identified that had the Government implemented Local Government funding reforms in 2020-21 as planned, Bradford would now be c£32m per year better off.

- 2.14 It should also be noted that additional national funding has been found for Councils that would otherwise be equivalently financially challenged through the 'Dedicated schools grant: very high deficit intervention'. Although Bradford doesn't currently have a deficit in this area and so doesn't benefit, many Councils (currently 34 and growing) across the country have been provided with additional 'DSG Safety Valve' funding. Surrey for example will receive c£100m of additional funding via its Safety Valve agreement.
- 2.15 In summary, the financial challenges facing Bradford are acute and result from facing cuts that have been higher than others; increases in Children's Social Care costs that have resulted in benchmark spend going from low to high in a short period of time; the unbudgeted impact of extraordinary inflation in 2022-23, low Council Tax relative to other councils, not receiving additional government support due to having pressures in the wrong service areas (i.e. Childrens Social Care and not Dedicated Schools Grant), and Government delays to Local Government funding reforms that would have been expected to significantly increase funding for Bradford Council.
- 2.16 Many Councils are experiencing similar pressures across the country as a result of these systemic funding issues, and there are numerous Councils that are nearing s114 notices. This is something that is without historic precedent and is reflective of a sector in dire need of support.

#### Change since Qtr 4

- 3.0 The overall forecast variance has reduced by c£2.1m since Qtr 4/Period 11 as outlined below.

Department	Variance Last Period £000s	Variance £000s	Change in Variance from last period £000s
Childrens Services	50,506	50,891	385
Health & Wellbeing	7,992	8,812	821
Corporate Resources	3,384	3,828	443
Non Service	13	352	339
Dept of Place	317	-203	-520
Chief Executive	-374	-744	-370
General Fund	-29,691	-32,896	-3,204
<b>Total</b>	<b>32,147</b>	<b>30,041</b>	<b>-2,106</b>

- 3.1 The main changes since Qtr 4 include;

- A £0.4m increase in the Children's Services forecast variance to £50.9m due to a further £0.5m increase on Social Care Services spend and a £0.4m increase on Education and Learning Services. This was offset by a £0.5 favourable movement on the Skills for Work Service.
- A £0.8m increase in the Health and Well Being forecast variance to £8.0m, primarily related to increases in bad debt provision.
- A £0.5m decrease in the Department of Place forecast variance to an overall underspend of £0.2m.
  - Sports & Culture - £0.9m increase has resulted in an overall overspend of £1.4m, this is mainly due to increased pressures within Sports Facilities of £0.8m due to reduced levels of income, additional cost of casuals & repairs & maintenance. Woodlands has seen an increased number of Ash dieback cases costing an extra £0.3m. These were partly offset by a £0.2m improvement in Theatres, with increased income being driven through additional funds from booking fees.
  - Neighbourhoods & Customer Services - a £0.9 reduction resulted in an overall underspend of £1.6m. The main changes included increased income recovery of £0.2m for the VCSE support programme, £0.2m for ESF Integration costs and £0.2m unspent integration reserves. Environmental Services also had £0.3m of additional underspend relating to the Environmental Task Force and savings made from staffing. The task force is a short-term project which is due to finish in July 23.
  - Waste, Fleet & Transport - £1.4m reduction resulting in an overall underspend of £1.7m. The improved position is mainly due to an increase in income from recyclates and a reduction in repairs & maintenance charges within Waste Services following a change to the recharge mechanism from Fleet Services.
  - Planning, Transportation & Highways - £0.3m reduction has reduced the overall overspend to £3.7m. This is mainly due to the reduction in forecast Energy costs as the Smart Street Lighting inventories are updated and revised invoices/credit notes are processed.
- A £3.2m increase in the General Fund underspend to £32.9m mainly due to
  - A £1.1m increase in the flexible use of capital receipts.
  - A £0.8m increase in the share of LCR Business Rates pool.
  - £1.0m from additional interest receivable.

## Departmental Commentaries

### Children's Services

- 4.1 Children's Services had a variance of £50.9m against the £161.7m net budget. This was after allocating £15.0m of additional funding to the service in 2022-23 including £7.5m of one-off funding.
- 4.2 The variance was mainly derived from Children's Social Care related services (Children's Social Care (£26.8m), Safeguarding Reviewing Commissioning & Provision (£40.0m), Education and Learning (£1.0m), offset by a £1.9m underspend in the Employment and Skills Service. £15.0m of additional budget for Social care was not specifically allocated and was used to support the overall social care overspend.

### Children's Social Care

- 4.3 The £26.8m variance is mainly due to the following;
- 4.4 A £13.4m variance on the staffing budget, mainly on Social Work budgets 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.
- 4.5 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, £20.1m in 2021-22 and £28.5m in 2022-23) and are currently running at approximately £2.7m per month.
- 4.6 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	Mar 23
Number of Agency Social Workers	129	136	170	161	164	177	179	204	206	232	233	235	254	253

- 4.7 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 in 2021-22 and 2022-23. 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
	Total	Apr-22	May-22	Jun-22	Jul-22	Aug 22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23		
Starter	43	2	6	4	3	4	13	3	0	0	3	17	4	59	
Leaver	64	2	8	5	6	5	11	8	9	2	8	1	4	69	



Net	(21)	0	(2)	(1)	(3)	(1)	2	(5)	(9)	(2)	(5)	16	0	(10)
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4.8 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 2021-22, 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	Mar 23
No of Permanent Social Workers	293	301	303	301	283	280	281	276	267	265	260	276	276

4.9 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

4.10 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.

4.11 The Children with Disability Service also has a forecast variance on the direct payment/home support budget by £2.1m.

4.12 There is also a £2.0m pressure on the service legal cost budget due to court/legal counsel costs. The Post 16 team has a pressure of £4.4m on support costs for care leavers.



- 4.13 The Section 17 preventative assistance budget had a variance of £1.5m, and transport costs were £2.5m above budget (including £0.6m in relation to staff). The Interpreting budget had a £0.1m variance, premises budget had £0.1m variance, supplies/services budget had a £0.5m variance, and a further £1.8m adverse variance on support cost for children.
- 4.14 Prevention and Early Help reserve of £1.6m was used to support the overall service overspend in 2022-23.

### Safeguarding and Review, Commissioning and Provision

- 4.15 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.
- 4.16 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 £5,086 in 2022-23. A recent Competition and Markets Authority report has found the purchased placements market to be dysfunctional and subject to profiteering by suppliers.
- 4.17 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	Avg Cost per week 2021-22	Avg Cost per week 2022-23
Placed with Parents	117	129	150	162	166	159		
Placed for Adoption	25	26	24	35	52	32		
Friends and Families	235	301	357	372	394	406	£350	£354
Foster Parents	371	354	368	393	375	390	£530	£546
Fostering Agencies	57	88	131	164	191	277	£849	£950
Residential Care (Internal)	51	45	51	45	38	26	£3,300	£4,472
Residential Care (External)	42	42	60	70	105	169	£4,800	£5,086
Other*	62	68	90	107	125	120	£1,850	£1,951
<b>Sub Total (Number of Children Looked After)</b>	<b>960</b>	<b>1,053</b>	<b>1,231</b>	<b>1,349</b>	<b>1,446</b>	<b>1,579</b>		
Residence Orders	46	40	37	33	30	29	£166	£164
Adoption Orders	247	239	237	226	214	204	£330	£347
Special Guardianship Orders	320	338	364	435	473	523	£168	£164

<b>Sub Total (Chd in Permanent Arrangements)</b>	<b>613</b>	<b>617</b>	<b>638</b>	<b>694</b>	<b>717</b>	<b>756</b>		
<b>Total Children Receiving Support</b>	<b>1,573</b>	<b>1,670</b>	<b>1,869</b>	<b>2,043</b>	<b>2,163</b>	<b>2,345</b>		

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

4.18 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 very high number in comparison to other Councils, and growth in numbers has been significantly higher than other comparators.

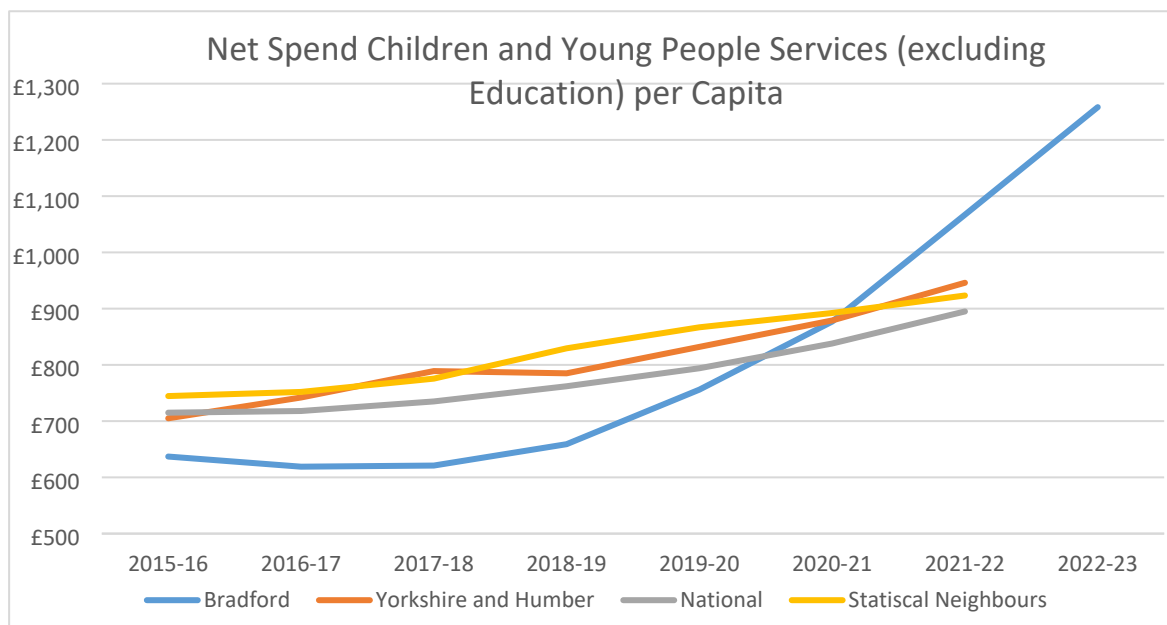
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>% Growth</b>	<b>Mar 2023</b>
Bradford	61	66	70	82	87	94	103	69%	113
Yorks and Humber Avg	63	67	71	74	77	78	81	29%	
Statistical Neighbour Avg	84	87	84	87	88	90	89	6%	
National Avg	60	62	64	65	67	67	70	17%	

4.19 Bradford is also spending highly disproportionate amounts (likely more than double) 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.

<b>Local Authorities – Spend per head of Child Population on Residential Care</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>	<b>% Increase 15-16 to 21-22</b>	<b>22-23</b>
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%	

4.20 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.

4.21 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	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 has a £40m full year variance.
- 4.24 This includes a £34.2m variance on the external purchased placement (Residential, Fostering and Post 16 & 18).
- 4.25 There is also a £0.9m 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 had a variance of £4.5m due to the use of agency staff, premises related costs and care cost.
- 4.27 Child Protection Services had a £0.9m variance due to the use of agency staff across the service.
- 4.28 The above overspends were offset by favourable variances on the Adoption Service £0.2m and £0.3m on B Positive Pathway.

## Education and Learning

4.29 The Education and Learning Service has outturned with a £1.0m variance on a £27.8m net budget. The main pressure was on the Travel Assistance Service which overspent by £2.7m above budget due to increased costs in service provision. The variance was offset by £1.7m underspend across the service from non-staffing budgets and through income generation.

## Skills for Work and 14-19 Service

4.30 The Skills for Work/14-19 Service underspent the £4.1m net budget by £1.8m. This was from a £0.5m staffing underspend, £0.2m on non-staffing budgets, £0.9m non recurrent additional income and £0.2m underspend on Covid recovery funding.

## Mitigating Actions to reduce the overspend

4.31 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 overspend of £50.9m is being mitigated by underspends and unplanned reserve use, and the recently approved budget for 2023-24, allocated a further £57m. Overall Gross expenditure on Childrens Social Care related services has increased very significantly in recent years.

	2018-19	2019-20	2020-21	2021-22	2022-23
Gross Expenditure £s	84	99	114	140	186

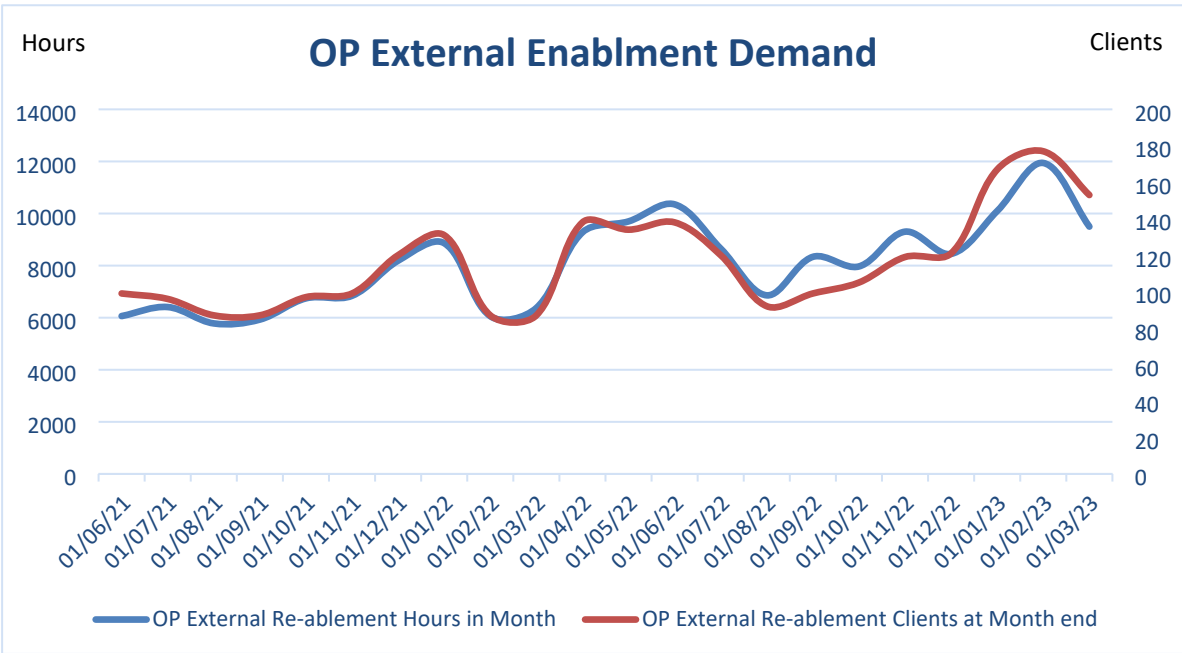
4.32 Bradford Children and Families Trust (BCFT) was set up on the 1<sup>st</sup> of April 2023. BCFT has been established as a wholly owned company limited by guarantee. BCFT will discharge the Council’s children’s social care operational functions on its behalf and in line with terms that have been set out in a Service Delivery Contract entered with the Council. Statutory responsibility for Children’s Services remains with the Council. The resultant model is a collaborative council-owned trust.

### Health and Wellbeing

- 5.1 The Health and Wellbeing department overspent the £143.8m net expenditure budget by £8.8m, this was after allocating £4.4m of non-recurrent funding, including £2.5m from the Social Care reserve. This is a £0.8m increase from the reported Qtr 4 position and is primarily related to increases in bad debt provision across the department.
- 5.2 In 2022-23 the department had additional Learning Disability (LD) demand management savings of £5.5m to achieve. In recognition that the savings were behind schedule, an additional £3m budget was provided to alleviate some of the pressure. The net £2.5m was unachieved this year. The approved 2023-24 budget has provided a further £5m to take account of undeliverable Learning Disability demand management savings from 2020/21 to 2022/23.

### Operational Services

- 5.3 Operational Services underspent the £70.8m net expenditure budget by £0.2m. The outturn position included £5.9m of Discharge to Assess funding, which has helped to offset previously reported pressures on short term enablement support and home care services which are the key adult social care services supporting timely discharge from hospital.
- 5.4 The Adult Social Care Discharge fund has mitigated a £1.7m pressure on short term enablement, this is across externally procured enablement hours and care delivered by the in-house Enablement service. Following the pandemic, the service has continued with the model of discharge to assess and as the table below demonstrates, has seen an increase in the number of externally delivered hours and increased activity within the in-house Enablement Service.



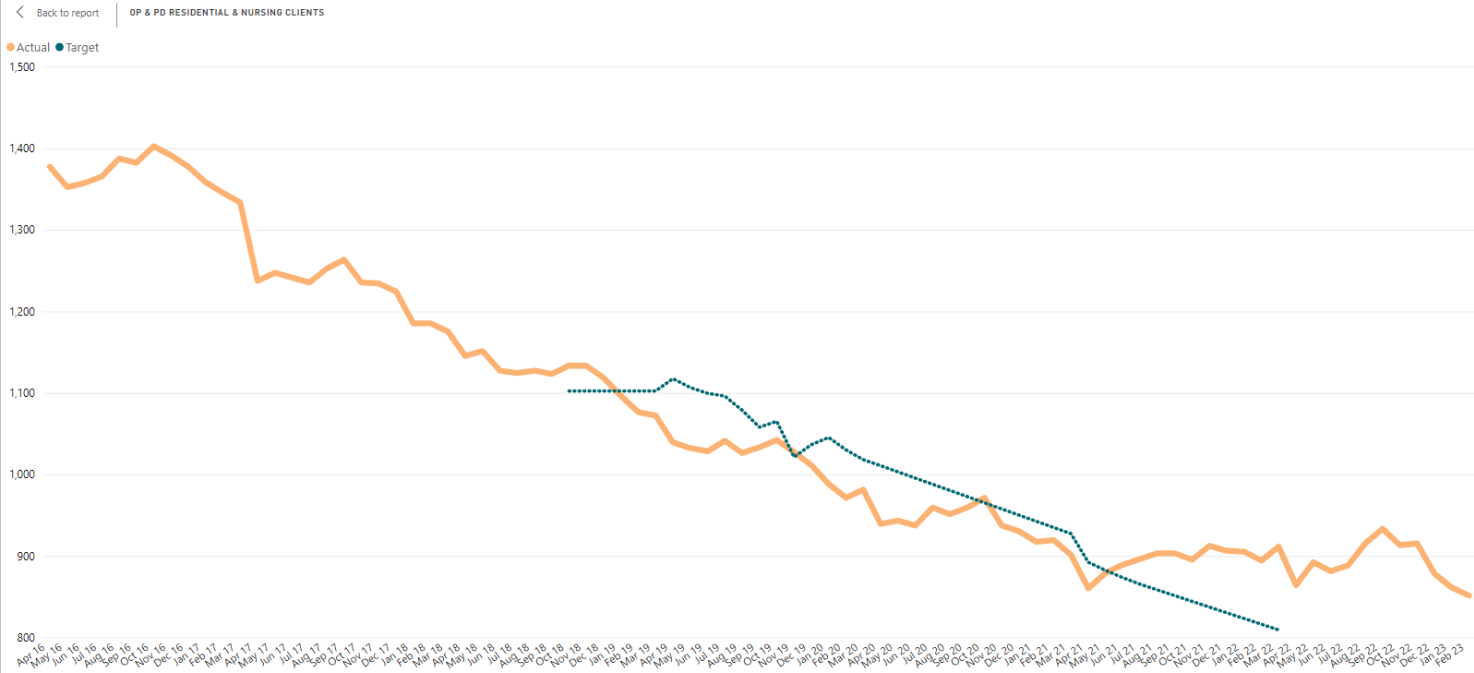
- 5.5 Older People and Physical Disabilities long term support overspent the £28.1m net expenditure budget by £2.1m.

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. The service was able to utilise £3.6m of the ASC discharge funding to support this pressure in 2022-23.

5.6 The table below demonstrates the year-on-year increase in long term home care hours.

	2020-21	2021-22	2022-23
OP & PD Long Term Home Care Hours	1,258,112	1,340,178	1,372,370

5.7 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 886 in March 2023 as can be seen in the chart below.



5.8 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.

5.9 Mental Health long term support have underspent the £10.2m net expenditure budget by £0.6m, due mainly to reduced activity across residential and nursing placements.

5.10 Assessment and Support have underspent the £13.3m net expenditure budget by £1.7m; of this, £0.5m relates to the utilisation of non-recurrent funding. The remaining £1.2m underspend is due to a significant number of

vacancies as the service have had difficulties in recruiting. Within this outturn position, the services incurred agency costs of £1.2m.

### 2023-24 Budget

- 5.11 In 2023-24, the Department for Levelling Up, Housing and Communities is providing an Adult Social Care Discharge Fund to support local authorities with reablement capacity to reduce hospital discharge delays. The Council will receive an allocation of £3.3m from DLUHC and £2.8m from Bradford Integrated Care Board, from the health allocation of discharge funding, to contribute to the cost pressures associated with hospital discharge.

### Learning Disabilities

- 5.12 Learning Disability services overspent the £52.5m net expenditure budget by £8.1m, this is after £2.5m of non-recurrent funding from the Social Care reserve has been applied.
- 5.13 As reported throughout 2022-23, Learning Disabilities has a recurrent pressure of £10.6m, primarily as result of unachieved demand management savings in both 2020/21 (£3.2m) and 2021/22 (£4.3m) and has continued to see increases in community care activity and costs. This is particularly in relation to increased Direct Payments and Supported Living as people are Transitioning from Children's Services with complex needs and high cost packages.
- 5.14 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.

