



Report of the Director of Finance to the meeting of the Executive to be held on 6th February 2024.

AG

Subject:
QUARTER 3 FINANCE POSITION STATEMENT FOR 2023-24 AND 2024-25 BUDGET UPDATE

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 December 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. The Council has applied for Exceptional Financial Support from Government which if agreed, would be provided in the form of a capitalisation directive which would allow the Council to borrow to fund revenue expenditure.

A capitalisation directive is however only an interim solution. To achieve a financially sustainable position, the Council and the Trust will need to deliver a combination of; significantly higher level of savings than is currently proposed; additional income, further asset disposals and further capital expenditure reductions.

A continuous cycle of identifying new savings and other measures to reducing the gap will need to be embedded in 2024-25. The report also provides a budget update for 2024-25 taking account of the completion of the NNDR1 form that sets the Business rates base, and further updates in relation to the Exceptional Financial Support request.

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.

Portfolio:

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Overview & Scrutiny Area:
Corporate

INTRODUCTION

1.0 This report is the third 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
- An update on the 2023-24 and 2024-25 Exceptional Financial Support requests, and the 2024-25 Budget.
- The forecast delivery of budgeted savings in 2023-24
- An update on the Bradford Children & 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 3 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 Children and Families Trust (BCFT), is forecast to overspend its £453m net revenue budget for 2023-24 by £75.5m at March 31st 2024 based on forecasts calculated at the end of December 2023.
- 1.2 It should also be noted that the Council 2023-24 budget is being supported by £48m of one off reserves. The structural gap in 2023-24 is consequently c£120m.
- 1.3 This forecast position results from a combination of c£28m of forecast overspends in services delivered directly or commissioned by the Council, and c£47.5m in services provided by BCFT.
- 1.4 The key issues affecting Council delivered and commissioned services include;
- £10.5m of demand and cost pressures in Adult Social Care.
 - £5.4m of pressures in Children's Service due to demand for home to school transport (£2.5m), Children's Social Care related Transport (£1m), and Children's Social Care related Legal costs (£2m),
 - A £2.6m 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 £4.6m forecast variance in Corporate Resources due mainly to underdelivered vacancy and abatement savings, shortfalls on Estates

rent roll, elections costs and high energy costs associated with the Councils estate.

- 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 £6.3m forecast overspend on the General Fund budget due to the 2023-24 pay award will be higher than budgeted. (c6.3% vs 4% budgeted) costing c£6m, and the 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 and overspends, and this has come at a time of higher interest rates. This is adding c£2.1m to financing costs. These are partly offset by £1m of contingency budget, and £1m from expected additional flexible use of capital receipts and additional capitalisation which is not yet assured.

- 1.5 The overall overspend is c£7.7m higher than the £68m reported at Qtr 2 as detailed in section 3.
- 1.6 The above departmental overspends are inclusive of c£10.5m of underdelivered savings out of the £38m of budgeted savings, due mainly to underdelivered vacancy and abatement factor savings (c£5.2m), Adults demand management savings (£2.6m), and others as outlined in section 9.

Bradford Children & Families Trust

- 1.7 BCFT is forecast to cost c£47.5m more than the Councils £173.1m net revenue budget for Children's Social Care. 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. The £47.5m variance is mainly due to.
- A £6.2m forecast overspend on staffing budgets.
 - a £32.2m forecast overspend on Placement costs.
 - a £3.5m underachievement of income,
 - £5.8m on other items – staff transport £0.2m, direct / home support payments £2.3m, Section 17.6 (unregulated placement cost) £2.2m, Care Leaver cost £1.1m.
- 1.8 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.

- 1.9 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 as outlined in section 10.44.

Reserves

- 1.10 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. Even with mitigating action to reduce overspends reserves will be depleted this year.

Exceptional Financial Support request.

- 1.11 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. The Council and Trust have requested additional grant support from the DfE to support the Trust, and the Council is also submitting a request for Exceptional Financial Support to DHLUC for 2023-24 and 2024 - 25 initially as outlined in the Budget Update – Exceptional Financial Support request report.
- 1.12 If agreed, Exceptional Financial Support would be provided in the form of a capitalisation directive which would allow the Council to borrow to fund revenue expenditure up to an authorised limit.
- 1.13 Since the Budget Update – Exceptional Financial Support request report that was provided to the Executive in December, the new s151 Officer has undertaken a further review and begun to develop the financial elements of the recovery programme;
- For 2023-24 the Council has applied for £80m in 2023-24. This is c£22m higher than previously outlined and reflects the need to maintain a higher reserve level and is also reflective of an increased forecast overspend.
 - For 2024-25 the Council published its Budget Proposals for 2024-25 on the 11th January 2024. As currently planned, the Council's budget was reported as requiring a £92.8m capitalisation directive to balance in 2024-25. The report did however highlight that there would be further costs associated with service transformation and IT costs, and that the Council was also working on an asset disposal programme which would need to be factored in.
 - The Council has now applied for £140m of capitalisation directive. This is necessary to finance the recovery programme that the Council is

instigating, it is an estimate at this point in time and the final outturn figure will inevitably and appropriately be different, it takes account of additional reserves to provide extra resilience because of the uncertainties in the overall position, for example in relation to transformation costs including redundancy costs and risks associated with under delivery of Council savings and mitigations, and delivery of the BCFT business plan amongst others. The main additions include estimates to finance the necessary change programme that the Council will be undertaking:

- The Councils SAP system needs upgrading and in order to achieve major change and significant revenue savings in services, digitisation across the Council is vital and currently under provided for. This will be a key pillar in getting the Council onto a financially sustainable footing in the future.
- Adult Social Care along with other services, have a number of mitigations to not overspend in 2024-25. If this is not delivered as planned, then the gap would be larger. The Council's recent track record suggests that despite what will be much more material savings needed in the future achieving total delivery in 2024-25 will be a very significant challenge for the Council. A contingency is essential for this.
- Transformation and redundancy costs and increasing reserves. Given the scale of change the Council will have to deliver in the immediate future there are inevitably going to be both reduced staffing levels, with potential consequential redundancy costs and an urgent need to invest in change management.
- There is also the risk of under delivery of other savings and mitigations including in the Bradford Children and Families Trust.
- Additional support to increase capacity and capability in Corporate Resources, contract management and project management will also be required. Again, this is a key factor in achieving financial sustainability.

