



# Report of the Director of Finance to the meeting of the Executive to be held on 7<sup>th</sup> November 2023.

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## Subject:

### Quarter 2 Finance Position Statement for 2023-24

#### Summary statement:

This report provides Members with the forecast year-end financial position of the Council for 2023-24 and sets out the unprecedented scale of its financial challenges.

It outlines the revenue and capital budgets and the year-end forecast financial position based on information at the end of September 2023. It states the Council's current reserves and school balances.

The report summarises the ongoing action being undertaken to address the current challenges and further urgent action that will be required to secure a sustainable financial position.

#### Equality & Diversity:

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

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#### Portfolio:

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**Leader of the Council and Corporate**

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**Overview & Scrutiny Area:  
Corporate**

## INTRODUCTION

1.0 This report is the second monitoring report presented to Members on the Council's 2023-24 financial position. It provides the forecast revenue and capital financial position of the Council at the 31st of March 2024. The report covers:

- The forecast outturn of the Council's revenue budget in 2023-24
- The forecast delivery of budgeted savings in 2023-24
- An update on the Bradford Children's & Families Trust
- A statement on the Housing Revenue Account
- 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.
- Benchmarked spend and income comparators.
- The Council's Risk Register.

### Quarter 2 Finance Position Statement for 2023-24

- 1.1 A growing number of Councils across the country are reporting severe financial pressures. Bradford also faces financial challenges on an unprecedented scale and the Council, including the Bradford Childrens' and Families Trust (BCFT), is forecast to overspend its £453m net revenue budget for 2023-24 by £68m at March 31<sup>st</sup> 2024 based on forecasts calculated at the end of September 2023.
- 1.2 This forecast position results from a combination of c£23m of forecast overspends in services delivered directly or commissioned by the Council, and c£45m in BCFT.
- 1.3 The key issues affecting Council delivered and commissioned services include demand and cost pressures in adult social care; home to school transport; on-going elevated levels of inflation; increases in costs such as the national pay award, and underdelivered savings.
- 1.4 Key pressures on the Trust's finances include high levels of agency staff, and ongoing increases in expensive residential care placements which run counter to budgeted reductions as detailed in section 10 of this report.
- 1.5 BCFT is an independent company wholly owned by the Council and managed by respected leaders in the sector. It was established following a directive from the then Secretary of State Nadhim Zahawi and the Department for Education (DfE) following a period since 2018 where the Council had been supported by a government appointed advisor; a Commissioner and the DfE. The Trust is therefore a new company operating in a particularly challenging environment in which unprecedented market pressures for residential placements are leading to high costs across the sector.

- 1.6 Mitigating action to address the financial pressures is ongoing and the Council is in the process of developing a robust improvement plan across all services. BCFT has developed a Business Plan that will see it reduce costs over time, but significant immediate pressures remain. An in-year mitigations plan is underway to seek to address the significant areas of pressure.
- 1.7 The Council has previously used its reserves to help cover the acute financial pressures associated with inflation and Children's Social Care. While action has since been undertaken to replenish reserves reliance upon them is unsustainable. It is likely that even with mitigating action to reduce overspends reserves will be depleted this year.
- 1.8 In recognition of the scale of its financial challenges including the depletion of reserves, the Council has been in dialogue with the Department for Levelling Up Housing and Communities (DLUHC) and the Department for Education (DfE) for some time to explore potential solutions including access to additional sources of funding which would help to secure a sustainable financial position.
- 1.9 The Council's consultation response to the Chancellor's upcoming Autumn Statement has made the case for the additional funding and policy reforms that the Council needs. Without national support the consequences for local services and our communities are likely to be severe and will require more difficult decisions to be made about services, spending and the allocation of resources. Councils like Bradford will be forced to cut services to the statutory minimum dealing largely with crisis interventions; whilst discretionary prevention and early help services would face cuts resulting in increasing pressure on the NHS; quality of life in our communities would deteriorate as facilities have to be closed and services cease and our ability to support growth would be decimated.

## **Context**

- 1.10 Since 2011, the Council has budgeted to deliver over c£350m in savings with a cumulative impact of over £2bn because of national austerity measures, increasing costs and rising demand particularly for children services and adults social care where costs now account for c76% of the Council's total revenue budget.
- 1.11 National funding cuts have had a disproportionate impact on Bradford compared to many more affluent areas. For example, analysis by the Special Interest Group of Metropolitan Authorities (SIGOMA) demonstrates that England's 10% most deprived Councils have faced cuts three times that of its most affluent and that Bradford has experienced funding cuts of 28% compared to 8% in Surrey.
- 1.12 As national funding for local authorities has reduced Councils have become

increasingly reliant on Council tax to fund services. However, Bradford's Band D Council tax is £135 lower than the average for Metropolitan Authorities and 80% of its 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 locally than other authorities many of which have much lower levels of need. Indicatively if Council Tax were at the same level as the average of Metropolitan Authorities it would generate c£20m more.

- 1.13 A 5% increase in the Bradford district per dwelling raises only half the amount raised in Elmbridge in Surrey relative to size. So indicatively, if 5% raises £11m in Bradford, it would raise £22m in Elmbridge pro rata. That risks a postcode lottery. Year on year, the gap between richer councils and poorer ones gets bigger. The disproportionate impact of this approach is heightened by the Government's limit on percentage increases in Council tax – a 5% increase in Bradford raises less than the equivalent increase where Council tax is already higher, so the gap increases year on year.
- 1.14 Government reforms to Council funding taking greater account of needs and local resources have also been repeatedly delayed. Independent analysis indicates that implementation of the reforms would benefit Bradford by c£32m a year.
- 1.15 There are other proposed national reforms awaiting implementation that would help Councils. The Independent Review of Childrens' Social Care and the Competition and Markets Authority, have both highlighted issues associated with price increases in the Childrens' residential care market and have called for national policy action to address this. There are calls from the sector to cap agency social worker costs. In Bradford, Agency social workers currently make up 47% of the social work workforce. This is problematic both from cost and social care practice perspectives. Northern Ireland has for example recently banned agency social work and offered permanent positions to social workers instead.
- 1.16 The Local Government Association is leading calls for sufficient funding to meet demand for Children's Social Care while the Independent Review identified a need for investment of an additional £2.6bn to deliver reform of the system.
- 1.17 The Council will continue to work on mitigating actions to reduce financial pressures as outlined in the departmental commentaries section of the report. Section 3 also includes some other potential income sources; savings and pressures that are not yet factored into the forecast as they are either not quantifiable or are not yet known, but they could have a significant bearing on the Council's financial position before 2023-24 year-end.
- 1.18 Apart from Children's Services, Bradford's service provision is relatively low cost compared to similar councils as outlined in the report, which means that there is reduced scope for further cost reductions without making significant cuts to services.

**Action on costs, income, and reserves.**

- 1.19 The Council has established a programme of work (the Pillars Programme) to help address in-year pressures, plan for the 2024/25 budget and help to deliver a pathway to financial sustainability. The Pillars programme is framed to address costs reductions, income, capital programmes, Childrens Trust, and financial management. The actions include:
- An effective freeze on non-essential recruitment.
  - Development of a business plan and mitigating actions for BCFT.
  - Reviewing use of agency staff, contractors and consultants
  - Increasing fees and charges to cover the costs of inflation and service provision.
  - Dialogue with health partners to agree additional health contributions to provision.
  - Spending controls stopping all non-essential spending for example on travel, conference attendance, catering etc.
  - Strengthening the balance sheet through reclamation of WYCA Transport Reserves
  - Ongoing review and re-allocation of reserves.
  - Reviewing the capital programme.
  - Working to assess opportunities for greater commercialisation.
  - Developing work to secure more external grant funding.
  - A comprehensive transformation programme including work on contracts and procurement, fleet, waste, depots, energy, SEND and High needs, traded services, locality-based working and a review of corporate working to eliminate duplication and increase efficiency.
  - Identifying surplus assets that could potentially be disposed of.
- 1.20 Further urgent action will be needed including the development of a robust improvement plan across all service areas, a support to BCFT to help them to drive down costs and deliver on their business plan; the disposal of land and property and new savings proposals for the 2024-25 budget that will require difficult decisions to be made.
- 1.21 While these ongoing and proposed measures are right and necessary under the current circumstances, they will nevertheless be insufficient to bridge the forecast funding gap for 2023-24 and beyond.
- 1.22 Should the Council be overspent at the end of the financial year then the use of reserves would be required to balance the budget. However, as set out at para 1.7 this could potentially see the Council effectively run out of usable reserves at the end of this financial year.
- 1.23 The Council (like many others) has been in ongoing dialogue for several months with the Department for Levelling Up Housing and Communities (DLUHC) and the Department for Education about its financial situation. The

Chartered Institute for Public Finance and Accountancy (CIPFA) has also undertaken a review of the Councils financial management arrangements including BCFT on behalf of DLUHC.

- 1.24 There are numerous precedents for the provision of government funding for Councils facing similar financial challenges for example, through the 'Dedicated Schools Grant: Safety Valve' funding which has supported a growing number of Councils. Surrey will receive c£100m of additional funding via its Safety Valve agreement. Others, such as Croydon have been permitted to undertake capitalisation enabling them to borrow to meet immediate financial pressures. Bradford has never received any such support from government as it has not previously had a deficit in this area.
- 1.25 Bradford faces a financial emergency resulting from a complex combination of factors and will need extraordinary support from Government in addition to urgent local action and difficult decisions if it is to achieve a balanced and sustainable position. This support may take the form of an application for capitalisation which would allow the Council to borrow to address its immediate challenges and allow time to secure a stable and sustainable future for council services and children's social care.

## 2.0 Council Forecast Outturn of the revenue budget in 2023-24

	Gross Budget £ms	Net Budget £ms	Total Variance £ms
Adult Social Care	232.6	134.9	6.7
Children's Services excl BCFT* variance	390.7	27.2	2.5
Department of Place	147.3	69.3	6.0
Corporate Resources	211.4	57.9	3.8
Chief Executive including Public Health	61.6	6.0	-0.1
Non-Service Budgets	6.9	6.1	-0.8
General Fund	68.1	-21.2	5.0
Net Budget Funding	-48.5	-453.2	0
<b>Total Council</b>	<b>1,070.1</b>	<b>0</b>	<b>23.0</b>
<b>BCFT*</b>	<b>181.7</b>	<b>172.9</b>	<b>45.2</b>
<b>Total Council and Trust</b>	<b>1251.8</b>	<b>0</b>	<b>68.2</b>

\*Bradford Childrens and Families Trust – See section 10 for details

- 2.1 The Council excluding the Trust is forecast to **overspend** the £453.2m net revenue budget by £23.0m by March 31<sup>st</sup>, 2024, based on forecasts using available information at the end of September 2023. The Trust is also forecast to overspend by £45.2m and this is detailed in section 10.
- 2.2 The main issues for the Council excluding the Trust are outlined below.

- A £6.7m forecast variance in the Adult Social Care department due to continued demand and cost pressures within both Learning Disabilities long term support and Older People services as outlined in section 4.
- A £2.5m forecast variance in Childrens Services (excluding Trust variances) due mainly to home to school transport because of increased demand for transport, and increased use of costly single occupancy taxi transport with escorts as outlined in section 5.
- A £6.0m forecast variance in the Department of Place due to the forecast underachievement of savings; income shortfalls across a range of services and additional casual staffing costs.
- A £3.8m forecast variance in Corporate Resources due mainly to underdelivered vacancy and abatement savings, and energy costs associated with the Councils estate. Wholesale energy costs are reducing, but the Council still has some costly forward bought energy contracts to fulfil in 2023-24.
- A £0.8m forecast underspend in Non-Service budgets associated with reduced added years pension costs for former employees. This cost reduces each year and will continue to reduce into the future. The reduction does not impact on pension entitlements.
- A £5.0m forecast overspend on the General Fund budget due to an expectation that the 2023-24 pay award will be higher than budgeted. (c6.3% vs 4% budgeted) costing c£6m, and the expected underachievement of a saving plan associated with prepaying the Councils pension contributions (£0.5m). The Council is also having to borrow more as a result of reduced cash balances following large scale reductions in reserves, and this has come at a time of higher interest rates. This is adding c£2m to financing costs. These are partly offset by £1m of contingency budget, and £2m from expected additional flexible use of capital receipts and additional capitalisation which is not yet assured.

- 2.3 The departmental commentaries in sections 4-8 provide additional detail on the above, and other smaller scale variances. The forecast Council overspend is a best estimate of the 2023-24 year-end position based on current trajectories, and the overspend hasn't happened yet.
- 2.4 Further mitigating actions will be worked on to reduce the forecast overspend between now and year end, but any year end variance would have to be covered by reserves which is likely to deplete them.
- 2.5 As a result of planned reserve use, and unplanned use of reserves to cover high inflation and significant variances in Childrens Services in 2022-23, the Council's non schools reserves reduced by £110m in 2022-23, with a further £48m reduction to balance the budget in 2023-24 approved by Budget Council. This will leave c£73m of non-Schools reserves going into the 2023-24 year and beyond which is an historic low.
- 2.6 The remaining c£73m of reserves are inclusive of Grant reserves for specific purposes (c£16.4m), £33m of currently earmarked reserves, and the £22m General Fund reserve that is the minimum amount of un-ringfenced reserves



that it is recommended to be held to fund unforeseen events. Any use of the General Fund reserve would however require it to be replenished for next financial year in line with recommended practice.

- 2.7 Plans are in place to seek to increase available reserve levels through actions including applying Minimum Revenue Provision policy changes and repatriating £12m of reserves held by WYCA (agreed and received). These could have a material impact on increasing reserve levels by c£35m which would provide some short-term flexibility.

**Material Changes since last Quarter**

- 3.1 The Council’s forecast overspend has increased by c£9.2m since Qtr 1 as outlined in the table below.

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Dept of Place	2,145	6,037	3,892
Adult Social Care	4,340	6,674	2,333
Corporate Resources	1,687	3,761	2,074
General Fund	3,737	4,974	1,236
Childrens Services	2,086	2,467	381
Non Service	-765	-765	0
Chief Executive	559	-149	-709
<b>Total</b>	<b>13,789</b>	<b>22,998</b>	<b>9,209</b>

- 3.2 The main changes since Qtr 1 include.

- A £3.9m increase in forecast overspend in the Department of Place to £6.0m due to.
  - A £3.7m adverse movement linked mainly to under delivery of the vacancy and abatement factor savings (£2.5m); undelivered savings of £1.2m.
  - A £1.0m adverse movement on Sports and Culture where previously planned mitigations are unlikely to be delivered.
  - A £0.6m adverse movement Planning Transportation Highways for Winter Maintenance.
  - A £0.8m favourable movement in forecasted staffing costs within Neighbourhoods & Community services and a reduction in the reported pressure in Street Cleansing and Park Depots.



- A £0.6m favourable movement in Waste due to a reduction in staffing costs across the whole service.
- The Adult Social Care forecast variance has increased by £2.3m to £6.7m from Qtr1. Long term support budgets across both Older People (£2.6m) and Learning Disabilities (£1.8m) have seen significant increases in both costs and demand in the second quarter of the year, which has been partly offset by new additional funding.
- The General Fund forecast variance has increased by £1.2m to £5.0m due mainly to increased Treasury Management costs resulting from higher interest rates and higher overall borrowing, with some offsets.
- Children's Services (excluding BCFT) forecast has increased by £0.4m to £2.5m from Qtr1, this is primarily due to a previous forecasting error on the PFI contracts.

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

- 3.3 The c£23.0m forecast variance does not include the following which could reduce the variance by year end.
- 3.4 The Council often receives a redistribution of the Business Rates National Levy Account Surplus. This is however dependent on whether there is a surplus or not, and typically notification isn't received until the final quarter of each year. In 2022-23 the Council received c£1.1m.
- 3.5 There is often a higher than budgeted redistribution from the Leeds City Region Business Rates pool. Again, this will not be known until later in the year. In 2022-23 the Council received an extra c£0.8m.
- 3.6 The Council received a £0.4m unbudgeted dividend from the Leeds City Region Revolving Investment Fund in 2022-23, a similar amount may be received in 2023-24, but this is not currently known. Further, Yorkshire Purchasing Organisation dividends have been lower than typical in recent years due in part to Covid. Now Covid has passed, dividends may return to pre pandemic levels.
- 3.7 Phase 4 of the reserves review is being undertaken to identify if any remaining reserves can be uncommitted, or grant reserves can be incurred on areas that would substitute for Council spending in line with grant conditions. This review has commenced but is not yet complete.

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

- 3.8 High inflation, and the impacts on cost of living are likely to have further negative impacts on demand for services and income levels.
- 3.9 Contained within the existing forecasts are savings plans and mitigation plans that are currently expected to be delivered. Should any of these not be delivered, the forecast overspend would increase.
- 3.10 There are costs that are planned to be covered by the flexible use of capital receipts where the Council can use capital receipts gained from the disposal of assets to cover qualifying revenue costs. Amounts are already factored into budgets, but so far, the level of capital receipts is c£2m lower than required.
- 3.11 The Council has been incurring costs associated with weak concrete (RAAC) in schools. It is currently hoped that these costs will be reimbursed by Government, but this is not yet assured.

## **Departmental Commentaries**

### **Adult Social Care**

- 4.1 Adult Social Care are forecast to overspend the £134.9m net expenditure budget by £6.7m.
- 4.2 The forecast overspend is mainly derived from continued demand and cost pressures within Learning Disabilities long term support, particularly from young people transitioning from the Children's Trust with high care and support needs.
- 4.3 The department had unachieved LD demand management savings carried forward from previous years of £11.989m. In recognition that the savings are behind schedule, an additional £5m budget has been provided through the 2023-24 budget process to alleviate some of the pressure, leaving an outstanding target of £6.9m for 2023-24. Work has commenced to reduce expenditure and additional budget has been re-directed to this area, therefore at this stage in the financial year it is forecast that £2.6m will be unachieved. The department is working hard to reduce this further through contract negotiations that do not affect the quality of life of people, with further full year effect expenditure reductions in 2024-25.
- 4.4 In September, Adult Social Care took part in a 3-day Peer Review which was undertaken by the Association of Directors of Adult Social Care (ADASS) and the feedback received was very positive about the service.

### **Older Peoples Services**

- 4.5 Older Peoples Services are forecast to overspend the £52.5m net expenditure budget by £3m.
- 4.6 Older Peoples purchased care budgets are forecast to overspend the £31.4m net expenditure budget by £3.8m, this is a £2.9m increase from the Q1

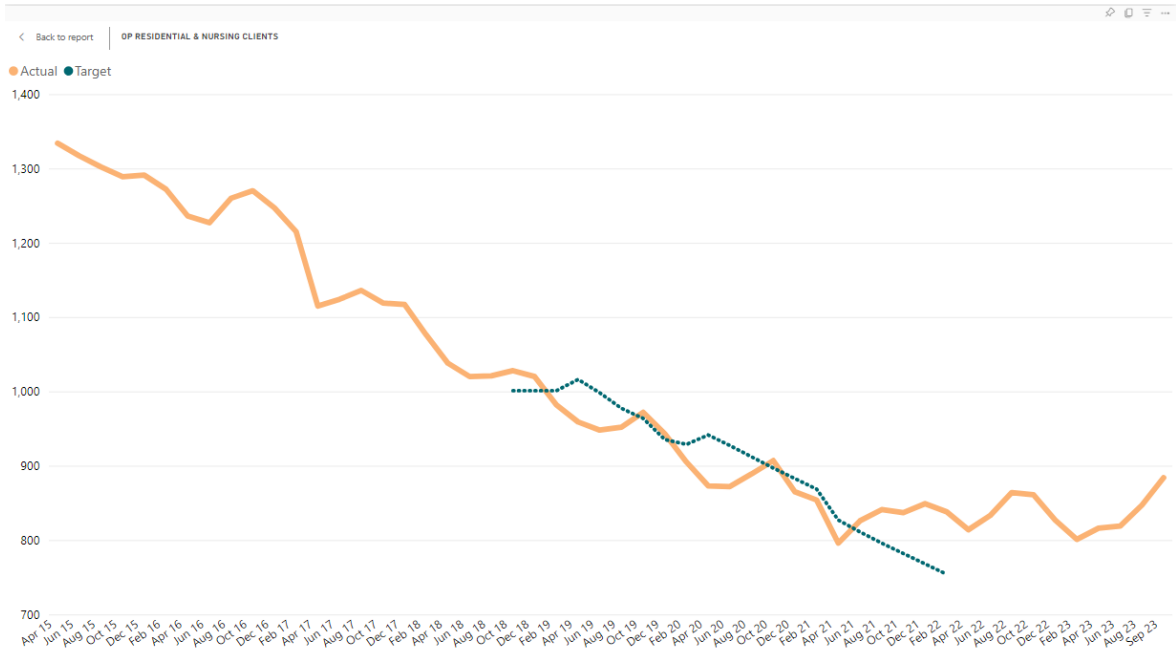
position, reflecting increased demand across both Residential and Nursing and home support. Within this £4.1m pressure, Home Support budgets are forecast to be £1.5m overspent by the year end driven by increased activity in the first half of the year; an additional 33,800 home care hours have been delivered in the first half of 2023/24, compared to the previous year.