Total People Supported	31.03.20	31.03.21	31.03.22	31.03.23
LD Residential Care - Purchased	151	136	129	132
LD Nursing Care – Purchased	20	21	17	15
Total Residential & Nursing	171	157	146	147

Total People Supported	31.03.20	31.03.21	31.03.22	31.03.23
LD Supported Living	417	447	476	478
LD Home Care	322	316	275	289
LD Direct Payments	481	496	507	541
Total Community Care	1,220	1,259	1,258	1,308



## **Commissioning and Integration**

- 5.15 Commissioning and Integration underspent the £15.4m net expenditure budget by £0.7m of which £0.4m underspend related to vacancies, £0.2m was due to reduced grant expenditure, and a further £0.1m as a result of additional income.

## **Strategic Director**

- 5.16 The Strategic Director budget has an outturn overspend of £1.7m. This is due to 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, both of which have not been allocated to specific budgets. The £4m total unallocated budget reduction has been partly mitigated by one off funding (£1.4m), unallocated demographic growth (£0.7m) and the utilisation of £0.2m of reserves.

## **Public Health**

- 5.17 The Public Health Grant of £43.9m was fully spent in 2022-23. All spend was aligned to the Public Health outcomes. There continues to be increased investment into the Substance Misuse service, with an additional £2.3m of spend funded by Office for Health Improvement & Disparities (OHID) grants this year.
- 5.18 Environmental Health underspent the £1.2m net expenditure budget by £0.1m due to staffing vacancies.

## **Department of Place**

- 6.1 Department of Place underspent the £140.3m net expenditure budget (£211m Gross) by £0.2m. This includes inflationary pressures of £3.6m from Planning, Transportation & Highways and £0.9m from Waste, Fleet & Transport in relation to waste disposal & fuel costs. This has been mitigated through one-off reserves in Economy & Development Services of £2m, a one-off rates rebate of £0.6m within Museums, vacancy management and additional funding within Neighbourhood and Customers Services. Sport & Culture are reporting a service pressure of £1.4m due to undelivered savings and an overspend in Sports Facilities which have been offset by a reduction in costs relating to waste tonnage, transport costs and increased income from recyclates.

## **Neighbourhood and Customer Services**

- 6.2 Neighbourhood and Customer Services underspent the £25.3m net expenditure budget by £1.6m. The overall position includes a £0.3m pressure 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 being achieved relating to transfer of playing fields, and of assets to trusts and Town/Parish. Street Cleansing overspent the £6.8m net budget by £0.3m, largely on employee and fleet costs.

- 6.3 These have been offset by a £0.2m over achievement of income within Uniformed Services, savings in Customer Services of £0.4m, vacancy management savings in Neighbourhood Services of £0.4m, and one off savings from the environmental taskforce which is due to finish during quarter two 2023-24. Funding of £0.4m has been received from Public Health in support of Safer Communities / Domestic Violence. Furthermore, the service has drawn down reserves totalling £0.2m and received additional external funding of £0.7m.

### **Economy & Development Services**

- 6.4 The service underspent the £9.5m net expenditure budget (£26.9m Gross) by £1.7m.
- 6.5 Economic Development has outturned with an underspend of £0.8m against their £3.4m net budget (£4.6m gross) partially due to the drawing down of reserves to deliver development framework / sustainable growth programmes of work. Grant income from Gainshare and UKSPF has been received during 2022-23. The service has also made savings through vacancy management.
- 6.6 Housing Services have outturned with an overspend of c£0.7m which is mainly due to existing pressures within Housing Development. There has been no capital programme activity during 2022-23 outside the disability facilities grant which has caused a financial pressure and will continue into 2023-24. There are also additional pressures from unfunded facility management recharges and income losses.
- 6.7 Client Services have outturned with an underspend of £0.4m due to opportunities arising to recharge staff costs to capital projects and vacancy management within the service.
- 6.8 Markets have outturned with an £0.8m overspend, this is after drawing down £0.3m from the Market Compensation reserve and £0.1m from the Markets reserve.

The 22-23 pressures include:

- £0.1m associated with the rental/compensation package to achieve vacant possession for the exterior of the markets.
- £0.6m associated pressures from vacant units and additional expenditure burdens

## Planning, Transportation & Highways

- 6.9 Planning Transportation & Highways has outturned with a pressure of £3.7m against their £44.6m net expenditure budget (£42.4m gross). This is due to a significant increase in energy costs of £3.4m for Street Lighting, within Transportation & Highways.
- 6.10 The Highways Delivery Unit overspent the £4.4m budget by £0.7m due to Winter Maintenance overspending by £0.7m as a result of fleet hire costs and a spell of inclement weather at the turn of the new year. This was mainly 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.
- 6.11 Development Services outturned with a pressure of £0.1m against its net budget of £1.9m, where Land Charges under achieved its income target by £110k.
- 6.12 Planning & Transport Strategy ended the year with a favourable variance of £0.1m due to staff vacancies within Business Services (£86K) and recovery of fees within Landscape Design (£30K)

## Sport & Culture

- 6.13 The Service overspent the net £18.7m net expenditure budget (£39.6m Gross) by £1.4m.
- 6.14 The main pressures the Service is facing are within Museums which is breakeven with an inherent £0.7m pressure, Libraries £0.3m, Parks & Woodlands £0.2m and Sports Facilities £1.0m, partly offset by a £0.3m underspend in Theatres.
- 6.15 The Museums service has outturned with 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.
- 6.16 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.
- 6.17 The Library service has overspent the £3.7m net expenditure budget by £0.3m, 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.

- 6.18 Theatres underspent the net budget of £2.4m by £0.3m 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.
- 6.19 Sport Facilities have overspent the £6.6m net expenditure budget (£11.7m Gross) by £1m. The service has experienced a high level of repairs and maintenance charges of which £0.3m are unfunded. Unachieved savings of £0.1m were brought forward from last year and remain undelivered. The balance of £0.6m relates to a mix of under recovery from Covid, reduced levels of income following the cost of living crisis (£0.3m) and an overspend on staffing costs (£0.3m). There was a gradual return to pre Covid levels of activity during 2022-23. The service is expecting the attendance levels to return to normal during 2023-24.
- 6.20 Furthermore, the service managed a number of closures during 2022-23. Bowling Pool was closed from 25<sup>th</sup> October 2021 to 4<sup>th</sup> June 22 for essential maintenance. Manningham Sports Centre was closed from 10<sup>th</sup> February to 30<sup>th</sup> May 2023 due to the facility requiring a complete re-wire.

### **Clean Air Plan**

- 6.21 The service reported 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 this reserve is expected to be c£1.2m.
- 6.22 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.

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

- 6.23 The Waste, Fleet & Transport service underspent the net budget (£35.4m gross) by £1.7m due mainly to savings in Waste Services.

### **Waste Services**

6.24 The underspend of £1.7m within Waste Services is due to the following:

- £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.
- £0.4m overspend in waste collection & recycling is mainly due to employee costs, including casual costs.
- £0.3m overspend on employee costs at the household waste sites.

The above overspends have been mitigated through a number of measures and are detailed below:-

- £0.8m underspend on waste disposal staffing due to a reduction in staffing costs at the MRF, a reduction in casual employees & overtime and agency staff.
- £0.9m underspend on disposal costs, comprised of payments to the main waste contractor and payments to third party operators for collection and processing of dry, mixed recycling (DMR) waste.
- The waste tonnage levels during 2022-23 indicate that the service has recovered from the effects from Covid where levels of waste tonnage were significantly inflated.
- During 2022-23, the service reported a reduction in waste at the household waste recycling centres (HWRC's) and at the kerbside collections, circa 7,747 tonnes 5,280 tonnes respectively. It is likely that both of these reductions are partially down to national trends due to the cost of living crisis, but also due to new processes brought in to ensure that users of the service have the appropriate permits. However, HWRC visits are increasing rapidly at the moment which may be a sign of returning to high levels of waste as the cost of living and fuel prices ease. This will be monitored closely during 2023-24.

Total Annual Tonnes 000s	19-20	20-21	21-22	22-23
Kerbside Waste Collected	102,514	112,504	109,833	104,553
Kerbside Recycling Collected	34,768	42,076	37,330	36,859
Household Waste Sites	48,959	45,368	47,682	39,935
Trade Waste Collected	17,563	13,249	14,863	13,585
Garden Waste Collected	7,531	9,076	7,690	7,598
<b>Total Waste</b>	<b>211,335</b>	<b>222,273</b>	<b>217,398</b>	<b>202,530</b>

Overall, these lower collection tonnages result in lower disposal tonnages, and a decrease in the cost of disposal.

- £0.5m underspend in trade waste is due to lower than budgeted disposal costs and additional income.

- £0.4m overachievement in Garden Waste subscriber income and income from recyclates.
- £0.6m saving on transport costs following the introduction of a revised charging system from Fleet.

## **Fleet & Transport Services**

- 6.25 The service underspent the £9.7m gross expenditure budget by £0.2m.
- 6.26 The underspend is mainly due to Hackney Carriage & Private Hire and 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.

## **Corporate Resources**

- 7.1 Corporate Resources final overspend, against its £58.6m net budget before year end accounting adjustments, was £3.4m. The majority of the overspend relates to extraordinary inflationary impacts, primarily relating to utilities costs for Council buildings.
- 7.2 In respect of utilities, the final overspend was £3.8m, this compares to the forecast outturn figure of £3.7m at period 11. It should be noted that this both allows for use of the remaining £385k of the energy reserve and a reduction in year from £4.35m over as at q2 due to the price cap & a reduction in usage.
- 7.3 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. However this is still a best estimate as the eventual cost 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, and usage levels, especially over the winter period.
- 7.4 Additionally, the impact of high food price inflation adversely affected the catering service in year. Although changes to menus etc were put in place to mitigate this, this pressure could not be fully counteracted and in fact rose in the final quarter. Overall the extra inflationary impact on food costs alone was estimated to be £0.5m, which contributed substantially to the net overall £0.8m overspend on catering services.
- 7.5 Excluding extraordinary inflationary impacts and movement from reserves, the Department would otherwise have had an underspend of £0.8m. Underspends existed in Rev's & Ben's (£0.97m), Human Resources (£0.36m) and Finance & Procurement (£0.1m), primarily due to vacancies, although Rev's & Ben's also received additional one off funding for new burdens and business grants admin work in year. These more than offset the combined overspends between Estates and Built Environment (£0.3m excluding energy) & City Centre Catering (£0.1m) and Legal & Democratic (£0.2m, main pressure being on Elections costs). ICT had a roughly balanced



position after allowing for pressures (increased staffing levels, data & licensing costs) being managed down via a combination of offsetting savings, a reduction in agency and funding for Children's work. It should be noted that R&B final position also allows for the use of £0.6m of reserve money to offset the shortfall in costs recovery income. Revised court costs fees have been put in place for 23-24 to bring income levels back in line with budget.

- 7.6 These final outturn figures also include the net impacts of pre-existing and ongoing pressures, including on trading with schools such as ICT (£0.4m) and rental income within Estates (£0.5m). ICT Education trading service is subject to review. Estates rent roll is likely to remain a substantial pressure, due to economic conditions, both for 23-24 and beyond. ISG final outturn position was also for a small overspend of £0.1m, as although sales levels rose significantly year on year, costs also rose significantly due to inflationary pressures and these could not be immediately recouped by re-pricing over the 2<sup>nd</sup> half of the year.
- 7.7 This overall overspend is also after allowing for the use of £2.7m out of the £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 (of which £0.7m was used or written off in year with the remaining stock value being covered from the remaining reserve), £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 to underspend by £32.9m. The forecast underspend results mainly from the following

- 8.2 A c£12.6m overspend on the 2022-23 pay award (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.

£3m from 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 Minimum Revenue Provision (MRP) saving on Private Finance Initiative costs.

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

£1m additional interest receivable.

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

£0.8m additional share from the LCR 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 LCR Revolving Investment Fund.



- 8.3 As the Council has to end the year with overall expenditure matching funding – i.e that net expenditure = £0. The Councils year end variance of £30m was also funded by £30m of additional unplanned reserve drawdown.

## Reserves

- 9.1 At 31 March 2023, reserves stand at £168.8m (Council £118.2m and Schools £50.6m).

	Closing Balance 2020-21 £m	Closing Balance 2021-22 £m	Opening Balance 2022-23 £m	Net Movement	Balance as at 31 <sup>st</sup> March 2023 £m
Council reserves	256.5	228.2	228.2	-110.0	118.2
Schools Delegated budget	42.9	46.6	46.6	4.0	50.6
Total	299.4	274.8	274.8	-106.0	168.8

- 9.2 Overall, reserve levels reduced significantly in recent years, with c£110m of non Schools Council Reserves being drawn down in 2022-23. This included both planned activities, and c£52m to cover unplanned costs associated with the unbudgeted cost of extraordinary inflation, and Children's Social Care pressures.
- 9.3 As part of the 2023-24 budget approved in February 2023, a further £50m of reserves will be drawn down to balance the 2023-24 budget. These transactions will be processed shortly after the 2022-23 Accounts have been closed, but the impact will be that Council reserves will reduce to £68m, which will be an historic low.
- 9.4 The remaining £68m of Council reserves will be inclusive of Grant reserves for specific purposes (£17m), and the General Fund reserve of £19.5m that is the minimum amount of un-ringfenced reserves that it is recommended to hold to fund unforeseen events. Any use of the General Fund reserve in 2023-24 would however require it to be replenished in the next financial year in line with recommended practice.
- 9.5 The remaining Council 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.
- 9.6 Efforts are being made to bolster reserve levels by applying accounting policy changes to the 2021-22 accounts, and also the potential repatriation of reserves held at a West Yorkshire level. These plans could have a significant impact on reserve levels, but at the time of drafting, they are not assured.

## School Balances

10.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2023.

	Balance 1 <sup>st</sup> April 2022		Balance 31 <sup>st</sup> March 2023		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,347	7	1,259	0	88
Primary	67	8,960	61	6,569	6	2,391
Secondary	6	(2,400)	4	2,971	2	(5,371)
Special	3	2,822	2	1,077	1	1,745
Pupil Referral Units (PRU)	1	386	1	497	0	(111)
<b>Subtotal</b>	<b>84</b>	<b>11,115</b>	<b>75</b>	<b>12,373</b>	<b>9</b>	<b>(1,258)</b>
School Contingency		33,825		37,080	0	(3,255)
Other Activities/Closed Schools		615		267	0	348
<b>Total</b>	<b>84</b>	<b>45,555</b>	<b>75</b>	<b>49,720</b>	<b>9</b>	<b>(4,165)</b>

- There are seven 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 £0.497m
- Nine schools have converted to academy status in 2022-23.

## Capital Expenditure

- 11.1 The Capital Investment Plan deals with investment in land, buildings and equipment that brings benefits to the Council for more than one year. In contrast costs that are used up on an on-going basis are dealt with in the revenue budget, for example the payment of salaries to staff for a library.
- 11.2 The Capital Investment Plan originally budgeted 2022-23 spend at £203.4m (Full Council, 17 February 2022). This budget was re-profiled to £168.4m in the 1st quarter monitoring report (Executive, 5th July 2022). Since the agreement of the 2022-23 budget in the first monitoring report the only changes to budgets have been for new approved schemes and the budget in the 4th quarter monitoring report was £192.8m, with the spend forecast being £162.5m (Executive, 4 April 2023).
- 11.3 As at 31 March 2023 the re-profiled budget is £197.6m, with the main changes relating to year end budgets added for Schools Direct Revenue funding, PFI and Finance Leases.
- 11.4 Against the latest re-profiled budget, the Outturn was £154.1m. This is summarised by Department in the Table below and is outlined in greater detail in Appendix 3.

Capital Investment Plan 2022-23	31 Mar 2023 Budget	Outturn	Variance
	£m	£m	£m
Health and Wellbeing	3.5	1.7	1.8
Children's Services	18.0	15.8	2.2
Place – Economy and Development	51.0	29.7	21.3
Place – Planning, Transportation and Highways	57.9	50.6	7.3
Place – Other	21.0	16.3	4.7
Corp Services – Estates and Property Services	44.1	40.0	4.1
<b>Total - Services</b>	<b>195.5</b>	<b>154.1</b>	<b>41.4</b>
Reserve schemes and contingencies	2.1	0.0	2.1
<b>TOTAL</b>	<b>197.6</b>	<b>154.1</b>	<b>43.5</b>

- 11.5 As shown in the table above, the 2022-23 Outturn had a £43.5m underspend compared to the budget. However, spend has significantly increased from the previous year (£104.7m) as the Council has a number of large construction schemes underway such as One City Park, Smart Street Lighting and Transforming Cities.
- 11.6 Underspends on Capital budgets will move in to next year and beyond. Specific reasons for underspends within Departments are detailed below.
- Economy & Development – Towns Fund Keighley and Shipley budgets were based upon expected spend profiles, the actual spend is lower than the profile due to a delay in projects starting. Also the City Centre Market scheme underspent due to additional works required to the foundations delaying the main construction.
  - The underspend relating to Planning, Transportation & Highways is across a number of projects, including West Yorkshire Transport Fund Schemes (WYTF). The funding received from WYTF is dependent on their reporting timescales and protocols. Spend and funding will move in to future years for these schemes. The underspend on schemes was partially offset by higher spend on Street Lighting, budget was available from 2023-24 to support this and bringing replacements forward will reduce future energy costs that deliver savings against increasing budgets.
  - In Sport & Culture on the Bereavement Strategy there were delays in acquiring land for the new crematorium.
  - Reserve schemes and contingencies - £2.1m will slip in to next year or beyond. With reserve schemes there is a high degree of uncertainty to the actual timing of capital spend due to the development of the specific projects.
- 11.7 The latest Capital Investment Plan was set as part of the 2023-24 budget (Full Council, 23 February 2023, The Council's Investment Plan for 2022-23 onwards, Appendix 1).
- 11.8 The 2023-24 Plan has been updated following the 2022-23 Outturn. This update includes an additional £45.2m carry forward from 2022-23. Other capital schemes are proposed for addition to the Capital Investment Plan,

following approval from Executive. Further, existing schemes have been re-profiled to better reflect the expected date of spend.

**Analysis of Spend by Type of Expenditure**

- A 2022-23 Outturn of £154.1m represents a major investment in the District. Of the total amount, £115.2m was on investment in assets owned by the Council, while the remainder comprised expenditure on schools and residents’ houses, for example grants funding disabled adaptations owned by third parties.
- The largest proportion of the £154.1m spend was on the upkeep of the Council’s buildings and new build, with further significant spend on Regeneration and increasing school capacity. An analysis of the 2022-23 capital spend showing its purpose is set out in the table below.

**2022-23 Budget, outturn and underspend analysed by purpose**

	Budget	Actual Spend	Under/ Overspend
	£m	£m	£m
Maintenance of Council Fixed Assets	71.1	51.9	19.2
Invest to Save	8.2	13.1	-4.9
New Build or Acquisition	44.0	33.2	10.8
Schools Capacity	6.3	5.7	0.6
Regeneration	19.1	16.6	2.5
Grants / Loans to Third Parties	48.9	33.6	15.3
<b>Total</b>	<b>197.6</b>	<b>154.1</b>	<b>43.5</b>

- The 2022-23 spend includes innovative approaches and schemes that have improved services in the District. There was continued spend on education including SEN and secondary school expansion. Other spend included highways maintenance, replacement of street lights, capital grants for the introduction of the Clean Air Zone, construction of new crematorium and regeneration projects in the City centre such as One City Park, Markets and the Former Odeon building.
- The 2022-23 spend in the Capital Investment Plan creates an additional draw on the revenue budgets for future years. This is because the Corporate Borrowing requirement for spend was £64.2m. To help explain this, the funding of the spend is set out in the table below.

**Funding of the Capital Investment Plan**

- In year the total capital expenditure of £154.1m was funded from a variety of sources, shown in the table below:

<b>Sources of funding</b>	<b>£m</b>
Capital Grants and Contributions	70.5
Direct Revenue Funding and reserves	4.8
Capital Receipts	1.3
Invest to save Borrowing	13.1
Corporate Borrowing	64.2

**Total resources used to fund capital spend****154.1**

- The above table shows that out of the £154.1m spend, there was no future capital financing requirement for £76.6m of it, as it was financed from available funding in 2022-23.
- The £76.6m includes £70.5m of grants. Such grants were used in the 2022-23 year, so up to their full amount, there is no remaining financing requirement on the spend. The grants were mostly given by other public sector bodies to fund specific schemes. The majority of the grants are from the Department of Education, Department for Levelling Up, Housing and Communities and the West Yorkshire Transport Fund. Grants also include contributions from private developers to meet statutory obligations to provide infrastructure for their new buildings.
- The £76.6m also includes £1.3m of capital receipts, in effect income from the sale of the Council's surplus land and buildings. The remaining £4.8m of funding comes from on-going revenue budgets or one off reserves. Again there is no future financing requirement on any of the spend funded from these sources.
- The £0.2m funding from Finance Leases represents a technical accounting adjustment which reclassified on going Council rental payment as a funding source for capital spend. Since the rental payments are already included in the revenue budget again there is no future additional draw.
- In contrast to the funding sources described above, the Invest to Save spend of £13.1m has not yet been financed from available funding, leading to a future financing requirement. However, unlike Corporate Borrowing, the Invest to Save spend will not lead to a draw on future revenue budgets. The point of Invest to Save spend is that relevant schemes generate on going savings or additional income matching the future financing requirement, so there is no net draw on the revenue budget. For example, the replacement of street lighting is funded by Invest to Save, with a future financing requirement funded from the revenue savings on energy costs.
- Corporate Borrowing is where the Council has incurred capital spend that has not been funded and for which there are no compensating on going savings, unlike Invest to Save borrowing described above. Such Corporate Borrowing would lead to a future financing requirement and a future additional draw on the revenue budget. For the 2022-23 Outturn Corporate Borrowing of £64.2m is needed.
- The Council looked to maximise flexibility to fund spend using grants and income from sales of land and building. Since such funding is one-off, it is worth noting the opening and closing available balances on these funding sources for the 2022-23 financial year. These balances are shown in the two tables below.