1.14 The additional costs are best estimates at the time of writing and will be subject to review.

1.15 The additional contingencies and flexibilities created by a capitalisation directive will provide the Section 151 officer with the ability to sign off a balanced budget for 2024-25.

1.16 The Council will not be able to set a balanced budget in 2024-25 without the approval of an Exceptional Financial Support request by the Secretary of State. As requests from other Councils last financial year were not approved by Government until 1st March 2023, Budget Council will now be moved from 22nd February to 7th March 2024 to accommodate this whilst remaining within the statutory deadline of setting a budget by 11th March.

1.17 A capitalisation directive is however only an interim solution. To achieve a financially sustainable position, the Council and the Trust will need to deliver a combination of;

- significantly higher level of savings than is currently proposed,
- additional income,
- further asset disposals and
- further capital expenditure reductions.

- 1.18 A continuous cycle of identifying new savings and other measures to reducing the gap will need to be embedded in 2024-25.

2024-25 Budget Update

- 1.19 The 2024-25 Budget Proposals report was published on the 11th January 2024, and since then there have been a number of changes that will have a material impact on the Councils 2024-25 budget.
- 1.20 On the 24th January, the Government announced an additional £500m for Social Care nationally. Bradford's allocation is not yet known, but it is likely to be distributed using the Adults Relative Needs Formula, and our best estimate is that Bradford will receive £4.786m more than previously expected. There may however be new burdens that come with this so the final impact on the 2024-25 budget is not yet fully understood.
- 1.21 Officers have also completed the NNDR1 form which calculates the Business Rates base for 2024-25. This has taken into account freezes to the Business Rates multiplier applied to small companies, and CPI increases to larger organisations that were announced in the Provisional Local Government settlement, and also calculations for S31 Grant compensation that the Government provides when it takes decisions about freezing multipliers. The overall impact is c£200k improvement than had been previously forecasts.

Context

- 1.22 As previously reported, the Council has had to deal with a number of financially challenging circumstances, some of which are not in the Councils control.
- Since 2011, the Council has budgeted to deliver over c£350m in savings to contend with funding cuts, inflation and additional demand.
 - National funding cuts have had a disproportionate impact on Bradford. 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%.
 - 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.
 - 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.

- 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 make up c47% of the social work workforce. This is problematic both from cost and social care practice perspectives.
- 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.
- 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.

1.25 The Council has established a programme of work to help address in-year pressures, plan for the 2024-25 budget and help to deliver a pathway to financial sustainability. 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.
- Close monitoring of 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.

- 1.26 Further urgent action will be needed including the development of a robust improvement plan across all service areas, 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.
- 1.27 As previously outlined, 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, 2024-25 and beyond.

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

	Gross Budget £ms	Net Budget £ms	Total Variance £ms
Adult Social Care	232.9	137.3	10.5
Children's Services excl BCFT* variance	390.7	27.2	2.5
Department of Place	151.1	72.5	2.6
Corporate Resources	211.8	59.1	4.6
Chief Executive including Public Health	61.6	6.3	-0.6
Non-Service Budgets	6.9	6.1	-0.7
General Fund	75.3	-28.4	6.3
Net Budget Funding	-48.5	-453.2	0
Total Council	1,068.7	0	28.0
BCFT*	181.9	173.1	47.5
Total Council and Trust	1,250.5	0	75.5

*Bradford Children and Families Trust – See section 10 for details

- 2.1 The Council is forecast to overspend the £453.2m net expenditure budget by £75.5m by March 31st, 2024, based on forecasts using available information at the end of December 2023. This is made up of £28m that relates to Council provided and commissioned services, and £47.5m that relates to the Bradford Children & Families Trust as detailed in section 10.
- 2.2 The £28m forecast Council overspend excluding the Trust are mainly due to .
- A £10.5m forecast variance in the Adult Social Care department due mainly to continued demand and cost pressures within both Learning Disabilities long term support and Older People services as outlined in section 4.
 - A £5.4m forecast variance in Children's Services (excluding Trust variances) of which £2.4m is due 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 further £1m is due to Children's Social Care related Transport costs, and a further £2m associated with Children's Social Care related legal costs.
 - A £2.6m 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 £4.6m forecast variance in Corporate Resources due mainly to underdelivered vacancy and abatement savings, shortfalls on Estates rent roll, elections costs and high energy costs (£1.8m over budget) 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 £6.3m forecast overspend on the General Fund budget due to the 2023-24 pay award will be higher than budgeted. (c6.3% vs 4% budgeted) costing c£6m, and the 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 and overspends, and this has come at a time of higher interest rates. This is adding c£2.1m to financing costs. These are partly offset by £1m of contingency budget, and £1m from expected additional flexible use of capital receipts and additional capitalisation which is not yet assured.

- 2.3 The above departmental overspends are inclusive of c£10.5m of underdelivered savings out of the £38m of budgeted savings, due mainly to underdelivered vacancy and abatement factor savings (c£5.2m), Adults demand management savings (£2.6m), and others as outlined in section 9.
- 2.4 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.
- 2.5 It should also be noted however that the forecast overspend is **after** the c£1.2m impact of mitigating actions that Departments have committed to undertaking between now and year end. If those mitigations aren't delivered, the forecast overspend will increase.
- 2.6 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 the Exceptional Financial Support that has been requested from Government.

Material Changes since Qtr 2

- 3.1 The Council's forecast overspend has increased by c£7.3m since Qtr 2 as outlined in the table below. c£5m is due to increases in Council provided and commissioned services as outlined below, and c£2.3m relates to the BCFT.