	30.09.21	30.09.22	30.09.23
Older People Long Term Home Care Hours	614,673	628,933	662,718
Older People Short Term Enablement Hours*	32,766	53,175	57,284

4.7 Older People Residential and Nursing budgets are forecast to overspend the £12.9m net expenditure budget by £1.7m, an increase of £1.7m from Q1; this is primarily as a result of a backlog of contracts which were processed in August and September. Work is on-going to quantify any remaining backlog on the forecast and also to look at the process of capturing outstanding contracts for revenue monitoring. The department has seen significant reductions in the use of costly residential and nursing placements, from 1,403 in 2016 to 884 as at September 2023. However, the second half of 2022/23 saw an increase in placement activity, which has continued into 2023/24 resulting in the reported budget pressure, suggesting that there is now reduced scope for even further reductions. Within the £1.7m overspend is a c£0.5m pressure relating to Discharge to Assess Residential beds, purchased from the independent sector, to assist in timely discharge from hospital.

	30.09.21	30.09.22	30.09.23
Total Older People Residential and Nursing Clients	841	881	884

4.8 Although Adults Social Care are starting to see some growth in residential and nursing care client numbers, it should be noted that the service transformation away from residential and nursing care and towards community services has been very successful. Back in April 2015 for example there was 1,334 clients in these types of care settings.



4.9 Non-Residential income is forecasting a £0.5m pressure, due to a higher number of credit notes processed than expected at this stage in the financial year.

4.10 Physical Disabilities is also forecast to overspend the £5.6m net expenditure budget by £0.2m, a favourable movement of £0.2m from Q1 due to a reduction in activity.

4.11 The above forecast financial pressures are being supported by a £1m underspend as a result of the closure of Woodward Court Residential Home. This underspend is non-recurrent as it will be required to fund the revenue costs of the recently approved Saltaire Residential Scheme.

**Mitigation Actions to reduce the overspend.**

- 4.12 Older Peoples Services will pursue the following actions to reduce the forecast overspend.
- Additional capacity in the BEST service will result in increased outcomes for people, which should reduce the long-term costs on home support.
  - Increase reviewing capacity across the service.
  - Seek additional income from health towards the Councils in-house residential homes. £1.45m has been agreed for 2023/24.

**Adults with Disabilities**

4.13 Adults with Disabilities is forecast to overspend the £72.6m net expenditure budget by £9.5m, a £2.1m forecast increase from quarter 1. The overspend is primarily within Learning Disabilities purchased care, which is forecast to

overspend the £55m net expenditure budget by £8.8m. The service has a recurrent pressure on long term care budgets but is also experiencing additional pressure as a result of people transitioning from the Children's Trust with complex needs and high-cost packages. The service also has a £2.6m pressure as a result of previous years unachieved demand management savings. The £1.8m increase from Q1, includes £0.8m of backdated payments relating to several high-cost packages, in addition to in-year demand pressures.

- 4.14 The service also has a £1.5m forecast pressure on staffing budgets, some of which has been funded by reserves in previous years. £0.4m of the overspend relates to the new Emergency Duty Team service; previously EDT was managed by Children's Services and following the creation of the Children's Trust a new service has been established for Adult Services, without the associated funding.
- 4.15 The above pressures are partially offset by a £0.8m underspend within Mental Health purchased care budgets as a result of reduced activity across both Residential and Nursing and community care services.

#### **Mitigations to reduce the forecast variance.**

- 4.16 Adults with Disabilities will pursue the following actions to reduce the forecast overspend.
- Work is underway on transforming the remaining Residential and Nursing block contracts and re-commissioning the Respite residential contract.
  - As the new EDT service is established, the service is looking at potential options to reduce expenditure going forward.
  - Reviewing Transport arrangements to ensure all expenditure is appropriately recharged for health funded clients.

#### **People Commissioning and Integration**

- 4.17 People Commissioning and Integration is forecast to balance the £13.6m budget, a favourable movement of £0.2m from Q2. The service has a £0.3m pressure as a result of the new People, Commissioning and Contracting function established to support Children's Services, including the Children's Trust. Although initially a cost pressure, this investment in staffing will enable future efficiencies and savings to be delivered. This pressure is currently being offset by non-recurrent staffing underspends elsewhere with the service.

#### **Strategic Director**

- 4.18 The Strategic Director budget area is reflecting a £6m underspend, which is partially offsetting the reported pressures across the department. This £6m contribution is a result of an additional £1.45m income contribution from the ICB towards the cost of Intermediate care services provided by the Council, £3.493m of Market Sustainability and Improvement Fund, (as per the grant conditions this will be used to increase fees to providers and to support reduced waiting times by contributing to additional unbudgeted demand and staffing pressures) and a further 0.3m of forecast underspends, linked to maximising grant income. Also included is a further £0.7m mitigation, following the decision to mothball Thompson Court Residential home from October 23.
- 4.19 The department has been allocated £2.2m of the vacancy review and abatement factor saving. At this stage in the financial year, it is forecast that action will be taken to achieve this saving in full.

### **Children's Services – excluding the Trust.**

- 5.1 Children's Services, are forecast to overspend the £27.2m net expenditure budget by £2.5m. This is an increase of £0.4m from the Qtr 1 position. This position does not however include any year end overspend associated with the Bradford Children's & Families Trust.
- 5.2 The overspend is nearly all due to Taxi Transport where numbers of children transported are increasing, and there is an expected increase in service usage of around 200 children from September. There has also been a rise in exclusions being transported to Out of Area provisions which is more expensive.
- 5.3 The forecast at Qtr 2 also assumes that the £0.9m vacancy and abatement factor will be unachieved.

### **Mitigating Actions**

- 5.4 The Home to School transport service is continually reviewing transport arrangements to reduce the need to use single use taxis where this is possible and appropriate.
- 5.5 Children's Services are also seeking to increase income generation to help mitigated demand led variances.

### **Department of Place**

- 6.1 The Department of Place is forecast to overspend the £69.3m net expenditure budget by £6.0m.

## **Strategic Director**

- 6.2 The department has been allocated £3.5m of the vacancy review and abatement factor saving. There are however significant risks associated with it. £2.5m of the £3.5m has been included in the overspend variance as it is highly unlikely that this will be met.

## **Neighbourhood and Customer Services**

- 6.3 The Service is forecast to overspend the £12.2m net expenditure budget by £0.4m. The service overspend is largely due to a loss of income within Uniformed services (£0.6m) and a structural pressure in Street cleansing and Parks Depots (£0.2m) netted off with underspends in Neighbourhood Service and AD N&CS of £0.4m.
- 6.4 Uniformed services are reporting a reduction in income received in Bus Lane fines due to the introduction of pedestrianised zones and the clear separation of vehicles within the city centre.

## **Economy & Development Services**

- 6.5 Economy & Development Services are forecasting a £0.6m pressure against a net budget of £6.1m.
- 6.6 Client Services are currently forecasting an underspend of £0.3m against their net budget of £1.7m due to the ability to capitalise a number of staff. The service is also carrying a number of vacancies especially within the school-crossings patrol team in which staff retention is continuing to be a challenge.
- 6.7 Markets are forecasting a £0.9m underachievement of income against their £1.1m net income budget due to £0.6m of pressure from current occupants leaving and the inability to fill the spaces, predominantly in Oastler interior / exterior and Kirkgate markets & £0.3m from the estimated costs of facilities management works and utilities charges.

## **Planning, Transportation & Highways**

- 6.8 Planning Transportation & Highways are forecasting a £1.2m pressure against a net budget of £19.5m. This is mainly due to an under recovery in Planning Fees, Land Charges income, increases in Street Lighting Borrowing Costs and previous Winter Maintenance performance.
- 6.9 Transportation & Highways are forecasted to overspend by £0.7m. There is a pressure of £0.6m in Street Lighting energy due to an increase in the corporate cost of prudential borrowing. As we enter the Winter Maintenance season it is prudent to forecast a pressure of £0.6m based on previous year's performance



activity. Costs are partially mitigated due to professional fees recovered in Transportation Development as a result of a significant capital programme including Transforming Cites, West Yorkshire Transport Fund and City Region Sustainable Transport Schemes.

- 6.10 Planning & Transport Strategy is forecasted to balance its £2.1m net budget.
- 6.11 Development Management are forecasted to overspend by £0.5m against a net budget £0.4m. This is due to under recovery of Planning Fees as a result in a decreasing number of planning applications and low numbers of major applications. This is following the trend nationally where applications are down 13% from the previous year. There is also a pressure in Land Charges income of £0.14m. This is partially offset by staffing vacancies within the Service.

### **Sport & Culture**

- 6.12 Sports & Culture are forecasting a £2.1m pressure against a net budget of £4.8m. The main pressures include.
- 6.13 A £0.6m forecast overspend in Sports Facilities due mainly to the additional cost of casual staff required to support the service.
- 6.14 A £0.3m pressure in Theatres due to the reduced number of lower number of shows during 2023-24 when compared to 2022-23.
- 6.15 A £0.3m pressure in Woodlands, due to an increase in the level of non-discretionary work needing to be undertaken for Ash Dieback.
- 6.16 Savings of £1.1m from 2020/21 which had been included as mitigation has now been included in the forecast.
- £0.5m – Museum's deferred 2020/21 savings
  - £0.4m - Library's deferred 2020/21 savings
  - £0.1m – Sports Facilities Casual Staff savings

### **Clean Air Plan**

- 6.17 The Clean Air Programme is forecasting a balanced budget at year end, against its net budget of -£0.1m. All service costs for 2023-24 (c£2.5m) will be covered through a combination of funds held in a ring-fenced reserve and Clean Air Zone revenue.

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

- 6.18 The Waste, Fleet & Transport service is forecast to underspend the £32.7m net budget by £2.2m, comprised of a £2.0m underspend in waste services, £0.2m in Environmental Health (transferred to WF&T, during Qtr 2 as a result of a recent corporate restructure).

- 6.19 The £2.0m forecast underspend in Waste Disposal is due to £1.5m underspend on disposal costs, despite an increase in waste contractor costs there has been a significant decrease in waste tonnage. The current average tonnage disposal tonnage is 2,762 tonnes per week, which is a significant reduction from the 3,051 tonnes in 2021-22. Kerbside Waste & Recycling collection is forecasting an underspend of £0.5m which is mainly due to a reduction in maintenance costs and the introduction of charges for additional recycling.
- 6.20 Admin & Depots has successfully run a pilot to reduce two waste collection rounds. Full implementation will take place in the second half of the year which means that part year savings will be achieved and will reduce the current overspend of £0.3m.

### **Corporate Resources**

- 7.1 Corporate Resources are forecast to overspend the £54.4m net budget by £3.76m, up from £1.7m at Qtr 1 subsequent to a review of mitigations which had been flagged as at risk previously. The significant reductions in these mitigations mainly relate to vacancy abatement, down £0.9m, and the reduced scope to make savings in non-employee costs to offset both the pressure on resulting from a reduction in Estates rent roll income, £0.65m and in District Elections costs, £0.3m. This overspend contains the impact of ongoing extraordinary inflationary impacts relating to utilities costs for Council buildings.
- 7.2 The forecast for employee's expenditure includes the shortfall of £0.9m against the original budgeted for savings figure of £3.26m. This is on the basis that £1.18m has been achieved and that a further £1.16m can be achieved via ongoing and further actions in respect of vacancy control and abatement.
- 7.3 It also assumes that within Revenues & Benefits the impact of re-grading can be managed within existing budget. In total the value of required mitigating savings to achieve this forecast position stands at £1.57m, down from £3.85m, of which £1.16m, as noted above, relates to vacancy abatement. While still at risk, these are expected to be deliverable over the remainder of the financial year.
- 7.4 In respect of utilities, the forecast overspend remains at £1.8m. Additional peak price costs during 2023-24 were initially anticipated to be funded from a dedicated reserve. However, this is currently shown directly as an in-year service overspend. This assumes the drop in usage levels achieved over spring/summer is maintained over autumn/winter.
- 7.5 The cost of utilities in 23-24 is after the end of the price cap. The expectation is that by 2024-25 prices and costs will return to a level below the base 23-24 budget, after allowing for normal inflationary pressures. Current estimates are

based on forecast prices from April 23 now the price cap has been replaced with a discount scheme and YPO reported levels for pre-purchased gas & electric. However, this is still a best estimate as the eventual cost will depend on several factors, including the relative increase in standing charges compared to unit rates, the purchase prices to be paid by Yorkshire Purchasing Organisation (YPO) for later tranches, and usage levels, especially over the winter period.

- 7.6 Additionally, the impact of high food price inflation is still affecting the school catering service in year. This has been, and will be, partially mitigated by changes to menus, and a re-pricing on contracts for the academic year 2023-24. Overall, there is expected to be a cost pressure on catering services of £0.6m, reduced by £0.2m by other mitigating one off savings.
- 7.7 Excluding the extraordinary inflationary impacts and the vacancy abatement budgeted for saving, the Department would be forecasting a broadly balanced position. Underspends in Revenues & Benefits, HR and ICT are expected to offset overspends within Estates (rental income), Catering (Traded) and Democratic services (Elections costs). ICT forecast is allowing for pressures (increased staffing levels, data & licensing costs) being managed down via a combination of offsetting savings and a reduction in agency. It should be noted that the Revenues & Benefits forecast position allows for a pressure from an increase in unsubsidised Housing Benefit and assumes that revised court costs fees put in place for 2023-24 bring income levels back in line with budget.
- 7.8 These forecasts also include the net impacts of pre-existing and ongoing pressures, including on trading with schools such as ICT (£0.4m), rental income within Estates (£0.5m) and City Centre Catering (£0.1m). ICT Education trading service and City Centre Catering have been subject to review. Estates rent roll is likely to remain a substantial pressure, due to economic conditions, both for 2023-24 and beyond. ISG forecast for 2023-24 is for breakeven, compared to budget, from a previously forecast overspend, as sales levels have risen year on year. However, it should be noted that costs have also risen significantly due to inflationary pressures, and it has not always been possible to immediately recoup these by re-pricing existing contracts.

### **General Fund & Non-Service**

- 8.1 The General Fund and Non-Service budget areas that provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to overspend by £5.0m. This results mainly from the following.
- 8.2 A c£6m forecast overspend on the 2023-24 pay award (c6.3% vs 4% budgeted). The employer offer is currently £1,925 for all staff below a PO6 paygrade, and 3.5% for all staff above. The aggregate cost of this would be c£6m more than the 4% budgeted pay increase across all pay bands.
- 8.3 A £0.5m under delivery of a budget savings plan associated with prepaying employee pension contributions to the West Yorkshire Pension Fund, as the

Council doesn't have available cashflow to enable this without additional borrowing which would negate the benefit.

- 8.4 A c£2.1m forecast overspend on Treasury Management costs. The Council is having to borrow more than previously, and this comes at a time of higher interest rates.

These are partly offset by.

£2m from planning to use additional capitalisation/ capital flexibilities.  
 £1.0m Corporate Contingency  
 £0.8m from a lower than budgeted cost of pension costs associated with former employees due to lower numbers. No former employees' pension entitlements are affected.

Recently received information in relation to capital receipts indicates that the Council will struggle to generate the level of capital receipts required to pay for additional capital receipts flexibilities.

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

**Budget Savings Tracker**

- 9.1 The combined budget savings of £29.5m in 2023-24 brings the total savings the Council has had to approve following the 2010 Comprehensive Spending Review (CSR) to c£350m.
- 9.2 The 2023-24 budget includes £29.5m of new budget reductions, however £8.0m of prior year underachieved savings have carried forward into 2023-24, meaning that £37.5m of savings are budgeted to be delivered in 2023-34. This excludes £6m that relates to BCFT and is included within the Trusts forecasts.
- 9.3 In tracking progress made against each individual saving proposal, £25.4m of the £37.5m of Council savings is forecast to be delivered, leaving £12.1m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

	Prior year underachieved Savings outstanding at 31/3/23	2023/24 New Savings	Total Savings 2023/24	Forecast Variance 2023/24 at Qtr 1	Forecast Variance 2023/24 at Qtr 1
Adult Social Care & Public H	7.0	1.3	8.2	2.6	2.6
Children's Services exc BCFT Place	0.0	0.5	0.5	0.0	0.0
Corporate Resources	1.0	5.7	6.7	1.0	3.7
General Fund	0.0	0.7	0.7	0.0	0.0
Cross Cutting	0.0	11.8	11.8	0.5	0.5
	0.0	10.0	10.0	0.0	5.3

Total	8.0	30.0	38.0	4.0	12.1
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9.4 The savings that have to be delivered this year are significantly higher than prior years. Many of the savings are expected to be delivered in full however there are still risks associated with some, and currently £12.1m is not expected to be delivered as planned.

	Underachieved Savings in year £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.9
2020/21	6.5
2021/22	10.9
2022/23	13.3
2023/24 Forecast	12.1

9.5 The main forecast underachieved savings are £2.6m of underachieved Learning Disability Demand Management savings in Adult Social Care. There has however been good progress, and the department are confident that further improvements will be delivered in future periods.

9.6 The £3.7m forecast underachievement in the Department of Place is mainly due to delayed implementation of savings plans which has resulted in a part year effect for 2023-24. The £3m saving associated with the Clean Air Zone is forecast to be underachieved by £1.4m due to qualifying expenditure. Museums and Libraries savings of £0.9m are also forecast to be underachieved and work continues to consider opportunities to diversify of funding sources.

9.7 The £0.5m forecast underachievement in the General Fund is due to the underachievement of a plan to save £0.5m by prepaying employer pension contributions to the West Yorkshire Pension Fund as the Council doesn't have the necessary cash balances to do this without further borrowing. To do so would result in additional costs of borrowing and would largely negate the financial benefit.

9.8 The £5.3m forecast underachievement in Cross Cutting is linked to the forecast under delivery of the £10m Vacancy & Abatement Factor saving. Significant effort has been put into place to cleanse structures of vacant posts, and an effective vacancy freeze has been put in place for non-statutory/ essential posts. Agency staff, Overtime and other staffing related costs are also being reviewed and reduced, and this could have some further impact between now and year end.

**Bradford Children’s & Families Trust**

- 10.1 Like Councils across the country, Bradford, has seen increasing caseloads, more children entering care creating subsequent pressure on staffing levels with a need to employ agency staff, and high numbers of very complex cases. These factors, alongside dysfunctional market conditions for residential care and the need to drive improvements locally have led to increasing pressure on the Children’s Social Care budget and required new investment to be made to keep pace.
- 10.2 Following an Ofsted "Inadequate" rating for Children’s Social Care services in September 2018, Bradford’s Children’s Social Care had a government appointed advisor followed by a government appointed commissioner in place since 2021 to lead Children’s Social Care improvement.
- 10.3 Since 1<sup>st</sup> April 2023 Children’s Social Care provision has been provided by the Bradford Children’s and Families Trust following a directive from the then Secretary of State Nadhim Zahawi and the Department for Education (DfE) that this would be the most appropriate vehicle to drive improvement. The Council has made significant additional investment to secure those improvements both prior to, and in preparation for the formation of the Trust.
- 10.4 Overall, the gross expenditure (the total amount spent before deducting income from non-Council sources) for Childrens Social Care provision in Bradford increased by over £100m per year between 2018-19 and 2022-23, and it is forecast by the Trust to increase by a further c£56m to £242.8m in 2023-24. For comparison, the total amount raised from Council Tax is £233m.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 per BCFT forecast
	Actuals £ms	Actuals £ms	Actuals £ms	Actuals £ms	Actuals £ms	
Gross Expenditure	83.9	99.5	114.7	139.5	186.8	242.8*
Income	-7.6	-12.5	-28.4	-31.5	-14.0	
<b>Total</b>	<b>76.3</b>	<b>87.0</b>	<b>86.3</b>	<b>108.0</b>	<b>172.7</b>	
Non-Service Managed costs	3.7	5.3	6.0	11.6	8.6	
<b>Total incl Non-Managed costs</b>	<b>80.0</b>	<b>92.3</b>	<b>92.3</b>	<b>119.6</b>	<b>181.3</b>	

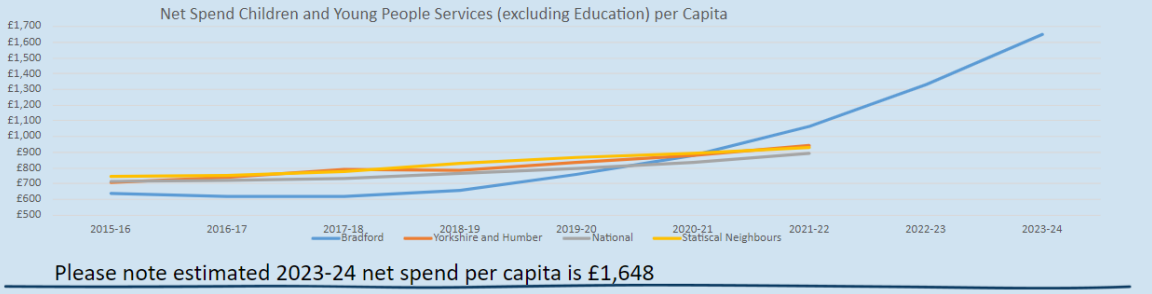
\*Includes£10.8m funded by one off DfE grant. Excludes SLAs.