**Capital Grants and Contributions**

- The Council had a balance of £72.3m in unused capital grants and

contributions at the beginning of the year. A further £69.2m was received in year. Of this £44.3m was used to fund capital expenditure on the Council’s own assets and a further £26.2m was used to fund expenditure on assets owned by third parties. This leaves a closing balance of £71.0m.

**Capital grants and contributions**

	£m
Balance B/fwd at 01.04.2022	72.3
Capital grants received in year	69.2
Repayment of Grant	0
Applied to fund spend on Council assets	-44.3
Applied to fund spend on third party assets, REFCUS <sup>1</sup>	-26.2
<b>Balance C/fwd 31.03.2023</b>	<b>71.0</b>

- The above tables show the Council has a sizeable balance of capital grants to support the Capital Investment Plan in future years. Such grants are given for specific projects, so balances are more likely to be carried forward because they can only fund particular capital spend. However, the current Capital Grant balance of £71.0m will enable significant investment in the district in future years.

**Capital Receipts**

- Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure.
- The Council received £4.3m of receipts from the disposal of assets and repayment of loans. £0.9m was applied to fund capital expenditure on the Council’s own assets plus £0.4m released from Deferred Capital Receipts. £3m of capital receipts have been applied to fund revenue spend this year where eligible.

**Capital receipts**

	£m
Balance B/fwd at 1.4.2022	0.2
Capital receipts received in year	4.3
Deferred Capital Receipt	0.4
Applied to fund spend on Property Plant & Equipment	-1.3
Applied to fund revenue expenditure under Direction	-3.0
<b>Balance C/fwd 31.3.2023</b>	<b>0.6</b>

- The Council can use capital receipts to fund any capital spend, so has used the balances, as shown in the tables above, to reduce using Corporate Borrowing in 2022-23. The capital receipt balances will be replenished as the Council generates new sales of land and buildings.
- The balance of £0.6m is the income from sales of houses through the Right to Buy scheme.

<sup>1</sup> Revenue Expenditure Funded from Capital under statute, is revenue expenditure where the Secretary of State has given specific approval for it to be funded using capital financing.

- The Secretary of State is empowered to issue directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
- The Secretary of State for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts could be utilised. This Direction allows for the following expenditure to be treated as capital; *“expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”*
- In total £3.0m of 2022-23 eligible expenditure has been funded through capital receipts flexibilities and the actual spend by project is shown in the table below.

Project Description	2022-23 estimated £m	2022-23 Actual £m
Restructure costs	1.00	0.40
Fraud & Corruption targeting	0.10	0.02
ICT Service Updates	0.55	0.90
Transformation Team & Finance Team costs	1.10	0.80
Cash and banking Automation	0.05	-
CMT staff time spent on Transformational projects	0.20	0.28
Children Service’s Transformation	-	0.60
Total:	3.00	3.00

- Overall, the Council has maximised the use of balances of capital grants and receipts to reduce the use of Corporate Borrowing. The capital financing costs included in the 2023-24 revenue budget are calculated on the estimated total for all Corporate Borrowing up to 1 April 2023.

**Capital Resources**

11.9 £15.5m of PWLB loans matured in January and March 2023 with an average rate of interest of 6.85%. New PWLB borrowing undertaken this year £90m with an average interest rate of 3.89%.

**Council Tax and Business Rates Collection Fund**

- 12.1 Council Tax and Business Rates are paid into a separate account called the Collection Fund, from which precepts (distributions) are paid to Bradford Council, the Government, the police and fire authorities.
- 12.2 Bradford was paid over its budgeted Council Tax precept of £221.4m, and Business Rates Precepts of £57.1m from the Collection Fund in 2022-23.
- 12.3 In 2022-23 c£19.8m was also repaid to the collection fund in relation to prior year Covid related deficits. This included c£1.83m of Council Tax deficits, and



£17.9m of Business Rates deficits.

12.4 Having accounted for the above with amounts held in reserves, overall the 2022-23 Collection funds had a combined surplus of which Bradfords share was £0.4m.

12.5 In 2023-24, the Council will have to pay the last instalment of Covid related deficits of £1.9m. The 2023-24 budget approved in February 2023 has taken account of this with budgeted repayments to the Collection fund of £1.9m.

**13.0 RISK MANAGEMENT**

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

**14.0 LEGAL APPRAISAL**

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. There are no other legal implications arising from this report.

**15.0 OTHER IMPLICATIONS**

**16.0 EQUALITY & DIVERSITY**

None

**17.0 SUSTAINABILITY IMPLICATIONS**

None

**18.0 GREENHOUSE GAS EMISSIONS IMPACTS**

None

**19.0 COMMUNITY SAFETY IMPLICATIONS**

None

**20.0 HUMAN RIGHTS ACT**

None

**21.0 TRADE UNION**

None

**22.0 WARD IMPLICATIONS**

None

## **23.0 IMPLICATIONS FOR CHILDREN & FAMILIES**

None

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

None

## **25.0 NOT FOR PUBLICATION DOCUMENTS**

None

## **26.0 RECOMMENDATIONS**

### **That the Executive**

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

## **27.0 APPENDICES**

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

## **28.0 BACKGROUND DOCUMENTS**

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

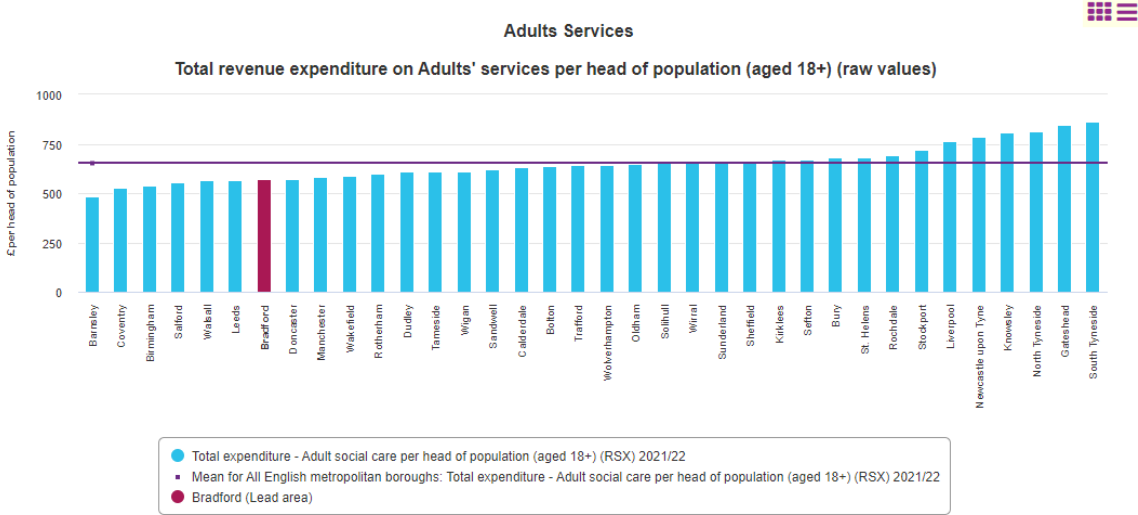
# Benchmark Spend data

# Appendix 1

## Health & Wellbeing

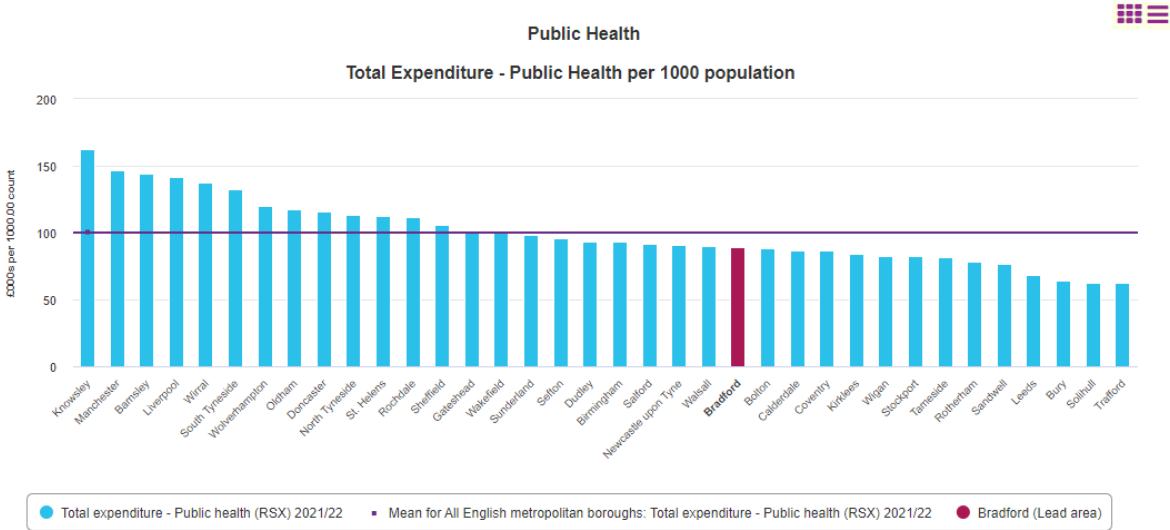
### Adult Services

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



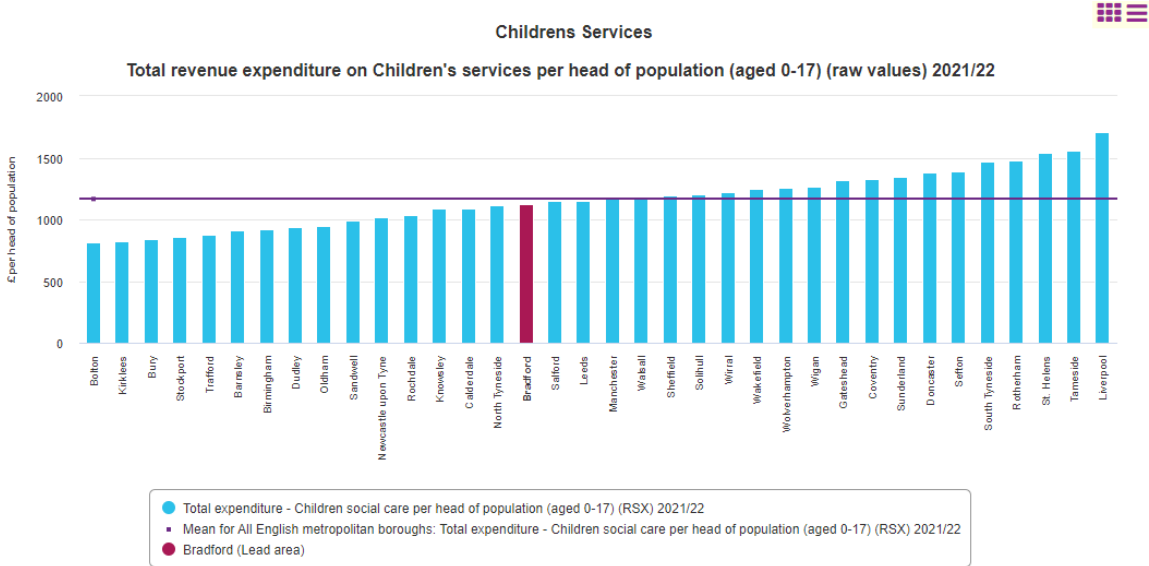
### Public Health

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



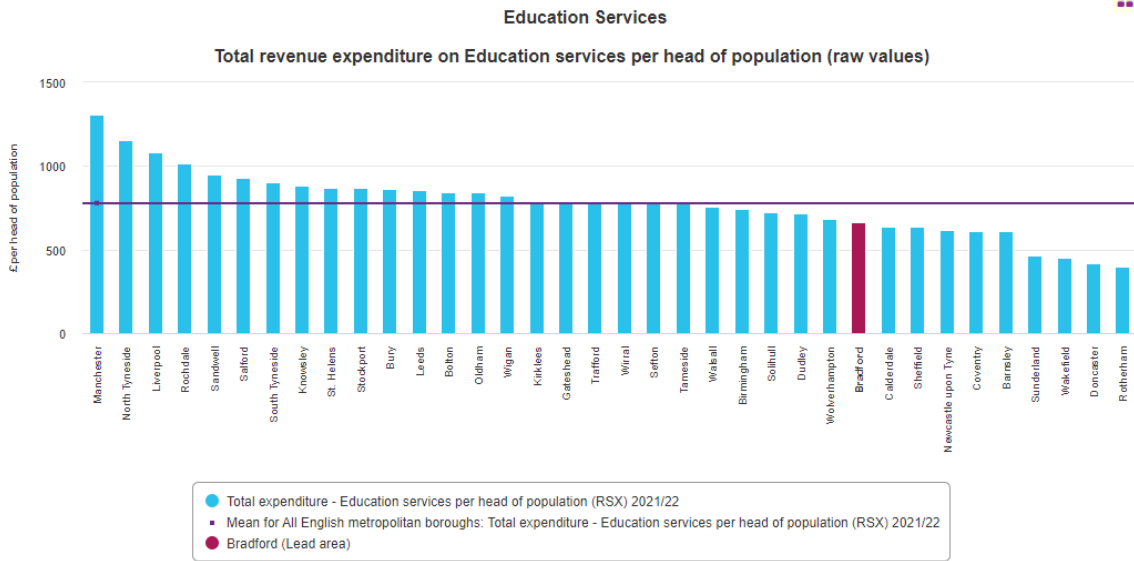
### Children’s Services

Spend per head (aged 0-17) on Childrens Services was relatively low in 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

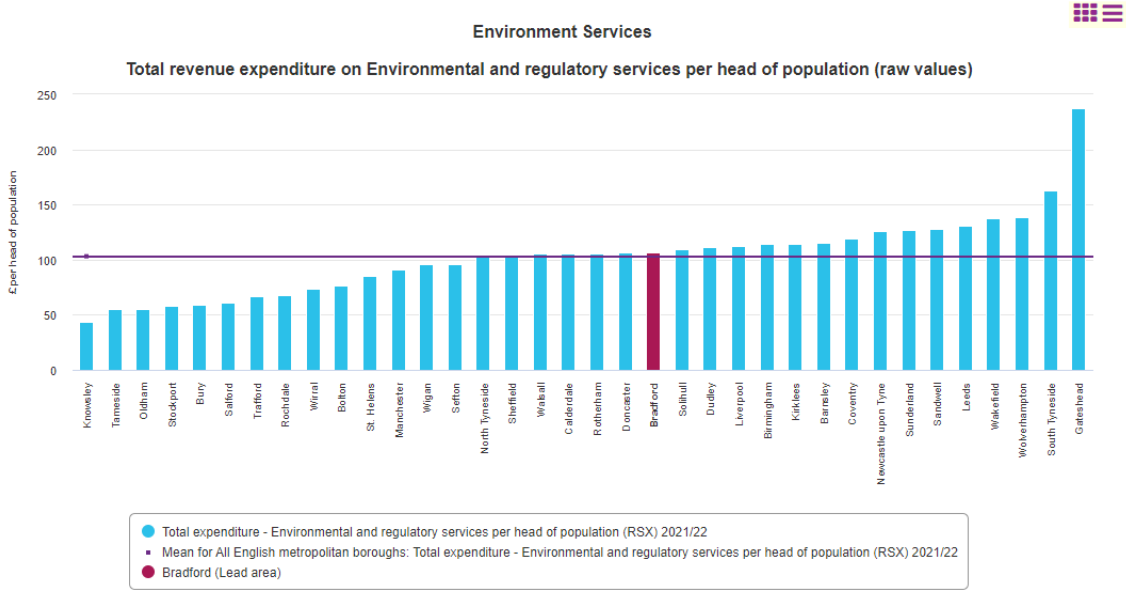
Spend per head on Education Services is relatively low in Bradford.



## Department of Place

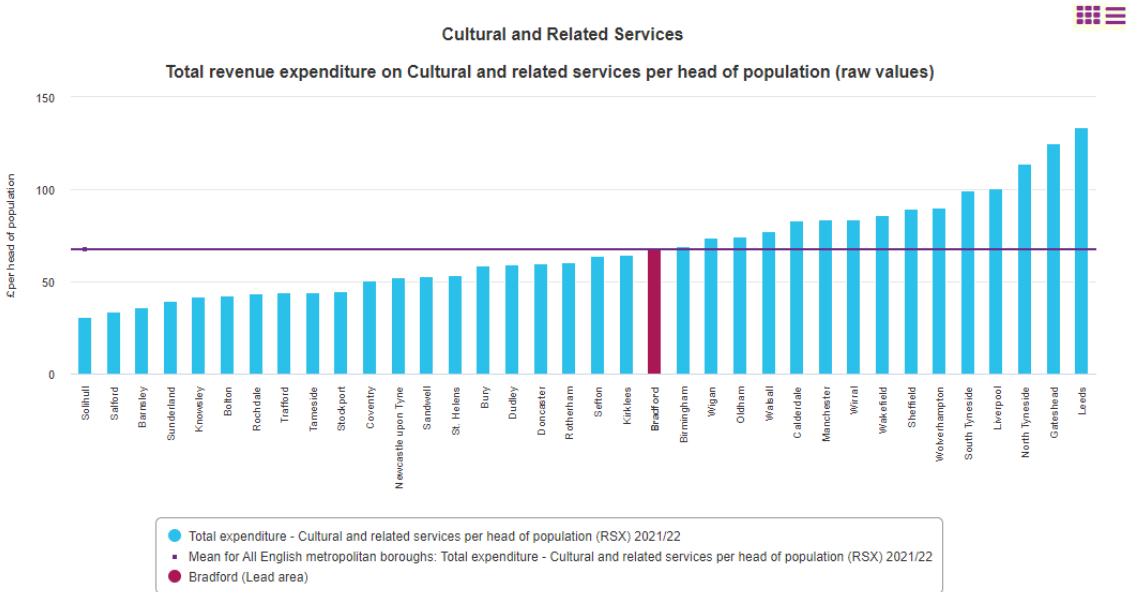
### Environment Services

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.



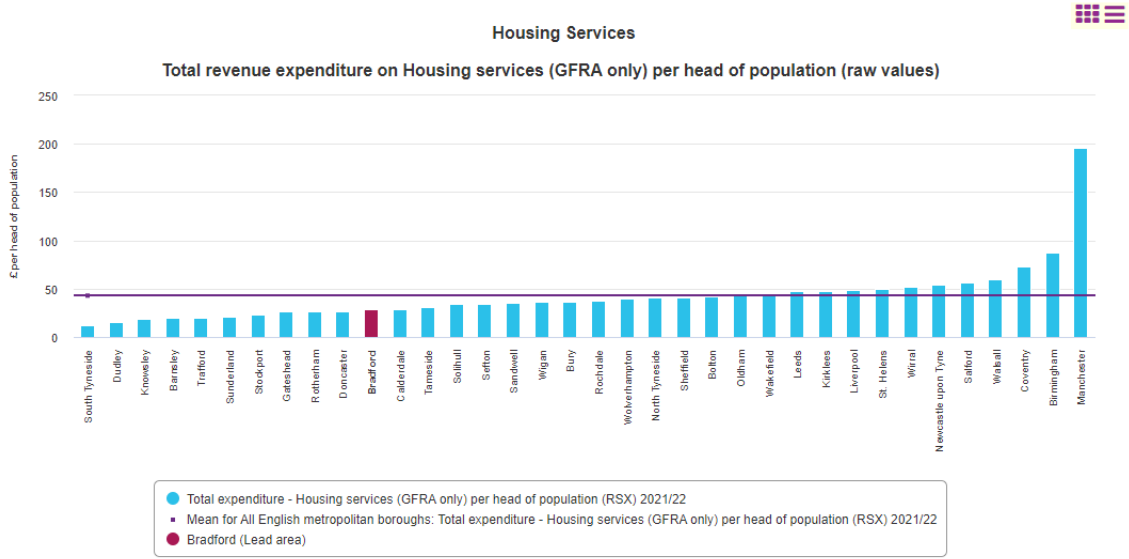
### Cultural and Related Services

Spend on Culture Related services is relatively low.