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Adult Social Care	6,674	10,474	3,800
Childrens Services	2,467	5,410	2,943
General Fund	4,974	6,329	1,356
Corporate Resources	3,761	4,613	853
Non Service	-765	-770	-5
Chief Executive	-149	-649	-499
Dept of Place	6,037	2,585	-3,453
Total	22,998	27,993	4,995

3.2 The main changes since Qtr 2 include.

- The Adult Social Care forecast variance has increased by £3.8m to £10.5m from Qtr2. £1.2m of this is due to the inclusion of further backdated pay-award costs for the department because of a grading review. It was initially planned that this would be funded in from reserves, however the reserve has now been fully utilised and therefore the additional costs in 2023-24 have been factored into the revenue position for Adult Social Care. The remaining forecast increase is due to increased costs and demand pressures in both Learning Disabilities and Older People long term support.
- The Children’s Services (excluding BCFT) forecast overspend has increase by £2.9m to £5.4m due mainly to Children’s Social Care related Transport (£1m) and Children’s Social Care related Legal costs (£1.5m) now being included within the Councils forecasts rather than the Trusts following agreement about service provision.
- The General Fund forecast variance has increased by £1.4m to £6.3m due mainly to increased Treasury Management/ capital financing costs resulting from higher interest rates and higher overall borrowing, with some offsets.
- The Corporate Resources forecast overspend increased by £0.9m to £4.6m due mainly to
 - £0.2m increase in the Estates rent roll shortfall (from £650k to £850k under)
 - £0.35m additional estimated one-off cost of backdated regrades in Revenues & Benefits.
 - £0.5m increased shortfall in employee cost savings via Vacancy / Abatement.

- The CXO underspend has increased by £0.5m to £0.6m . This is mainly made up of increases in projected underspends of £0.3m in Employment & Skills, primarily in Strategy & resourcing, and £0.1m in Public Affairs & Communication mainly relating to staffing savings via vacancy control.
- Department of Place has seen a £3.5m decrease in forecast from £6.0m overspend from Qtr2, the movement are as follows:
 - -£1.2m due to a drawdown from reserves providing a one-off benefit in support of the existing pressure within Department of Place.
 - -£1.4m due to the identification of qualifying CAZ related costs.
 - -£0.3m in Theatres due to a balance sheet review resulting in a one-off benefit.
 - -£0.4m Sports and Culture due to a Casual staff pay award budget uplift.
 - -£0.6m Neighbourhoods & Community Services due to over achievement against forecasted PCN income.
 - -£0.5m Planning Transportation & Highways in respect of Public Liability Insurance treatment.
 - +£1.0m Vacancy / Abatement forecast removed and progress against this measure reflected elsewhere.
- The forecast variance associated with Children’s Social Care provided by the Bradford Children & Families Trust forecast variance has also increased by £2.3m to £47.5m due mainly to further increases in placement costs. If the Transport and Legal costs budgets had remained with the Trust the increase would have been £4.8m overall. Although the overall forecast is higher than at Qtr 2, it is £2.2m lower than at Period 8.

Department	Variance at last report	Variance £000s	Change in Variance from last Exec Report £000s
Childrens Services			
Trust	45,200	47,483	2,283
Total	45,200	47,483	2,283

Material issues not currently factored into the forecast.

- 3.3 The c£75.5m 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. The recent Autumn Statement forecast that the 2023-24 national levy account surplus is c£220m, and indicatively the Council might expect to receive c£2m. The Council’s share is expected to be notified in February.

- 3.5 There is often also 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.

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

- 3.6 High inflation, and the impacts on cost of living are likely to have further negative impacts on demand for services and income levels.
- 3.7 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. The total value of forecast mitigations is currently £1.2m
- 3.8 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. A number of properties are planned to be sold at auction in February.
- 3.9 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.
- 3.10 Treasury management and MRP costs are currently being reviewed again in light of additional borrowing, and also the decision not to not backdate the MRP policy change. This is likely to add to further pressure, but the amount is not yet known.

Departmental Commentaries

Adult Social Care

- 4.1 Adult Social Care are forecast to overspend the £137.2m net expenditure budget by £10.5m.
- 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 £52.9m net expenditure budget by £3.2m.