- 10.5 The considerable increase in expenditure has resulted in benchmark spend per head of children population going from low to very high over recent years and is now significantly higher than other similar benchmark Councils.

### Net Spend on Children and Young People Service per Capita

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.

Local Authorities	16-17	17-18	18-19	19-20	20-21	21-22	% Growth 16-17 to 21-22	Estimated 22-23	Estimated 23-24
Bradford	£619	£621	£659	£756	£877	£1,067	72.4%	£1,335	£1,648
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%		



- 10.6 Indicatively, based on the c142,000 children in the district, if Bradford’s net spend on Children and Young people per child in 2021-22 (£1,067) were at the same level as Statistical Neighbours in 2021-22 (£928), the Council would have spent c£20m less per year.
- 10.7 Benchmark data from other Councils for 2022-23 (published in December 2023) and 2023-24 is not yet available, but given the rapid growth in both spend and spend per child in Bradford in 2022-23 (£1,335) and 2023-24 (£1,648) per the Trusts Qtr 2 forecast, this excess spend in comparison to benchmarks is now likely to be significantly greater than £20m.
- 10.8 With the active engagement of the DfE, and agreement between the Council and the Trust Board, a contract price for Childrens Social Care services of £170.3 was agreed, and the DfE also provided £10.8m of one-off grant to help the Trust pay for additional running costs and transformation capacity, giving a net total of £181m.
- 10.9 The contract sum provided is in keeping with independent analysis undertaken by Childrens Social Care specialists Newton that identified an ongoing budget requirement for a district the size of Bradford to be between c£150m for an above average performing service and up to c£177m for a worse than average Childrens Social Care service is reasonable for a service operating in a steady state context, with a mid-point of £163.5m. The model does not take account of the specific trajectory, trends or momentum of spend that a local authority might be expecting.
- 10.10 Against the £181m budget the Trust is now forecasting that they will overspend by £45m in 2023-24 due mainly to agency staffing levels, and residential care placements that are significantly above budgeted values and significantly higher than benchmarks as detailed in the sections below.



10.11 The £45.2m variance is mainly due to.

- A £10m forecast overspend on staffing budgets.
- a £26.4m forecast overspend on Placement costs.
- a £3.6m underachievement of income,
- a £3m overspend on Childrens with Disability due mainly to Home Support, and a
- a £2.4m overspend on Section 17 Additional Support to Alternative placements.

These are detailed in the following sections.

**Staffing.**

10.12 A £10m variance on the staffing budget, due largely to higher workloads, and the continued use of agency staff due to a shortage of staff which to some extent reflects national challenges around recruitment.

10.13 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 forecast at £30m for 2023-24.

10.14 The movement in agency social workers is shown below. When the contract model was being developed in December 2022, a number of actions were planned to reduce the number of agency Social Workers including the recruitment of International Social Workers and trainee social workers (AYSEs), and hence the number of Social Workers was planned to reduce to 201 by contract start date, with further reductions as additional International Social Workers and AYSEs were recruited and took on increasing caseloads.

10.15 The table below shows demonstrates however that at contract start date (1<sup>st</sup> April 2023) there were 52 more Level 2 and 3 agency Social Workers than had been assumed in the contract model, and that agency staff numbers have continued to rise, rather than fall as planned.

Month	Apr 20	Apr 21	Mar 22	Sep 22	Dec 22	Mar 23	June 23	Sept 23	Mar 24 forecast
Number of Agency L2/L3 Social Workers	129	170	164	204	233	254	250	256	235*
Contract Model						201	146	139	145
Difference						53	104	117	90

10.16 The contract value also included amounts for other agency staff as outlined below. In short there were a total of 90 extra agency staff at contract commencement than had been included in the contract model. Planned reductions were also included in the contract model, and they have not come to pass to the planned extent.

## Working Assumption – Agency Staff

Role	Contract Model					Actuals	Actuals (Q1)	Actuals (Q2)	Assumption to	Forecast
	31.03.23	30.06.23	30.09.23	31.12.23	31.03.24	31.03.23	30.06.23	31.08.23	31.03.24	31.03.24
Service Managers/Other Manager roles	13	9	6	3	1	18	16	14		14
Team Managers	27	20	17	13	10	39	40	42		42
Child Protection Co-ordinator/IRO	3	0	0	0	0	6	2	2		2
Practice Supervisor	14	11	8	5	1	21	19	17		17
L2/L3 Social Worker	201	166	139	143	146	254	250	256	-21	235
Other Roles (Court Consultant etc)	5	3	2	1	1	6	6	7	-2	5
<b>Subtotal Agency Social Work Roles</b>	<b>263</b>	<b>188</b>	<b>172</b>	<b>165</b>	<b>159</b>	<b>344</b>	<b>333</b>	<b>338</b>	<b>-23</b>	<b>315</b>
Assistant Director	1	1	0	0	0	2	1	0		0
Head of Service	1	1	1	0	0	0	1	2		2
Support Workers/CRW/PA	25	18	15	12	10	31	30	28		28
Residential Practitioner	5	5	0	0	0	6	2	3		3
BSO/Minutetaker	10	5	0	0	0	12	9	6		6
<b>Subtotal Other Agency Children Social Care Roles</b>	<b>42</b>	<b>30</b>	<b>16</b>	<b>12</b>	<b>10</b>	<b>51</b>	<b>43</b>	<b>39</b>	<b>0</b>	<b>39</b>
<b>Subtotal Children Social Care Agency Staff</b>	<b>305</b>	<b>218</b>	<b>188</b>	<b>177</b>	<b>169</b>	<b>395</b>	<b>376</b>	<b>377</b>	<b>-23</b>	<b>354</b>

- 10.17 The table below demonstrates that although significant effort was being made to recruit new Social Workers, the numbers of leavers exceeded the numbers of new starters both in 2021-22 and 2022-23. As a result of a recruitment drive to appoint Assessed and Supported Year in Employment (ASYE) newly qualified Social Workers and International Social Workers prior to the Trust formation, a number of these have now been appointed, and overall, there has been more new Social Worker starters than leavers since the formation of the Trust.

<b>Social Worker Starters and Leavers</b>												
Description	2021/22 Total	Apr-Jun 22	Jul - Sept 22	Oct - Dec 22	Jan - Mar 23	2022/23 Total	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Total to Aug 23
Starter	43	12	20	3	24	59	7	4	17	8	1	37
Leaver	64	15	22	19	13	69	8	2	2	5	1	18
Net	-21	-3	-2	-16	11	-10	-1	2	15	3	0	19

- 10.18 The table below shows that although there had been some progress in increasing the numbers of permanent Social Workers up to September 2021 the numbers then reduced to December 2022, and have since increased following a number of new appointments, and this is planned to continue in the coming months.

	Apr 21	Sept 21	Apr 22	Sep 22	Dec 22	Mar 23	Jun 23	Aug 23
No of Permanent Social Workers	293	303	283	281	265	276	292	295

- 10.19 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	2023
Bradford	4	3	4	4	12	30	34	39	46	47
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	47
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	

10.20 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.

10.21 The recently received 3-year business plan from the Childrens Trust also identified the need to reduce reliance on agency staff, with reductions in agency staff as a % of all Social Work roles to 20% of the workforce by March 2026.

**Placements**

10.22 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.

10.23 Residential placements are costing on average close to £312k per year per child each, and the average cost of a placement has risen dramatically from c£3,600 per week per child in 2020-21 to £5,998 in 2023-24. A recent Competition and Markets Authority report has found the purchased placements market to be dysfunctional and subject to profiteering by suppliers.

10.24 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	Aug 23-24 per BCFT	Avg Cost per week	Avg Cost per week

								2022-23	2023-24
Placed with Parents	117	129	150	162	166	171	138	£0	£0
Placed for Adoption	25	26	24	35	52	31	32	£0	£0
Friends and Families	235	301	357	372	394	405	419	£354	£371
Foster Parents	371	354	368	393	375	390	354	£546	£599
Fostering Agencies	57	88	131	164	191	274	297	£950	£909
Residential Care (Internal)	51	45	51	45	38	26	24	£4,472	
Residential Care (External)	42	42	60	70	105	169	196	£5,086	£5,998
Other*	62	68	90	107	125	120	134	£1,951	£1,809
<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>1,586</b>	<b>1,594</b>		
Residence Orders	46	40	37	33	30	29	27	£164	£168
Adoption Orders	247	239	237	226	214	204	203	£168	£186
Special Guardianship Orders	320	338	364	435	473	523	534	£164	£184
<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>764</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>2,342</b>	<b>2,358</b>		

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

- 10.25 The table below outlines how the monthly placement numbers compared to those included in the contract model. At contract start date, the numbers of placements were similar to the total numbers that had been assumed at that point (2,342 actual vs 2,328 per the contract model).
- 10.26 Although the actual numbers were slightly higher than the contract model, it should be noted that the actual numbers included significantly higher numbers of children placed with parents that have a £0 placement cost. (171 actual vs 99 in the contract model).
- 10.27 As the numbers of children in expensive residential care placements was already so much higher than benchmarks in 2022-23, reviews of costly placements; improvements in Social Care practice, and investment into Internal Residential Care were planned to reduce placement numbers (especially costly External Residential Care) in the contract model. Instead of reducing however, these placements have continued to grow to their highest ever level. The pace of growth in internal sufficiency has not happened as assumed. The work now progressing through the multi-agency Sufficiency Board will increase the placement types we need over time. Phase 1 and Phase 2 of the Residential Homes strategy was agreed in July.

## Placement Numbers – 31st August vs Budget Models

Type of Placements	Actual						£170m Model						Contract	Current
	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Average	Average Cost	Average Cost
Placed with Parents	171	162	174	163	150	138	99	99	99	99	99	99		
Placed for Adoption	31	31	30	29	29	32	43	45	45	44	44	44		
Friends and Families	405	393	397	413	424	419	444	453	449	444	440	447	£380.20	£371.23
Foster Carers (Internal)	390	388	377	367	362	354	391	394	396	400	396	393	£557.41	£599.62
Fostering Agencies (Ext)	274	280	281	288	293	297	245	247	241	236	230	258	£930.90	£908.88
Residential Care (Internal)	26	26	24	25	25	24	30	35	40	44	53	41		
Residential Care (Ext)	169	170	179	187	192	196	174	147	141	134	128	145	£5,429.07	£5,997.81
Supported Accommodation	109	114	116	115	121	120	123	124	122	120	118	122	£1,809.57	£1,809.57
Other *	11	15	17	13	15	14	8	8	8	9	9	8		
<b>Subtotal</b>	<b>1586</b>	<b>1579</b>	<b>1595</b>	<b>1600</b>	<b>1611</b>	<b>1594</b>	<b>1557</b>	<b>1552</b>	<b>1541</b>	<b>1530</b>	<b>1517</b>	<b>1557</b>		
Child Arrangement Order	29	29	29	29	29	27	26	26	26	26	26	26	£163.25	£167.58
Adoption Order	204	211	209	209	209	203	222	222	222	222	222	222	£168.62	£186.20
Special Guardian Order	523	538	552	559	555	534	523	526	530	535	539	533	£163.25	£183.54
<b>Subtotal</b>	<b>756</b>	<b>778</b>	<b>790</b>	<b>797</b>	<b>793</b>	<b>764</b>	<b>771</b>	<b>774</b>	<b>778</b>	<b>783</b>	<b>787</b>	<b>781</b>		
<b>Overall Total</b>	<b>2,342</b>	<b>2,357</b>	<b>2,385</b>	<b>2,397</b>	<b>2,404</b>	<b>2,358</b>	<b>2,328</b>	<b>2,326</b>	<b>2,319</b>	<b>2,313</b>	<b>2,304</b>	<b>2,304</b>		

10.28 When individual residential placements cost on average close to £6,000 per week (£312,000 per year), growth in these types of placement results in very significant financial pressures.

10.29 The average cost per week of an external residential care placement has increased very significantly in recent years as outlined below.

2019-20	2020-21	2021-22	2022-23	2023-24 per Contract	2023-24 per Trust Qtr 2 forecast
£3,326	£3,600	£4,800	£5,086	£5,429	£5,997

10.30 This is due in part to the complexity of cases, however also across the period, the Ofsted inspection regime has rightly been increasingly challenging, and the use of larger homes with a lower cost per week when full was not providing the ability to match children to appropriate settings resulting in an increased number of empty beds.

10.31 Consequently, smaller units with a more family environment has been the direction of travel across the sector, but this inevitably results in increased residential placement cost levels – for example, many more employees are required to staff 3 x 2 bed units than 1 x 6 bed units.

10.32 Since last year, over 16 provision has also been bought into the regulated sector with the resulting increased registration/ regulation impacting on supply in the market and additional costs for suppliers. Though this results in

improved practice, the additional cost has fallen to Councils without the provision of an associated increase in funding.

10.33 Further, as a result of supply shortages and increased demand, the scope for external providers to increase prices has increased, leading the Competition and Markets authority to identify profiteering in the sector.

10.34 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.

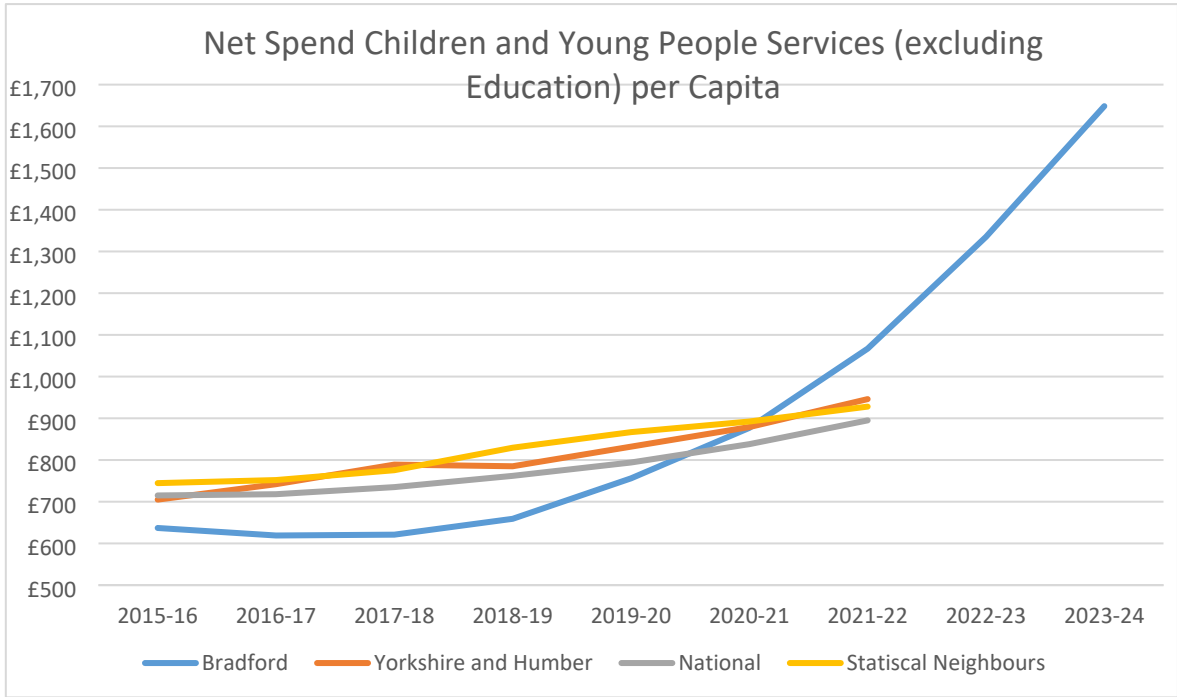
	2016	2017	2018	2019	2020	2021	2022	% Growth	Mar 2023	Aug 23
Bradford	61	66	70	82	87	94	103	69%	113	114
Yorks and Humber Avg	63	67	71	74	77	78	81	29%		
Statistical Neighbour Avg	84	87	84	87	88	90	89	6%		
National Avg	60	62	64	65	67	67	70	17%		

10.35 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 demonstrates very significant growth in costs since 2020-21, and further very high increases in 2023-24 so far.

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

10.36 Indicatively, when applied to the c142,000 child population, Bradford is currently spending c£10m more than Statistical neighbour's pro rata to size on Residential Care provision in 2021-22, and as a result of the very significant increase since then, it is likely to be spending significantly more than benchmarks now.

10.37 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	17-18	18-19	19-20	20-21	21-22	% Growth 16-17 to 21-22	22-23	23-24 forecast
Bradford	£621	£659	£756	£877	£1,067	72.4%	£1,335	£1,648
Yorkshire and Humber	£753	£785	£832	£875	£946	27.5%		
National	£735	£762	£794	£834	£895	24.7%		
Statistical Neighbours	£776	£829	£867	£887	£928	24.6%		

10.38 Indicatively, if Bradford’s 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 and 2023-24 this excess spend in comparison to benchmarks is now likely to be significantly greater.

10.39 This also demonstrates that the current scale of spend in Bradford is not inevitable and should be reduced again in time as is planned by the Trust.

**Children with Disability Service**

10.40 The Children with Disability Service also has a forecast variance on the direct payment/home support budget of £2m.

**Section 17**



10.41 The Section 17 preventative assistance budget had a variance of £2.4m due to growth in alternative placements costs.

**Income**

10.43 The Trust is also forecast to underachieve the income budget by £3.6m. This is due mainly to a forecast £3.6m underachievement of the £6m budgeted Continuing Health Care contributions from Health partners. This budget was established in 2023/24. A joint working protocol has been agreed with health partners to seek to secure appropriate contributions.

**Trust Mitigations**

10.44 During the first six months of operation, BCFT have worked to understand the reasons for the scale of the continuing budget pressures and developed a comprehensive financial mitigations plan which is fully linked to the overarching business plan for the Trust.

- 10.45 The mitigations plan includes.
- a strong focus on reducing the need for children to come into care through intensive earlier support and practice improvements,
  - increasing the sufficiency of family and local placements for those children who do need to be in care by implementing the Sufficiency Strategy already agreed by the Council and making sure that children only stay in care for a long as they need to with effective long term and permanence planning. Over time this will reduce the numbers of children in care and realign the placements for those in care which will deliver better outcomes and reduce costs.
  - tighter commissioning and contracting arrangements, plus clearer financial decision-making processes which supports a stronger focus on value for money as well as seeking the right placements and support for those children and young people who need them.
  - a clear workforce plan is in place to reduce the need for the volume of agency workers over time which will support a greater level of permanent staffing and a reduction in the cost of agency staffing over time.

**Housing Revenue Account (HRA)**

	Expenditure Budget £000's	Expenditure Forecast £000's	Income Budget £000's	Income Forecast £000's	Budget £000's	Forecast £000's	Variance £000's
<b>Housing Revenue Account</b>							
HRA Extra Care	-688	608	-632	-592	-56	16	72
Housing Revenue Account	1,488	1,630	0	-62	1,488	1,568	80
Affordable Housing	-3,452	671	-2,020	-1,967	-1,432	-1,296	136
<b>Total</b>	<b>-2,652</b>	<b>2,909</b>	<b>-2,652</b>	<b>-2,621</b>	<b>0</b>	<b>288</b>	<b>288</b>

- 11.1 The Council’s Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The forecast revenue outturn at Qtr 2 is a £0.3m overspend against an annual turnover budget of £2.7m in 2023/24.
- 11.2 There are significant pressures on the income budget around £0.1m which relate to void rent loss (empty properties) and under recovery of service charges. Repairs and maintenance £0.2m is forecast to overspend, due to the current pressures caused by inflationary increases and the difficulty in effectively managing the management and maintenance contracts due to lack of capacity and contractual arrangements. As a result, a full review of all budgets has been undertaken and it is proposed to reduce the repairs and maintenance expenditure and bring efficiency through re-letting voids quicker.
- 11.3 There are minimal levels of reserves within the HRA to fund this pressure this year, this will leave a significant strain on the service next year not to overspend.
- 11.4 The budget will be realigned to reflect the reduction in the revenue contribution to the investment programme and the appropriate increase in repairs budgets.
- 11.5 HRA capital investment programme in 2023/24 is able to provide the desired level of funding for capital works required on existing stock, this has been linked to adaptations works to properties.
- 11.6 Further work is still required to balance the HRA as there is an over programming pressure with limited services.
- 11.7 The Council is in the process of procuring a new housing management and maintenance contract in relation to the council’s 335 ‘General Needs’ housing stock as the current provider contract ends 31/03/2024. The Council is expecting tender returns by the end of November. If returns are beyond the available budget envelope, this would put pressure on the Council to find a solution or re procure with a reduced level of functions.