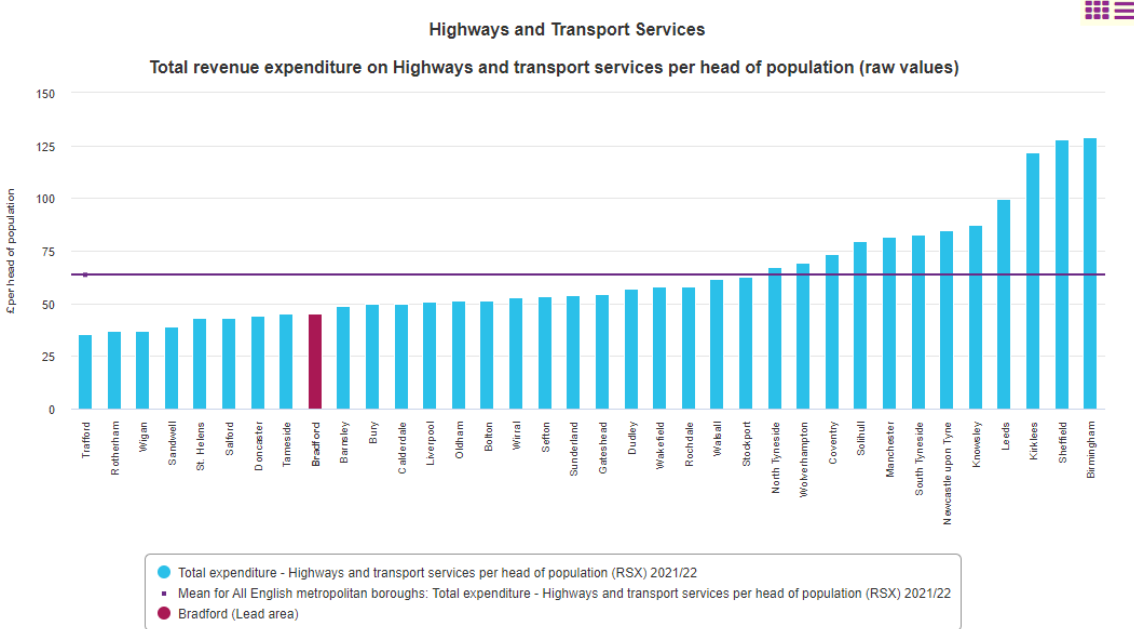
### Housing Services

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



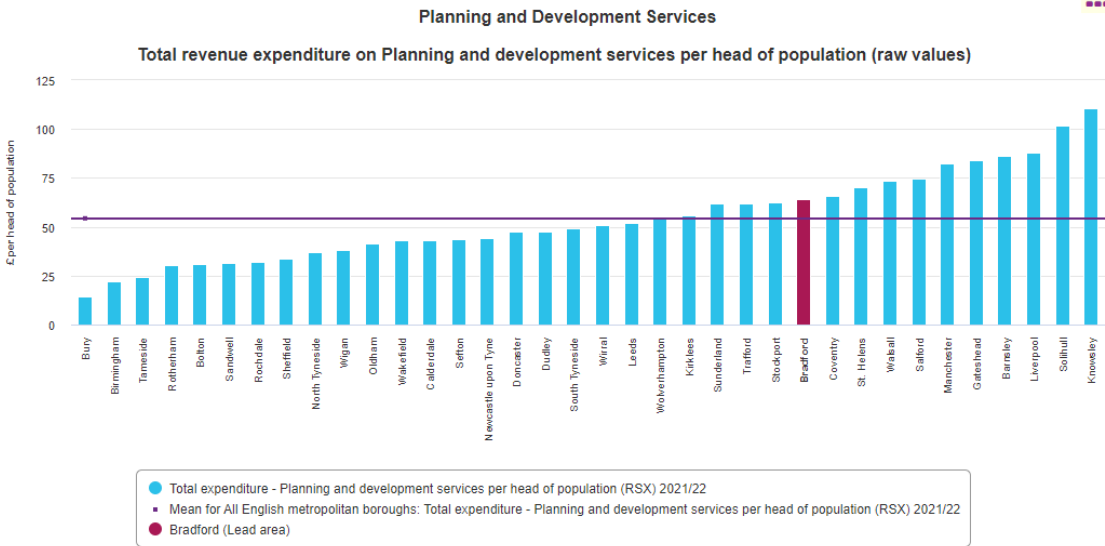
### Highways and Transport Services

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



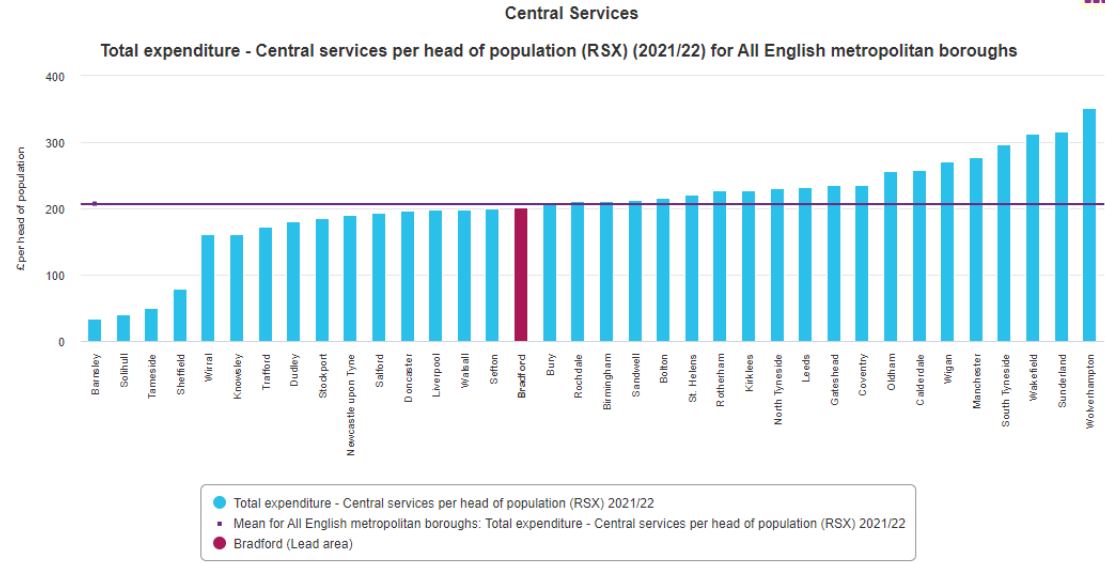
### Planning and Development

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



### Central Services

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





Reserves Statement as at 31<sup>st</sup> March 2023

## Appendix 2

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
<b>A. Reserves available to support the annual revenue budget</b>				
Unallocated Corporate Reserves	10,700	-10,700	0	This reserve has been earmarked as part of 2022-23 budget for Social care purposes (Adults and Children) See Social Care pressures reserve
<b>Total available Unallocated Corporate Reserves</b>	<b>10,700</b>	<b>-10,700</b>	<b>0</b>	
<b>B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.</b>				
ESIF – STEP	746	0	746	Funding to support young and disadvantaged people into employment
Exempt VAT	3,000	-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

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Discretionary Social Fund	1,226	-770	456	Revolving Investment Fund. To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	8,135	-8,135	0	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,377	-965	412	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Strategic Site Assembly	309	-309	0	Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	0	1,504	To fund Projects associated with delivering savings plans.
Insurance Risk	4	-4	0	Reserve reduced as part of 2021-22 budget setting.
NDR (Non Domestic Rates) Volatility Reserve	1,378	-1,378	0	Additional S31 grant to offset NDR deficit resulting from govt policy
Redundancy Reserve	3,748	-2,703	1,045	Reduced as part of 2021-22 budget setting 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	1,005	1,407	Match fund for urban centre regeneration
Financing Reserve (MRP)	52,573	-30,043	22,530	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	89	890	Statutory compensation obligation for

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Finance Works Reserve	154	0	154	terminating tenancies Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
ICT Programmes Budget	475	-475	0	To fund future ICT projects
S31 Business Rate Grants Reserve	19,180	-16,580	2,600	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	-140	1,604	To fund feasibility work associated with major projects
<b>Sub Total</b>	<b>103,196</b>	<b>-67,770</b>	<b>35,426</b>	
<b>C. Reserves to support capital investment</b>				
Renewal and replacement	5,115	-5,115	0	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation. £1m is earmarked for renewal & replacement of essential IT infrastructure
IT Renewals and replacement	0	443	443	See above

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Markets	41	-41	0	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
<b>Sub total</b>	<b>5,156</b>	<b>-4,713</b>	<b>443</b>	
<b>D. Service Earmarked Reserves</b>	<b>69,227</b>	<b>-23,881</b>	<b>45,346</b>	See over page
<b>E. Revenue Grant Reserves</b>	<b>20,452</b>	<b>-3,051</b>	<b>17,401</b>	
<b>F General Reserves</b>				
General Fund	19,500	0	19,500	The GF balance acts as a necessary contingency against unforeseen events. The balance represents a minimum of 5% of the Council's net budget requirement in line with guidance.
Schools delegated budget	45,555	4,165	49,720	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are <b>not</b> available for Council use but are balances attributable to individual schools.
LA Education Reserve	845	70	915	
LA Admission Appeals Reserve	173	-160	13	
<b>Sub Total General Fund Reserve &amp; School balances</b>	<b>66,073</b>	<b>4,075</b>	<b>70,148</b>	
<b>Grand total</b>	<b>274,804</b>	<b>-106,040</b>	<b>168,764</b>	

Departmental Earmarked Reserves Statement at 31<sup>st</sup> March 2023

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
<b>Adult and Community Services</b>				
Integrated Care	15,737	-7,585	8,152	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	-1,839	2,610	To support the implementation of the Care Act
Public Health	59	-59	0	Help Support Living Well Service implementation
Health Improvement Reserve	282	-33	249	
H&WB Covid Reserve	426	-373	53	Remaining Covid related funding.
H&WB Work Programmes	450	-450	0	
<b>Total Adult and Community Services</b>	<b>21,515</b>	<b>-10,339</b>	<b>11,176</b>	
<b>Children Services</b>				
BSF Unitary Charge	9,597	-21	9,576	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	-375	6,420	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.

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
One Workforce Reserve	464	0	464	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	27	0	27	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	308	0	308	Training for post 16 Children through Industrial Centres of Excellence.
Sinking fund for bus replacement Reserve	125	-125	0	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	-1,069	497	Covid funded
Booster-Summer Classes Reserve	309	-309	0	Reserve drawn down in 2022-23
Skills House Reserve	863	-863	0	Reserve drawn down in 2022-23
Youth Offer Reserve	569	-569	0	Reserve drawn down in 2022-23
Child In Care Council (Participation Officer) Covid Reserve	35	-35	0	Covid funded
<b>Total Children</b>	<b>24,155</b>	<b>-6,812</b>	<b>17,343</b>	
<b>Department of Place</b>				
City centre regeneration	51	-51	0	Delivery of City Centre Growth Zone
Taxi Licensing	259	343	602	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.

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Tourism Reserve	15	-15	0	To develop a new model of volunteer tourism.
Culture Company	73	-73	0	Help create a Culture Company
Museum Restoration	76	-76	0	Fund for museum improvement
HMO Licencing Scheme	566	53	619	A statutory requirement that fees can only be generated and retained within the HMO licencing 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	175	645	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



	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Adventure & community enterprise Reserve	83	-23	60	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	-54	132	For delivery of the Economic growth strategy.
Bereavement Strategy	576	-304	272	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	171	895	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	-563	78	
Traffic Management Permit Scheme	600	164	764	
PT6 Implementation Traffic Enforcement Powers	93	-7	86	
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	-470	235	
CAZ Revenue Ring Fenced Reserve	0	2,514	2,514	
City of Culture Reserve	0	2,500	2,500	Reserves to help fund the Councils contribution to City of Culture 2025
Culture Policy & Events - WYCA Reserve	0	91	91	
Cultural & Sporting Events Reserve	0	203	203	
City of Film Reserve	0	125	125	
Covid Department of Place	4,595	-4,595	0	Remaining Covid related funding
<b>Department of Place</b>	<b>17,090</b>	<b>-4,010</b>	<b>13,080</b>	
<b>Corporate Resources</b>				
HR - Learning & Development Reserve	854	-500	354	Changing the organisation - vision & values, recruitment & selection,

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
				development of managers, performance management, leadership & succession planning.
District Elections	255	-79	176	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 engage with vulnerable people.
Subsidy Claim	600	-350	250	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	-160	0	Balancing reserve related to Schools Broadband Contract
Emergency Planning Reserve	72	-62	10	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	-564	0	
Climate change Reserve	9	-9	0	
Chief Exec's - Climate Emergency & Sustainability	185	-185	0	
Corporate Resources - Covid Impacts	2,732	-1,141	1,591	Remaining Covid related monies
Regen Opportunity - Kirkgate Reserve	0	1,250	1,250	
5yr invest in Child friendly Dist up to & incl 2024/5	100	-35	65	
<b>Total Corporate Resources</b>	<b>6,467</b>	<b>-2,720</b>	<b>3,747</b>	
<b>Total Service Earmarked Reserves</b>	<b>69,227</b>	<b>-23,881</b>	<b>45,346</b>	

## Capital Investment Plan

## Appendix 3

CS Ref	Scheme Description	2022-23 Budget Feb 2022	2022-23 Budget as at 31 <sup>st</sup> March 2023	Forecast	Spend as at 31 <sup>st</sup> March 2023	Variance Budget - spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Health and Wellbeing</b>										
CS0237a	Great Places to Grow Old	1,900	1,080	100	49	1,031	0	0	49	49
CS0237c	Keighley Rd Residential Care Valley View	0	295	129	2	293	0	0	2	2
CS0373	BACES	0	818	818	819	-1	98	0	721	819
CS0239	Community Capacity Grant	0	558	558	352	206	352	0	0	352
CS0311	Autism Innovation Capital Grant	0	19	0	0	19	0	0	0	0
CS0312	Integrated IT system	0	44	0	0	44	0	0	0	0
CS0523	Electrical work at residential homes	0	31	0	8	23	0	0	8	8
CS0532	Changing Places Toilets	0	125	145	23	102	23	0	0	23
CS0535	Beckfield Resource Centre	0	213	175	177	36	0	0	177	177
CS0536	Medication and Care Records System	0	85	83	83	2	0	0	83	83
CS2000	DDA	59	40	35	0	40	0	0	0	0
CS0547	Capital Items	0	192	192	192	0	153	0	39	192
<b>Total - Health and Wellbeing</b>		<b>1,959</b>	<b>3,500</b>	<b>2,235</b>	<b>1,705</b>	<b>1,796</b>	<b>626</b>	<b>0</b>	<b>1,079</b>	<b>1,705</b>
<b>Children's Services</b>										
CS0249	Schools DRF	0	1,490	0	1,490	0	1,490	0	0	1,490
CS0022	Devolved Formula Capital	0	643	643	1,203	-560	1,203	0	0	1,203
CS0030	Capital Improvement Work	100	105	105	106	-1	106	0	0	106
CS0240	Capital Maintenance Grant	3,070	6,479	4,077	3,893	2,586	3,893	0	0	3,893
CS0244a	Primary Schools Expansion Programme	1,234	842	535	500	342	500	0	0	500
CS0244b	Silsden School	465	651	1,500	1,435	-784	1,416	0	19	1,435
CS0244c	SEN School Expansions	2,600	2,102	1,867	1,898	204	1,898	0	0	1,898
CS0362	Secondary School Expansion	3,298	669	300	314	355	314	0	0	314
CS0364	Capital Items	0	21	21	29	-8	0	0	29	29
CS0421	Healthy Pupil Capital Grant	0	44	44	12	32	12	0	0	12
CS0436	Children's Homes	0	400	400	383	17	0	0	383	383

CS Ref	Scheme Description	2022-23 Budget Feb 2022	2022-23 Budget as at 31 <sup>st</sup> March 2023	Forecast	Spend as at 31 <sup>st</sup> March 2023	Variance Budget - spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0488	Digital Strategy	0	100	30	120	-20	0	0	120	120
CS0500	TFD	1,400	724	600	1,211	-487	0	0	1,211	1,211
CS0531	Bingley Grammar Expansion	0	500	20	50	450	34	0	16	50
CS0550	SEND Expansion Titus Salt School	0	10	10	7	3	0	0	7	7
CS0447	Schools Finance Leases	0	202	0	202	0	202	0	0	202
CS0448	PFI	0	2,995	0	2,995	0	2,995	0	0	2,995
<b>Total - Children's Services</b>		<b>12,167</b>	<b>17,977</b>	<b>10,152</b>	<b>15,847</b>	<b>2,130</b>	<b>14,062</b>	<b>0</b>	<b>1,785</b>	<b>15,847</b>
<b>Place - Economy &amp; Development Services</b>										
CS0136	Disabled Housing Facilities Grant	3,234	5,686	5,400	5,604	82	5,604	0	0	5,604
CS0137	Development of Equity Loans	1,989	706	567	644	62	0	0	644	644
CS0144	Empty Private Sector Homes Strat	831	1,000	678	878	122	156	0	722	878
CS0496	Towns Fund Keighley & Shipley	0	139	139	71	68	71	0	0	71
CS0527	Towns Fund Keighley P2	0	6,646	3,826	834	5,812	834	0	0	834
CS0526	Towns Fund Shipley P2	0	7,061	3,539	348	6,713	348	0	0	348
CS0084	City Park	0	192	70	0	192	0	0	0	0
CS0085	City Centre Growth Zone	0	1,322	25	20	1,302	0	0	20	20
CS0291	One City Park	15,186	14,080	11,700	14,549	-469	3,700	0	10,849	14,549
CS0266	Superconnected Cities	0	829	0	0	829	0	0	0	0
CS0363	Markets - City Centre	12,702	13,080	6,500	6,616	6,464	1,874	0	4,742	6,616
CS0411	Parry Lane	0	122	122	101	21	0	0	101	101
<b>Total - Place - Economy &amp; Development Serv</b>		<b>33,942</b>	<b>50,863</b>	<b>32,566</b>	<b>29,665</b>	<b>21,198</b>	<b>12,588</b>	<b>0</b>	<b>17,077</b>	<b>29,665</b>
<b>Place - Planning, Transportation &amp; Highways</b>										
CS0178	Ilkley Moor	0	14	14	1	13	1	0	0	1
CS0285	Blight Sites	251	290	375	15	275	0	0	15	15
CS0071	Highways S106 Projects	0	441	250	242	199	242	0	0	242
CS0372	Countryside S106 Projects	0	150	100	86	64	86	0	0	86
CS0095	Bridges	0	3	3	3	0	3	0	0	3
CS0096	Street Lighting	0	0	92	17	-17	17	0	0	17

CS Ref	Scheme Description	2022-23 Budget Feb 2022	2022-23 Budget as at 31 <sup>st</sup> March 2023	Forecast	Spend as at 31 <sup>st</sup> March 2023	Variance Budget - spend	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Funding Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0099	Integrated Transport	0	69	5	5	64	5	0	0	5
CS0168	Connecting the City (Westfield)	0	4	0	0	4	0	0	0	0
CS0172	Saltaire R/about Cong& Safety Works	0	15	15	11	4	11	0	0	11
CS0282	Highways Strategic Acquisitions	0	176	0	0	176	0	0	0	0
CS0293	West Yorks & York Transport Fund	20,877	8,396	3,558	4,111	4,285	4,111	0	0	4,111
CS0396	WYTF Corr Imp Projects	2,000	293	348	1,546	-1,253	1,546	0	0	1,546
CS0512	Bradford Beck	1,400	1,571	1,571	630	941	443	0	187	630
CS0296	Pothole Funds	3,429	1,979	1,979	1,987	-8	1,987	0	0	1,987
CS0306a	Strategic Transport Infrastructure Priorities	500	0	0	0	0	0	0	0	0
CS0302	Highways Prop Liab Redn Strat	0	47	0	0	47	0	0	0	0
CS0319	Challenge Fund	500	404	480	404	0	404	0	0	404
CS0323	Flood Risk Mgmt	0	532	532	534	-2	534	0	0	534
CS0370	LTP IP3 Safer Roads	0	23	0	0	23	0	0	0	0
CS0386	Cycling & Walking Schemes LTP3	0	17	0	0	17	0	0	0	0
CS0398	Bfd City Ctre Townscape Heritage	790	1,397	1,397	1,805	-408	1,805	0	0	1,805
CS0430	Hwys Maint Fund Oct18	0	214	214	117	97	117	0	0	117
CS0432	Steeton/Silsden Crossing	0	21	233	318	-297	318	0	0	318
CS0450	CILS payments	0	106	106	106	0	106	0	0	106
CS0453	IP3 Safer Roads 19-20	0	4	0	7	-3	7	0	0	7
CS0454	Area Comm ITS 19-20	0	0	24	0	0	0	0	0	0
CS0434	Smart Street Lighting	11,852	4,972	11,294	10,902	-5,930	0	10,902	0	10,902
CS0455	IP4 projects	0	1,135	1,136	625	510	625	0	0	625
CS0456	WY Integrated UTMC Centre	0	0	53	0	0	0	0	0	0
CS0464	Ben Rhydding Railway Station Car Park	0	0	0	1	-1	1	0	0	1
CS0467	Transforming Cities Fund (TCF)	2,633	8,267	8,535	7,029	1,238	7,029	0	0	7,029
CS0469	IP4 Safer Roads 20-21	0	143	143	231	-88	231	0	0	231
CS0470	IP4 Safer Roads 21-22	932	635	802	26	609	26	0	0	26
CS0529	Safer Roads 22-23	0	1,165	1,165	677	488	677	0	0	677
CS0483	Motorcycle Parking	0	40	0	0	40	0	0	0	0
CS0486	Active Travel Fund Programme	1,000	1,329	1,256	468	861	468	0	0	468
CS0494	City Centre Bollards	0	5	5	0	5	0	0	0	0
CS0502	Corridor Improvement Programme (CIP2)	0	252	252	98	154	98	0	0	98