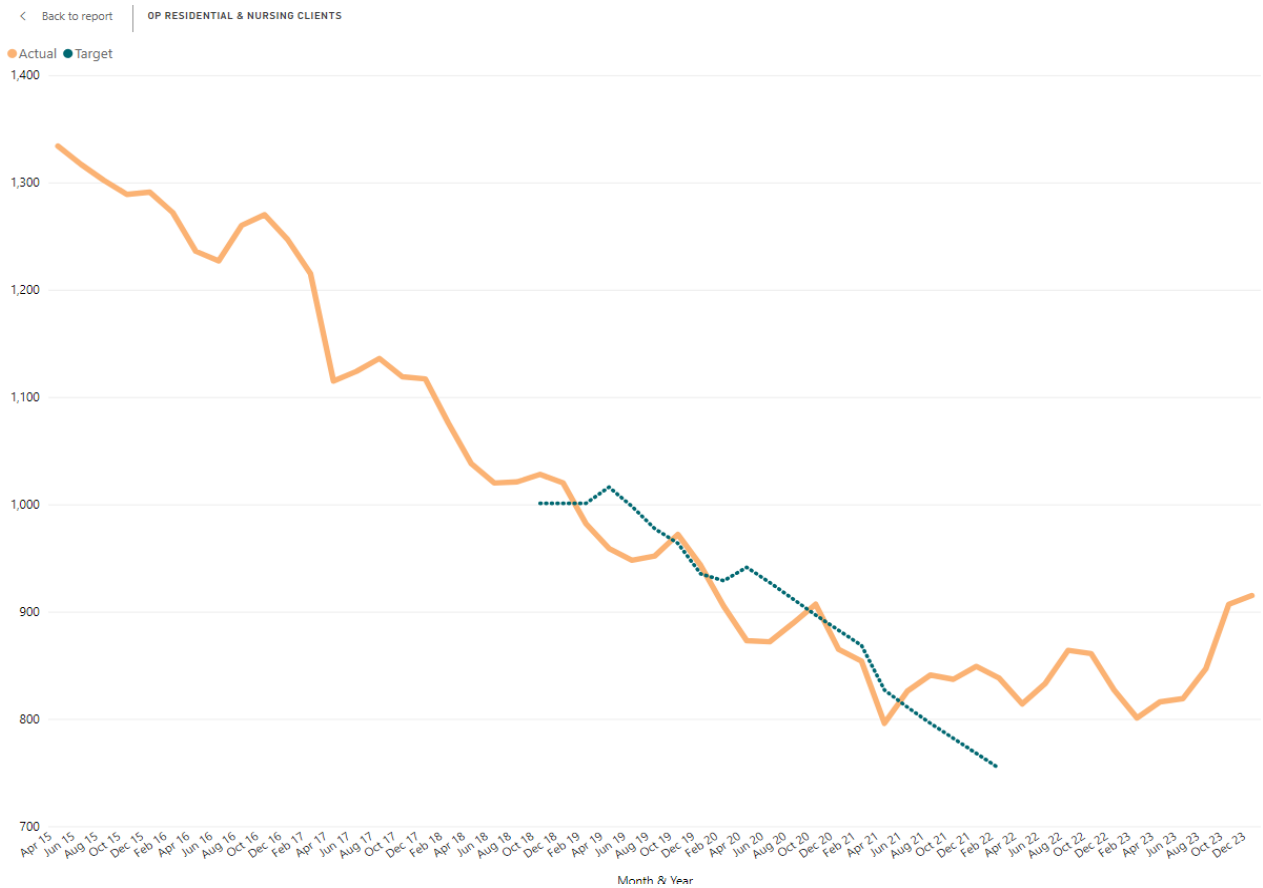
4.6 Older Peoples long term support care budgets are forecast to overspend the £28.5m net expenditure budget by £4.9m, this is a £0.7m increase from Qtr2, reflecting increased demand across Residential and Nursing and Home Support. Within this £4.9m pressure, Home Support budgets are forecast to be £1m overspent by the year end driven by increased activity; an additional c35,000 total home care hours have been delivered in 2023/24, compared to the previous year.

	31.12.21	31.12.22	31.12.23
Older People Long Term Home Care Hours	926,530	945,799	977,526
Older People Short Term Enablement Hours	79,554	87,592	90,734

4.7 Older People Residential and Nursing budgets are forecast to overspend the £12.9m net expenditure budget by £3m, an increase of £1.1m from Qtr2. The department has seen significant reductions in the use of costly residential and nursing placements, from 1,403 in 2016 to 915 as at December 2023. However, 2023-24 has seen an increase in placement activity resulting in the reported budget pressure, suggesting that there is now reduced scope for even further reductions. Within the £3m 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.

	31.12.21	31.12.22	31.12.23
Total Older People Residential and Nursing Clients	849	827	915

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.

4.11 The above forecast financial pressures are being supported by a £1.7m underspend as a result of the closure of Woodward Court and Thompsen Court In-House Residential Homes. This underspend is non-recurrent as it will be required to fund the revenue costs of the recently approved Saltire Residential Scheme in future years.

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 £74.7m net expenditure budget by £10.8m, a £1.3m forecast increase from Qtr2.
- 4.14 The overspend is primarily within Learning Disabilities purchased care, which is forecast to overspend the £56.7m net expenditure budget by £10.4m. 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 due to previous years unachieved demand management savings. The £1.3m increase from Qtr2, includes significant backdated payments relating to high-cost packages, in addition to in-year demand pressures.
- 4.15 The service also has a £1.4m forecast pressure on staffing budgets, some of which has been funded by reserves in previous years. £0.4m of the staffing 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.
- 4.16 The above pressures are partially offset by a £0.8m underspend within Mental Health purchased care budgets due to reduced activity across both residential and nursing and community care services and a further £0.2m forecast reduction on staffing expenditure within the Mental Capacity Act budget.

Mitigations to reduce the forecast variance.

- 4.17 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

- 4.18 People Commissioning and Integration is forecast to underspend the £13.6m budget by £0.4m, a favourable movement of £0.2m from Q2. The forecast underspend is primarily on staffing, due to holding vacancies and utilising grants, and reduced forecast expenditure within commissioned services.

The service has a £0.2m 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

- 4.19 The Strategic Director budget area overall is reflecting a £3.2m underspend, which is partially offsetting the reported pressures across the department. This £3.2m 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 £0.4m of forecast underspends, linked to maximising grant income.

Within this area is a £2.2m non-recurrent pressure due to the departments backdated pay-award costs as a result of the JEGS process. It was initially planned that this would be funded from reserves, however the reserve has now been fully utilised and therefore the additional costs in 2023-24 have been factored into the revenue position for ASC.

- 4.20 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 this will be achieved in full.

Children's Services – excluding the Trust.

- 5.1 Children's Services are forecast to overspend the £27.3m net expenditure budget by £5.4m. This is an increase of £2.9m from the Qtr 2 position due to Transport and Legal budgets transferring back from the Children's Trust with associated cost pressures. This position does not however include any year end overspend associated with the Bradford Children's & Families Trust.
- 5.2 The Qtr 3 position includes £0.5m of 2022-23 legal costs which were not accrued and a further £1.5m legal costs, following the Social Care Legal budgets transferring back from the Children's Trust.
- 5.3 The remainder of the £3.4m overspend is primarily due to Taxi Transport where numbers of children transported are increasing. There has also been a rise in exclusions being transported to Out of Area provisions which is more expensive. The Qtr 3 position includes a £1m pressure on Transport due to the Children's Social Care Transport budget transferring back from the Trust.
- 5.3 The forecast at Qtr 3 also assumes that the £0.9m vacancy and abatement factor will be unachieved.

Department of Place

- 6.1 The Department of Place is forecast to overspend the £72.5m net expenditure budget by £2.6m as outlined below.