**Reserves**

12.1 At 30<sup>th</sup> September 2023, reserves stand at £123.3m (Council £72.7m and Schools £50.6m).

	Closing Balance 2021-22 £m	Closing Balance 2022-23 £m	Closing Balance 2023-24 £m
Council reserves	228.2	120.5	72.7
Schools Delegated budget	46.6	50.6	50.6
<b>Total</b>	<b>274.8</b>	<b>171.1</b>	<b>123.3</b>

- 12.2 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 of unplanned costs associated with unbudgeted cost of extraordinary inflation, and Children's Social Care pressures.
- 12.3 As part of the 2023-24 budget approved in February 2023, a further £48m of reserves were drawn down to balance the 2023-24 budget taking reserves down to c£73m in 2023-24, which will be an historic low.
- 12.4 The remaining reserves will be inclusive of Grant reserves for specific purposes (£16.4m), £34.3m of earmarked reserves and the £22m General Fund reserve 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 would however require it to be replenished for next financial year in line with recommended practice and this would increase any financial gap in 2024-25 by an equivalent amount.
- 12.5 Efforts are being made to bolster reserve levels by applying accounting policy changes to the 2021-22 accounts, and also the repatriation of reserves held at a West Yorkshire level. These plans could result in c£37m of reserves.
- 12.6 This would take reserve levels up to c£110m, of which a minimum £57m are currently available. Efforts are being made to bolster this further through a review of grant reserves and currently earmarked reserves, and other endeavours.

### School Balances

- 13.1 The table below shows the School Reserves (including Schools Contingencies) position at 31 March 2023. Schools do not report their quarter two financial positions for 2023-24 until the end of October. Therefore, the forecast figures for 31 March 2024 that are shown in the table below use quarter one forecasts for schools that were maintained at 1 October 2023.

	Balance 31 March 2023		Forecasted Balance 31 March 2024		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,259	7	1,071	0	(188)
Primary	61	6,569	51	3,202	(10)	(3,367)
Secondary	4	2,971	2	1,508	(2)	(1,463)
Special	2	1,077	2	818	0	(259)
Pupil Referral Units (PRU)	1	497	1	166	0	(331)
<b>Subtotal</b>	<b>75</b>	<b>12,373</b>	<b>63</b>	<b>6,765</b>	<b>(12)</b>	<b>(5,608)</b>
School Contingency		37,080		32,598	0	(4,482)
Other Activities/Closed Schools		267		267	0	0
<b>Total</b>	<b>75</b>	<b>49,720</b>	<b>63</b>	<b>39,630</b>	<b>(12)</b>	<b>(10,090)</b>

- Seven schools (one maintained nursery school and six primary schools) at quarter one forecasted cumulative deficit revenue balances at 31 March 2024, with a combined forecasted deficit value of £0.349m.
- Twelve maintained schools have converted to academy status so far during 2023-24: 10 primary schools and 2 secondary schools.

## Capital Expenditure

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

14.2 The profiled resource position for 2023-24 for the Capital Investment Plan stands at £215.1m. To the end of September there has been total spend of £75.8m. A summary by service is shown below with a detailed monitor in Appendix 3.

Directorate	Budget Q1 23-24	Changes	Re profiled Budget Q2 23-24	Spend 30 Sept 2023	Budget 24-25	Budget 25-26	Budget 26-27 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care	3.9	0.4	4.3	0.5	5.3	5.7	1.7	17.0
Children's Services	16.2	3.6	19.8	6.9	15.8	10.1	3.9	49.6
Place - Economy & Development Services	47.8	3.6	51.4	26.4	32.2	26.2	4.1	113.9
Place - Planning, Transport & Highways	67.6	0.9	68.5	20.9	39.6	20.9	104.1	233.1
Place – Other	20.6	-2.0	18.6	6.5	29.9	15.8	1.1	65.4
Corp Service – Estates & Property Services	17.6	1.7	19.3	12.9	12.4	4.9	2.0	38.6
<b>TOTAL</b>	<b>173.7</b>	<b>8.2</b>	<b>181.9</b>	<b>74.1</b>	<b>135.2</b>	<b>83.6</b>	<b>116.9</b>	<b>517.6</b>
Reserve Schemes & Contingencies	35.9	-5.5	30.4	0	98.8	41.3	36.2	206.7
<b>TOTAL – General Fund Services</b>	<b>209.6</b>	<b>2.7</b>	<b>212.3</b>	<b>74.1</b>	<b>234.0</b>	<b>124.9</b>	<b>153.1</b>	<b>724.3</b>
HRA	2.8	0	2.8	1.7	14.5	10.0	8.2	35.5
<b>TOTAL CIP</b>	<b>212.4</b>	<b>2.7</b>	<b>215.1</b>	<b>75.8</b>	<b>248.5</b>	<b>134.9</b>	<b>161.3</b>	<b>759.8</b>

14.3 Overall, there has been an increase in the budget of £13.1m to £759.8m. The main changes relate to:

- Additional budget on current schemes, the main ones being £1.1m for Children's IT funded by grant, £5.2m for Bingley Grammar expansion funded by grant, £15.7m for Sports Pitches funded by £14.1m grant and £0.6m invest to save and £1.7m, funded by grant, for Bradford LAD Scheme.
- £5.1m of new schemes added, the main ones being £3.0m for City of Culture Capital Grants which is funded by earmarked reserves, £0.7m for City Centre Ducting and £1.4m Adults Technology Enabled Care.

- £16.6m Reduction in budgets due to £15.9m budget reduction on the revised scope for the Squire Lane Leisure project, confirmation of grant funding for Highways Schemes and small underspends.

#### 14.4 Other changes since Qtr 1 are:

- Beckfield Resource Centre – Additional £0.193m added to the budget for the completion of capital works on the Centre. This is funded from the general contingency budget.
- Highways Thornton Road Demolition – In advance of grant funding £0.615m is temporarily funded by the CS0306a Strategic Transport Infrastructure Priorities Budget.

14.5 Considering the significant financial challenges faced by the Council, the current Capital Plan and the Plan for all future years are currently subject to a rigorous review with a view to reducing debt charges as a contribution to the Council' savings target both in 2023-24 and in subsequent years. This will mean some capital schemes will be reprofiled, deferred or even stopped entirely.

14.6 Subject to the review referred to above, Officers will continue to review capital budget profiles in year as part of future financial monitoring. Any changes would reflect the affordability, sustainability, and prudence of the Capital Programme in the context of the Council's financial challenge as well as growing complexities and challenges over the next 5 years in delivering to this scale of ambition.

### Capital Programme 2023-24 Update

14.7 The latest forecast for expenditure for 2023-24 is £194.3m, compared to a revised budget of £215.1m. Spend to the end of September 2023 is £75.8m. A summary by service is shown below with a detailed monitor in Appendix 3.

#### Budget, forecast and spend to date at 30 September for 2023-24

	Revised Budget 2023-24 £m	Annual Spend Forecast £m	Variance £m	Spend 30 Sept 2023 £m	Spend to date as a % of forecast %
Health and Wellbeing	4.3	3.3	1.0	0.5	15
Children's Services	19.8	17.5	2.3	6.9	39
Place - Economy & Development	51.4	58.9	-7.5	26.4	44
Place - Planning, Transportation & Highways	68.5	64.3	4.2	20.9	32
Place – Other	18.6	15.1	3.5	6.5	43
Corporate Resources – Estates & Property	19.3	17.9	1.4	12.9	72
Reserve Schemes & Contingencies	30.4	15.3	15.1	0	0
<b>TOTAL – GENERAL FUND</b>	<b>212.3</b>	<b>192.3</b>	<b>20.0</b>	<b>74.1</b>	<b>36</b>
HRA	2.8	2.0	0.8	1.7	85
<b>TOTAL - CIP</b>	<b>215.1</b>	<b>194.3</b>	<b>20.8</b>	<b>75.8</b>	<b>39</b>

14.8 There is a forecast capital programme variance of £20.8m between the budget and the latest expenditure forecast. Spend remains high due to the on-going

completion of several major schemes. Scheme phasing will continue to be monitored to ensure that it is accurate and realistic.

### New Capital Schemes

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

- **City Centre Ducting** - £1.05m to provide an enhancement to the current fibre optic ducting network in the city centre capable of supporting the wider roll out of gigabit Ethernet and supporting the estate property programme. It will be funded by £0.2m from CS0266, £0.15m from CS0333 and £0.7m new budget funded by corporate borrowing. The new budget will have an additional impact on capital financing revenue costs. This is linked to the Transforming Cities work and is required now to fit in with other highways construction.
- **Adults Technology Enabled Care** - £1.4m over three years for the replacement of 5,000 dispersed analogue equipment and solutions (alarm units and pendants alongside associated peripheral devices such as smoke alarms, door sensors, bed sensors, chair sensors, falls detectors) with their digital equivalents that connects to the alarm function. The new budget will be funded by corporate borrowing and have an additional impact on capital financing revenue costs. This is required now so to avoid obsolescence of the analogue equipment. It also helps keep people at home for longer, preventing the need for more costly adult social care.
- **Victoria Hall Seating** - £0.14m for the replacement of rack seating. The new seating will secure the future of Victoria Hall, as a cultural hub with the facilities to support local groups when performing shows and provide the potential to host large events. It will be funded from the general contingency budget.
- **Gym Equipment** - £0.3m for the replacement of fitness equipment at two main Leisure Centres. It has been identified that it will generate revenue savings and additional income and will therefore be funded as an invest to save scheme.

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

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

- **Children's Residential Homes** – £2.3m for Phase 1 and Phase 2, the purchase of a replacement home for the Willows (£1.384m) and capital works on four current homes (£0.917m). The replacement home for the Willows and works required to existing homes will improve overall capacity in existing provision and improve placement matching and stability. The scheme was already included in Reserve Schemes (CS0395f).
- **Ingleborough Hall** - £0.081m for the emergency repair of the driveway and

carpark to Ingleborough Hall. This has been funded from the general contingency budget.

- 14.11 Appendix 3 shows the Capital Investment Plan at 30th September and additional to this the October PAG has considered the following capital bids and recommends their approval by Executive for inclusion in the Quarter 2 CIP.
- **Continuation of the Empty Private Homes Strategy** – £4m. This scheme enables the Council to bring long term empty properties back in to use using enforcement powers and the development of a range of initiatives. This scheme is already included in Reserve Schemes (CS0144w), and it will be funded from capital receipts generated by receipts from properties that have been acquired reinvested in this programme.
  - **Nursery Premises** - £0.127m for the acquisition of a Nursery building that will be developed as a teacher training facility. The use of this facility for continued Education purposes will ensure that the Council does not have to repay to the Department for Education the grant for development and makes provision to reimburse the previous operators construction costs. The acquisition will be funded from the general contingency budget and the capital development works grant funded.

### Capital Resources / Treasury Management

- 14.12 Capital receipts from the sale of fixed assets are £0.7m to date and the Council has a budget of £3m in capital receipts for the year. The Council has received an additional £35.8m in capital grants and contributions so far this year.
- 14.13 A £6.484m PWLB (Public Works Loan Board) loan is due to mature in January 2024 with a rate of interest of 9.125%. No new PWLB borrowing has been undertaken to date.
- 14.14 In recent years the Council has been able to minimise its need to borrow to fund capital expenditure as it has held significant reserves; this is termed under-borrowing. As those reserves reduced significantly during 2022-23 and are forecast to continue to reduce in 2023-24 the Council will now need to borrow to finance capital expenditure. The Council has taken out short-term borrowing of £92m. It is short term due to the uncertainties around interest rates. These borrowing requirements, combined with high interest rates will create a budget pressure of £2.1m.
- 14.15 It is now a requirement of the CIPFA Prudential Code that Prudential and Treasury Management Indicators are reported on a quarterly basis. These indicators are shown in Appendix 5.
- 14.16 As indicated above, considering the financial challenge faced by the Council and, specifically, the forecast overspend on the Council's debt charges, work is underway to review the debt charges budget. This is being undertaken in conjunction with the review of the Capital Programme, the crux of which is to



determine to what extent the Council can reduce the amount of Prudential Borrowing.

- 14.17 At the same, given the change in interest rates over the last 12 months and the deterioration in the Council's reserves and with it the extent to which the Council can internally borrow, a review of the Treasury Management Strategy is underway with a view to ensuring the Council's Strategy focuses on optimising its debt portfolio in support of its Capital Programme.

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

- 15.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government, the police and fire authorities will be paid over its budgeted Council Tax precept (£233m) in 2023-24. No surpluses or deficits are currently forecast at this stage of the year.
- 15.2 Regarding Business Rates, the Council will be paid its budgeted Business Rates of £58.2m in 2023-24. A Business Rates collection fund deficit of c£2m from 2022-23 will also have to be repaid in 2023-24 as budgeted. As with Council Tax, no surpluses or deficit are currently forecast for 2023-24 at this early stage.

### **16.0 RISK MANAGEMENT**

- The financial risks of future known, and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.
- The Council's Strategic Risk Register is included in Appendix 4. This shows the position at the half year. There has been very little change from the first quarter where a significant number of risks were categorised as red. This highlights the capacity issues that the Council has to implement the required changes to reduce risk. The risk environment will continue to be monitored through the year.

### **17.0 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.

### **18.0 OTHER IMPLICATIONS**

### **19.0 EQUALITY & DIVERSITY**

None

**20.0 SUSTAINABILITY IMPLICATIONS**

None

**21.0 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS**

None

**22.0 COMMUNITY SAFETY IMPLICATIONS**

None

**23.0 HUMAN RIGHTS ACT**

None

**24.0 TRADE UNION**

None

**25.0 WARD IMPLICATIONS**

None

**26.0 IMPLICATIONS FOR CHILDREN & FAMILIES**

None

**27.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None

**28.0 NOT FOR PUBLICATION DOCUMENTS**

None

**29.0 RECOMMENDATIONS**

**That the Executive**

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

29.2 Approve the following capital expenditure schemes as outlined in section 14.9 and 14.11.

- £1.05m for city centre ducting. This will be funded by a mixture of current scheme budgets and £0.7m new corporate borrowing.
- £1.4m for new equipment for enabled care This will be funded by new corporate borrowing.
- £0.14m for the replacement of the rack seating at Victoria Hall. This will be funded from the general contingency budget.
- £0.3m for new Gym Equipment at two Leisure Centres, subject to final PAG approval. This will be funded by invest to save borrowing.
- £4m for the continuation of the Empty Homes Capital Programme. This scheme is already included in Reserve Schemes and will be funded from capital receipts generated by the programme.
- £0.127m for the acquisition of a Nursery building that will be developed as a teacher training facility. The acquisition will be funded from the general contingency budget and the capital development works grant funded.

Note the following has been approved under Section 1.7 of the Financial Regulations:

- £2.3m for Phase 1 and Phase 2 of the Children's Residential Homes capital scheme. These schemes are already included in Reserve Schemes and will be funded from corporate borrowing.
- £0.081m for the repair of the driveway and carpark at Ingleborough Hall. This has been funded from the general contingency budget.

### 30.0 APPENDICES

- Appendix 1 Benchmark Spend by Service
- Appendix 2 Reserves Statement
- Appendix 3 Capital Investment Plan
- Appendix 4 Strategic Risk Register
- Appendix 5 Prudential & Treasury Management Indicators

### 31.0 BACKGROUND DOCUMENTS

- Qtr 1 Finance Position Statement – Executive 13<sup>th</sup> July 2023
- 2022-23 Finance Position Statement – Executive 13<sup>th</sup> July 2023
- Qtr 4 Finance Position Statement for 2022-23 – Executive 4<sup>th</sup> April 2023
- The Council's Revenue Estimates for 2023/24 – Budget Council 23<sup>rd</sup> Feb 2023 (Document AU)
- 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

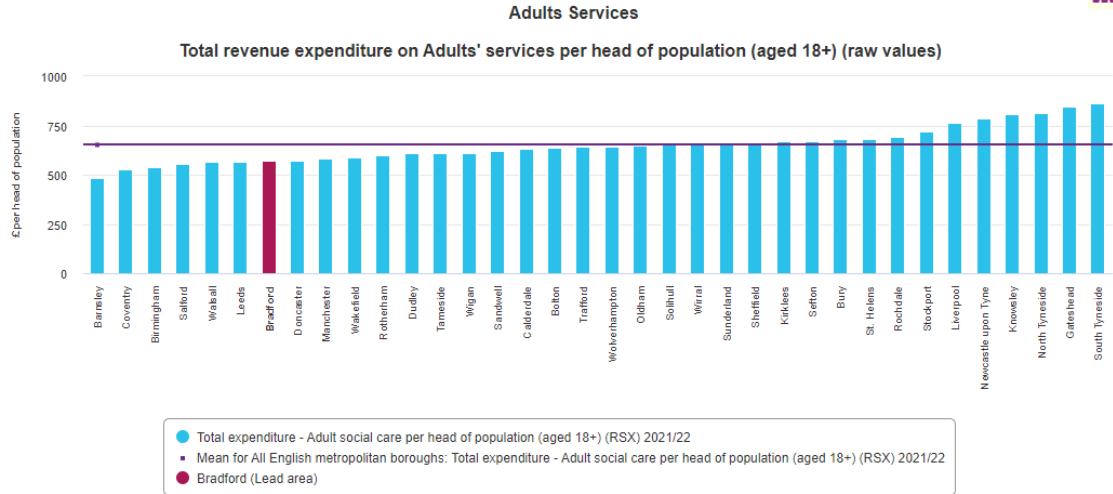
**Benchmark Spend data**

**Appendix 1**

**Adult Social Care & Public Health**

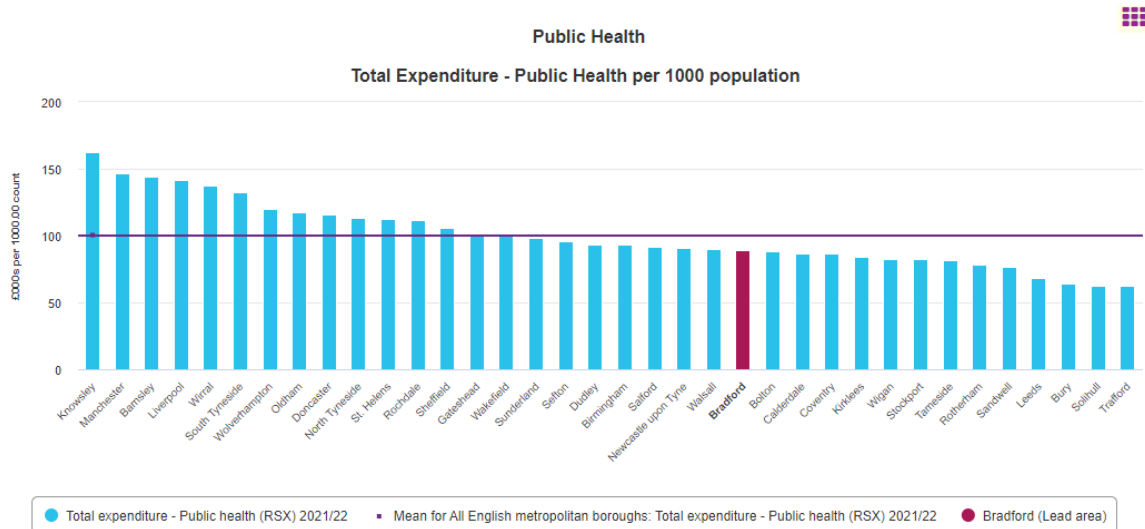
**Adult Services**

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.



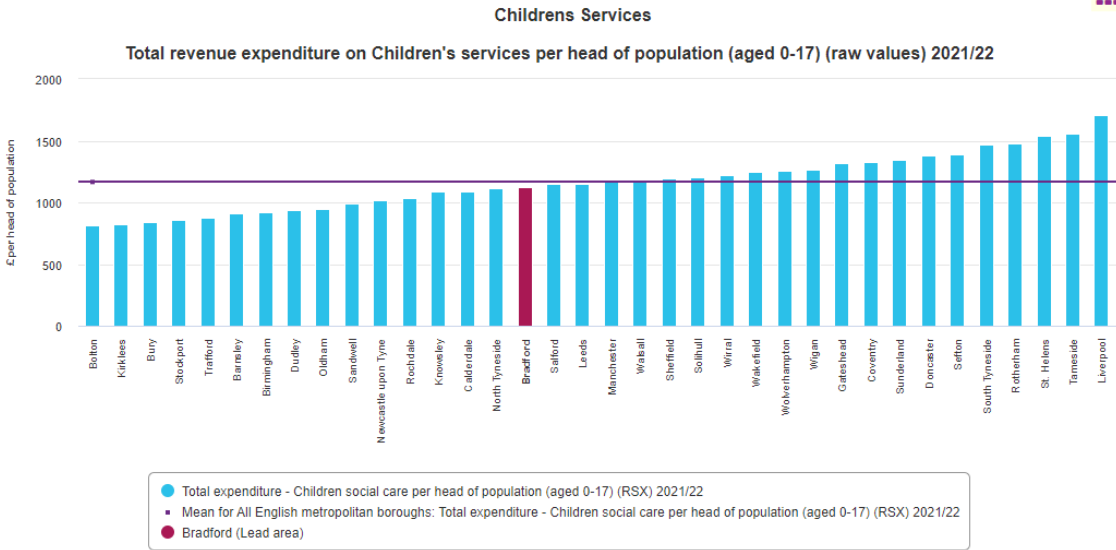
## Public Health

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.