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0477	CCTV Infrastructure	0	698	698	213	485	0	0	213	213
CS0533	UTMC – CRSTS Traffic Mgmt System	0	1,150	1,150	985	165	985	0	0	985
CS0539	Traffic Management	0	230	230	0	230	0	0	0	0
CS0542	UTMC – CRSTS Traffic Mgmt System22-23	0	10,657	10,657	6,515	4,142	6,515	0	0	6,515
CS0553	Schools 20mph Zones	0	140	140	140	0	0	0	140	140
CS0556	Kings Road Sustainable Transport Corridor - CRSTS	0	50	0	18	32	18	0	0	18
<b>Total Place - Planning, Transportation &amp; Highways</b>		<b>46,164</b>	<b>47,034</b>	<b>48,812</b>	<b>39,874</b>	<b>7,160</b>	<b>28,418</b>	<b>10,902</b>	<b>554</b>	<b>39,874</b>
<b>Dept of Place - Clean Air Zone</b>										
CS0471	Clean Air Zone	20,000	10,847	10,771	10,692	155	10,692	0	0	10,692
<b>Total Place - Clean Air Zone</b>		<b>20,000</b>	<b>10,847</b>	<b>10,771</b>	<b>10,692</b>	<b>155</b>	<b>10,692</b>	<b>0</b>	<b>0</b>	<b>10,692</b>
<b>Dept of Place - Waste, Fleet &amp; Transport</b>										
CS0060	Replacement of Vehicles	3,000	3,000	2,000	1,959	1,041	0	1,959	0	1,959
CS0517	Electric vehicles	39	200	70	288	-88	0	103	185	288
CS0435	Sugden End Landfill Site	0	42	19	20	22	0	0	20	20
CS0415	Shearbridge Depot Security	0	66	0	90	-24	0	0	90	90
CS0359	Community Resilience Grant	0	3	0	0	3	0	0	0	0
CS0497	Climate Change Initiatives – Vehicles	120	105	0	0	105	0	0	0	0
CS0503	Environmental Delivery Works	125	183	183	162	21	0	0	162	162
CS0546	Capital Items	0	73	73	73	0	0	0	73	73
<b>Total Place - Waste, Fleet &amp; Transport</b>		<b>3,284</b>	<b>3,672</b>	<b>2,345</b>	<b>2,591</b>	<b>1,081</b>	<b>0</b>	<b>2,062</b>	<b>529</b>	<b>2,591</b>
<b>Dept of Place - Neighbourhoods &amp; Customer Services</b>										
CS0466	Parks Depots	0	0	5	4	-4	0	0	4	4
CS0378	Customer Services Strategy	0	30	0	0	30	0	0	0	0
CS0506	Ilkley Parking	0	26	0	0	26	0	0	0	0

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0510	Ilkley Footbridge	0	35	0	7	28	0	0	7	7
CS0151	Building Safer Communities	0	17	17	17	0	17	0	0	17
<b>Total Place - Neighbourhoods &amp; Customer Services</b>		<b>0</b>	<b>108</b>	<b>22</b>	<b>28</b>	<b>80</b>	<b>17</b>	<b>0</b>	<b>11</b>	<b>28</b>
<b>Dept of Place - Sports &amp; Culture</b>										
CS0487	Alhambra Theatre Lift	0	2	0	0	2	0	0	0	0
CS0162	Capital Projects - Recreation	0	79	79	113	-34	113	0	0	113
CS0530	LDP (Active Bradford)	0	247	24	33	214	0	0	33	33
CS0229	Cliffe Castle Restoration	0	8	3	3	5	3	0	0	3
CS0004	S106 Recreation	0	7	7	0	7	0	0	0	0
CS0501	Parks Development Fund	0	471	389	196	275	15	0	181	196
CS0504	Cricket Nets	0	172	172	172	0	172	0	0	172
CS0404	Sports Pitches	0	160	216	216	-56	191	0	25	216
CS0537	Silsden Park Section 106 Projects	0	224	0	0	224	0	0	0	0
CS0489	Playable Spaces	1,398	1,365	1,351	1,400	-35	433	0	967	1,400
CS0403	Bereavement Strategy	8,350	9,228	10,000	7,917	1,311	0	0	7,917	7,917
CS0277	Wyke Community Sport Hub	2,147	1,170	1,470	1,234	-64	76	0	1,158	1,234
CS0508	Theatres Website	0	45	45	0	45	0	0	0	0
CS0245	Doe Park	0	68	68	41	27	41	0	0	41
CS0461	ShIPLEY Gym extension & equipment	0	51	0	0	51	0	0	0	0
CS0356	Sedbergh SFIP	0	118	0	72	46	0	0	72	72
CS0354	Squire Lane	3,600	1,228	900	1,289	-61	1,246	0	43	1,289
CS0482	Marley Replacement Pitch	0	5	0	0	5	0	0	0	0
CS0458	Doe Park Drainage	0	40	40	40	0	0	0	40	40
CS0557	Ilkley Fencing - West Holme Fields	0	26	26	17	9	0	17	0	17
CS0498	Libraries IT Infrastructure	0	165	0	0	165	0	0	0	0
CS0509	Libraries (Equipment/Shelving)	0	192	125	121	71	121	0	0	121
CS0541	Levelling Up Parks – Grosvenor Park	0	85	85	0	85	0	0	0	0
CS0534	Libraries as Locality Hubs (LIF)	0	100	50	28	72	28	0	0	28
CS0543	Corn Mill Green Improvements, Steeton	0	49	49	0	49	0	0	0	0
CS0545	Capital Items 22-23	0	83	83	83	0	0	0	83	83



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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0548	Bradford Park Avenue Projects	0	1,700	590	696	1,004	696	0	0	696
CS0552	Bowling Cemetery Extension	0	0	0	15	-15	0	0	15	15
<b>Total Place - Sports &amp; Culture</b>		<b>15,495</b>	<b>17,088</b>	<b>15,772</b>	<b>13,685</b>	<b>3,403</b>	<b>3,135</b>	<b>17</b>	<b>10,533</b>	<b>13,685</b>
<b>Corp Resources - Estates &amp; Property Services</b>										
CS0094	Museum Store	500	0	0	0	0	0	0	0	0
CS0333	Argus Chambers / Britannia House	0	151	0	0	151	0	0	0	0
CS0475	Property Programme 20-21	0	0	0	11	-11	0	0	11	11
CS0511	Property Programme 21-22	0	1,191	1,191	888	303	0	0	888	888
CS0528	Property Programme 22-23	0	2,003	1,500	1,622	381	0	0	1,622	1,622
CS0540	ISG Door Router	0	17	17	14	3	0	0	14	14
CS0460	Mitre Court CPU Property & Equip	0	30	103	106	-76	0	0	106	106
CS0230	Beechgrove Allotments	148	0	0	0	0	0	0	0	0
CS0050	Carbon Management	0	209	209	0	209	0	0	0	0
CS0476	Carbon & Other Management Efficiencies P2	0	450	450	679	-229	316	0	363	679
CS0420	Electric vehicle charging Infr (Taxi Scheme)	0	659	597	463	196	463	0	0	463
CS0495	Bradford LAD Scheme	600	5,379	5,379	5,255	124	5,255	0	0	5,255
CS0381	Godwin St	0	10,812	8,000	10,326	486	0	0	10,326	10,326
CS0381b	Culvert	0	1,500	1,434	0	1,500	0	0	0	0
CS0409	Coroner's Court and Accommodation	500	1,015	350	177	838	0	0	177	177
CS0445	Core IT Infrastructure	497	2,400	2,400	2,533	-133	0	0	2,533	2,533
CS0515	IT – End to End	0	330	330	330	0	0	0	330	330
CS0514	Birksland - Mail & Print Machine	0	72	60	60	12	0	60	0	60
CS0520	Regeneration Opportunity	0	16,500	16,500	16,466	34	0	0	16,466	16,466
CS0521	Buttershaw Youth Centre	0	30	30	30	0	0	0	30	30
CS0522	Children's Homes Capital Works	0	294	200	179	115	0	0	179	179
CS0525	Baildon Library	0	945	475	539	406	0	0	539	539
CS0544	Capital Items 22-23	0	149	149	293	-144	0	0	293	293
<b>Total Corp Resources – Estates &amp; Property Services</b>		<b>2,245</b>	<b>44,136</b>	<b>39,374</b>	<b>39,971</b>	<b>4,165</b>	<b>6,034</b>	<b>60</b>	<b>33,877</b>	<b>39,971</b>

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Reserve Schemes &amp; Contingencies</b>										
CS0395z	General Contingency	1,000	439	439	0	439	0	0	0	0
CS0397z	Property Programme	2,000	0	0	0	0	0	0	0	0
CS0399z	Strategic Acquisition	10,000	0	0	0	0	0	0	0	0
CS0402z	Canal Road Land Assembly	450	0	0	0	0	0	0	0	0
CS0401z	Depots	500	0	0	0	0	0	0	0	0
CS0485z	Advanced Fuel Centre & Vehicles	2,298	0	0	0	0	0	0	0	0
CS0404z	Sports Pitches	403	286	0	0	286	0	0	0	0
CS0489z	Playgrounds	1,087	587	0	0	587	0	0	0	0
CS0060zb	Electric vehicles/ New street cleansing	500	0	0	0	0	0	0	0	0
CS0473z	Renewable Energy (Solar Farm)	500	0	0	0	0	0	0	0	0
CS0381z	Godwin St	5,000	0	0	0	0	0	0	0	0
CS0474z	Transforming cities fund	19,037	0	0	0	0	0	0	0	0
CS0481z	City Centre Regeneration Fund	9,500	0	0	0	0	0	0	0	0
CS0484z	New Reserve	2,000	0	0	0	0	0	0	0	0
<b>2021-22 Schemes</b>										
CS373z	BACES	750	0	0		0	0	0	0	0
CS0488z	Lap tops for Children	1,100	0	0	0	0	0	0	0	0
CS0244z	SEND	2,000	0	0	0	0	0	0	0	0
CS0482z	Marley Playing Field	300	500	0	0	500	0	0	0	0
CS0436z	Children's Home	1,577	0	0	0	0	0	0	0	0
CS0445x	IT Programme	1,220	0	0	0	0	0	0	0	0
	Baildon Library Relocation	1,000	0	0	0	0	0	0	0	0
<b>2022-23 Schemes</b>										
CS0060w	Vehicles	3,400	0	0	0	0	0	0	0	0
	Property Programme	2,000	0	0	0	0	0	0	0	0
CS0538w	Energy efficiency	500	250	0	0	250	0	0	0	0
CS0408	Top of Town - purchase 21 St Johns St	0	74	0	0	74	0	0	0	0
<b>Total - Reserve Schemes &amp; Contingencies</b>		<b>68,122</b>	<b>2,136</b>	<b>439</b>	<b>0</b>	<b>2,136</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>		<b>203,378</b>	<b>197,361</b>	<b>162,488</b>	<b>154,055</b>	<b>43,306</b>	<b>75,570</b>	<b>13,041</b>	<b>65,444</b>	<b>154,055</b>

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Place - Housing</b>										
CS0237b	Keighley Rd Extra Care Fletcher Court	0	62	62	0	62	0	0	0	0
CS0308	Afford Housing Programme 15 -18	0	176	0	29	147	0	29	0	29
<b>Total - Housing</b>		<b>0</b>	<b>238</b>	<b>62</b>	<b>29</b>	<b>209</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>29</b>
<b>TOTAL - All Services</b>		<b>203,378</b>	<b>197,599</b>	<b>162,550</b>	<b>154,084</b>	<b>43,515</b>	<b>75,570</b>	<b>13,070</b>	<b>65,444*</b>	<b>154,084</b>

\*= Includes £1.3m of Corporate capital receipts that have been applied to fund capital spend

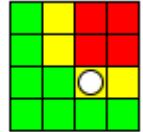
# Bradford Council Strategic Risk Register

## Fourth Quarter Review (2022-23)



<b>Code &amp; Title</b>	SR 01 BCM BCM Critical facilities			<b>Current Risk Matrix</b>	
<b>Description</b>	Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes		<b>Category</b>	Medium
	<b>Strategic</b>	Yes		<b>Risk Score</b>	2
	<b>Operational</b>	Yes		<b>Total Score</b>	6
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>The Council is unable to function - some or all delivery priorities jeopardised.</li> <li>The Council is unable to meet its Corporate targets.</li> <li>The reputational risk to the Council is adversely effected.</li> <li>The welfare and safety of the Council's citizens is at risk.</li> <li>Increasing incidence and impact of service interruption events.</li> <li>Failure of business-critical systems.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>All services should have in place business continuity plans which should be reviewed annually by the Head of the relevant Service and shared with the Emergency Management Team. These plans are owned by the relevant Service Assistant Director. All plans across the Council's services will be reviewed in the new financial year and will include specific risk assessments and mitigation in place for different risks. Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C).</li> <li>The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004 which are: to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. This is coordinated at a</li> </ul>				

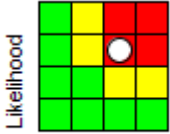
	<p>regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utilities and partner organisations such as the Environmental Agency and Yorkshire Water.</p> <ul style="list-style-type: none"> <li>• The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this 'multi agency' group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber-attack, terrorist related attacks and more. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans.</li> <li>• The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation.</li> <li>• There is an Emergency Control Centre away from the City should there be an incident affecting these.</li> <li>• Exercise mighty oak is taking place at the end of March 2023 and is testing a National response to a power outage</li> </ul>
<b>Assurance Mechanisms</b>	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team.
<b>Date Reviewed</b>	20/03/23
<b>Actions / Controls under development</b>	Business Continuity requires a full new review of all plans to ensure that all are appropriate and fit for purpose. There is a new strategy written and we are working with 2 areas of the council to trial this. The Emergency planning Manager has been unsuccessful in securing funding for a BC post so it is unlikely that BC roll out will happen this year.
<b>Managed By</b>	Susan Spink
<b>Administered By</b>	Matthew Baggley

<b>Code &amp; Title</b>		SR 02 HSG Inadequate Housing Supply			<b>Current Risk Matrix</b>	
<b>Description</b>		Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA business plan and financial position is outstanding and we cannot plan a delivery programme until we have a clear understanding. Furthermore, work is ongoing to fully understand the impact of Covid 19 / inflationary rates on housing supply and demand.			 <p>Likelihood</p> <p>Impact</p>	
					<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical	
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2	3	
	<b>Operational</b>	Yes	<b>Total Score</b>	6		
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability.</li> <li>• Negative impact on regeneration priorities and neighbourhoods.</li> <li>• Negative impact and wasted resources associated with a large number of empty homes.</li> <li>• Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community</li> <li>• Negative impact on education priorities as inadequate housing affects children's educational attainment.</li> <li>• Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155).</li> <li>• Negative impact on homelessness and greater use of temporary accommodation</li> </ul>					
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• 'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base.</li> <li>• Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders.</li> <li>• Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee.</li> <li>• In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all."</li> <li>• Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker.</li> <li>• Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy. An updated Strategic Land Assessment (SLA) has been published (February 2021) by the Planning Service alongside the recent Local Plan consultation. This illustrates the current land supply position and whether there is sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs including determining whether there is a 5 year supply of deliverable housing land (as required by Government). The Brownfield Register of land available for housing was updated and published in Dec 2020. Comprehensive analysis Council's land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2020, the council published an updated Housing Delivery Test Action Plan</li> </ul>					

	<p>(HDTAP). This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. The actions will help to ensure that our future housing needs can be met, and that our economic growth ambitions will be supported through the provision of new, quality housing. The update showed progress since 2019 HDTAP. Work is underway on a new economic strategy and this will refresh our understanding of the housing market ensuring assumptions are based on a more up to date needs analysis.</p> <ul style="list-style-type: none"> <li>• Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies.</li> <li>• Key indicators relating to housing functions reported in the Council Plan.</li> <li>• Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date.</li> <li>• Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes</li> <li>• Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21. (Work is in progress to refresh these figures for the period 2022/23).</li> <li>• The SHMA was updated in 2019– An addendum was produced February 2021 and this supplements the 2019 SHMA (Refresh of this will be in line with the National Planning Policy Framework).</li> <li>• Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock.</li> <li>• Invest in a proactive programme of interventions to bring empty homes back in to use.</li> <li>• Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.</li> <li>• Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need.</li> <li>• Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).</li> <li>• The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.</li> </ul>
<b>Assurance Mechanisms</b>	Study has been produced by ARC4, in support of the local plan which was published in 2019. An addendum was produced February 2021 and this supplements the 2019 SHMA (Refresh of this will be in line with the National Planning Policy Framework).
<b>Date Reviewed</b>	03.04.2023
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government further reviewed the standard method in a summer 2020 consultation. The final revised standard method was issued in December 2020. This increased the need figure for the District including an additional 35% uplift (allocated to the top 20 cities). The Government is reviewing its wider planning reforms including the approach to housing scale and distribution and anticipate changes in Spring 2023.</li> <li>• Local Plan continues to make progress with a Regulation 18 consultation on the Local Plan taking place in February/March 2021. This included a comprehensive set of proposed site allocations and a further call for sites. The consultation progressed on the basis of the meeting the need element of the current standard method housing need figure of 1704 dwellings per annum and not full requirement with the 35% on top (set for the top 20 cities). The Local Plan will progress towards a submission plan over the next 12 months. Work is ongoing to prepare the new Local Plan and this will set out how the district will grow over the next 15-20 years.</li> <li>• Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District.</li> <li>• Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme. An internal Growth Board is in situ to govern capital investment / new models of delivery.</li> <li>• Secured Local Authority Housing Fund to deliver 30 social houses for refugee resettlement.</li> <li>• Approval of City Village to the next phase, masterplanning through to planning permission. Will deliver 1000 homes over the next decade.</li> <li>• Housing Revenue Funding has supported preparation of 6 council owned sites for market that will deliver circa 100 affordable homes.</li> </ul>



	<ul style="list-style-type: none"><li>• Further Housing Revenue Funding secured to undertake further feasibility work on the New Bolton Woods site, focused on providing key highway infrastructure to unlock further housing development.</li><li>• 17 additional council owned sites have been included on the pipeline for the next round of Housing Allocations Fund.</li></ul>
<b>Managed By</b>	Angela Blake
<b>Administered By</b>	Jo Hinchliffe

<b>Code &amp; Title</b>	SR 03 DEG Delivering Economic Growth			<b>Current Risk Matrix</b>	
<b>Description</b>	<p>Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p> <p>COVID-19 impacts on the economy are significant and have resulted in the greatest economic downturn on record. OBR estimates the economy will shrink by 11% in 2020 due to the economic restrictions imposed to control the spread of the Coronavirus. Applied to Bradford this would mean a fall in the value of our economy from £9.5 billion in 2019 to a figure of £8.4 billion in 2020. Extension of restrictions into 2021 will further undermine economic growth and will lead to further jobs losses and business failures. Work is happening on a new economic strategy and these figures will be updated in-line with that programme of work.</p>			 <p>Likelihood</p> <p>Impact</p>	
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast</li> <li>Inability to raise funds for projects and regeneration projects not completed</li> <li>Potential damage to the Council’s reputation and the Economic Partnership</li> <li>Not able to meet member, government and the public’s expectations</li> <li>Deteriorating physical and infrastructure assets</li> <li>Young people are not equipped to achieve their potential within the district</li> <li>Business failure rate increases and unemployment increases due to the impact of Covid-19 - still in recovery and work is ongoing to define impact alongside cost of living crisis.</li> <li>Long term cost implications of dealing with social issues linked to economic deprivation</li> <li>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings</li> <li>Business relocating out of the Districts.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors.</li> <li>Comprehensive Invest in Bradford website <a href="http://www.investinbradford.com">www.investinbradford.com</a></li> <li>Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan.</li> <li>Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. <a href="http://www.madeinbradford.com">www.madeinbradford.com</a></li> <li>Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing).</li> <li>Respond to Government consultations and participate on working groups focussing on key policy areas</li> <li>Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley</li> <li>Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham.</li> </ul>				