Neighbourhood and Customer Services

- 6.2 The Service is forecast to underspend the £13.5m net expenditure budget by £0.1m. Underspends across Neighbourhood Service totalling £0.6m are offset by pressures within Uniformed Services (£0.3m) due to a loss of income and a structural pressure in Street Cleansing (£0.2m).

Economy & Development Services

- 6.3 Economy & Development Services are forecasting a £0.5m overspend against a net budget of £6.7m.

- Client Services are currently forecasting an underspend of £0.2m against their net budget of £1.7m due service carrying a number of vacancies.
- Housing Strategy & Access to Housing Service are forecasting an underspend of £0.2m against a net budget of £2.6m.
- Markets are forecasting a £0.9m overspend budget due to £0.6m of pressure from current occupants leaving as vacant possession of major city centre markets is worked towards and £0.3m from the estimated costs of facilities management works and utilities charges.

Planning, Transportation & Highways

- 6.4 Planning Transportation & Highways are forecasting a £0.7m overspend against a net budget of £19.5m. This is mainly due to Planning Fees, Land Charges income targets not being realised, increases in Street Lighting Borrowing Costs and Winter Maintenance.

- The planning department are forecasted to overspend by £0.5m. Income from planning fees is lower than anticipated due to a lower number of planning applications and major schemes.
- Transportation & Highways are forecasted to overspend by £0.3m. There is a pressure of £0.6m related to Street Lighting due to an increase in the corporate cost of prudential borrowing. There has also been a reduction in Highways Insurance Premium of £0.3m
- Planning & Transport is forecasting an underspend £0.1m, due favourable variances within employee budgets in Business Services.

Sport & Culture

- 6.5 Sports & Culture are forecasting a £1.7m pressure against a net budget of £4.7m. The main pressures include.

- A £0.4m forecast overspend in Sports Facilities due mainly to the additional cost of casual staff required to support the service.
- A £0.3m pressure in Woodlands, due to an increase in the level of statutory work needing to be undertaken for Ash Dieback.
- A £0.5m underachievement of savings in Museum's now planned to be reversed in 2024-25 Budget Update Report.
- A £0.4m underachievement of savings now planned to be reversed in 2024-25 Budget Update Report.

Clean Air Plan

6.6 The Clean Air Programme is on target to meet its year end net budget target of -£0.1m. All service costs for 2023-24 (c£2.7m) will be covered through a combination of funds held in ring-fenced reserve and Clean Air Zone proceeds.

Waste, Fleet & Transport

6.7 The Waste, Fleet & Transport service is forecast to underspend the £32.8m net budget by £2.2m, comprised of a £1.9m underspend in waste services, £0.2m in Environmental Health (transferred to WF&T, during Qtr 2 as a result of a recent corporate restructure).

- Waste Services are forecast to underspend the £32.0m net budget by £1.9m, this is mainly comprised of a £1m underspend in Waste Disposal, a £0.3m underspend in Trade Waste, a £0.01m underspend in Kerbside Waste & recycling, and a £0.3m underspend in Garden Waste collection. There are pressures of £0.3m within Admin & Depots, and £0.1m in household waste sites.
- Environmental Health is forecasting an underspend of £0.2m due mainly to an underspend in staffing.
- Fleet services are forecasting an underspend of £0.1m due mainly due to exceeding its original income forecasts.

Corporate Resources

7.1 Corporate Resources are forecast to overspend the £59m net budget by £4.6m, up by £0.85m from Qtr 2 subsequent to a further review of mitigations which had been flagged as at risk previously. The significant reductions in these mitigations mainly relate to vacancy abatement, 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, now expected to be £0.85m 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 an anticipated shortfall of £1.45m against the original savings figure of £3.26m. This is on the basis that £1.8m has been achieved via actions taken in respect of vacancy control and abatement. This has been further reviewed and updated and now also allows for the impact of the pay award and the corresponding budget updates in the CP9 figures.
- 7.3 It also assumes that within Revenues & Benefits the impact of re-grading can be managed within existing budget. At present this includes a forecast for further one-off backdated payments to the value of £350k. In total the value of potential further mitigating savings to achieve this forecast position has been reduced to zero, assuming that there is no further scope to achieve more in the remainder of the financial year. Additionally forecast annual agency costs have risen by £1m since Qtr 2 due to the need maintain/increase numbers up to financial year end due to the difficulties in recruiting to key positions. It should be noted that the value of mitigating savings was £1.57m as at Qtr2, indicating that overall approximately half of this was achieved.
- 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 £0.3m 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 (£0.8m) 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 a small surplus, 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 is 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 £6.3m. This results mainly from the following.
- 8.2 A c£6m forecast overspend on the 2023-24 pay award (c6.3% vs 4% budgeted).
- 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.

£1m 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.

Budget Savings Tracker

- 9.1 The combined budget savings of £30m 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 £30m of new budget reductions, however £8.0m of prior year underachieved savings have carried forward into 2023-24, meaning that £38m 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, £27.5m of the £38m of Council savings is forecast to be delivered, leaving £10.5m 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 2	Forecast Variance 2023/24 at Period 8
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	3.7	2.0
General Fund	0.0	0.7	0.7	0.0	0.0
Cross Cutting	0.0	11.8	11.8	0.5	0.5
Total	0.0	10.0	10.0	5.3	5.3
	8.0	30.0	38.0	12.1	10.5

- 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 £10.5m 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	10.5

- 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 £2.0m 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 £0.6m 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. There is a delay in savings for several services which are not expected to fully deliver until 2024-25, these include Fleet Services £0.2m, Waste Services £0.2m and PTH improvement Plan £0.1m

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. The table below tracks Council FTE numbers and Agency staff numbers across the year. So far there has been a net increase in Full Time Equivalent posts and a reduction in Agency staff.