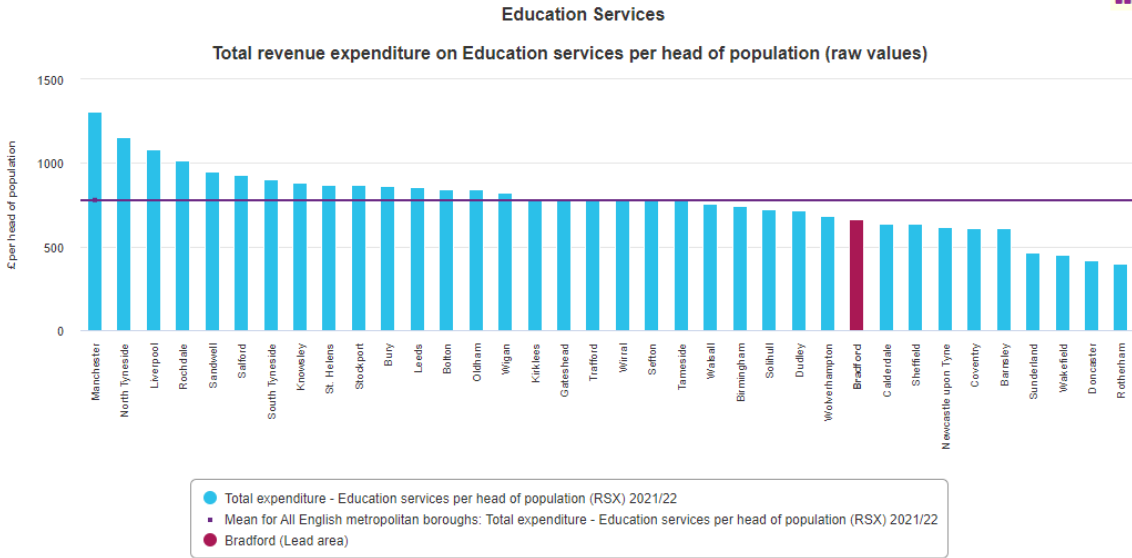
## Children's Services

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

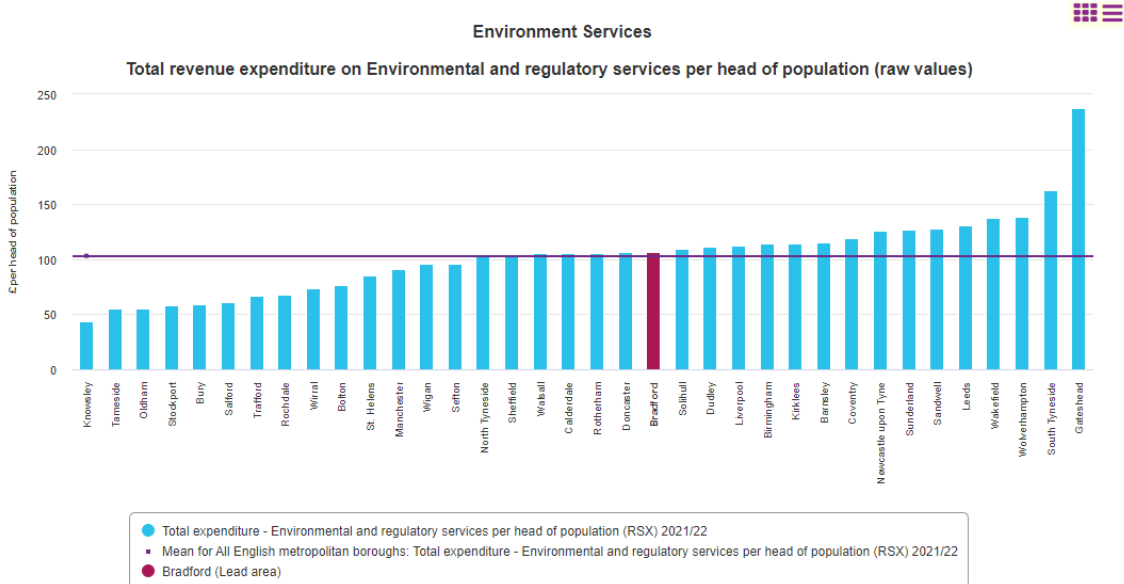
Spend per head on Education Services is relatively low in Bradford.



Department of Place

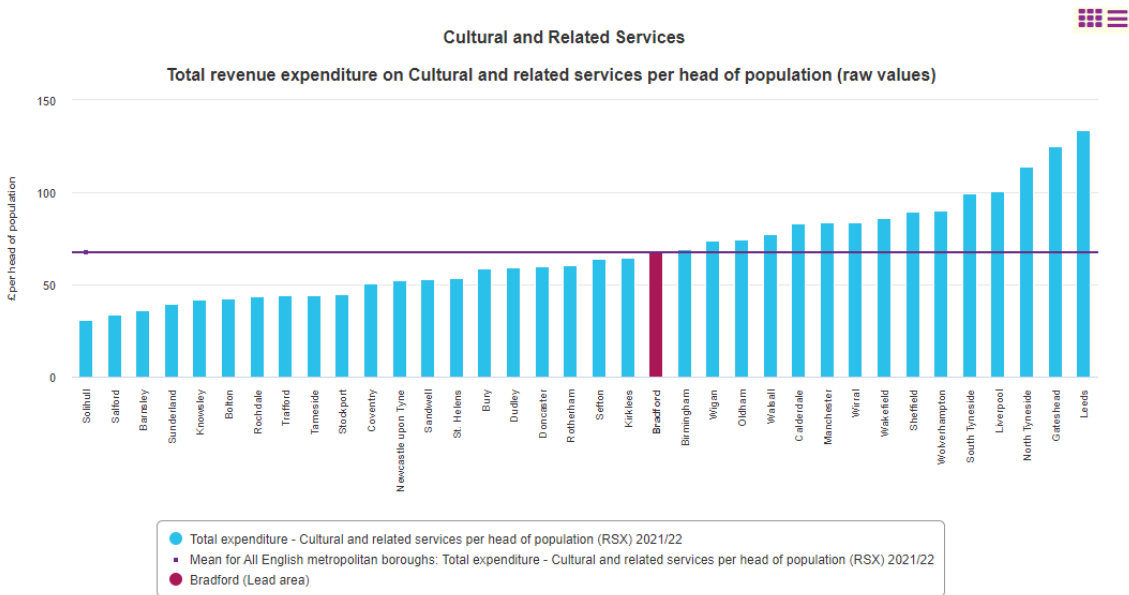
Environment Services

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

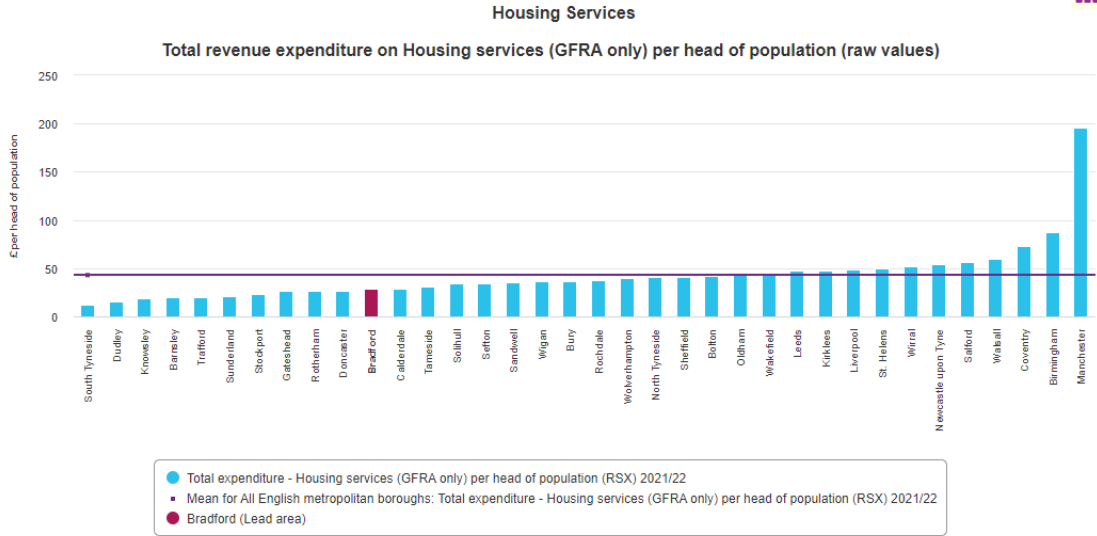
Spend on Culture Related services is relatively low.



### Housing Services

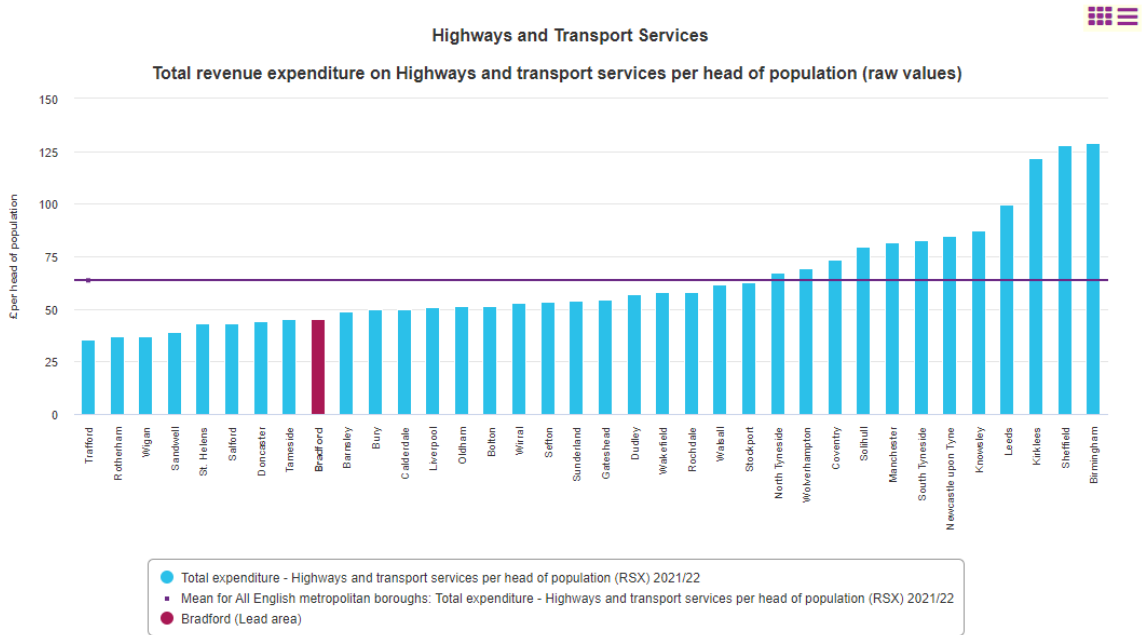
Spend per head of population on general fund related Housing Services per head of population is relatively low in Bradford





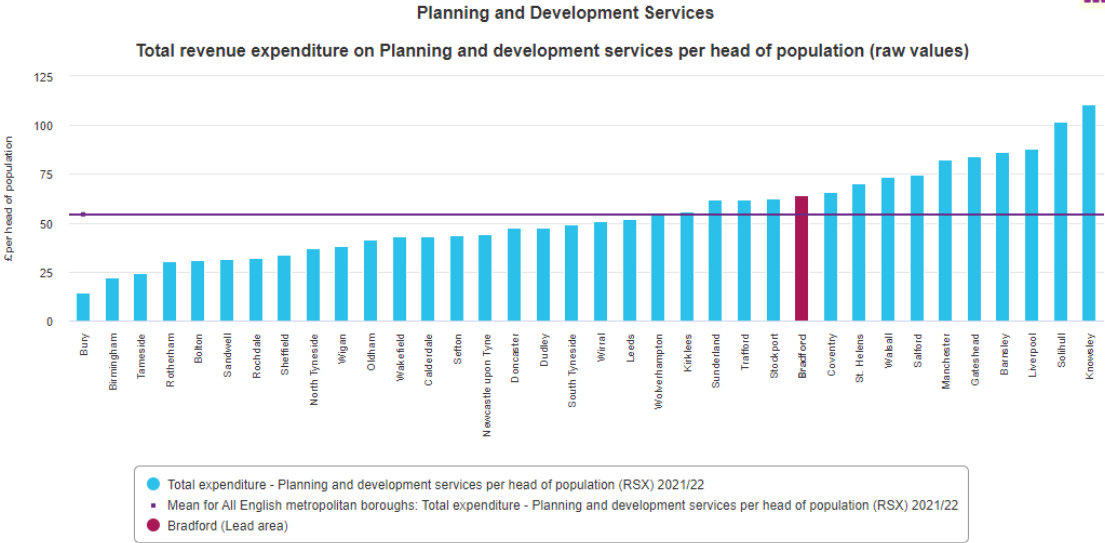
## Highways and Transport Services

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



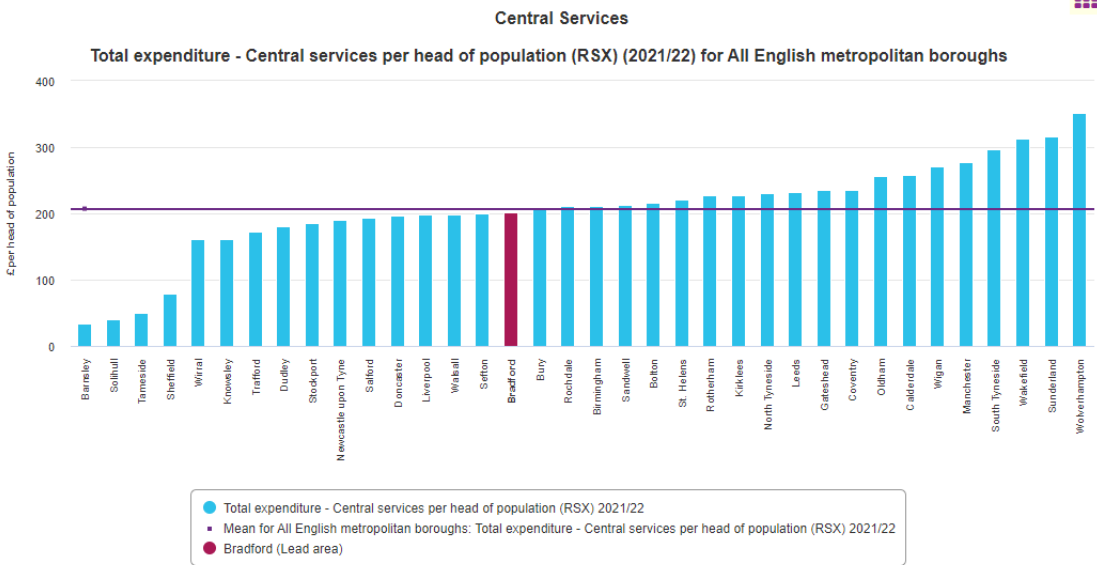
## Planning and Development

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 at 30<sup>th</sup> September 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	0	0	0	
<b>Total available Unallocated Corporate Reserves</b>	<b>0</b>	<b>0</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
PFI credits reserve	490	-490	0	Funding to cover outstanding potential Building Schools for the Future liabilities.
Regional Growth Fund	1,588	-1,588	0	To support strategic plans within Department of Place
Discretionary Social Fund	456	0	456	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme on 31 March 2015.
Dilapidation & Demolition	412	0	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.
Implementation Reserve	1,504	-1,504	0	To fund Projects associated with delivering savings plans.
Redundancy Reserve	1,045	0	1,045	To provide for the costs of future redundancies
Leeds City Region Economic Development	1,407	0	1,407	Match fund for urban centre regeneration

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Financing Reserve (MRP)	22,377	-22,377	0	Reserve resulting from MRP policy change.
Markets Compensation	890	0	890	Statutory compensation obligation for terminating tenancies
Finance Works Reserve	154	-154	0	Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
S31 Business Rate Grants Reserve	2,600	0	2,600	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2022-23.
Project Feasibility Reserve	1,604	-1,604	0	To fund feasibility work associated with major projects
<b>Sub Total</b>	<b>35,274</b>	<b>-27,717</b>	<b>7,557</b>	
<b>C. Reserves to support capital investment</b>				
IT Renewals and replacement	443	0	443	See above
<b>Sub total</b>	<b>443</b>	<b>0</b>	<b>443</b>	
<b>D. Service Earmarked Reserves</b>	<b>45,346</b>	<b>-19,117</b>	<b>26,229</b>	See over page
<b>E. Revenue Grant Reserves</b>	<b>17,401</b>	<b>-1,003</b>	<b>16,398</b>	
<b>F General Reserves</b>				
General Fund	22,001	0	22,001	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	49,720	0	49,720	Represents in the main balances held by schools as part of delegated budget

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
				responsibility. These balances are <b>not</b> available for Council use but are balances attributable to individual schools.
LA Education Reserve	915	0	915	
LA Admission Appeals Reserve	13	0	13	
<b>Sub Total General Fund Reserve &amp; School balances</b>	<b>72,649</b>	<b>0</b>	<b>72,649</b>	
<b>Grand total</b>	<b>171,113</b>	<b>-47,837</b>	<b>123,276</b>	

Departmental Earmarked Reserves Statement as at 30<sup>th</sup> September 2023

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
<b>Adult and Community Services</b>				
Integrated Care	8,152	0	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	-112	0	Funding to cover management and staffing costs linked to the transformation of services for older people.
Transforming Systems	2,610	-683	1,927	To support the implementation of the Care Act
Health Improvement Reserve	249	0	249	
H&WB Covid Reserve	53	0	53	Remaining Covid related funding.
<b>Total Adult and Community Services</b>	<b>11,176</b>	<b>-795</b>	<b>10,381</b>	
<b>Children Services</b>				
BSF Unitary Charge	9,576	-9,576	0	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	6,420	-6,420	0	See above
Retail Academy (Skills for Employment)	51	-51	0	Skills for work
One Workforce Reserve	463	0	463	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	27	-27	0	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.
Raising Attainment - Language Learning, Phonics, Maths & English	497	-497	0	Covid funded.
<b>Total Children</b>	<b>17,343</b>	<b>-16,572</b>	<b>771</b>	

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
<b>Department of Place</b>				
Taxi Licensing	602	0	602	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
HMO Licencing Scheme	619	0	619	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	165	0	165	Developing peer to peer solutions to building capacity within the VCS
PT&H - Local Plan Reserve	645	0	645	For Local Plan
City Park Sinking Fund	150	-150	0	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	912	-912	0	Match funding for ESIP
Private Housing Rented Option	200	0	200	Incentives to private landlords.
Homelessness prevention	283	-283	0	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
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	-90	190	Project to support hard to place vulnerable homeless people
Ad:venture & community enterprise Reserve	60	0	60	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	132	0	132	For delivery of the Economic growth strategy.
Bereavement Strategy	272	0	272	Reserve to fund the Prudential Borrowing element of the Crematoria Investment Programme.