	<ul style="list-style-type: none"> <li>Partnership response developed and survey work undertaken to establish impacts and inform response</li> <li>The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy. (Work is happening on a new economic strategy)</li> <li>Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government.</li> <li>Development Frameworks have been commissioned to set the vision and ambition for the City and District and to inform future funding rounds, work is ongoing on these for Bradford City, Keighley and Shipley along with detailed master planning for the Southern Gateway. The Development Frameworks will take 9/12 months to complete.</li> <li>Gainshare Capacity Funding has secured which will provide additional capacity and resource to inform future strategic direction. £1.89m has been allocated to Bradford over the next 3 financial years.</li> <li>An Investment Plan has been submitted for the UK Shared Prosperity Fund which replaces European Funding. Bradford has a devolved allocation of £7.5m to deliver outcomes aligned to community infrastructure, business and people and skills. The District will also benefit from regionally delivered programmes. Capacity funding of £400k has also been allocated to Bradford.</li> <li>Four bids have been submitted into Round 2 of the Levelling Up Fund. The total of funding should these be successful is £110m.</li> </ul>
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England, West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework.</li> <li>COVID-19 response reports into Gold / Silver / Bronze command structure.</li> </ul>
<b>Date Reviewed</b>	03.04.2023
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021. (Work is happening on a new economic strategy completion dates currently being determined)</li> <li>Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22. Work ongoing and is governed by the Growth Board</li> <li>Implementation of the Bradford District Workforce Plan – initially a COVID-19 proposal to consider scale of Skills House offer</li> <li>Economic Development - service reshaping and restructure progressing.</li> <li>ESIF Programme engagement</li> <li>Maximising opportunities to attract Government funding to support regeneration and economic development activity.</li> <li>Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone.</li> <li>Development of Local Plan</li> <li>Initiatives developed under the Growth Deal to protect priority outcomes</li> <li>Leeds City Region and West Yorkshire Combined Authority action impacting on the District</li> <li>Support for business post Brexit with the LEP</li> <li>Engagement in plans for Shared Prosperity funding in order to maximise future resources</li> <li>Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions</li> <li>NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021 – Southern Gateway Board has been established Jan 2023 to govern this work.</li> <li>Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA.</li> <li>Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning.</li> <li>From September 2022 Growth Board has been monitoring work on the new Economic Strategy and Development Frameworks.</li> </ul>
<b>Managed By</b>	Angela Blake
<b>Administered By</b>	Jo Hinchliffe



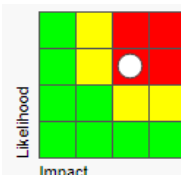
<b>Code &amp; Title</b>	SR 04 SCC Safer Cohesive Community			<b>Current Risk Matrix</b>	
<b>Description</b>	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.  As a consequence, there is a direct impact on managing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

	<ul style="list-style-type: none"> <li>The Council has invested in an additional 15 Assistant Ward Officers and 5 Stronger Communities Partnership &amp; Engagement Officers to increase capacity for response to locality based issues and concerns and to take proactive action to bring people together and celebrate key dates for the districts communities.</li> <li>Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.</li> </ul>
<b>Date Reviewed</b>	04 April 2023
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>New governance arrangements have recently been approved by the Wellbeing Board and the Stronger Communities Partnership is now Chaired by the Portfolio Holder for Neighbourhoods and Community Safety, who also Chairs the Community Safety Partnership Board. Together with the addition of Area Committee Chairs on the Stronger Communities Partnership there is now a strengthened connection to locality and a good 'read through' between the two strategic partnerships.</li> <li>A new Stronger Communities Team has been developed to increase capacity for working with communities, to provide voice and influence to under-represented groups and to help manage/mitigate the impacts of any tensions. The new team is now in place and is working well. Five Partnership and Engagement Officers will have a focus on locality and a district wide responsibility for two protected characteristics (Equality Act 2010).</li> <li>West Yorkshire Police share community tension monitoring report with relevant Council teams and officers.</li> <li>Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives' and training on critical thinking skills.</li> <li>Following an extensive consultation process a set of 'Shared Values' have been developed by the Stronger Communities team that seek to strengthen our links with one another and promote care and respect.</li> <li>An anti-rumour strategy is in place.</li> <li>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</li> </ul>
<b>Managed By</b>	Noreen Akhtar
<b>Administered By</b>	Jo Hinchcliffe

<b>Code &amp; Title</b>		SR 06 ENV Environment and Sustainability			<b>Current Risk Matrix</b>	
<b>Description</b>		Responding to Climate Emergency by management of CO2e (Carbon Dioxide equivalent) emissions, helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume & capacity pressures, changing targets, legislation, economic and political pressures. The Clean Air Programme to achieve legal limits for air quality in the District has synergistic effects and benefits as for the CO2e Emission Reduction Programme due to the same emission sources.				
					<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Catastrophic	
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2	4	
	<b>Operational</b>	Yes	<b>Total Score</b>	8		
<b>Potential Effect of Risk</b>		<ul style="list-style-type: none"> <li>• Reputational damage due to failure to meet greenhouse gas reduction targets or if identified as having poor measurement and control systems in place.</li> <li>• Adverse environmental and human consequences from climate change. Additional impacts on air quality and biodiversity due to GHG emission sources often cause synergistic toxic emissions</li> <li>• Damage to Council’s credibility as leader if district-wide targets not developed and then met.</li> <li>• Need to develop new partnerships with district and citizens around creative, local initiatives to enhance sustainability and create circular economies.</li> <li>• Need to re-prioritise and reallocate resources, including structural changes to Council’s delivery programme.</li> <li>• Reduced ability to promote external inward investment.</li> <li>• Amount of energy costs as gross figure and relative to the size of Council’s estate/ activities</li> <li>• Performance against corporate carbon reduction target (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030)</li> <li>• Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area.</li> <li>• Climate "incidents" now certain to increase in both frequency and severity. These will include surface water flooding, fluvial flooding, high winds and gales, drought, high temperatures, heat waves, cold snaps and high snowfall.</li> <li>• Toxic emissions from the same CO2e emission sources are likely to cause ongoing significant ill-health among residents.</li> <li>• Temperature severity in the District will have implications for energy use in terms of heating and cooling, including emission considerations.</li> <li>• Lack of robust understanding of population and other economic trends but globally expected to be significant numbers of climate refugees due to displacement from rising sea levels 77-135 cm by 2100 and water stress / drought. At the higher end of these estimates there will be much disruption in the wider Yorkshire and Humber region as low-lying settlements in the east become overwhelmed by water level rise affecting smaller towns along the Humber estuary. This is in addition to impacts in Lincolnshire and East Anglia as well as other low-lying areas of the UK.</li> <li>• Actions identified in corporate energy cost reduction plan not delivered.</li> <li>• Funding for renewable energy production and use and energy efficiency projects not available.</li> <li>• Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available</li> <li>• Wider stakeholder community under resourced to deliver on action commitments</li> <li>• Central Government, WYCA, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to CO2e emissions reduction.</li> <li>• Changing legislation, political priorities, targets.</li> <li>• Global insecurity causing major fluctuations in energy costs.</li> </ul>				

<p><b>Internal Controls</b></p>	<ul style="list-style-type: none"> <li>• Progress on Climate Emergency flagship projects, the Council’s own CO2e emission reduction progress and Clean Air Plan delivery reported to Overview &amp; Scrutiny</li> <li>• Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility.</li> <li>• Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management.</li> <li>• Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business-critical resource risks in terms of supply and availability or price volatility and impacts on service budgets.</li> <li>• Delivering corporate resilience through sourcing renewable local resources where viable such as PV panels, District Heat Network</li> <li>• Delivering projects to use resources, such as energy, efficiently and where feasible reducing direct and indirect resource consumption.</li> <li>• Delivering projects to produce local renewable energy such as hydrogen, bio methane and solar and air/ground source power.</li> <li>• Implementation of the Clean Air Plan, including Clean Air Zone (CAZ).</li> </ul>
<p><b>Assurance Mechanisms</b></p>	<ul style="list-style-type: none"> <li>• Managing systems and processes to monitor and report on energy consumption and CO2e emissions to ensure compliance with statutory Carbon Reduction Commitment.</li> <li>• Carbon emissions from Council operations published annually (Scope 1 &amp; 2), tracking progress against 2038 target from a baseline in the 2019/20 financial year. Scope 3 emissions (indirect emissions from Council activity – the most significant aspect of Council emissions) will start to be assessed and reported in line with emerging methodology.</li> <li>• Carbon Impact Assessments, in line with emerging WY Protocol, for all major schemes</li> <li>• Modelling and monitoring of transport and wider emissions &amp; metrics through the Clean Air Plan Monitoring &amp; Evaluation Programme</li> <li>• Evaluation and assessment in partnership with WYCA and the West Yorkshire Lead Environment Officer Group</li> <li>• Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment &amp; evaluation</li> </ul>
<p><b>Date Reviewed</b></p>	<p>11 April 2023</p>
<p><b>Actions / Controls under development</b></p>	<ul style="list-style-type: none"> <li>• Implementation of WY Environment and Climate Change Plan (2021-24), including various projects to be funded via gainshare and CRSTS funding, to help take the Council’s CO2e emissions to Net Zero from 2020 to 2038, with significant progress (to be defined) by 2030.</li> <li>• Restructure of Council resource to reallocate Clean Air Plan resource to tackle climate change and promote sustainability, including funding programmes.</li> <li>• Developing a Clean Growth Strategy &amp; Implementation Plan to identify activity that will support economic development and provide a platform for inward investment in the District, while reducing harmful emissions cost effectively, through Local and District Plans and cross Department activity.</li> <li>• Development of Bradford Transport Strategy, including WY development of Zero Emission Transport Strategy and West Yorkshire Low Emission Strategy (WYLES).</li> <li>• Working with partners through developing forums to identify potential courses of action and strategies for climate mitigation and adaptation.</li> <li>• Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets.</li> <li>• Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment &amp; evaluation.</li> <li>• Development of robust carbon accounting and carbon budgeting processes.</li> </ul>
<p><b>Managed By</b></p>	<p>Andrew Whittles</p>
<p><b>Administered By</b></p>	<p>Sally Jones</p>

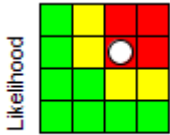


<b>Code &amp; Title</b>		SR 07 FRS Financial Resilience and Sustainability			<b>Current Risk Matrix</b>	
<b>Description</b>		<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget                  This may arise due to levels of Central Government funding or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast                  The current live risk is the demand pressures in Childrens Services and current cost of living impacts both in terms of direct impact on Council costs and also in terms of the indirect impact upon residents and business in the District. The ongoing impact of Covid, the uncertainty of future funding, and potential return to some austerity measures post Covid                  The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p>				
					<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No		<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes		<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes		<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Services run the risk of failing to deliver statutory / minimum standards</li> <li>• Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone</li> <li>• Budget is overspent.</li> <li>• Suboptimal decisions could be made.</li> <li>• Achievement of priorities delayed or not delivered.</li> <li>• Service delivery not achieved.</li> <li>• Challenges to governance framework.</li> <li>• Deterioration in reputation with knock on consequences.</li> <li>• Scarce resources may not be utilised / prioritised to maximum effect.</li> <li>• Reduced effectiveness of Council Leadership</li> <li>• The Council's budget &amp; setting of Council Tax is challenged.</li> <li>• The risk remains for future years though already being planned for through organisational review and new operating models workstream.</li> <li>• Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government.</li> <li>• Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</li> </ul>					
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• Council priorities reaffirmed in the Council Plan and in the Medium Term Financial Strategy as regularly updated.</li> <li>• Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information.</li> <li>• Budget process fully integrated with the Authority's strategic service and value for money planning.</li> <li>• Political engagement in place for budget process.</li> <li>• Budget challenge sessions (Officer and Members) with focus on robust business case development for new proposals.</li> <li>• Medium term planning, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this.</li> <li>• Controls on procurement and workforce changes in place</li> <li>• Meaningful budget consultation process in place</li> <li>• Reserves reviews to identify if earmarked reserves can be repurposed.</li> <li>• Strict adherence to Reserves Policy. Reserves are currently forecast to be adequate for 2023-24 only.</li> </ul>					

	<ul style="list-style-type: none"> <li>• General fund reserves</li> <li>• Project Appraisal Group established to scrutinise individual capital business cases.</li> <li>• Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding</li> <li>• Governance and Audit Committee received a report on Council's compliance with the CIPFA Financial Management Code</li> <li>• Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs</li> <li>• Increased monitoring of high-risk budgets, including review and monitoring of recovery action</li> <li>• Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. The provisional financial settlement notification for 2023/24 was received in December which was marginally less than anticipated.</li> <li>• Raise financial acumen across the Council to improve decision making</li> <li>• Implemented Finance for Non-Finance Managers training</li> </ul>
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• External Audit inspection of accounts and opinion.</li> <li>• Internal audit review of internal control mechanisms.</li> </ul>
<b>Date Reviewed</b>	4 April 2023
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• A range of budget mitigation actions have been identified by the Councils Corporate Management Team to mitigate budgetary impacts and mitigate the level of potential budget gap.</li> <li>• Work continues to identify cost mitigation actions and income opportunities.</li> <li>• CMT and SLT workshops have taken place to follow up on budget preparation options</li> <li>• Regular follow up meetings with the Childrens Trust to work to protect the Council from potential overspends against the agreed contract sum</li> </ul>
<b>Managed By</b>	Christopher Kinsella
<b>Administered By</b>	Mark St Romaine

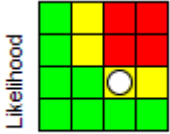
<b>Code &amp; Title</b>	SR 08 INS Information Security			<b>Current Risk Matrix</b>	
<b>Description</b>	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk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

	<ul style="list-style-type: none"> <li>• Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.</li> <li>• Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment.</li> <li>• Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, Galaxkey in place for external emails and communicated through service DMTs and Managers Express.</li> <li>• Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place.</li> <li>• Penetration Testing on any new system as part of the project implementation phase.</li> <li>• 24/7 Monitoring of traffic leaving and entering the Bradford Network.</li> <li>• Required encryption in place.</li> <li>• The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network.</li> </ul>
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• Regular Information Governance reporting to CMT and Governance &amp; Audit Committee.</li> <li>• Engagement with Information Commissioners Office with prompt reporting and liaison.</li> </ul>
<b>Date Reviewed</b>	31.03.23
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• Review of all IG and Information Security policies.</li> <li>• Additional mandatory learning for IAO's and Managers.</li> <li>• Part of two national Security initiatives one lead by NCC and one LGA.</li> <li>• The Council is midway through the implementation of its multi factor authentication safeguards.</li> <li>• Cyber awareness initiatives are in place with CMT and SLT.</li> </ul>
<b>Managed By</b>	Christopher Kinsella
<b>Administered By</b>	Tracey Banfield / Harry Singh / Dominic Barnes-Browne

<b>Code &amp; Title</b>	SR 12 ADC Adults Demographic Change				<b>Current Risk Matrix</b>
<b>Description</b>	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Demand for social care services is predicted to continue increasing and overspends are likely.</li> <li>• Budget proposals highlight this particular pressure as an ongoing concern for the Council.</li> <li>• There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years.</li> <li>• Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties.</li> <li>• Lengthening waiting lists for assessments and provision of care</li> <li>• Increases in numbers requiring care</li> <li>• Increase in expectations from service users</li> <li>• Recruitment delays to bring in social workers and care workers</li> <li>• CQC assurance framework outcomes - This will provide addition scrutiny of our Adult social care budget spend, especially on our budget spend in relation to the needs of citizens and how we compare with our statistical neighbours.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• Departmental Management Team (DMT) has agreed a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention.</li> </ul>				

	<ul style="list-style-type: none"> <li>• All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change workstream priorities. The Transformation priorities have also been reviewed and updated to ensure that they reflect the changes set out in the 3-year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response.</li> <li>• DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism &amp; Neuro Diversity, Continuous Health Care.</li> <li>• Discussions continue to take place with Health partners to identify potential funding streams that could be used to alleviate some of the funding pressures on Adult Social Care due to the increase in demand for services.</li> <li>• The service has refreshed its practice and policy quality assurance framework, and work is underway to implement the new approach through the Raising Expectation Workstream.</li> <li>• As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.</li> </ul>
<p><b>Assurance Mechanisms</b></p>	<ul style="list-style-type: none"> <li>• The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include: <ul style="list-style-type: none"> <li>▪ Finance, Performance, Quality and Transformation workstreams (FQPT). The meeting attendees include reps from Corporate Finance Team and HR. The main aim of this meeting is to review budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems, while also reviewing progress against key transformation and change activity which are supporting our plans to reduce budget spend and reduce demand for services. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.</li> <li>▪ Adult Social Care Reforms: This meeting includes service managers and has oversight of the AD preparation plans for the CQC Assurance Framework and other Social Care Reform related activity.</li> <li>▪ Progress updates are also provided to the Corporate Programme Steering Group.</li> <li>▪ Implemented the FQPT approach across the AD SMT meetings and within the Service Manager Team Meetings.</li> </ul> </li> <li>• Where required, DMT have also set up specific task and finish groups to oversee key change activity which may require support from corporate resources e.g. Financial Support Services Improvement Plan.</li> <li>• 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.</li> </ul>
<p><b>Date Reviewed</b></p>	<p>29.03.23-20.06.23 (Risk rating assessed as Red (previously Amber) - Main issue has been around additional demand coming through the Children’s Trust and the increasing numbers of older people leaving hospital sooner and becoming adult social care service users earlier with higher frailty needs.)</p>
<p><b>Actions / Controls under development</b></p>	<ul style="list-style-type: none"> <li>▪ Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money.</li> </ul>

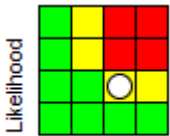
	<ul style="list-style-type: none"> <li>▪ Review of population health management approach across the Health and Social Care System, which looks at how data is currently being used to help design a system that allows us to proactively improve our services and interventions to meet shared outcomes – this will include reviewing the way we currently manage the joint strategic needs assessment, neighbourhood and ward profiles and how they inform and add value to business.</li> <li>▪ Implement plans to enhance our intelligence and insight building on our current feedback arrangements – this includes the Co-Production Partnership, strengthening links with the Linked In campaign overseen by the Health and Care Partnership, and a real time solution to capture the experience of the person following their engagement with the service.</li> <li>▪ Ongoing Review of our continuous improvement and quality assurance frameworks to ensure that the department is prepared for the proposed changes outlined in the Government White paper,</li> <li>▪ DMT leads are now working on their plans for preparing their services for the CQC Assurance Framework. This includes, undertaking a stock take against the criteria and guidance set out both within the draft framework and the Get Ready for Assurance handbook developed by the LGA-ADASS.</li> <li>▪ We have developed a programme of activity to help address workforce capacity challenges both within the Department and our external partners. This work is being done alongside the Bradford Care Association, “One Workforce” Programme, and Bradford Teaching partnership.</li> <li>▪ We have started an end to end review of the hospital discharge process focusing on strengthening our approach around the discharge pathways to reduce pressures and enhance outcomes.</li> <li>▪ Work is also underway to review the way BEST is working – this will look at revising the criteria for taking on people in BEST, clarity on chargeable and non-chargeable, review packages going to independent providers and improving outcomes.</li> <li>▪ We are also working with Children Trust to ensure the new management team are fully briefed on the details of the Transitions SLA and how the two services should be working together to both manage demand and improve outcomes for service users.</li> </ul>
<b>Managed By</b>	Iain Macbeath
<b>Administered By</b>	Imran Rathore

<b>Code &amp; Title</b>		SR 13 DSK Delivery of Skills and Training Priority			<b>Current Risk Matrix</b>	
<b>Description</b>		Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
				<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical	
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2	3	
	<b>Operational</b>	Yes	<b>Total Score</b>	6		
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>Lack of coordination in the efforts of various agencies involved.</li> <li>Lack of congruence with educational attainment objective.</li> <li>District becomes unattractive to businesses and employers.</li> <li>Loss of leadership role.</li> <li>Actions detailed in the Workforce Development Plan and Economic Recovery Plan are not delivered, impacting ability to fully realise the district’s ambitions for inclusive and clean growth that addresses the underlying challenge that have been exacerbated by the pandemic.</li> <li>Funding bodies releasing new contracts in isolation. Underspend of current funding.</li> <li>Education capital developments not aligned with employer need.</li> </ul>					
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>Successor funding has been secured for 2 ESIF programmes in Bradford starting on 1st January 2022 to run until the end of 2023. This is in partnership with Leeds and Kirklees Councils. We continue to work collaboratively to explore funding opportunities arising from the Post-16 Skills and Education Bill, devolved funding and other new and existing sources. Significant amounts of SPF and Multiply funded will be passported to the Council and we are working to integrate this into the wider employment and skills offer to maximise the impact for the District. Multiply delivery has now commenced, in financial years 23/24 and 24/25 we will be undertaking a mix of direct and commissioned activity.</li> <li>Maximus delivers the Restart programme in the contract package area covering Bradford. Partnership meetings have been held and their partnership lead has joined the SkillsHouse Advisory Board to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition.</li> <li>We have established strong relations with EDT the National Careers Service prime contractor for the Yorkshire and the Humber area and they have been confirmed as the provider for the next three years.</li> <li>Skills for Work (SfW) continue to deliver Levy and Non-Levy Apprenticeships, and Education and Skills Funding Agency (ESFA) classroom and Community Learning, and are taking the lead locally on the community elements of the DfE funded adult numeracy programme, Multiply. We have recovered participation numbers and success rates to pre-pandemic levels for our own Adult Education provision, and our Apprenticeships success rate is significantly better than national. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes.</li> <li>Senior management remains engaged with the Government’s devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA’s commissioning decision making. Significant investment in the Employment West Yorkshire programme has been approved by the WYCA Board, and with delivery starting from the 1<sup>st</sup> April. This will secure the infrastructure and investment in the SkillsHouse partnership that has been developed through existing EU and Gainshare funding as those funds taper off in the next 15 months.</li> </ul>					