	1 May	1 June	1 July	1 Aug	1 Sept	1 Oct	1 Nov	1 Dec	1 Jan 24
Total FTEs	5,730	5,750	5,784	5,796	5,807	5,849	5,876	5,871	5,858
Total Headcount (HC)	7,274	7,301	7,337	7,345	7,340	7,385	7,411	7,402	7,381
Starter (HC prev month)	42	64	71	65	63	130	84	38	25
Leavers (HC prev month)	111	37	36	51	85	61	59	60	54
Net Change (HC starters minus leavers)	-69	+27	+35	+14	-22	+69	+25	-22	-29
Agency Staff numbers.	304	277	305	304	217	227	304	208	230

Total FTEs	1 May	1 June	1 July	1 Aug	1 Sept	1 Oct	1 Nov	1 Dec	1 Jan 24
ASC	1,307	1,315	1,317	1,195	1,219	1,235	1,243	1,241	1,239
Children's	824	829	841	744	749	761	773	776	774
Dept of Place	1,861	1,865	1,883	1,826	1,820	1,831	1,836	1,827	1,827
Corp Resource	1,481	1,484	1,486	1,578	1,564	1,559	1,558	1,560	1,551
CXO	257	257	258	453	455	462	466	466	468
Total FTEs	5,730	5,750	5,784	5,796	5,807	5,849	5,876	5,871	5,858

Bradford Children's & Families Trust – Finance Update Month 9 / Q3

- 10.1 In line with Councils across the country, Bradford, over the last few years has seen increasing workload pressures in Children's Social Care, with more children entering care leading to subsequent pressure on staffing levels and budgets. There has been an increasing dependency on agency staffing and an increased dependency on high-cost external placements. 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 Since 1st 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 Trust board was appointed by Government, and they are working with a Government appointed commissioner to drive improvements.
- 10.3 At Qtr 3 the BCFT are forecasting a £47.5m overspend in comparison to the Councils Children's Social Care budget, and they have also submitted a Business Plan which would result in c£42m of additional budget in 2024-25 when compared to the 2023-24 opening contract price. When adjusted for inflation, this would be a real terms reduction in actual spend of £17.7m in 2024-25. The Council has made significant additional investment to secure improvements into Children's Social Care.
- 10.3 Overall, the gross expenditure (the total amount spent before deducting income from non-Council sources) for Children's 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£65m to £251.8m 2023-24. For comparison, the total amount raised from Council Tax is £233m.

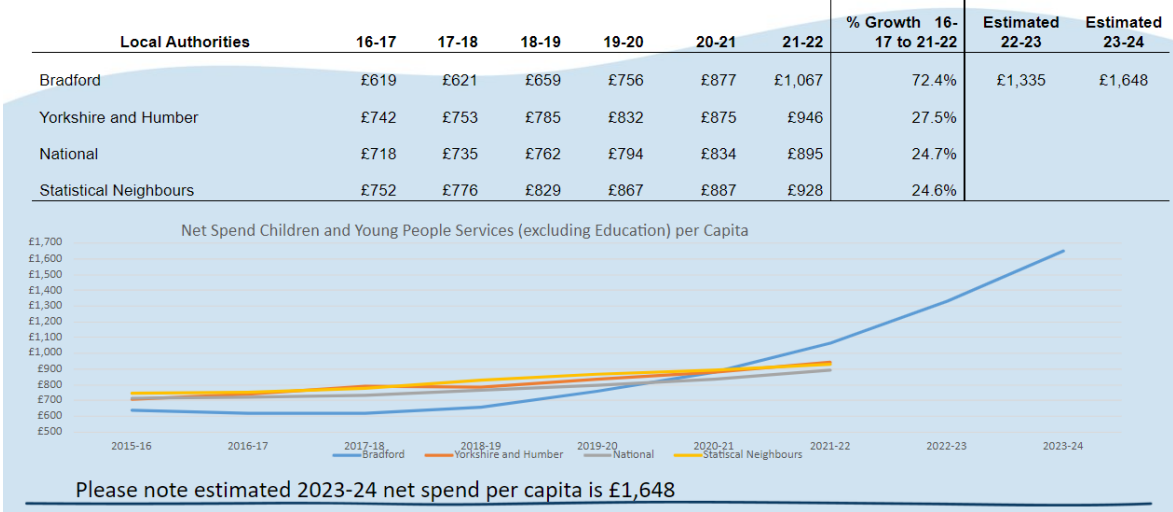
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actuals £ms	Actuals £ms	Actuals £ms	Actuals £ms	Actuals £ms	per BCFT forecast
Gross Expenditure	83.9	99.5	114.7	139.5	186.8	251.8*
Income	-7.6	-12.5	-28.4	-31.5	-14.0	
Total	76.3	87.0	86.3	108.0	172.7	
Non-Service Managed costs	3.7	5.3	6.0	11.6	8.6	
Total incl Non-Managed costs	80.0	92.3	92.3	119.6	181.3	

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

- 10.4 The considerable continued 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.



10.5 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.

10.6 Benchmark data from other Councils for 2022-23 is yet to be published (end of January 24), but the rapid growth in both spend and spend per child in 2023-24 (£1,648) per the Trusts Qtr 3 forecast means that the gap would be significantly higher now. Once the benchmarking data arrives, we will be able to see how this compares to other local authorities. It is known that financial pressures on Children’s Services is a national issue and therefore costs are estimated to have increased in most LA’s. The Bradford specific context is addressed further below.

10.8 Against the original budget the Trust is now forecasting an overspend of £47.5m. The Q2 to Q3 forecast movement is an increase of £2.5m. The budget pressures are mainly due to agency staffing levels, and residential care placements, with specific details outlined below (figures in brackets indicate variance against initial contract price).

- A £6.2m forecast overspend on staffing budgets.
- A £32.2m forecast overspend on Placement costs.
- a £3.5m underachievement of health income projected in the initial contract price,
- £5.8m on other items – staff transport £0.2m, direct / home support payments £2.3m, Section 17.6 (unregulated placement cost) £2.2m, Care Leaver cost £1.1m.