	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Housing CPNI Reserve	895	0	895	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
New Projects (Parks, Open Spaces and Libraries) Reserve	78	0	78	
Traffic Management Permit Scheme	764	0	764	
PT6 Implementation Traffic Enforcement Powers	86	0	86	
Matching Towns Fund for Shipley and Keighley	324	0	324	Match funding for Towns Fund
Climate change initiatives	235	0	235	
CAZ Revenue Ring Fenced Reserve	2,514	0	2,514	
City of Culture - Bradford Culture Company Reserve	2,500	0	2,500	
Culture Policy & Events - WYCA Reserve	91	0	91	
Cultural & Sporting Events Reserve	203	0	203	
City of Film Reserve	125	0	125	
<b>Department of Place</b>	<b>13,080</b>	<b>-1,435</b>	<b>11,645</b>	
<b>Corporate Resources</b>				
HR - Learning & Development Reserve	354	0	354	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	176	0	176	To smooth the cost of District Elections over a four-year period.
Subsidy Claim	250	-250	0	Contingent support set aside to address the fluctuations in the subsidy claims.
ISG over achievement trading reserve	51	0	51	To support ISG
Emergency Planning Reserve	10	0	10	To cover costs of covering emergency/critical alert requirements
Corporate Resources - Covid Impacts	1,591	0	1,591	Remaining Covid related monies
Regen Opportunity - Kirkgate Reserve	1,250	0	1,250	
5yr invest in Child friendly Dist up to & incl 2024/5	65	-65	0	
<b>Total Corporate Resources</b>	<b>3,747</b>	<b>-315</b>	<b>3,432</b>	

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
<b>Total Service Earmarked Reserves</b>	45,346	-19,117	26,229	

## Capital Investment Plan

## Appendix 3

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care</b>														
CS0237a	Great Places to Grow Old	2,051	0	2,051	1,000	62	4,500	4,961	1,657	0	0	4,033	9,136	13,169
CS0237c	Keighley Rd Residential Care Valley View	293	0	293	293	0	0	0	0	0	0	293	0	293
CS0373	BACES	848	0	848	848	285	750	750	0	0	0	0	2,348	2,348
CS0239	Community Capacity Grant	206	0	206	206	47	0	0	0	0	206	0	0	206
CS0311	Autism Innovation Capital Grant	19	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	44	0	44	44	0	0	0	0	0	44	0	0	44
CS0532	Changing Places Toilets	332	182	514	514	0	0	0	0	0	212	0	302	514
CS0535	Beckfield Resource Centre	36	193	229	237	46	0	0	0	0	0	0	229	229
CS2000	DDA	81	0	81	81	0	80	10	0	0	0	0	171	171
CS0567	MH Crisis House	0	70	70	70	70	0	0	0	0	70	0	0	70
<b>Total - Adult Social Care</b>		<b>3,910</b>	<b>445</b>	<b>4,355</b>	<b>3,312</b>	<b>510</b>	<b>5,330</b>	<b>5,721</b>	<b>1,657</b>	<b>0</b>	<b>551</b>	<b>4,326</b>	<b>12,186</b>	<b>17,063</b>
<b>Children's Services</b>														
		0												
CS0249	Schools DRF	1,500	0	1,500	1,500	0	0	0	0	0	1,500	0	0	1,500
CS0287	S106 Education	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0022	Devolved Formula Capital	568	0	568	541	1,959	0	0	0	0	568	0	0	568
CS0030	Capital Improvement Work	100	0	100	347	114	100	100	0	0	300	0	0	300
CS0240	Capital Maintenance Grant	6,239	0	6,239	4,308	1,428	2,500	0	0	0	8,739	0	0	8,739
CS0244a	Primary Schools Expansion Programme	342	0	342	190	4	0	0	0	0	342	0	0	342
CS0244b	Silsden School	1,900	0	1,900	1,900	123	0	0	0	0	1,900	0	0	1,900
CS0362	Secondary School Expansion	371	0	371	380	15	1,000	0	0	0	1,371	0	0	1,371
CS0244c	SEN School Expansions	4,000	0	4,000	4,000	1,950	4,000	6,000	1,900	0	15,900	0	0	15,900
CS0550	SEND Expansion Capital Works	4	0	4	0	0	3,990	0	0	0	0	0	3,994	3,994
CS0531	Bingley Grammar Expansion	951	549	1,500	1,100	532	3,700	4,000	2,000	0	11,200	0	0	11,200

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0421	Healthy Pupil Capital Grant	32	0	32	32	14	0	0	0	0	32	0	0	32
CS0436	Children's Homes	17	0	17	17	0	0	0	0	0	0	0	17	17
CS0488	Digital Strategy	80	0	80	80	40	100	0	0	0	0	0	180	180
CS0500	TFD	13	0	13	13	2	0	0	0	0	0	0	13	13
CS0338	Ingleborough Hall	0	81	81	81	0	0	0	0	0	0	0	81	81
CS0568	Children's Residential Care	0	1,900	1,900	1,900	0	401	0	0	0	0	0	2,301	2,301
CS0559	Connect the Classroom	73	1,060	1,133	1,133	743	0	0	0	0	1,133	0	0	1,133
<b>Total - Children's Services</b>		<b>16,190</b>	<b>3,590</b>	<b>19,780</b>	<b>17,522</b>	<b>6,924</b>	<b>15,791</b>	<b>10,100</b>	<b>3,900</b>	<b>0</b>	<b>42,985</b>	<b>0</b>	<b>6,586</b>	<b>49,571</b>
<b>Place - Economy &amp; Development Services</b>														
CS0136	Disabled Housing Facilities Grant	5,137	0	5,137	4,800	2,549	4,058	4,058	4,058	0	5,100	0	12,211	17,311
CS0137	Development of Equity Loans	770	0	770	700	270	700	700	0	0	0	0	2,170	2,170
CS0144	Empty Private Sector Homes Strat	279	0	279	1,000	99	0	0	0	0	279	0	0	279
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	0	0	0	0	0	178	0	0	0	0	0	178	178
CS0496	Towns Fund Keighley & Shipley	68	0	68	68	8	0	0	0	0	68	0	0	68
CS0527	Towns Fund Keighley P2	8,234	0	8,234	13,582	2,575	12,745	11,519	0	0	32,498	0	0	32,498
CS0526	Towns Fund Shipley P2	4,905	0	4,905	6,854	986	9,597	9,598	0	0	24,100	0	0	24,100
CS0084	City Park	192	0	192	18	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	350	0	350	0	0	650	300	0	0	0	0	1,300	1,300
CS0291	One City Park	15,531	0	15,531	15,531	13,423	2,902	0	0	0	3,294	15,134	5	18,433
CS0408	City Village - stage one	750	0	750	750	23	0	0	0	0	0	0	750	750
CS0228	Canal Road	100	0	100	100	0	0	0	0	0	0	0	100	100
CS0266	Superconnected Cities	400	-200	200	0	0	429	0	0	0	0	0	629	629
CS0265	LCR Revolving Econ Invest Fund	0	0	0	0	0	658	0	0	0	0	0	658	658
CS0107	Markets	21	0	21	0	0	0	0	0	0	0	0	21	21

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0363	Markets - City Centre	10,953	3,800	14,753	15,478	6,509	325	0	0	0	1,926	0	13,152	15,078
CS0411	Parry Lane	21	0	21	10	5	0	0	0	0	0	0	21	21
<b>Total - Place - Economy &amp; Development Serv</b>		<b>47,711</b>	<b>3,600</b>	<b>51,311</b>	<b>58,891</b>	<b>26,447</b>	<b>32,242</b>	<b>26,175</b>	<b>4,058</b>	<b>0</b>	<b>67,265</b>	<b>15,134</b>	<b>31,387</b>	<b>113,786</b>
<b>Place - Planning, Transportation &amp; Highways</b>														
CS0178	Ilkley Moor	13	0	13	13	0	0	0	0	0	13	0	0	13
CS0285	Blight Sites	450	0	450	450	39	0	0	0	0	0	0	450	450
CS0071	Highways S106 Projects	199	0	199	199	6	0	0	0	0	199	0	0	199
CS0372	Countryside S106 Projects	264	0	264	264	14	0	0	0	0	264	0	0	264
CS0450	CILS Parish / Town Councils	0	100	100	100	47	0	0	0	0	100	0	0	100
CS0563	CILS Highways	0	484	484	484	0	0	0	0	0	484	0	0	484
CS0099	Integrated Transport	0	0	0	64	2	0	0	0	0	0	0	0	0
CS0172	Saltaire R/about Cong& Safety Works	4	0	4	4	0	0	0	0	0	4	0	0	4
CS0293	West Yorks & York Transport Fund	1,509	0	1,509	2,006	920	12,937	0	0	89,897	104,343	0	0	104,343
CS0396	WYTF Corr Imp Projects	4,879	0	4,879	5,408	1,995	2,100	2,000	943	0	9,922	0	0	9,922
CS0512	Bradford Beck	1,441	0	1,441	66	66	450	0	0	0	577	0	1,314	1,891
CS0296	Pothole Funds	73	0	73	0	0	0	0	0	0	73	0	0	73
CS0306a	Strategic Transport Infrastructure Priorities	965	223	1,188	615	0	0	0	0	0	223	0	965	1,188
CS0282	Highways Strategic Acquisitions	176	-176	0	0	0	0	0	0	0	0	0	0	0
CS0302	Highways Prop Liab Redn Strat	47	-47	0	0	0	0	0	0	0	0	0	0	0
CS0319	Challenge Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0323	Flood Risk Mgmt	71	0	71	71	119	0	0	0	0	71	0	0	71
CS0386	Cycling & Walking Schemes LTP3	0	0	0	17	0	0	0	0	0	0	0	0	0
CS0398	Bfd City Ctre Townscape Heritage (grants)	592	0	592	592	39	1,613	0	0	0	2,205	0	0	2,205
CS0398b	Top of Town Public Realm	0	1,037	1,037	1,037	961	0	0	0	0	0	0	1,037	1,037

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0430	Hwys Maint Fund Oct18	97	0	97	97	3	0	0	0	0	97	0	0	97
CS0432	Steeton/Silsden Crossing	7	0	7	309	165	0	0	0	0	7	0	0	7
CS0434	Smart Street Lighting	20,710	0	20,710	15,820	4,757	5,261	2,933	0	0	0	28,904	0	28,904
CS0455	IP4 projects	511	0	511	0	37	0	0	0	0	511	0	0	511
CS0456	WY Integrated UTMC Centre	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0464	Ben Rhydding Railway Station Car Park	0	0	0	0	0	1,042	750	259	0	2,051	0	0	2,051
CS0467	Transforming Cities Fund (TCF)	8,120	0	8,120	8,120	3,457	0	0	0	0	6,882	0	1,238	8,120
CS0469	IP4 Safer Roads 20-21	0	0	0	7	26	0	0	0	0	0	0	0	0
CS0470	IP4 Safer Roads 21-22	610	-9	601	379	23	0	0	0	0	601	0	0	601
CS0529	Safer Roads 22-23	1,652	0	1,652	488	338	1,164	1,164	1,164	0	5,144	0	0	5,144
CS0562	CRSTS - Safer Roads 23/24	1,232	0	1,232	1,164	99	0	0	0	0	1,232	0	0	1,232
CS0483	Motorcycle Parking	40	0	40	40	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	861	0	861	788	144	0	0	0	0	861	0	0	861
CS0494	City Centre Bollards	5	-5	0	0	0	0	0	0	0	0	0	0	0
CS0502	Corridor Improvement Prog (CIP2)	75	0	75	75	-284	0	0	0	0	75	0	0	75
CS0477	CCTV Infrastructure	485	0	485	485	93	0	0	0	0	0	0	485	485
CS0533	UTMC – CRSTS Traffic Mgmt System	0	0	0	1,315	378	1,150	1,150	1,150	0	3,450	0	0	3,450
CS0539	Traffic Management	230	0	230	230	0	0	0	0	0	0	230	0	230
CS0542	UTMC – CRSTS Traffic Mgmt System22-23	12,423	0	12,423	14,798	5,363	10,657	10,657	10,657	0	44,394	0	0	44,394
CS0555	Moorland Restoration for Climate Emergency	250	0	250	90	0	150	0	0	0	200	0	200	400
CS0556	CRSTS - Kings Rd & Wakefield Rd	1,334	-650	684	599	84	0	0	0	0	684	0	0	684
<b>Total Place - Planning, Transportation &amp; Highways</b>		<b>59,325</b>	<b>957</b>	<b>60,282</b>	<b>56,194</b>	<b>18,891</b>	<b>36,524</b>	<b>18,654</b>	<b>14,173</b>	<b>89,897</b>	<b>184,707</b>	<b>29,134</b>	<b>5,689</b>	<b>219,530</b>

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Dept of Place - Clean Air Zone</b>														
CS0471	Clean Air Zone	8,225	0	8,225	8,123	1,950	3,080	2,265	0	0	13,570	0	0	13,570
<b>Total Place - Clean Air Zone</b>		<b>8,225</b>	<b>0</b>	<b>8,225</b>	<b>8,123</b>	<b>1,950</b>	<b>3,080</b>	<b>2,265</b>	<b>0</b>	<b>0</b>	<b>13,570</b>	<b>0</b>	<b>0</b>	<b>13,570</b>
<b>Dept of Place - Waste, Fleet &amp; Transport</b>														
		0												
CS0060	Replacement of Vehicles	2,500	0	2,500	2,500	2,078	1,541	0	0	0	0	4,041	0	4,041
CS0517	Electric vehicles	520	0	520	200	125	355	18	0	0	0	197	696	893
CS0435	Sugden End Landfill Site	22	0	22	22	8	0	0	0	0	0	0	22	22
CS0359	Community Resilience Grant	3	0	3	3	0	0	0	0	0	3	0	0	3
CS0497	Climate Change Initiatives – Vehicles	105	0	105	105	0	0	0	0	0	105	0	0	105
CS0503	Environmental Delivery Works	22	0	22	22	15	0	0	0	0	0	0	22	22
<b>Total Place - Waste, Fleet &amp; Transport</b>		<b>3,172</b>	<b>0</b>	<b>3,172</b>	<b>2,852</b>	<b>2,225</b>	<b>1,896</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>108</b>	<b>4,238</b>	<b>740</b>	<b>5,086</b>
<b>Dept of Place - Neighbourhoods &amp; Customer Services</b>														
CS0466	Parks Depots		0	0	0	0	0	0	0	0	0	0	0	0
CS0378	Customer Services Strategy	50	0	50	10	0	0	0	0	0	0	0	50	50
CS0506	Ilkley Parking	26	-26	0	0	0	0	0	0	0	0	0	0	0
CS0510	Ilkley Footbridge	28	0	28	28	0	0	0	0	0	0	0	28	28
<b>Total Place - Neighbourhoods &amp; Customer Services</b>		<b>104</b>	<b>-26</b>	<b>78</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78</b>	<b>78</b>



CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Dept of Place - Sports &amp; Culture</b>														
CS0487	Alhambra Theatre Lift	2	0	2	2	2	0	0	0	0	0	0	2	2
CS0162	Capital Projects - Recreation	15	90	105	110	16	0	0	0	0	105	0	0	105
CS0530	LDP (Active Bradford)	358	0	358	358	252	50	0	0	0	408	0	0	408
CS0004	S106 Recreation	0	50	50	50	0	0	0	0	0	50	0	0	50
CS0501	Parks Development Fund	275	0	275	275	67	0	0	0	0	275	0	0	275
CS0404	Sports Pitches	274	462	736	736	5	0	0	0	0	604	0	132	736
CS0537	Silsden Park Section 106 Projects	224	0	224	0	0	0	0	0	0	224	0	0	224
CS0489	Playable Spaces	537	0	537	523	197	1,500	1,337	1,081	0	1,035	0	3,420	4,455
CS0541	Levelling Up Parks – Grosvenor Park	85	0	85	85	60	0	0	0	0	85	0	0	85
CS0543	Corn Mill Green Improvements, Steeton	49	0	49	49	41	0	0	0	0	49	0	0	49
CS0548	ECB – Bradford Park Avenue Projects	1,004	0	1,004	1,004	949	0	0	0	0	1,004	0	0	1,004
CS0560	Marley Tip Top Land Slip	500	0	500	500	0	1,000	500	0	0	0	0	2,000	2,000
CS0564	Bolton Woods Play equipment	0	27	27	27	0	0	0	0	0	27	0	0	27
CS0403	Bereavement Strategy	7,481	0	7,481	6,240	1,824	8,000	1,055	0	0	0	7,000	9,536	16,536
CS0552	Bowling Cemetery Extension	2,365	0	2,365	1,200	71	0	0	0	0	0	0	2,365	2,365
CS0277	Wyke Community Sport Hub	0	0	0	30	22	0	0	0	0	0	0	0	0
CS0508	Theatres Website	45	0	45	0	0	0	0	0	0	45	0	0	45
CS0245	Doe Park	27	0	27	27	7	0	0	0	0	27	0	0	27
CS0461	ShIPLEY Gym extension & equipment	51	0	51	0	0	0	0	0	0	0	0	51	51
CS0356	Sedbergh SFIP	46	0	46	46	13	0	0	0	0	0	0	46	46
CS0354	Squire Lane	3,745	-2,745	1,000	1,000	688	17,437	12,866	0	0	16,403	0	14,900	31,303
CS0482	Marley Replacement Pitch	5	-5	0	0	0	0	0	0	0	0	0	0	0
CS0498	Libraries IT Infrastructure	165	0	165	0	0	0	0	0	0	0	60	105	165
CS0509	Libraries (Equipment/Shelving)	21	0	21	0	0	0	0	0	0	21	0	0	21
CS0534	Libraries as Locality Hubs (LIF)	222	0	222	0	15	0	0	0	0	222	0	0	222
<b>Total Place - Sports &amp; Culture</b>		<b>17,496</b>	<b>-2,121</b>	<b>15,375</b>	<b>12,262</b>	<b>4,230</b>	<b>27,987</b>	<b>15,758</b>	<b>1,081</b>	<b>0</b>	<b>20,584</b>	<b>7,060</b>	<b>32,557</b>	<b>60,201</b>

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Corp Resources - Estates &amp; Property Services</b>														
CS0333	Argus Chambers / Britannia Hse	151	-151	0	151	0	0	0	0	0	0	0	0	0
CS0475	Property Programme 20-21	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0511	Property Programme 21-22	292	0	292	292	160	0	0	0	0	0	0	292	292
CS0528	Property Programme 22-23	2,381	0	2,381	2,381	485	0	0	0	0	0	0	2,381	2,381
CS0554	Property Programme 23-24	2,000	0	2,000	1,000	73	2,000	0	0	0	0	0	4,000	4,000
CS0540	ISG Door Router	3	-3	0	0	0	0	0	0	0	0	0	0	0
CS0460	Mitre Court CPU Property & Equip	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0230	Beechgrove Allotments	0	0	0	0	0	0	148	0	0	148	0	0	148
CS0565	CILS-Allotments Refurbishment	0	150	150	50	0	0	0	0	0	150	0	0	150
CS0050	Carbon Management	0	0	0	0	149	0	0	0	0	0	0	0	0
CS0476	Carbon Management Efficiencies Phase2	780	0	780	780	149	500	750	0	0	0	0	2,030	2,030
CS0420	Electric vehicle charging Infrastructure (Taxi Scheme)	56	0	56	56	15	0	0	0	0	56	0	0	56
CS0495	Bradford LAD Scheme	124	1,711	1,835	1,835	1,243	0	0	0	0	1,835	0	0	1,835
CS0381	Godwin St	4,986	0	4,986	6,000	9,599	2,000	0	0	0	0	6,986	0	6,986
CS0381b	Culvert	0	0	0	30	0	0	0	0	0	0	0	0	0
CS0409	Coroner's Court and Accommodation	350	0	350	75	79	0	0	0	0	0	0	350	350
CS0520	Regeneration Opportunity	534	0	534	0	49	5,500	4,000	2,000	0	0	0	12,034	12,034
CS0408	City Village	0	0	0	0	23	74	0	0	0	0	0	74	74
CS0522	Children's Homes Capital Works	121	0	121	121	110	0	0	0	0	0	0	121	121
CS0525	Baildon Library	929	0	929	250	24	0	0	0	0	929	0	0	929
CS0445	Core IT Infrastructure	3,867	0	3,867	3,867	198	2,360	0	0	0	0	0	6,227	6,227
CS0551	Future Security Strategy	1,005	0	1,005	1,005	527	0	0	0	0	100	0	905	1,005
<b>Total Corp Resources – Estates &amp; Property Services</b>		<b>17,579</b>	<b>1,707</b>	<b>19,286</b>	<b>17,893</b>	<b>12,886</b>	<b>12,434</b>	<b>4,898</b>	<b>2,000</b>	<b>0</b>	<b>3,218</b>	<b>6,986</b>	<b>28,414</b>	<b>38,618</b>

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Reserve Schemes &amp; Contingencies</b>														
CS0395z	General Contingency	1,257	-895	362	362	0	1,000	1,000	0	0	0	0	2,362	2,362
CS0532z	Changing Places Toilets	182	-182	0	0	0	0	0	0	0	0	0	0	0
CS0569z	City Centre Ducting	0	1,050	1,050	1,050	0	0	0	0	0	0	0	1,050	1,050
CS0571z	Victoria Hall Seating	0	140	140	140	0	0	0	0	0	0	0	140	140
CS0572z	Gym equipment	0	300	300	300	0	0	0	0	0	0	300	0	300
CS0570z	Adults Technology Enabled Care	0	400	400	400	0	500	500	0	0	0	0	1,400	1,400
CS01234z	Top of Town Public realm works	1,725	-1,725	0	0	0	0	0	0	0	0	0	0	0
CS0397z	Property Programme	0	0	0	0	0	2,000	4,000	2,000	0	0	0	8,000	8,000
CS0399z	Strategic Acquisition	0	0	0	0	0	5,000	5,000	10,000	0	0	20,000	0	20,000
CS0400z	Keighley One Public Sector Est	0	0	0	0	0	200	400	400	0	0	1,000	0	1,000
CS0402z	Canal Road Land Assembly	0	0	0	0	0	450	0	0	0	0	0	450	450
CS0401z	Depots	0	0	0	0	0	2,000	1,000	0	0	0	0	3,000	3,000
CS0404z	Sports Pitches	1,000	-500	500	0	0	5,000	8,000	6,990	3,627	17,142	589	6,386	24,117
CS0489z	Playgrounds	1,000	-1,000	0	0	0	0	0	0	0	0	0	0	0
CS0405z	City Hall	500	0	500	0	0	3,000	3,500	500	0	0	3,750	3,750	7,500
CS0408z	City Village Stage 2	0	0	0	0	0	1,925	0	0	0	0	0	1,925	1,925
CS0060z	Vehicles	0	0	0	0	0	3,000	0	0	0	0	3,000	0	3,000
CS0060zb	Electric vehicles/ street cleansing	0	0	0	0	0	623	0	0	0	0	623	0	623
CS0472z	District Heating	0	0	0	0	0	750	750	0	0	0	0	1,500	1,500
CS0473z	Renewable Energy (Solar Farm)	0	0	0	0	0	3,000	2,000	0	0	2,000	3,000	0	5,000
CS0474z	Transforming cities fund	13,737	0	13,737	0	0	44,090	9,444	0	0	67,271	0	0	67,271
CS0484z	New Reserve	2,000	0	2,000	0	0	0	0	0	0	0	0	2,000	2,000
<b>2021-22 Schemes</b>														
CS0488z	Laptops for Children	0	0	0	0	0	200	200	0	0	0	0	400	400
CS0244z	SEND	0	0	0	0	0	1,500	500	0	0	0	0	2,000	2,000
<b>2022-23 Schemes</b>														
CS0060w	Vehicles	0	0	0	0	0	0	3,000	0	0	0	3,000	0	3,000