	<ul style="list-style-type: none"> <li>• Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio. We have an established Key Cities Employment and Skills Network with Bradford as the secretariat.</li> <li>• Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. Partnership dialogue, enabled by the Council, is ongoing with a number of providers to develop the approach to improving academic provision in the North of the District. This needs to be carefully managed so as not to impact the wider mix and balance of provision for the post-16 phase. Three applications have been submitted for 1619 Free Schools in the DfE latest funding round – as only 15 schools maximum will be funded nationally (for all age ranges) it may be none are successful, but we have worked with providers to understand their offer and start to build links with other providers in the area, although there has been some initial resistance.</li> <li>• Future Boost through funding allocated by the Executive has supported Youth and outreach work, sport and leisure activity, work experience for NEET young people and to enhance the IAG and transition support including a focus on transition support for young people with SEN. Good practice from this and the £500k Community Renewal Fund pilot programme, Building Our Future, is now being incorporated into the future delivery models.</li> <li>• SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, use of the Gainshare funding and the Kickstart programme. The last of the Kickstart placements finished in November and success was celebrated at a well-attended Awards ceremony. Young people from the programme are still being supported to progress into positive destinations. So far the progression rate into employment is considerably better than national DWP programmes and European funded provision.</li> <li>• The Employment and Skills Board has been refreshed and relaunched with Will Richardson, Regional Partner at PWC taking on the responsibility of Chair. The Board will have strategic oversight of the employment and skills approach locally as well as acting as a regional and national voice for the District's provision and partners.</li> </ul>
<b>Assurance Mechanisms</b>	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.
<b>Date Reviewed</b>	03.04.2023
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding such as the pilot Community Renewal Fund which we have successfully delivered in the District. Officers are working to inform future policy, principles and processes through DoDs and the WYCA Employment and Skills Committee. Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to develop the employment and skills network to both identify and promote good practice and engage with the national policy debate.</li> <li>• LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 and supported the opening of the two post-16 free schools which reported strong results in 2021/22. We continue to develop options for A Level provision in the North of the District where Keighley College is further developing their academic offer to complement existing provision, and other partners are exploring options through national funding and capital developments.</li> <li>• The LA is working through differing partnerships in the implementation of Workforce Development Plan collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need. We are working to refresh the Plan in 2023 in line with WYCA strategic planning refresh and the Council's new Economic Strategy.</li> <li>• The Council, will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one;</li> <li>• The Council is developing an inclusive recruitment approach to be managed through SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities.</li> <li>• We have re-launched the supported employment forum which work to increase the numbers of employers offering supported internships to young people with Education, Health and Care Plans. This feeds into our Youth Employment Partnership which has oversight of pathways for vulnerable young people.</li> <li>• xplore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 13, and closer working between Employment and Skills, Leaving Care service and HR to support this and other approaches.</li> <li>• Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age.</li> </ul>

	<ul style="list-style-type: none"> <li>• Build a careers and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training.</li> <li>• Initiation of the Academy within the Health and Social Care Economic Partnership’s One Workforce programme will focus on the career progression and skills development of people already working in the Health and Social Care sector in the District. The partnership has launched a new website to underpin this activity. As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues.</li> </ul>
<b>Managed By</b>	Phil Hunter
<b>Administered By</b>	Matt Findull

<b>Code &amp; Title</b>	SR 14 SND SEND Services			<b>Current Risk Matrix</b>	
<b>Description</b>	<p>Between 7 and 11 March 2022, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Bradford to judge the effectiveness of the district in implementing the disability and special education needs reforms as set out in the Children and Families Act 2014.</p> <p>The Ofsted inspection identify the following 5 areas of significant weakness</p> <ol style="list-style-type: none"> <li>1. Poor communication between stakeholders across education, health and care.</li> <li>2. The variable quality of EHC plans, including plans which do not fully describe the provision that children and young people with SEND need.</li> <li>3. The inconsistent delivery of the 0 to 19 health visiting, school nursing and specialist nursing services.</li> <li>4. Children and young people wait too long for assessments, treatment and diagnosis. There is insufficient support for children and young people with SEND who are waiting for provision, services, diagnosis or equipment.</li> <li>5. Education, health and care services do not work together well. The arrangements for joint commissioning are underdeveloped.</li> </ol> <p>The LA provided a Written Statement of Action (WSOA) Plan to address the above areas of weakness on the 21<sup>st</sup> of September 2022 that has been approved by Ofsted. The WSOA will be monitored every 90 days and the first meeting will be on the 06.01.2023.</p>				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• The CYPs SEND needs may not be effectively met.</li> <li>• The Local Authority may not meet its statutory obligations.</li> <li>• Negative impact on Local Authority's reputation with CYP/parents &amp; schools.</li> </ul>				
<b>Internal Controls</b>	<p>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.</p>				
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• SEND Strategic Partnership Board (SSPB) established with clear ToRs providing governance over the four operational workstreams.</li> <li>• Quarterly progress review meetings are held with the DfE and NHSE.</li> <li>• The SSPB reports to the district wide Children and Families Partnership board that provides governance.</li> </ul>				
<b>Date Reviewed</b>	15.03.2023				
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board.</li> <li>• Development of a Health Data Dashboard to feed into LA dashboard.</li> <li>• Coproduction and engagement plan across the Local Area.</li> <li>• Continue to develop the multi-agency quality assurance work.</li> </ul>				

<b>Managed By</b>	Niall Devlin
<b>Administered By</b>	Caroline Levene

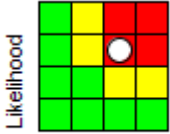
<b>Code &amp; Title</b>	<b>SR 15 OIP Ofsted Improvement Plan</b>			<b>Current Risk Matrix</b>	
<b>Description</b>	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk. The most recent Ofsted Inspection in November/December 2022 highlighted that whilst there has been improvement at pace in the last 12 months, the improvements have not been enough since the 2018 inspection. The new arrangement with Bradford Children and Families Trust is live as of 1 <sup>st</sup> April 2023.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Poor reputation</li> <li>• High turnover of workforce at all levels</li> <li>• Inconsistent service to service users</li> <li>• Financial</li> <li>• Slow progression of improvement, particularly due to size of improvement team to drive and deliver on improvement</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• <b>Improvement Board:</b> The Children’s Services Improvement Board is chaired by Steve Walker, DfE appointed commissioner and has representative from internal Senior Leadership and Partnership Senior Leaders including the BCFT CEO. The Board continues to scrutinise the improvement work.</li> <li>• <b>Improvement Plan:</b> The Improvement plan has 12 focus areas in line with the Ofsted Action Plan that was submitted by BCFT in May 2023 – The 12 focus areas are Integrated Front Door (David Thorpe Implementation and EDT separation), Early Help including the Gateway in, 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, again led by BCFT.</li> <li>• <b>Children’s Service Improvement Team:</b> The Improvement Team remains a small team with only 3 substantive members of staff (2 Practice Improvement Co-ordinators and 1 HoS for Business Support and Practice Improvement). The Improvement Team also has an Interim Director of Improvement (till March 2023) and an Interim Improvement Consultant (funded by DfE through Leeds till March 2023). The current interim Improvement team arrangements are due to come to an end. The substantive posts transfer over into the Trust on 1<sup>st</sup> April 2023, the Director and Consultant posts will not move across. The Trust will be looking at their own Improvement Structure, with some appointments having already been made to oversee this activity.</li> <li>• <b>Internal Audits:</b> Audit activities continue across all parts of the Service with identified recommendations and learning, this has recently been stepped up due to the low number of returns. Audit activity has adjusted recognising BCFT is in place and the contractual requirements specifically set out in the contract between the council and the Trust.</li> <li>• <b>External Audit:</b> Children’s Services continue to commission a number of external audits in different parts of the Service with identified recommendations and learning. Most recently within Children with Disabilities and the Integrated Front Door. External Audit activity has adjusted recognising BCFT is in place and the contractual requirements specifically set out in the contract between the council and the Trust.</li> <li>• <b>Ofsted:</b> 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 developed by the Trust in partnership with the council for each area of focus/project and are being worked on, when the final report is received, anything missed will be added. All Project Improvement Plans have been updated to link back to source so these are easily trackable.</li> </ul>				

	<ul style="list-style-type: none"> <li>• <b>Partnership:</b> The DCS and Senior Managers continue to engage with partners in building more positive relationships, this will allow the resetting of the professional relationship with partners making open frank discussions more positive. Partners continue to be included in improvement activities.</li> <li>• <b>Recruitment and Retention:</b> The Sufficient and Stable Workforce Improvement Plan has been refreshed and is now led by BDCFT. Ceriph, who developed the Bring Heart Campaign and micro-site for recruitment continues to work with BCFT on phase 2 of their plan, this includes a focus on residential, Social Worker Level 3 and Team Manager recruitment, ambassadors and Social Media platforms, updated campaign and content and trust development. The first cohort of overseas recruits arrived in February 23 and are well underway with their training programme, the remaining 30 Social Workers will arrive over April and May. Recruitment event took place on 25<sup>th</sup> April with specific focus, one being for residential and the other for experience Social Workers. The Service has successfully recruited permanence Service Managers. BCFT 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 BCFT led Management factuality is due to launch in April 23 with further factuality's for Community Resource Workers, Business Support, Early Help, Fostering and Youth Justice Service to Follow. A further retention payment for established staff was paid in March 2023.</li> <li>• <b>Improved use of vital signs and performance data:</b> The new BDCFT and Council reporting and governance activity has commenced, with monthly and quarterly Vital signs reporting. Both the council and BCFT have an ICF in place and the new contractual relationships have commenced positively to date in reporting. This will enable front line managers to address practice and performance issues more promptly to address compliance with key indicators.</li> <li>• <b>Children and young people's voice and influence:</b> The 3 children's forums to enable children and young people to share their voice on service delivery continues to be utilised. The forums are Young Voice (aged 6-10), Youth Voice (aged 11-15) and Your Voice (aged 16-25). As well as feeding in to service delivery improvement, our young people are involved in developing Corporate Parenting workshops, the recruitment of practitioners and foster carers and developing the training for practitioners and they are involved in commissioned consultation. A Children with Disabilities workstream has been developed to develop a framework for co-production with this co-hort.</li> </ul>
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• Future Ofsted Inspections</li> <li>• Independent auditing of casework</li> <li>• Governance arrangements between council and BCFT in place</li> <li>• KPI's embedded in the council/ BCFT contract</li> <li>• ICF function</li> <li>• Risk Registers held</li> </ul>
<b>Date Reviewed</b>	21 <sup>st</sup> March 2023
<b>Actions / Controls under development</b>	Plan Inspection Timetable
<b>Managed By</b>	Picklu Roychoudhury
<b>Administered By</b>	Sharon Woodcock

<b>Code &amp; Title</b>	<b>SR 16 EAT Educational Attainment</b>			<b>Current Risk Matrix</b>	
<b>Description</b>	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	9	
<b>Potential Effect of Risk</b>	<p>Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&amp;2 means reduced levels of progress into KS4&amp;5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people. External public examinations were taken this year for the first time since the pandemic. In the previous 2 years it has been some internal school or centre based assessments.</p> <p><b>Outcomes 2021/22 academic year for Key Stage 2;</b></p> <ul style="list-style-type: none"> <li>Outcomes in reading are static compared to before the pandemic. The gap between Bradford and national averages has not reduced</li> <li>In mathematics, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels.</li> <li>In grammar, punctuation and spelling, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels.</li> <li>Writing outcomes have declined since 2019 and the gap between Bradford and national averages has increased</li> <li>In the combined reading/writing/maths outcomes have declined since 2019 and the gap between Bradford and national averages has increased</li> </ul> <p><b>For KS4;</b></p> <ul style="list-style-type: none"> <li>Attainment outcomes at KS4 have declined as had been expected given the changes to the assessment regime during the pandemic. Outcomes remain lower than national and the gap between Bradford and national has not closed.</li> <li>Girls continue to outperform boys. At attainment 8 girls achievement is 6% higher than boys and this is higher than the national gap. This is also the case for attainment 9-4. For attainment 9-5 the gap is 6% which is the same as national</li> <li>The gap between pupils with SEND and other pupils is 23% for attainment 8. This is the same as the national figure. At Basics 9-4 and Basics 9-5, the difference between pupils with and without SEN is lower in Bradford than the national average.</li> <li>The gap between disadvantaged and non-disadvantaged pupils is 14% for attainment 8. This is 1% lower than the national average. At Basics 9-4 and Basics 9-5, the difference between disadvantaged and other pupils is also lower in Bradford than the national average.</li> <li>Pupils whose first language is English outperform pupils whose language is not English by 1% in Attainment 8. Nationally, those pupils whose language is not English outperform pupils whose first language is English by 2%. At Basics 9-4 and Basics 9-5, the picture is similar with pupils whose first language is English outperforming pupils whose language is not English by 4% and 2% respectively. The national average picture is that, those pupils whose language is not English outperform pupils whose first language is English by 1% and 3% respectively.</li> </ul>				
<b>Internal Controls</b>	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.				


<b>Assurance Mechanisms</b>	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.
<b>Date Reviewed</b>	04/04/23.
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"><li>• Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies.</li><li>• Partnership working with DfE Education Improvement Area to bring about improvements in the least well performing academies and schools</li><li>• Improved targeting of DfE Targeted School Improvement Grant reserves to ensure that rapid improvement is brought about in LA maintained schools through the School Improvement Support Programme</li><li>• Raising attainment strategy funding will seek to support identification and targeted programmes to help C&amp;YP improve their attainment at Key stages 1 and 2. This funding will end in July 2023.</li></ul>
<b>Managed By</b>	Sue Lowndes
<b>Administered By</b>	Caroline Levene



<b>Code &amp; Title</b>	SR 17 CSI Children Safeguarding Incident			<b>Current Risk Matrix</b>	
<b>Description</b>	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.			 <p>Likelihood</p> <p>Impact</p>	
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	Harm to an individual. Damage to the Council's reputation				
<b>Internal Controls</b>	<p>The principle pressures remain</p> <ol style="list-style-type: none"> <li>1. A stable and competent workforce</li> <li>2. The growing population of Looked after children and the attendant financial placement cost pressures on the budget.</li> </ol> <p>1. The workforce has remained heavily reliant on agency staff and agency teams to meet the demand. This has an impact on consistency of worker and practice as agency staff will change from time to time. The Department continues to recruit to permanent positions and have recruited the first group of overseas workers who are currently being supported through induction and training to familiarise them with the British system and prepare them to take up their full time positions. A further group of overseas staff are due to start in the Trust in April 2023. Some workers will require longer induction and support to bring them up to speed on capability and confidence so some further support is being offered which will hopefully ensure they can take on full caseloads and allow the Trust to release some agency staff over the summer and into the Autumn. However, workforce stability remains fragile and as a service we remain heavily reliant on agency social work staff which continues to be somewhat unstable in that workers can leave at short notice and this 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 around 17 children on average but there is some variability in this. Some of this work is very intensive and complex and a further reduction will support practice and outcomes for children. We will continue to work hard to recruit permanent staff to reduce our reliance on agency staff and agency teams. Recruitment of staff is moving forward with the efforts of UK recruitment, International recruitment and Bradford's Social work Academy each contributing to this.</p> <p>The Courts have been working with the service and CAFCASS to support the discharge of Care Orders when children have been placed at home with parents. This is having some impact but there is more to be done. The impact will be to reduce some caseloads in the Children in Care service but will not have a significant impact financially to allow us to reinvest. The Compliance Courts whereby the Courts will more publically hold local authorities and other parties to account for delays in Court proceedings has begun and appears to be working fairly well without too much negative impact on the service to date. This potentially could become still become a reputational risk for the Trust if we fail to meet timescales without clear reasons for delay. The press has attended a</p>				


	<p>number of hearings and so far there has not been negative publicity although on some occasions families have been distressed in case they or their children might be identified although the Courts are very clear that children cannot be identified.</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. We hold monthly Performance meetings focusing on visits and the impact of visits to children The Deputy Director and Heads of Service have focused on statutory visits to all children across the service and meet monthly to assess progress or obstacles to improvement.</p> <p>Continuous oversight and scrutiny of children’s risks is undertaken by managers daily 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. The performance in this area is not as robust as it should be but we are putting further effort into this area. Audits continue to be completed but at a lower level than we had planned for 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. The audit tool is being updated currently to help support good and consistent practice and will be implemented in April 2023 under the Trust.</p> <p>Supervision of staff is not yet fully consistent due to staff changes and remains a priority for senior managers.</p> <p>2. We do not have sufficient fostering, residential or specialist placements in Bradford to accommodate all children looked after resulting in the Department placing a significant numbers of children in independent fostering Agencies and private residential homes creating 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 1600 children and the complexity of need has and we have also increased post Covid. We are currently working closely with managers and leaders in Health to provide improved joint packages of care to support young people and their families.</p> <p>The lessons from Monitoring visits continued to be shared and implemented across the service. We include the Safeguarding partners in these discussions.</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>
<p><b>Assurance Mechanisms</b></p>	<ul style="list-style-type: none"> <li>• The Council has been working closely with the Bradford Children’s Trust to develop the Trust for its launch in April 2023 and with the implementation of the Trust we anticipate that it might be easier to attract and retain workers with this new approach.</li> <li>• The Trust will in time develop its structures and services to meet the needs of children and families in the District over the coming months.</li> <li>• The Bradford Partnership (Safeguarding) has carried out a Section 11 Audit and continues to work closely with all partners to provide a safeguarding system across all agencies in Bradford.</li> <li>• Tight Performance Management Systems and clear lines of Management and Accountability Systems are in place and monitored. Comprehensive Child Protection Training Strategy in place for all operational staff. We have a programme of induction and training for all staff.</li> <li>• Ofsted undertook a full ILACS inspection of children’s social care services from Mid-November to early December. The report was published at the end of January 2023. A comprehensive action plan was submitted to Ofsted in May 2023. A further monitoring visit is expected over the summer or early autumn.</li> <li>• We continue to recruit to Head of Service and Service manager roles and we have had some success in recruiting social workers from overseas.</li> <li>• We established a social work academy which will bring a steady supply of qualified social workers into the service and with the prospect of retaining them in Bradford. We have just initiated a further cohort following the successful completion of the previous cohorts. It is proving effective and popular.</li> <li>• The Bradford Safeguarding Partnership has implemented enhanced safeguarding procedures across member agencies in the District We maintain a focus with the Police on children who go missing from care or from home.</li> </ul>
<p><b>Date Reviewed</b></p>	<p>31<sup>st</sup> March 2023</p>
<p><b>Actions / Controls</b></p>	<ul style="list-style-type: none"> <li>• A CSE Action Plan has been shared with partners.</li> </ul>

<p><b>under development</b></p>	<ul style="list-style-type: none"> <li>• We will be transferring Children’s Social Care services to the Trust on 1st April.</li> <li>• The action plan following the SH National Panel report has been developed and is being implemented.</li> <li>• The improvement plan following the Ofsted Report in January is being developed.</li> <li>• We are developing practice in working with very complex children with colleagues across Health organisations across the District</li> <li>• Our Outcomes Improvement Action Plan has been shared with senior managers to enable the development of underpinning action planning to support the delivery of the wider outcomes.</li> <li>• The implementation of the Trust is imminent and this will help to settle the workforce some of whom have felt unsettled.</li> <li>• The Trust will develop further early help services and more actively review high needs children in care.</li> <li>• The service has extra capacity supported by the Commissioner and DCS to bring about improvements.</li> </ul>
<p><b>Ofsted</b></p>	<p>David Johnston</p>
<p><b>Administered By</b></p>	<p>Caroline Levene</p>

<b>Code &amp; Title</b>	SR 18 COV Multiple outbreaks of infectious diseases.			<b>Current Risk Matrix</b>	
<b>Description</b>	COVID-19 infections could rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios. Low uptake of COVID/flu vaccines among some high risk groups increases risk of simultaneous outbreaks of COVID-19, flu and other respiratory infections, potentially overwhelming capacity of the healthcare, social care and public health systems.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>Increased number of fatalities</li> <li>Further pressure on local hospitals</li> <li>Slower economic recovery</li> <li>Breakdown in community cohesion</li> <li>Diversion of PH capacity to support outbreak management, reducing delivery of other PH programmes</li> </ul>				
<b>Internal Controls</b>	<p>Local plan for Living safely with COVID-19 and other respiratory infections in Bradford District revised and approved in relevant boards (Health Protection Committee, HSC Overview and Scrutiny Committee, Outbreak Management Board). The plan includes action cards for how to deal with outbreaks in different groups and settings, with clear responsibilities for the Council, UKHSA and NHS. Local outbreak management plans are overseen by the Outbreak Management Board.</p> <p>Memorandum of Understanding on response to PH emergencies and incidents (including outbreaks) approved by LA, UKHSA and NHS in 2022 including emergency tripartite funding to support initial response to disrupting outbreaks.</p>				
<b>Assurance Mechanisms</b>	<p>On-going monitoring of COVID-19 cases, admissions and deaths in the District</p> <p>On-going support to NHS immunisation programmes</p>				
<b>Date Reviewed</b>	15-Mar-2023				
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>CBMDC staff encouraged and supported to WFH where possible</li> <li>Support the NHS-led programme to deliver COVID-19 and flu vaccination at scale and to mitigate inequalities.</li> <li>Continue existing work with partners on health inequalities, prevention and health improvement.</li> </ul>				
<b>Managed By</b>	Sarah Muckle				
<b>Administered By</b>	Tariq Mohammed				