10.8 Detailed analysis is outlined in the sections below.

Staffing

- 10.9 A £6.2m variance on the staffing budget is due largely to the complexity of agency arrangements from 2022-23 to manage higher workloads, staffing pressures and the need to keep children safe. The continued use of agency staff since the Trust went live due to a shortage of permanent staff and the need to transition to new staffing arrangements, which to some extent reflects national challenges around recruitment.
- 10.10 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 c£33m for 2023-24. This relates not just to the actual numbers of staff but the use of agency Managed Teams which are significantly more expensive but were brought into Bradford prior to the Trust going live due to the urgency of need for sufficient staffing.
- 10.11 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 agency 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.
- 10.12 The table below shows however that at contract start date (1st April 2023) there were 43 more Level 2 and 3 agency Social Workers than had been assumed in the contract model, and that agency staff numbers have continued to see a small rise, rather than fall as planned. The small rises in October and December were to enable the exit of managed teams where duplication of staffing was needed for a short time. Five managed teams have now left Bradford, with five more due to leave by the end of January. Many of those roles have been replaced by individual agency staff as the Trust continues to work on more rapid recruitment of permanent staff. The cost of the agency staff will reduce but no saving is visible in year due to the necessity of the double running for around four weeks.

Month	Apr 20	Apr 21	Mar 22	Sep 22	Dec 22	Mar 23	June 23	Oct 23	Nov 23	Dec 23	Mar 24 fore cast
Number of Agency L2/L3 Social Workers	129	170	164	204	233	244	250	253	246	253	235*
Contract Model						201	146	139	143	143	146
Difference						43	104	114	103	110	90

- 10.14 The contract value also included amounts for other agency staff as outlined below. In short there were a total of 68.5 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 and as explained above there is some (temporary) increase related to the swopping out of managed teams.

Role	Contract Model					Actuals	Actuals (Q1)	Actuals (Q2)	Actuals (Q3)	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	31.12.23	31.03.24
Service Managers/Other Manager roles	13	9	6	3	1	14	16	14	13	14
Team Managers	27	20	17	13	10	38	40	42	42	42
Child Protection Co-ordinator/IRO	3	0	0	0	0	3	2	2	3	2
Practice Supervisor	14	11	8	5	1	17.5	19	17	19	16
L2/L3 Social Worker	201	146	139	143	146	244	250	256	253	235
Other Roles (Court Consultant etc)	5	3	2	1	1	5	6	7	6	5
Subtotal Agency Social Work Roles	263	188	172	165	159	321.5	333	338	336	314
Assistant Director	1	1	0	0	0	1	1	0	0	0
Head of Service	1	1	1	0	0	0	1	2	2	2
Support Workers/CRW/PA	25	18	15	12	10	35	30	28	28	28
Residential Practitioner	5	5	0	0	0	9	2	3	2	3
BSO/Minutetaker	10	5	0	0	0	7	9	6	10	6
Subtotal Other Agency Children Social Care Roles	42	30	16	12	10	52	43	39	42	39
Subtotal Children Social Care Agency Staff	305	218	188	177	169	373.5	376	377	378	353

10.15 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.

Social Worker Starters and Leavers											
Description	2021/22 Total	Apr - Jun 22	Jul - Sept 22	Oct - Dec 22	Jan - Mar 23	2022/2023 Total	Apr - Jun 23	Jul - Sept 23	Oct - Dec 23	Jan - Mar 24	2023/2024 Total
Starter	43	12	20	3	24	59	28	10	10		48
Leaver	64	15	22	19	13	69	12	22	6		40
Net	-21	-3	-2	-16	11	-10	16	-12	4		8

10.16 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. A revised recruitment plan is now being embedded in the Trust and the impact will be closely monitored. Recruitment of new senior staff on a permanent basis, together with further work on what makes Bradford a great place to work and more streamlined recruitment processes will hopefully impact on bringing more new staff to Bradford in addition to the further attention to the pipeline of new starters that is well developed. Work is also taking place on the support and development offer to encourage staff to stay and build their careers in Bradford.

	Apr 21	Sept 21	Apr 22	Sep 22	Dec 22	Mar 23	Jun 23	Sept 23	Dec 23
No of Permanent Social Workers	293	303	283	281	265	276	292	280	284

10.17 Benchmarking data demonstrates that the percentage of agency Social Work staff in Bradford has increased significantly over the past 4 years and is

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	19
Statistical Neighbours	17	15	17	16	15	16	16	18		
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	

significantly higher than comparators.