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0395w	Contingency	0	0	0	0	0	1,000	0	0	0	0	0	1,000	1,000
CS0538w	Energy efficiency	250	0	250	0	0	500	500	500	250	0	0	2,000	2,000
CS0144w	Empty Private Sector Homes Strategy	0	0	0	0	0	1,000	1,000	1,000	1,000	4,000	0	0	4,000
	<b>2023-24 Schemes</b>													
CS0395f	Children's Residential Care	500	-500	0	0	0	2,899	0	0	0	0	0	2,899	2,899
CS0395i	Inflation Contingency	3,900	-3,550	350	0	0	5,000	0	0	0	0	0	5,350	5,350
CS0395e	City Centre Regeneration	8,000	0	8,000	12,000	0	10,000	0	0	0	0	0	18,000	18,000
CS0395j	Area office accommodation	800	0	800	0	0	0	0	0	0	0	0	800	800
CS0395m	Bereavement Strategy – Phase 2	1,000	0	1,000	0	0	2,620	0	0	0	0	0	3,620	3,620
CS0445f	IT Programme	0	0	0	0	0	0	0	2,000	0	0	0	2,000	2,000
CS0060f	Vehicles	0	0	0	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0397f	Property Programme	0	0	0	0	0	0	0	4,000	0	0	0	4,000	4,000
CS0395g	Contingency	0	0	0	0	0	0	0	1,000	0	0	0	1,000	1,000
CS0566g	City of Culture	0	1,000	1,000	1,000	0	1,500	500	0	0	3,000	0	0	3,000
<b>Total - Reserve Schemes &amp; Contingencies</b>		<b>35,851</b>	<b>-5,462</b>	<b>30,389</b>	<b>15,252</b>	<b>0</b>	<b>98,757</b>	<b>41,294</b>	<b>31,390</b>	<b>4,877</b>	<b>93,413</b>	<b>38,262</b>	<b>75,032</b>	<b>206,707</b>
<b>TOTAL - General Fund</b>		<b>209,563</b>	<b>2,690</b>	<b>212,253</b>	<b>192,339</b>	<b>74,063</b>	<b>234,041</b>	<b>124,883</b>	<b>58,259</b>	<b>94,774</b>	<b>426,401</b>	<b>105,140</b>	<b>192,669</b>	<b>724,210</b>
<b>Place - Housing</b>														
CS0237b	Keighley Rd Extra Care Fletcher Court	62	0	62	0	-194	0	0	0	0	0	0	62	62
CS0308	Affordable Housing Program 2015-18	0	0	0	0	2	0	0	0	0	0	0	0	0
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0	0	0	0	0	0
CS0407	Property Acquisition – Local Authority Housing Fund (LAHF)	1,580	0	1,580	2,000	1,889	4,471	0	0	0	5,051	1,000	0	6,051
CS0558	HRA Disabled Adaptations	0	160	160	50	8	40	20	0	0	0	220	0	220
<b>Total - Housing Revenue Account (HRA)</b>		<b>1,642</b>	<b>160</b>	<b>1,802</b>	<b>2,050</b>	<b>1,705</b>	<b>4,511</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>5,051</b>	<b>1,220</b>	<b>62</b>	<b>6,333</b>

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 30/09/23	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, capital receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Reserve Schemes &amp; Contingencies</b>														
CS0407z	Affordable Housing	1,000	0	1,000	0	0	10,000	10,000	8,224	0	14,430	14,794	0	29,224
CS0558z	HRA Disabled Adaptations	140	-140	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL - HRA</b>		<b>2,782</b>	<b>20</b>	<b>2,802</b>	<b>2,050</b>	<b>1,705</b>	<b>14,511</b>	<b>10,020</b>	<b>8,224</b>	<b>0</b>	<b>19,481</b>	<b>16,014</b>	<b>62</b>	<b>35,557</b>
<hr/>														
<b>TOTAL - All Services</b>		<b>212,345</b>	<b>2,710</b>	<b>215,055</b>	<b>194,389</b>	<b>75,768</b>	<b>248,552</b>	<b>134,903</b>	<b>66,483</b>	<b>94,774</b>	<b>439,000</b>	<b>128,036</b>	<b>192,731</b>	<b>759,767</b>

# Bradford Council Strategic Risk Register



## Quarter 2 Review 2023-24

<b>Code &amp; Title</b>		SR 01 BCM BCM Critical facilities			<b>Current Risk Matrix</b>	
<b>Description</b>		Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
					<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical	
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2	3	
	<b>Operational</b>	Yes	<b>Total Score</b>	6		
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>The Council is unable to function - some or all delivery priorities jeopardised.</li> <li>The Council is unable to meet its corporate targets.</li> <li>The reputational risk to the Council is adversely effected.</li> <li>The welfare and safety of the Council's citizens is at risk.</li> <li>Increasing incidence and impact of service interruption events.</li> <li>Failure of business-critical systems.</li> </ul>					
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>All services 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), Generic Actions and Specific Action to take in relation to identified risks.</li> <li>The Emergency Management Team will coordinate the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004 which are: to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. This is coordinated at a regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utilities and partner organisations such as the Environmental Agency and Yorkshire Water.</li> <li>The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this 'multi agency' group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a</li> </ul>					

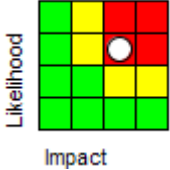
	<p>range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber-attack, terrorist related attacks and more. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans.</p> <ul style="list-style-type: none"> <li>• The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation alongside other service areas.</li> <li>• There is an Emergency Control Centre away from the City should there be an incident affecting these.</li> <li>• Council Plan for Power Outage - Exercise mighty oak took place during Spring 2023 to test a national response to a power outage. As a result, a steering group has been set up to review the Council plan for 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>	04/10/2023
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• A paper will be going to CMT in October 2023 to address the 5 concerns of the internal audit and the 7 recommendations.</li> <li>• It is likely that a steering group will be identified to roll out the BC programme with a corporate sponsor under the non-compliance transformation programme. The Emergency planning team will work with AD's to provide workshops, training and support to develop the plans in the new format. We also need to determine where the plans will be stored (which IT platform) and a recording mechanism for BC incidents.</li> <li>• Once all plans are reviewed, they will be reviewed on an annual basis and we will pick out certain ones to test each year.</li> </ul>
<b>Managed By</b>	Joanne Hyde
<b>Administered By</b>	Michelle Shepherd



<b>Code &amp; Title</b>		SR 02 HSG Inadequate Housing Supply			<b>Current Risk Matrix</b>	
<b>Description</b>		<p>Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction (due to economic downturn and Covid), 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.</p> <p>In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. Bradford has therefore now established a Housing Revenue Account and a draft HRA business plan has been completed which is currently under review.</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 into the community.</li> <li>• Negative impact on education priorities as inadequate housing affects children’s educational attainment due to overcrowding and lack of space for study.</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 is 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.</li> <li>• An updated Strategic Land Assessment (SLA) published (February 2021) by the Planning Service alongside the Regulation 18 Draft 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. The Council also updated it’s 5-year land supply statement in September which determine whether there is a 5 year supply of deliverable housing land (as required by Government). The Brownfield Register of land available for housing is updated annually last updated in Dec 2022. 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</li> </ul>					

	<p>a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. The also council published an updated Housing Delivery Test Action Plan (HDTAP) in late 2022. 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. Unfortunately, housing development has not kept pace with the targets for new homes but this is starting to improve. 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 including an Extra Care facility in Keighley.</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 2400 requests for assistance during 2022/23.</li> <li>• A fully revised addition of the Strategic Housing Market Assessment, last published in 2019 with an addendum in February 2021, is being prepared which will provide up to date intelligence on the scale and type of housing required in the period to 2040 including the need for specialist housing.</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.</li> <li>• Council provides Housing Options service which proactively seeks to prevent homelessness, works with social landlords, support providers and private landlords.</li> <li>• External funding opportunities mainly from Homes England, WYCA and DLUHC. Recent successes include provision for Afghan and Ukrainians and Rough Sleepers</li> <li>• Our Housing Operations team focuses on quality and ensures suitable stock via enforcement, provision of adaptations and bringing empty homes into use.</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>	<p>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). A fully updated SHMA with a base date of 2023 and looking at housing needs to 2040 will be finalised by the end of the year.</p>
<b>Date Reviewed</b>	<p>11.10.23</p>
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• A full review of the risk is planned to ensure it reflects all aspects of housing management.</li> <li>• Over the years there have been a number of changes to the National Planning Policy Framework (NPPF) which sets out the requirements for Councils in preparing Local Plans and in gathering evidence to inform policy and strategy on housing need and delivery. This has included a new national standardised method for calculating minimum housing need. The revised standard method was issued in Dec 2020 and substantially increased the need figure for the district by including an additional 35% uplift (this was applied to Local Authorities containing the 20 largest cities). The Government is currently reviewing and considering further planning reforms including the approach to assessing housing need.</li> <li>• The Local Plan continues to make progress. Regulation 18 consultation on the Local Plan took 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 basic need element of the standard method housing need figure of 1704 dwellings per annum but not the full requirement with the 35% uplift on top. Work on the Local Plan and the evidence needed to underpin it is continuing and the next stage will be consultation on the Regulation 19‘Publication Draft’ Plan.</li> </ul>

	<ul style="list-style-type: none"><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, master planning 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><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><li>• Review of the HRA Business Plan underway</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 were significant and have resulted in the greatest economic downturn on record. The economic restrictions imposed to control the spread of the Coronavirus saw a fall in the value of the Bradford economy undermining economic growth and leading to jobs losses and business failures. The increased costs of production and the ongoing impacts of Brexit are continuing to create a challenging environment for Bradford businesses.</p> <p>A new economic strategy is under development, and figures will be updated in-line with that programme of work.</p>				
				<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	High	Critical	
	<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3	
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>		
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast.</li> <li>Inability to raise funds for projects and regeneration projects not completed.</li> <li>Potential damage to the Council’s reputation and the Economic Partnership</li> <li>Not able to meet member, government, and the public’s expectations.</li> <li>Deteriorating physical and infrastructure assets</li> <li>Young people are not equipped to achieve their potential within the district.</li> <li>Business failure rate increases and unemployment increases due to the impact of Covid-19 - still in recovery and work is ongoing to define impact alongside cost of living crisis.</li> <li>Long term cost implications of dealing with social issues linked to economic deprivation.</li> <li>Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings.</li> <li>Business relocating out of the District.</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; attendance at UKReiFF and satellite events, 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> </ul>					

	<ul style="list-style-type: none"> <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 been 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. A proposal has been submitted for an additional allocation of £1m per annum, final approval is imminent.</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>• The Clean Growth Implementation Plan has been reset to deliver a new Economic Growth and Skills Strategy.</li> </ul>
<p><b>Assurance Mechanisms</b></p>	<ul style="list-style-type: none"> <li>• Relationship management - development and monitoring of benefits from key programmes such as the Gainshare, UKSPF, Investment Zones, Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework.</li> <li>• Towns Fund Boards and internal board established.</li> <li>• Place Marketing Board established.</li> <li>• Southern Gateway Board established</li> </ul>
<p><b>Date Reviewed</b></p>	<p>2.10.2023</p>
<p><b>Actions / Controls under development</b></p>	<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>• 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>• Managing allocations of 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, this work is ongoing and will conclude in Autumn 2023.</li> <li>• The Economic Development Team has recently been restructured with additional capacity to enable proactive engagement of business.</li> </ul>

	<ul style="list-style-type: none"><li>• Four bids were submitted into Round 2 of the Levelling Up Fund. Due to changes in the criteria after submission, these bids were unsuccessful. Other options for funding are being considered to ensure that priority projects progress.</li><li>• Development of co-ordinated support for businesses to maximise opportunities and benefits of City of Culture 2025</li></ul>
<b>Managed By</b>	Angela Blake
<b>Administered By</b>	Jo Hinchliffe

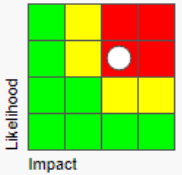
<b>Code &amp; Title</b>	SR 04 SCC Safer Cohesive Community.			<b>Current Risk Matrix</b>	
<b>Description</b>	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.  As a consequence, there is a direct impact on managing 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	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>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>Neighbourhood 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>	28 <sup>th</sup> September 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>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 '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> </ul> <p>Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.</p>
<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>3 October 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 which is unconfirmed or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast.</p> <p>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</p> <p>The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p> <p>The level of available balance sheet reserves is currently at an unprecedented low, but has recently been improved by £53m from a number of financial initiatives.</p>				
				<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>		<b>District</b>	No	<b>Category</b>	High	Critical
		<b>Strategic</b>	Yes	<b>Risk Score</b>	3	3
		<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>		<ul style="list-style-type: none"> <li>• Services run the risk of failing to deliver statutory / minimum standards.</li> <li>• Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone.</li> <li>• Budget is overspent.</li> <li>• Suboptimal decisions could be made.</li> <li>• Achievement of priorities delayed or not delivered.</li> <li>• Service delivery not achieved.</li> <li>• Challenges to governance framework.</li> <li>• Deterioration in reputation with knock on consequences.</li> <li>• Scarce resources may not be utilised / prioritised to maximum effect.</li> <li>• Reduced effectiveness of Council Leadership</li> <li>• The Council’s budget &amp; setting of Council Tax is challenged.</li> <li>• The risk remains for future years though already being planned for through organisational review and new operating models workstream.</li> <li>• Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government.</li> <li>• Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.</li> </ul>				
<b>Internal Controls</b>		<ul style="list-style-type: none"> <li>• Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated.</li> <li>• Comprehensive financial and performance monitoring information provided to DMTs, CMT, JLT and Executive supported by value for money and activity information.</li> <li>• Budget process fully integrated with the Authority’s strategic service and value for money planning.</li> <li>• Political engagement in place for budget process.</li> <li>• Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20</li> <li>• Medium term planning extended over a six year time line, with clear assumptions outlined. However, central govt annual settlements mitigate the benefit of this.</li> </ul>				

	<ul style="list-style-type: none"> <li>• Controls on procurement and workforce changes in place</li> <li>• Meaningful budget consultation process in place</li> <li>• Strict adherence to Reserves Policy. Reserves are forecast to be adequate for this financial year.</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> <li>• Financial sustainability (Pillars) programme has been implemented with progress reviewed regularly by CMT and JLT. (namely: costs, Income, Childrens Trust, Capital programmes, Financial management pillars).</li> <li>• Regular interaction with the Childrens Trust (as contractually mandated) to mitigate any forecast budgetary overspends.</li> <li>• JEGS review board formed to manage risks on pay.</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> <li>• CIPFA review of financial sustainability planned for September 2023 is nearing its completion.</li> </ul>
<b>Date Reviewed</b>	26 September 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>• The Pillars programme is progressing.</li> <li>• The Transformation programme is progressing.</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> <li>• Budget 2024/25 challenge sessions planned for August and September 2023.</li> <li>• Creation of additional £53m reserves headroom from a range of financial initiatives.</li> <li>• Discussions with DLUHC and DfE are currently underway.</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>				

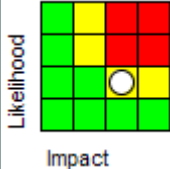
	<ul style="list-style-type: none"> <li>• Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction.</li> <li>• Public Services Network (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>	20.09.23
<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.  (Main issue is 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.)				
			<b>Likelihood</b>	<b>Impact</b>	
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	High	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	<b>3</b>	<b>3</b>
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>9</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• Demand for social care services is predicted to continue increasing and overspends are likely.</li> <li>• Budget proposals highlight this 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 because of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties.</li> <li>• Lengthening waiting lists for assessments and provision of care.</li> <li>• Increases in numbers requiring care.</li> <li>• Increase in expectations from service users.</li> <li>• Recruitment delays to bring in social workers and care workers.</li> <li>• CQC assurance framework outcomes - This will provide addition scrutiny of our Adult social care budget spend, especially on our budget spend in relation to the needs of citizens and how we compare with our statistical neighbours.</li> </ul>				
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• Departmental Management Team (DMT) has agreed a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention.</li> <li>• All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change workstream priorities. The Transformation priorities have also been reviewed and updated to ensure that they reflect the changes set out in the 3-year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response.</li> <li>• DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism &amp; Neuro Diversity, Continuous Health Care.</li> <li>• 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> </ul>				

	<ul style="list-style-type: none"> <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:</li> <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> <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> <li>• DMT leads are now working on their plans for preparing their services for the CQC Assurance Framework. This includes, undergoing an ADASS peer review of our services to provide an impartial stocktake of our service to identify strengths and areas of improvement.</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> </ul>
<p><b>Date Reviewed</b></p>	<p>26.09.23</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> <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>▪ We have started an end to 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> </ul>

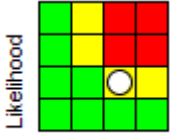


	<ul style="list-style-type: none"><li>▪ We are also working with Children Trust to ensure the new management team are fully briefed on the details of the Transitions SLA and how the two services should be working together to both manage demand and improve outcomes for service users.</li></ul>
<b>Managed 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>Strategic ambitions and goals in new District Employment and Skills Framework are not delivered, impacting ability to fully realise an inclusive and clean economic growth that addresses the underlying inequality of employment and skills outcomes locally.</li> <li>Residents and communities do not equally share in the economic benefits of 2025.</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>Our ESIF programmes are now closed to new starts. 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.</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>Skills for Work is in the window for Ofsted Inspection this term.</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 (particularly as part of the conversation around a devolution trailblazer deal for West Yorkshire). Officers are working to shape policy, maximise funding opportunities and inform WYCA's commissioning decision making. This is particularly pertinent to Pillar 3 of the UK Shared Prosperity Fund. The constraints imposed by central government have made this fund incredibly difficult to deliver, and that context enhances</li> </ul>				

	<p>the risk that implementation of a huge amount of short-term, non-recurrent funding may undermine to local strategic approaches. CA colleagues and Employment and Skills officers continue to work closely on this. Issues have been flagged through WY LA CXs meeting.</p> <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, and the network is due to publish a report on recent policy development later this year.</li> <li>• Significant investment in the Employment West Yorkshire programme has been approved by the WYCA Board, with delivery having started 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> <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. Bradford secured two new post-16 free schools through the latest wave of DfE funding (out of 15 schools nationally), the Brit School North and New College Keighley. These will open in 2026, work has started with existing partners to embed the new provision within the existing offer as effectively as possible.</li> <li>• SkillsHouse Advisory Board in place to oversee and shape the partnership model, the implementation of the approach and key programmes such as Employment West Yorkshire, community learning and the supported internship employer forum. Engagement is ahead of profile on Employment West Yorkshire.</li> <li>• The Employment and Skills Board chaired by Will Richardson takes 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. This is embedded into the wider partnership approach for the District, in the role of chair Will is part the Wellbeing Board, Economic Partnership and Children’s, Young People and Families Executive. We are also convening a regular meeting with the Chairs of the equivalent Boards in the other WY LA areas.</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 and owns the new Employment and Skills Framework for the District..
<b>Date Reviewed</b>	25.09.2023
<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. Officers are working to inform future policy, principles and processes through CXs, DoDs, the WY ESB Chairs, 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 school and college leaders across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3. The success fo the proposal for New College Keighley offers a long-term solution for the North of the District.</li> <li>• Following the collapse of our two largest private training providers (for 16-18 provision) we are working with the Department of Education to ensure there is a sufficient range of provider types and settings.</li> <li>• The LA is working through differing partnerships in the implementation of our Workforce Development Plan and Employment and Skills Framework collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need. The Fraework updates the work of the Plan in 2023, and will be developed further in 2024in line with WYCA’s 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> </ul>

	<ul style="list-style-type: none"><li>• As a partnership we continue to explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3, and closer working between Employment and Skills, Leaving Care service and HR to support this and other approaches.</li><li>• Our careers and technical education system works 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>• The One Workforce programme builds on our strong links with the ICB to 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. It also informs the Care Academy work that is supporting recruitment and pathways into the sector, there are ongoing conversations about how SkillsHouse can lead the recruitment of all entry level jobs for the local NHS Trusts.</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.</p>			 <p>Likelihood</p> <p>Impact</p>	
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	Yes	<b>Category</b>	Medium	Critical
	<b>Strategic</b>	Yes	<b>Risk Score</b>	2	3
	<b>Operational</b>	Yes	<b>Total Score</b>	<b>6</b>	
<b>Potential Effect of Risk</b>	<ul style="list-style-type: none"> <li>• The CYPs SEND needs may not be effectively met.</li> <li>• The Local Authority may not meet its statutory obligations.</li> <li>• Negative impact on Local Authority’s reputation with CYP/parents &amp; schools.</li> </ul>				
<b>Internal Controls</b>	Following the inspection, the district was asked to develop a written statement of action that sets out the 5 areas of significant weakness will be addressed. Action is the plan will be delivered through 5 work streams that takes a lead on each of the 5 areas. The members of the work streams include health, social care, parents, college and schools. These work stream report into the SEND Strategic Partnership Board.				
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• SEND Strategic Partnership Board (SSPB) established with clear ToRs providing governance over the four operational workstreams.</li> <li>• 90 day 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>	20.09.2023				
<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
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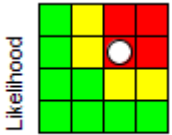
<b>Code &amp; Title</b>	<b>SR 15 OIP Ofsted Improvement Plan</b>			<b>Current Risk Matrix</b>	
<b>Description</b>	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk. The most recent Ofsted Inspection in November/December 2022 highlighted that whilst there has been improvement at pace in the last 12 months, the improvements have not been enough since the 2018 inspection. 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 have now transferred to the Bradford Children’s Trust with 2 posts being retained by Childrens Services. The Improvement Team also has an Interim Director of Improvement pending the live recruitment process and an Interim Improvement Consultant (funded by DfE through Leeds). 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 including the recently commenced Sector Led Per Challenge ADCS led work to work across the region with other LA’s. 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. Ofsted undertook a further monitoring visit in July to the Trust and Ofsted found positive progress in the visit whilst recognising that there was still much work to do.</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, 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 launched 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 work stream 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>	11 October 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> <p>The 2022/23 academic year outcomes from KS2 STAs and GCSE examinations will not be known until the autumn.</p>				
<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>	11 October 2023
<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><li>• The results from the 23/24 Academic Year are to be released in the next quarter</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.				
					<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 started 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 the Trust/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 support the Trust 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. The Trust continue to take this work forward in accordance to the contractual obligations</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, this work continues and in line with court time availability. 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</p>					