<b>Code &amp; Title</b>		SR 19 Shortage of staff within the external care market			<b>Current Risk Matrix</b>	
<b>Description</b>		Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision				
				<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	No		<b>Category</b>	Very High	
	<b>Strategic</b>	Yes		<b>Risk Score</b>	<b>4</b>	
	<b>Operational</b>	Yes		<b>Total Score</b>	<b>12</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Inability to secure care and support from external providers will lead to:</li> <li>• Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home</li> <li>• Delays from hospitals, creating additional pressure within the hospital – bed blockages</li> <li>• Increase in waiting lists for support</li> <li>• Safeguarding risks arising from care needs not being met</li> <li>• LA not being able to meet its statutory duties leading to CQC challenge and potential judicial review – leading to potential financial penalties and reputational both financial and reputational damage.</li> </ul>					
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• Health and Social Care Partnership have agreed a priority people workstream, which look at creating an integrated approach to align workforce development activity. This builds on the work done through the One Workforce Programme.</li> <li>• ASC workforce strategy now developed and will be formally launched in April</li> <li>• BradfordCares webportal launched which provides an overview of the work undertaken by Council and Independent Care Providers, and the job opportunities available.</li> <li>• Focussed support for departmental recruitment campaign March to Sept 23 – learning will be shared with independent sector.</li> <li>• Promotion and support for sector led 'Call to Action' workforce theme from senior leaders</li> </ul>					

	<ul style="list-style-type: none"> <li>• Market Sustainability Plan outlines 3 year market sustainability plans and workforce challenges and supports</li> <li>• Cost of Care exercises for over 65 care homes and Home Support complete</li> <li>• New Home Support commission will support better workforce recruitment and retention.</li> <li>• One workforce portal launched which acts a repository of training and other support measures to help providers recruit and retain staff.</li> <li>• Working with the University of Bradford to ensure that Social Work and Occupational Therapy courses are aligned to the approach undertaken by Bradford Council, while also ensuring robust support measures are in place for new qualified staff.</li> <li>• Using Skills House to support and coordinate recruitment for Health and Social Care System</li> <li>• Coordinated approach to pool resources from students and potential individuals who have been laid off together with potential workers from sectors impacted by redundancies due to the end of the furlough scheme.</li> <li>• Working with Skills for Care for care to develop and roll out training for new workers. We are also working on developing a workforce strategy, while we have also worked on strengthening relationships across the system through better engagement – the recent summit has helped with this.</li> </ul>
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• CQC Inspections</li> <li>• DMT Adult Social Care Reform - monthly</li> <li>• DMT Finance, Performance, Quality and Transformation – monthly</li> <li>• Raising Expectation Steering Group</li> </ul>
<b>Date Reviewed</b>	22.03.23
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• Workforce lead post agreed to take forward the activities and actions detailed in the workforce strategy – JP developed and grading awaited then to be recruited to.</li> <li>• Financial and other incentives to support reduction in staff turnover under consideration; working with BCA on coproducing local solutions and regular discussion at regional commissioner network meetings</li> <li>• Ongoing recruitment campaigns – to promote recruitment opportunities.</li> <li>• Work is underway to reduce the external enablement delivered through the home care market – this should help to manage the long term support better.</li> <li>• We are developing proposals for a new workforce academy that will further strengthen how we upskill people to take on roles within the system.</li> </ul>
<b>Managed By</b>	Jane Wood
<b>Administered By</b>	Imran Rathore

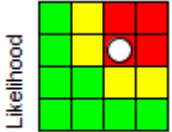
<b>Code &amp; Title</b>	SR 20 EHE Elective Home Education			<b>Current Risk Matrix</b>	
<b>Description</b>	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine philosophical desire to home educate. Although some pupils have since returned to school rolls, other pupils have been removed from school rolls so the number consistently remains above 700. Temporary funding for this through Raising Attainment is due to end and therefore significant further risk is possible if there is no response to information that suggests children are not receiving education. Huge churn is seen; in the academic year 2021/2022, 387 children became electively home educated and 414 were ended (back at school, no longer school age or left the district).				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	No	<b>Risk Score</b>	2	3
	<b>Operational</b>	Yes	<b>Total Score</b>	6	
<b>Potential Effect of Risk</b>	Welfare and safety of children is compromised. If children are removed from school roll to home educate, some safeguards are missing. 43% of the children removed from roll since September 2020 have previous children's social care involvement. This demonstrates some potential level of vulnerability across the cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision which is considered suitable. Increasingly we are seeing children removed from roll in 2022 and 2023 for emotionally based school avoidance and mental health concerns. Children's Social Care do not always understand educational neglect and officers spend significant time challenging.				
<b>Internal Controls</b>	Funding was secured for a temporary increase in staffing from June 2021, with two Elective Home Education Officers and a Senior honorarium for increased supervisory capacity. This has been extremely proactive, with increased and faster informal enquiries. There are still at least 3 Education Safeguarding Officers who are spending time on EHE cases, despite significant work on education safeguarding for the Safeguarding Partnership and Ofsted complaints about schools. The increased funding has allowed officers to proactively meet with schools and families who are considering EHE in order to make sure intentions and responsibilities are clear. This work is at risk of ending if Raising Attainment funding does not continue, and therefore the risk of the council not meeting statutory requirements around identifying and supporting children who are not in receipt of education will return. Challenge is raised with Children's Social Care where the team believe the child is suffering from harm through educational neglect.				
<b>Assurance Mechanisms</b>	Officers conduct informal enquiries of families. If there is information to suggest that the child is not in receipt of a suitable home education then a formal process is begun. This will consist of ultimately a School Attendance Order, prosecution and referral to Children's Social Care for neglect of education. Challenge has to be given to Children's Social Care to understand the harm.				
<b>Date Reviewed</b>	15/03/23				
<b>Actions / Controls under development</b>	Continuous engagement with the DfE who have this as a key focus Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated. Next focus needs to be with locality social workers.				
<b>Managed By</b>	Sue Lowndes				
<b>Administered By</b>	Kate Hopton, Caroline Levene				






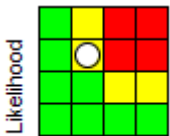
<b>Code &amp; Title</b>	SR 21 TRI Terrorist Incident			<b>Current Risk Matrix</b>	
<b>Description</b>	National terrorist incident threat level is at Substantial and Strategic Security is a concern.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Catastrophic
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	4
	<b>Operational</b>	Yes	<b>Total Score</b>	12	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>Preparation to implement new Protect Duty legislation is inadequate to meet Government expectations</li> <li>The Council is unable to respond effectively to a major incident and function some or all delivery priorities jeopardised.</li> <li>The Council is unable to meet its duties and responsibilities.</li> <li>The reputational risk to the Council is adversely effected.</li> <li>The welfare and safety of the Council's citizens is at risk.</li> <li>Increasing incidence and impact of service interruption events.</li> <li>Business-critical systems are impacted.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>The Strategic lead for security is the Strategic Director Corporate Services responsible for organisational protective security as a whole.</li> <li>The Threat from terrorism is ever present and changeable so policies, systems and plans need regular review.</li> <li>Security Policy documents, security management plans and building security is reviewed every time the threat level changes and appropriate measures are put in place. These cover securities of: personnel, buildings, information, resources and supply chains, business continuity and resilience and emergency incident plans</li> <li>Senior Managers undertake training appropriate to their roles and responsibilities and use the ACT app (Action Counters Terrorism) and JESIP App The Emergency Planning Manager will be working with Senior Management to ensure Cooperation in embedding this.</li> <li>Critical Systems and Services are identified threats, risks and vulnerabilities and have business continuity plans in place and accessible in case of incidents. See SR 01 for further details</li> <li>The Council has responded to the Protect Duty Consultation 2021.</li> <li>The Council in partnership with West Yorkshire Police have a Contest Board (the EPM sits on this board) for Prepare and Protect and have a Prevent Action Plan 2020-2022 with the Safer Partnership.</li> <li>The National Risk Register is reviewed annually or when changes are announced. The Council reviews its top 3 risks quarterly at regional level with the West Yorkshire Resilience Forum.</li> <li>The Emergency Management Team coordinates the Councils approach to an incident/emergency and leads on emergency plans and liaison with partners and stakeholders; CT Police, CPNI, NACTSO</li> <li>All Councils are still waiting for the Protect Duty Legislation to become law. The Emergency Planning Team are working with John Chambers, Police Counter terrorism to ensure we are prepared when the legislation comes in.</li> <li>Martyn's Law is currently going through Parliament. EP have picked this up and are working with the CT police and have set up a PAPG working group (Protect and Prepare)</li> </ul>				

<b>Assurance Mechanisms</b>	Security policy statement and security strategy and organisational security framework.
<b>Date Reviewed</b>	20/03/23
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• The Council continues to develop a clear understanding of threat sources that have the intent, capability and opportunity to impact on its operation, assets and service delivery.</li> <li>• Protect Duty - The Council is part of a North East of England pilot to develop organisational and Bradford District readiness for forthcoming Protect Duty legislation including Partner and stakeholder engagement</li> <li>• ACT and SCaN Training needs to be rolled out to all departments delivered at an appropriate level for staff, it may become a mandatory requirement. This will be an outcome of the PAPG working group Security induction training is being reviewed, Information Assurance training is mandatory for all staff. In May 2023 200 council employees attended the training.</li> <li>• The Council is developing and implementing security minded communications on its website and media outlets.</li> <li>• Training and testing the security framework, plans and readiness.</li> <li>• The Emergency planning Manager has failed to secure funding for a post to work on security and protect duty so this remains a risk internally.</li> </ul>
<b>Managed By</b>	Susan Spink
<b>Administered By</b>	Matthew Baggley

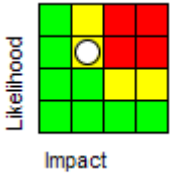
<b>Code &amp; Title</b>	<b>SR 22 COL Cost of Living Crisis</b>			<b>Current Risk Matrix</b>	
<b>Description</b>	Available resources to support lower income households may be insufficient to meet cost of living where price rises in basic essential consumer goods and services (i.e. food and energy) outstrip wage / benefit rises.			 <p>Likelihood</p> <p>Impact</p>	
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Increase in poverty and debt in the District. One in 5 of our working age families already live in relative poverty and 2 in 5 children under 15 live in relative poverty. Those living in poverty are affected most by cost of living impacts as they spend a higher proportion of their income on food/fuel</li> <li>• Local economy is impacted.</li> <li>• Inflation is at a 40 year high and some areas may become unsustainable as disposable income is reduced (e.g. local markets and business).</li> <li>• Potential for rise in crime, homelessness, demands on Council crisis services, and on health services in particular mental health services.</li> <li>• Risk of lower collection levels of Council Tax, Business Rates and Sundry Debts, and increased resource demand on debt collection services, as households and businesses prioritise other debts</li> <li>• Effect on lower paid Council staff could result in them being less able to meet their potential (under nourished, cold, worried about finance).</li> <li>• Around £1 in every £5 of public spending is spent dealing with the effects of poverty.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• Occupational Health support for staff and signposting to other agencies providing support and advice.</li> <li>• Holiday Food and Activities programme in the school holidays</li> <li>• Household Support Fund of £11.4m in 2022/23 to support residents with the cost of food and fuel. Council Tax Energy Rebate to assist with fuel costs £150 Bands A- D together with a discretionary fund to support those on low incomes with top up payments</li> <li>• Credit Union membership of 9,000</li> <li>• Food Bank provision across the District</li> <li>• Local Welfare Assistance programmes such as the Assisted Purchase Scheme and the Fuel Top Up scheme</li> <li>• Funding of Welfare and Debt Advice across the District – this has been subject of a re-tendering exercise in Autumn 2022 to ensure the service is sustained over the medium term</li> <li>• Warm Homes, Healthy People network to assist with energy efficiency measures and advice</li> <li>• Improving take up of Healthy Start vouchers and Free School Meals</li> <li>• Community 'Warm Spaces' initiative to provide a warm place and hot drink in libraries, community centres, church halls etc over the period Oct 2022 to March 2023.</li> <li>• Determination of the allocation of Council Tax Support fund announced by the Govt in December 2022 for the year 2023/24</li> </ul>				
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• Low income groups and those living in poverty are one of our protected characteristics when conducting Equalities Impacts Assessments.</li> <li>• All policies and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty)</li> <li>• Corporate Plan addresses initiatives to improve financial inclusion, protecting the most vulnerable, better housing, health and education                         <ul style="list-style-type: none"> <li>• The Council is a referral partner for the Money Adviser Network to signpost residents to free debt advice.</li> </ul> </li> </ul>				

	<ul style="list-style-type: none"> <li>The Anti- Poverty Strategy was approved by the Executive in November 2022.</li> </ul>
<b>Date Reviewed</b>	3 April 2023
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>The Government has announced that the Household Support Grant fund will be extended in 2023/24; Bradford's allocation is £11.39m</li> <li>Bradford's allocation of the Mayor of West Yorkshire's Cost of Living fund is £439k</li> <li>Both schemes are focussed on protecting those in poverty and preventing other from falling into poverty and these are set to be agreed at the 4 April meeting of the Executive</li> <li>A new employee benefits scheme will be introduced in 2023/24</li> </ul>
<b>Managed By</b>	Caroline Lee
<b>Administered By</b>	Mark St Romaine

<b>Code &amp; Title</b>	SR 23 SUP Supply Chain Risk			<b>Current Risk Matrix</b>	
<b>Description</b>	Inability to source key supplies and services (including energy) as a result of current fiscal and economic circumstances.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	Council unable to source essential goods and services and hence unable to effectively discharge functions and responsibilities and/or deliver services effectively. Supply costs increase above budget provision (overlap with Financial Resilience and Sustainability risk).				
<b>Internal Controls</b>	CSO 20 - Exceptions provisions.				
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>Active and competitive supply chain for majority of council goods and services.</li> <li>Number of national frameworks available that could be drawn down upon if needed.</li> <li>Supply chain currently not adversely impacted to degree it impacts ability for council to deliver services; main impact is that supply chain is responding by increasing charges especially in relation to cost of living impacts.</li> </ul>				
<b>Date Reviewed</b>	4 April 2023.				
<b>Actions / Controls under development</b>	Ongoing Recruitment for the Procurement Service. A temporary Head of Procurement was appointed in Quarter 4 2022/23.				
<b>Managed By</b>	Christopher Kinsella				
<b>Administered By</b>	Mark St Romaine				

<b>Code &amp; Title</b>	SR 24 HUM Human Capital, Diversity and Talent Management			<b>Current Risk Matrix</b>	
<b>Description</b>	There continues to be a shortage of professional and skilled staff within the employment market leading to recruitment and retention difficulties to key posts.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Significant
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	2
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	Inability to recruit in key disciplines could have a significant impact on the Council’s ability to deliver services and support the Council’s ambitions within the financial resources available.				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>The Council have recruited 8 graduates through the National Graduate Development Programme (NGDP) since 2020. All placements are 2-year fixed term contacts. 4 individuals remain on the programme, 1 left at the end of the programme and moved for a job overseas and one left for a permanent job shortly before the end of the programme. 4 remain on the programme currently and 2 more are due to join the authority on the NGDP in October 2023.</li> <li>CBMDC has also scoped its own internal graduate programme (non-rotational) which will allow greater flexibility for the organisation to target specific areas of recruitment and retention. This will allow departments to recruit to their own areas on a 2-year fixed term contract where they will keep the graduate in department for the 2 year period, allowing talent to work on specific pieces of work with the intention to convert to a permanent role where budget allows.</li> <li>All vacancies below a Grade 8 are requested to be considered for apprenticeships at the point of recruitment.</li> <li>Ongoing work is being done with Skills House in terms of support for vacancies.</li> <li>Review of job profiles and adverts is also underway.</li> <li>Further work is being done to draft supporting documentation for recruiting managers regarding the employee offer.</li> </ul>				
<b>Assurance Mechanisms</b>					
<b>Date Reviewed</b>	28 March 2023				
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>We are using the apprenticeship levy to develop existing and new skills including those in professional and skilled roles. The 219 Live Council apprentices are made up of 45 apprentices in maintained schools, 32 new starters in the Council and 142 existing Council staff. The most popular apprenticeship jobs</li> </ul>				

	<p>roles/sector qualifications for the 45 apprentices in schools are Early Years (53%), Teaching Assistant/Teacher (29%) Business Admin, Management and IT (18%)</p> <ul style="list-style-type: none"><li>• Council apprenticeships are in: Adult Care (9%), Management (23%), Building, Construction, Civil Engineering, Trades, Highways, Horticulture etc (16%) Children and Young People (1%), Production/Hospitality (19%), Business Admin/Customer Service (8%) Social Work (8%), Finance, IT, Procurement, Legal (2%) other specialised apprenticeship training (14%)</li><li>• In Children’s Services the apprenticeship programme links into “grow own and we are focussed on attracting and retaining social workers through a dedicated “bring heart” campaign and microsite, and are developing an ambitious ASYE academy to grow our own given the national shortages of experienced Level 3 Social Workers, are recruiting international Social Workers and Students and are partnering with the University.</li><li>• It is intended that a review of Pay and Allowances will take place during Q2 onwards in 2023-24.</li><li>• A review of the employee benefits offer is well underway with an implementation date of mid-April 2023, as well as mapping our Employee Value Proposition and the procurement of a new recruitment system are all in scope and progressing.</li><li>• Recruitment strategy and plan agreed with Health &amp; Wellbeing. Work on-going with marketing and communication colleagues to maximise advertising and branding opportunities.</li><li>• Team working closely with senior managers to fill posts currently undertaken by agency with a number of posts now advertised.</li><li>• Assist hiring managers with scoping recruitment campaigns and sourcing candidates, ensuring advertising channels are appropriate and reach a wide and diverse range of applicants and that the CBMDC brand is promoted consistently through all resourcing and recruitment activity.</li></ul>
<b>Managed By</b>	Anne Lloyd
<b>Administered By</b>	Emma Lawer

<b>Code &amp; Title</b>		SR 25 Digital Switchover - Adult Social Care operations.			<b>Current Risk Matrix</b>	
<b>Description</b>		<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>				
					<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes		<b>Category</b>	High	Significant
	<b>Strategic</b>	Yes		<b>Risk Score</b>	<b>3</b>	<b>2</b>
	<b>Operational</b>	Yes		<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>		<p>Impact on H&amp;WB</p> <ul style="list-style-type: none"> <li>Approximately 8000 citizens are currently have a safe &amp; sound pendant &amp; alarm, the digital switchover may result in these people being unable to contact support services in the event of a fall or crisis, potentially resulting in a risk to life. This risk is increasing as more analogue infrastructure is replaced.</li> <li>Funding will need to be found to replace existing analogue alarms with digital equivalents</li> <li>Citizens are at risk of being the target of scams or fraudulent activity relating to the switchover</li> <li>The lack of national coordination from Communication Providers has resulted in challenges managing and understanding when existing safe &amp; sound users are migrated to digital</li> </ul> <p>Wider Corporate concerns</p> <ul style="list-style-type: none"> <li>The digital switchover will not just impact on telecare users but on every household and business across the Bradford district that uses a phone line.</li> <li>It is anticipated the switchover will impact on monitored smoke alarms, burglar alarms, lifts, chip and pin machines, traffic lights, CCTV etc.</li> <li>Due to the industry led nature of the switchover, local and national communications about the switchover have been limited in comparison to the government led drive preceding the TV digital switch.</li> <li>There is minimal support to citizens to understand how the switchover will impact them, whether they're a telecare user or not, with potentially a large cohort of vulnerable people being left unsure of how to proceed. Given the Councils role in supporting local businesses and safer communities, should the</li> </ul>				



	<p>Council be assuming a role in providing clarity and support across the district.</p> <ul style="list-style-type: none"><li>• At this moment without detailed mapping activity it is unclear to what extent the impact of the switchover and will require a detailed coordinated impact assessment across the Council.</li></ul>
<b>Internal Controls</b>	<p>Digital Switch over plan now in place, which includes the following work streams:</p> <ul style="list-style-type: none"><li>• Telecare Alarm Receiving Centre (ARC) Migration – this will include tender for new supplier</li><li>• Communication and awareness – this will cover for telecare user, council staff and partners on key implications. We will also need to work up Advice, guidance, policy on installing on digital infrastructure/if find customers box left unplugged</li><li>• Analogue to Digital Strategy – this will include: Baseline assessment of current users, develop proactive support offer for customers undergoing switch, develop and agree policy for use of SIM enabled alarms and implement strategy for replacing A2D alarms and proactive monitoring of call handshakes.</li></ul>
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"><li>• DMT Care Reform – monthly</li><li>• DMT Finance, Performance, Quality and Transformation – monthly</li><li>• TEC Steering Group - monthly</li></ul>
<b>Date Reviewed</b>	20.06.23
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"><li>• Project initiated to procure and implement the Digital Alarm Receiving Centre (ARC) - currently finalising the tender document, which includes benchmarking with other Local Authorities on the approach they have taken, specifically focusing on the technical specification, support continuity and staff upskilling.</li><li>• Additional investment made in Safe and Sound capacity to support Digital Switchover related activity.</li><li>• Discussion to take place with Corporate ICT to align activity to ensure we have a joined up approach across the Council.</li></ul>
<b>Managed By</b>	Imran Rathore
<b>Administered By</b>	Imran Rathore