	<p>will more publicly 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 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. The Trust continue to take this work forward in accordance to the contractual obligations</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 I the Trust have focused on statutory visits to all children across the service and meet monthly to assess progress or obstacles to improvement. The Trust continue to take this work forward in accordance to the contractual obligations</p> <p>Continuous oversight and scrutiny of children’s risks is undertaken by managers in the Trust daily to ensure they 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 the Trust 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. The audit tool is being updated currently to help support good and consistent practice and will be implemented in April 2023 under the Trust. The Trust continue to take this work forward in accordance to the contractual obligations</p> <p>Supervision of staff is not yet fully consistent due to staff changes and remains a priority for senior managers. The Trust have been working hard on this and grip is present and building. The Trust continue to take this work forward in accordance to the contractual obligations</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. The Trust/ CS are currently working closely with managers and leaders in Health to provide improved joint packages of care to support young people and their families to prevent care entrants and to support those leaving care. The Trust continue to take this work forward in accordance to the contractual obligations</p> <p>The lessons from Monitoring visits continued to be shared and implemented across the service and the Trust. Safeguarding partners are included in these discussions.</p> <p>The Trust continue to take this work forward in accordance to the contractual obligations</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 when it launched 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>• Both children’s services and BDCT both have an ICF function now in place an working well to build the new relationship with the council</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> </ul>

	<ul style="list-style-type: none"> <li>• Tight Performance Management Systems and clear lines of Management and Accountability Systems are in place and monitored. 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 took place July 23 and the formal letter is pending.</li> <li>• The Trust 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, to be taken forward by the Trust. 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>
<b>Date Reviewed</b>	11 October 2023
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• A CSE Action Plan has been shared with partners.</li> <li>• We transferred Children's Social Care services to the Trust on 1st April 23.</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 by the Trust</li> <li>• We/ The Trust 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 complete and this will help to settle the workforce some of whom have felt unsettled and strong joint engagement has been well received by staff.</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>
<b>Managed By</b>	Picklu Roychoudhury
<b>Administered By</b>	Sharon Woodcock

<b>Code &amp; Title</b>	SR 18 COV Multiple outbreaks of infectious diseases.			<b>Current Risk Matrix</b>	
<b>Description</b>	COVID-19 and other respiratory 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 like community testing, contact tracing, and social restrictions. Low uptake of COVID/flu vaccines increases the 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>	<ul style="list-style-type: none"> <li>Local plan for Living safely with COVID-19 and other respiratory infections in Bradford District revised in 2022. The plan includes action cards for dealing with outbreaks in different settings, with clear responsibilities for the Council, UKHSA and NHS.</li> <li>Memorandum of Understanding on PH emergencies and incidents (including outbreaks) approved by LA, UKHSA and NHS in 2022. The MOU includes emergency tripartite funding to support initial response to disrupting outbreaks.</li> <li>Improvements in governance of Covid and Flu vaccination programmes and increase of engagement work with vulnerable groups to improve vaccine uptake and reduce inequalities. A Bradford plan to reduce inequalities in uptake of seasonal vaccines was produced in October 2023.</li> </ul>				
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>On-going monitoring of COVID-19 cases, admissions and deaths in the District.</li> <li>On-going support to NHS immunisation programmes.</li> <li>Contingency plans and escalation routes for PH input to outbreak management.</li> </ul>				
<b>Date Reviewed</b>	04.10.2023				
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>CBMDC staff encouraged and supported to stay at home if unwell.</li> <li>Support to the NHS-led vaccine programmes to engage with groups with lowest uptake and reduce inequalities.</li> <li>Support to a broader set of winter preparedness measures including antipoverty and mental wellbeing to reduce pressure over the NHS</li> <li>Development of contingency plans for rapid adapting the PH outbreak management capacity in the event of an increase in demand</li> </ul>				
<b>Managed By</b>	Jorge Zepeda				
<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>	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>• 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 launched.</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> <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> </ul>					



	<ul style="list-style-type: none"> <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>	28.09.23
<b>Actions / Controls under development</b>	<ul style="list-style-type: none"> <li>• Working with BCA on plans to coordinate workforce development activity across the independent sector.</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>	<b>Jane Wood</b>
<b>Administered By</b>	Imran Rathore

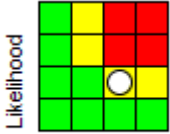
<b>Code &amp; Title</b>	SR 20 EHE Elective Home Education			<b>Current Risk Matrix</b>
<b>Description</b>	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine philosophical desire to home educate. Although some pupils have since returned to school rolls, similar numbers continue to be removed from school rolls so the number consistently remains above 800. Temporary funding for this through Raising Attainment has ended 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). 2022/2023 will be similar with around 400 children being removed from a school roll during the year.			
			<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<b>Category</b>	Medium
	<b>Strategic</b>	No	<b>Risk Score</b>	2
	<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 that this can amount to harm.			
<b>Internal Controls</b>	Challenge is raised with Children's Social Care where the team believe the child is suffering from harm through educational neglect.  Note: Funding secured for a temporary increase in staffing from June 2021 has now ended. The funding provided for two Elective Home Education Officers and a Senior honorarium for increased supervisory capacity. This was extremely proactive, with increased and faster informal enquiries. There are now only 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 allowed officers to proactively meet with schools and families who are considering EHE in order to make sure intentions and responsibilities are clear, so this will now become a challenge. Significant resource is used where a child is not in receipt of an education and a School Attendance Order has been prosecuted. This requires a referral to Children's Social Care, but the response is inconsistent.			
<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>	13/10/23			
<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</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 Martyn's Law 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) which meets on a quarterly basis with all partners across the district not limited to council.</li> </ul>				

<b>Assurance Mechanisms</b>	Security policy statement and security strategy and organisational security framework.
<b>Date Reviewed</b>	04/10/2023
<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 is being rolled out across all council departments. So far over 300 staff have been trained. Further Act and SCaN training is booked and we have 4 sessions working on Martyn's Law in October.</li> <li>• The Council is developing and implementing security minded communications on its website and media outlets.</li> <li>• Training and testing the security framework, plans and readiness.</li> <li>• The Emergency Planning Manager is setting up a Security Framework as part of the EP workstreams to work with heads of departments to create a stronger security culture throughout.</li> </ul>
<b>Managed By</b>	Joanne Hyde
<b>Administered By</b>	Michelle Shepherd

<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.				
			<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>• Distribution of the Household Support Grant, supporting residents with food, fuel and other essential items</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</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 'Welcoming Spaces' initiative to provide a welcoming space and refreshments in libraries, community centres, church halls etc from April 2023. The Warm Spaces initiative will replace this in the winter months providing a warm space and hot drink for residents in these community venues.</li> <li>• Determination of the allocation of Council Tax Support fund announced by the Govt in December 2022 for the year 2023/24</li> <li>• A new employee benefits scheme has been introduced in 2023 to assist with the cost of Home and Electronics items.</li> </ul>				
<b>Assurance Mechanisms</b>	<ul style="list-style-type: none"> <li>• Low-income groups and those living in poverty are one of our protected characteristics when conducting Equalities Impacts Assessments.</li> <li>• All policies and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty)</li> <li>• Corporate Plan addresses initiatives to improve financial inclusion, protecting the most vulnerable, better housing, health and education.</li> <li>• The Council is a referral partner for the Money Adviser Network to signpost residents to free debt advice.</li> <li>• The Anti- Poverty Strategy was approved by the Executive in November 2022 and an update on progress will be considered by Overview and Scrutiny on 5 October 2023</li> <li>• The programme of activity to distribute the Household Support Grant fund (£11.39m) and Mayor of West Yorkshire's Cost of Living fund (£439k) was agreed by the Council's Executive on 4 April 2023</li> </ul>				
<b>Date Reviewed</b>	5 October 2023				

<b>Actions / Controls under development</b>	<ul style="list-style-type: none"><li>• The latest payment for the Winter Food and Fuel allowance from the Household Support Fund will be made on or around 24 November. This payment is for those who are on the Council Tax Reduction Scheme, which is currently 42,996 households. The payment amount is indicatively estimated at £100 per household with an additional £40 per eligible child.</li><li>• A refresh of the cost of living Bradford website and leaflet is in progress.</li></ul>
<b>Managed By</b>	Caroline Lee
<b>Administered By</b>	Mark St Romaine

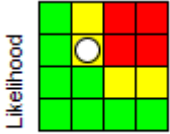
<b>Code &amp; Title</b>	SR 23 SUP Supply Chain Risk			<b>Current Risk Matrix</b>	
<b>Description</b>	Inability to source key supplies and services (including energy) as a result of current fiscal and economic circumstances.				
				<b>Likelihood</b>	<b>Impact</b>
<b>Type of Risk</b>	<b>District</b>	No	<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, variations/extension to contracts that are permitted under Regulation 72 of the Public Contract Regulations				
<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>	26 September 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. Contract managers with support from finance ensuring financial resilience of suppliers is assessed at least on an annual basis. Service areas undertake more proactive market development/engagement activity to ensure contingency supply chains are identified.				
<b>Managed By</b>	Christopher Kinsella				
<b>Administered By</b>	Mark St Romaine, Kashi Akhtar				

<b>Code &amp; Title</b>	SR 24 HUM Human Capital, Diversity and Talent Management	<b>Current Risk</b>
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					<b>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>	6		
<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 graduates through the National Graduate Development Programme (NGDP) since 2020. This autumn we are also launching an internal graduate programme where graduates will remain in one department for the duration of the placement. All placements are 2-year fixed term contracts. Both schemes will run alongside each other for the current time, allowing greater flexibility for the organisation to target specific areas of recruitment and retention.</li> <li>All vacancies below a Grade 8 are requested to be considered for apprenticeships at the point of recruitment. Apprenticeship numbers are dropping nationally therefore work needs to be considered on how we can turn this around.</li> <li>Further scoping and development needs to be done on succession planning, work shadowing, coaching and mentoring, middle managers programme, care leavers programme and Associate AD programme.</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 ensure we have a solid Employee Value Proposition (EVP) and Benefits offer making us an attractive place for people to come and work.</li> </ul>					
<b>Assurance Mechanisms</b>						
<b>Date Reviewed</b>	29 September 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 195 Live Council apprentices are made up of 36 apprentices in maintained schools, 29 new starters in the Council and 130 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 29 apprentices in schools are Early Years (53%), Teaching Assistant/Teacher (33%) Business Admin, Management and IT (14%)</li> </ul>					



	<ul style="list-style-type: none"> <li>• Council apprenticeships are in: Adult Care (8%), Management (17%), Building, Construction, Civil Engineering, Trades, Highways, Horticulture etc (26%) Children and Young People (3%), Production/Hospitality (21%), Business Admin/Customer Service (4%) Social Work (9%), Finance, IT, Procurement, Legal (3%) Coaching Professional (4%) Public Health, Occupational Therapist, Rehabilitation (3%) other specialist training (2%).</li> <li>• In Children’s Services and Adult Social Care, the apprenticeship programme links into “grow our 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 Social Workers, are recruiting international Social Workers and Students and are partnering with the University.</li> <li>• <b>Note:</b> Although the Children Social Workers now sit within Bradford Children and Families Trust, due to partnership working and the Trust not having sufficient levy funds, the Council will be assisting with some of the funding for the 7 new Social Worker apprentices that will be starting in October 2023 through the transfer of levy process. Confirmation of 5 new Social Worker starts for Adult Social Care in October 2023 (a total of 12 new Level 6 Degree Social Worker apprenticeships for October 2023.</li> <li>• In addition, there are still further apprenticeships being finalised for October start and the Apprenticeship levy is also being used for the Centre for Excellence Apprenticeship programme.</li> <li>• It is proposed that a review of Pay and Allowances will commence during Q3/Q4, which is intended to streamline and simplify organisational processes.</li> <li>• Implementation of a new employee benefits platform took place in mid-April 2023, which has already seen 3 ½ times more sign ups than the previous platform. Further benefits have also been implemented such as a Home and Tech platform and a revised Cycle to Work scheme, with a Green Car Lease scheme due to be introduced later on in the financial year.</li> <li>• The procurement of a new recruitment system is underway which will enhance both applicant and manager experience, with the intention of reducing time spent on processes.</li> <li>• In addition, an exercise has taken place facilitated by the transformation team to review and revise the new starters process, resulting in a significant reduction in the number of processes required.</li> <li>• Engagement and contract agreed with LinkedIn to push all vacancies via this platform, already resulting in increased number of applicants for all job roles.</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>			 <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	Significant
		<b>Strategic</b>	Yes	<b>Risk Score</b>	3	2
		<b>Operational</b>	Yes	<b>Total Score</b>	6	
<b>Potential Effect of Risk</b>		<p>Impact on H&amp;WB</p> <ul style="list-style-type: none"> <li>Approximately 8000 citizens currently have a safe &amp; sound pendant &amp; alarm, the digital switchover may result in these people being unable to contact support services in the event of a fall or crisis, potentially resulting in a risk to life. This risk is increasing as more analogue infrastructure is replaced.</li> <li>Funding will need to be found to replace existing analogue alarms with digital equivalents.</li> <li>Citizens are at risk of being the target of scams or fraudulent activity relating to the switchover.</li> <li>The lack of national coordination from Communication Providers has resulted in challenges managing and understanding when existing safe &amp; sound users are migrated to digital.</li> </ul> <p>Wider Corporate concerns</p> <ul style="list-style-type: none"> <li>The digital switchover will not just impact on telecare users but on every household and business across the Bradford district that uses a phone line.</li> <li>It is anticipated the switchover will impact on monitored smoke alarms, burglar alarms, lifts, chip and pin machines, traffic lights, CCTV etc.</li> <li>Due to the industry led nature of the switchover, local and national communications about the switchover have been limited in comparison to the government led drive preceding the TV digital switch.</li> <li>There is minimal support to citizens to understand how the switchover will impact them, whether they're a telecare user or not, with potentially a large cohort of vulnerable people being left unsure of how to proceed. Given the Councils role in supporting local businesses and safer communities, should the Council be assuming a role in providing clarity and support across the district.</li> <li>At this moment without detailed mapping activity it is unclear to what extent the impact of the switchover and will require a detailed coordinated impact assessment across the Council.</li> </ul>				
<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 a digital ARC provider.</li> <li>Digital to analogue kit migration – this will include replacing the analogue kit within current service users home with digital alternatives.</li> <li>Communication and awareness – this will focus on providing updates to existing telecare users, council staff and partners on key implications of the digital switchover. We will also develop advice, guidance, and a policy on the use and set up of digital infrastructure.</li> </ul>				

	<ul style="list-style-type: none"> <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>	26.09.23
<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) - we are currently evaluating the tender bids with the aim to confirm the preferred supplier by Nov/Dec.</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> <li>We will be going out to recruit a replacement for the Transition Manager who left in August 2023.</li> </ul>
<b>Managed By</b>	Imran Rathore
<b>Administered By</b>	Imran Rathore

## Prudential & Treasury Management Indicators Quarter 2 2023-24 Appendix 5

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

### Capital Expenditure

The Council has undertaken and is planning capital expenditure as summarised below.

Capital expenditure	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
General Fund	-	218	224	124	151
HRA*	-	3	15	10	8
<b>Total</b>	<b>154.1</b>	<b>221</b>	<b>239</b>	<b>134</b>	<b>159</b>

\* Separate HRA only applies from 01-04-2023

### Capital Financing Requirement

The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, loan repayments and capital receipts used to replace debt. The actual CFR is calculated on an annual basis.

	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
Non-HRA	-	819	883	893	928
HRA*	-	35	37	37	33
<b>Capital Financing Requirement</b>	<b>769.6</b>	<b>854</b>	<b>920</b>	<b>930</b>	<b>961</b>
<b>Movement in CFR</b>	<b>57.5</b>	<b>81</b>	<b>66</b>	<b>10</b>	<b>31</b>

<b>Net financing need for the year (above)</b>	<b>77.4</b>	<b>104</b>	<b>92</b>	<b>38</b>	<b>60</b>
<b>Less MRP/VRP and other financing movements</b>	<b>-20</b>	<b>-23</b>	<b>-26</b>	<b>-28</b>	<b>-29</b>
<b>Movement in CFR</b>	<b>57.5</b>	<b>81</b>	<b>66</b>	<b>10</b>	<b>31</b>

The effect from the change in the accounting for leases has not yet been reflected in the CFR.

### Gross Debt and the Capital Financing Requirement

Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
Debt at 1 April	371.1	465.1	546.0	641.0	663.0
Expected	94.0	91.0	95.0	22.0	51.0

change in Debt					
<b>Other long-term liabilities (OLTL)</b>	146.9	139.0	130.5	121.9	112.0
<b>Expected change in OLTL</b>	-8.7	-8.5	-8.6	-9.9	-10.5
<b>Actual gross debt at 31 March</b>	<b>603.3</b>	<b>676.5</b>	<b>762.9</b>	<b>775.0</b>	<b>815.5</b>
<b>The Capital Financing Requirement</b>	<b>769.6</b>	<b>854.0</b>	<b>920.0</b>	<b>930.0</b>	<b>961.0</b>
<b>Under / (over) borrowing</b>	<b>166.3</b>	<b>177.5</b>	<b>157.1</b>	<b>155.0</b>	<b>145.5</b>

### Debt and the Authorised Limit and Operational Boundary

The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower Operational Boundary is also set as a warning level should debt approach the limit.

	2022-23	2023-24	2024-25	2025-26
	£m	Estimate £m	Estimate £m	Estimate £m
Operational boundary	840	860	930	940
Authorised limit	860	880	950	960

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt did not go above the operational boundary.

### Net Income from Commercial and Service Investments to Net Revenue Stream

The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

### Proportion of Financing Costs to Net Revenue Stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.

The net annual charge is known as financing costs; this is compared to the net revenue stream, i.e., the amount funded from Council tax, Business rates and general government grants.

	2022-23	2023-24	2024-25	2025-26	2026-27
	£m	£m	£m	£m	£m
MRP, excluding PFI	16.1	19.8	22.7	24.4	25.7
MRP PFI, finance lease	3.4	3.4	3.5	3.6	3.6
Old West Yorkshire Waste debt	0.2	0.2	0.2	0.2	0.2

Interest on external borrowing	16.6	18.4	23.7	24.3	24.8
Interest on PFI	15.9	15.3	14.6	14.0	13.2
Premium on debt repayment	0.3	0.3	0.3	0.3	0.3
<b>Total Capital Financing Costs</b>	<b>52.5</b>	<b>57.4</b>	<b>65.0</b>	<b>66.6</b>	<b>67.7</b>
Projected Net Revenue Stream	388.0	441.0	441.0	441.0	441.0
<b>Ratio to Net Revenue Stream</b>	<b>13.5%</b>	<b>13.0%</b>	<b>14.7%</b>	<b>15.1%</b>	<b>15.4%</b>
Invest to Save element of Total Capital Financing Costs	6.3	6.5	7.7	7.9	8.4
Invest to Save contribution to Ratio to Net Revenue Stream	<b>1.6%</b>	<b>1.5 %</b>	<b>1.6%</b>	<b>1.8%</b>	<b>1.9%</b>

### Liability Benchmark

This new indicator compares the Council's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £30.0m required to manage day-to-day cash flow.

### Maturity Structure of Borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Maturity structure of fixed interest rate borrowing 2023-24		
	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to 5 years	0%	50%
5 years to 10 years	0%	50%
10 years to 20 years	0%	90%
20 years to 30 years	20%	90%
30 years to 40 years	20%	90%
40 years to 50 years	20%	90%

Maturity structure of variable interest rate borrowing 2023-24		
	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to 5 years	0%	20%
5 years to 10 years	0%	20%
10 years and over	0%	20%

### Long term Treasury Management Investments

The purpose of this indicator is to control the Council's exposure to the risk of

incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

<b>£m</b>	<b>2022-23 £m</b>	<b>2023-24 £m</b>	<b>2024-25 £m</b>
<b>Principal sums invested for longer than 365 days</b>	<b>£20m</b>	<b>£20m</b>	<b>£20m</b>