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

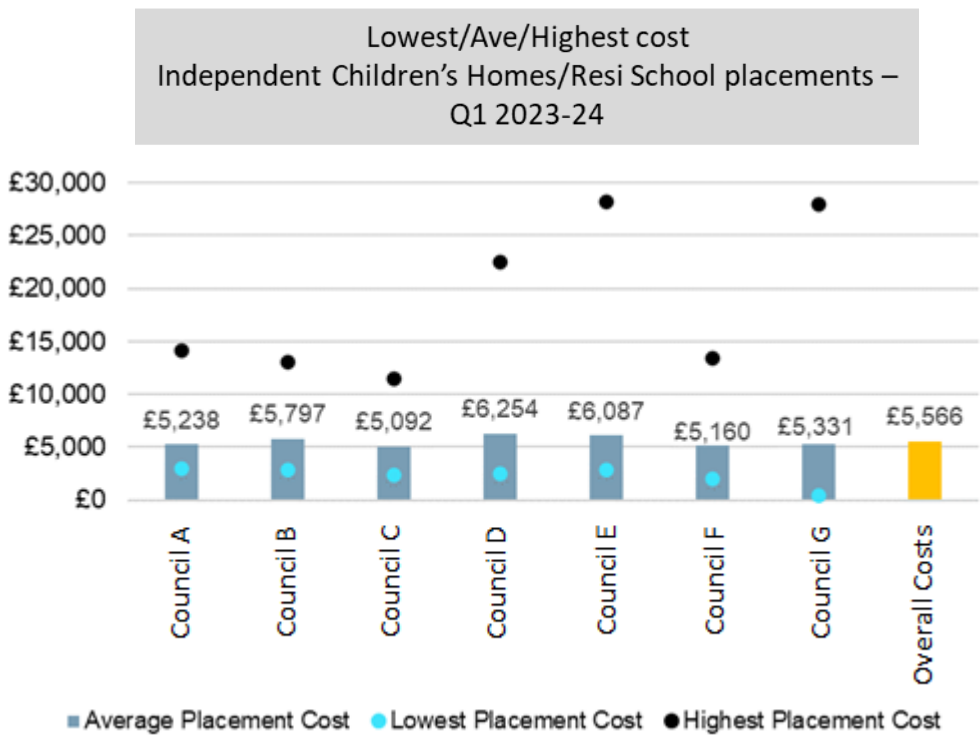
Placements

10.22 Despite a positive reduction in the numbers of children needing to be in our care, adverse budget variances are also occurring in placement costs due to a lack of suitable placements with family, in foster care or in our own residential care. This is resulting in a disproportionate use of high cost external residential and Independent Fostering placements for those who do need to come into care or where placements break down, which impact on the budget pressure at a greater level than the actual numbers in care might suggest. Work to increase

local placements in underway through the implementation of the Sufficiency Strategy and a reduction in those coming into care as a result of more effective support work are having an impact for children, but this does not yet show in the budget outturn.

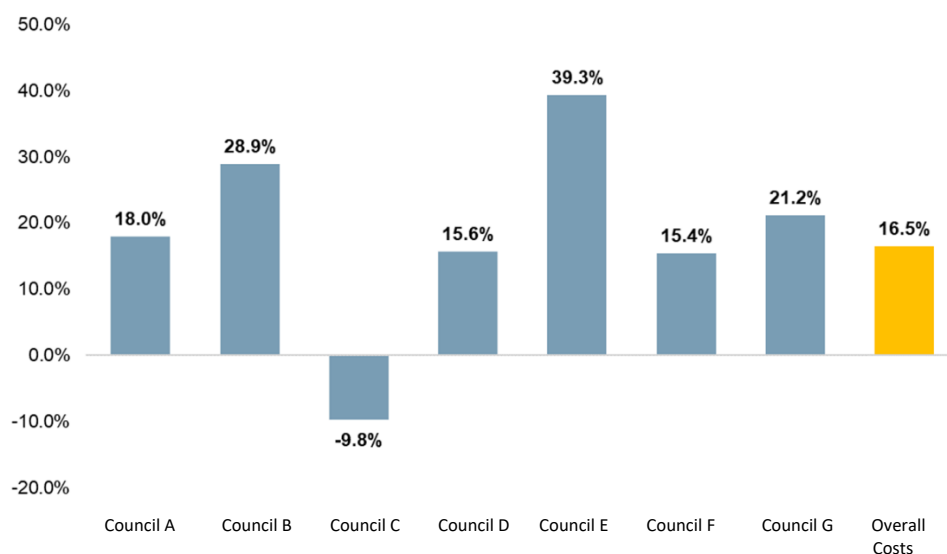
10.23 Residential placements are costing on average close to £338k per year per child each, and the average cost of a placement has risen dramatically from c£3,600 per week per child in 2020-21 to current average cost of £6,498 in 2023-24. The £6,498 includes inflation uplifts for 2023/24 from the White Rose Framework (implemented 1 August 2023) and from other providers off framework that will not be included in the residential unit costs in the table below.

10.24 Regional data from Core Cities (Birmingham, Leeds, Liverpool, Manchester, Newcastle, Nottingham, and Sheffield) in June 23 date provide an average cost of £5,566 for external residential placements, see table below for details.



10.23 In addition to a growth in unit costs most other core cities have seen an increase in residential spend see table below.

Residential Spend: 2022/23 compared to Q1 2023/24 Projection



10.25 A recent Competition and Markets Authority report has found the purchased placements market to be dysfunctional and subject to profiteering by suppliers. The Trust is working with the Council Commissioning and Contacts team on reviewing high-cost placements to seek value for money price reductions where possible and to plan moves for children where appropriate for their welfare needs in the short to medium term.

10.26 The numbers of children in placements had never been higher as outlined in the table below. There has been intensive work in the current financial year to secure discharges from care orders and at 12th January, 133 discharges of care has been secured.

Type of Placement	17-18	18-19	19-20	20-21	21-22	22-23	Dec 23-24 per BCFT	Avg Cost per week 2022-23	Avg Cost per week 2023-24
Placed with Parents	117	129	150	162	166	171	115	£0	£0
Placed for Adoption	25	26	24	35	52	31	27	£0	£0
Friends and Families	235	301	357	372	394	405	399	£354	£385
Foster Parents	371	354	368	393	375	390	344	£546	£595
Fostering Agencies	57	88	131	164	191	274	287	£950	£919
Residential Care (Internal)	51	45	51	45	38	26	23	£4,472	
Residential Care (External)	42	42	60	70	105	169	214	£5,086	£6,498
Other*	62	68	90	107	125	120	136	£1,951	£1,844
Sub Total (Number of Children Looked After)	960	1,053	1,231	1,349	1,446	1,586	1,545		
Residence Orders	46	40	37	33	30	29	26	£164	£186
Adoption Orders	247	239	237	226	214	204	213	£168	£187
Special Guardianship Orders	320	338	364	435	473	523	579	£164	£196

Sub Total (Chd in Permanent Arrangements)	613	617	638	694	717	756	818		
Total Children Receiving Support	1,573	1,670	1,869	2,043	2,163	2,342	2,363		

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

10.27 The table below outlines how the monthly placement numbers compare to those included in the contract model and the difference between the actuals and the contract price assumptions provide a crucial understanding of the variance in the costs despite the actual numbers of children in care reducing. The Sufficiency Strategy work is crucial to change this balance over time. 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).

10.28 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).

10.29 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 already planned when services were being run by the Council. However, the assumptions as to the speed at which this would impact on costs were optimistic and 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 2023.

Type of Placements	Actual											Initial contract Price - £170m Model					
	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Average	
Placed with Parents	171	162	174	163	149	144	130	120	108	115	99	99	99	99	99	99	
Placed for Adoption	31	31	30	29	29	33	30	32	32	27	43	45	45	44	44	44	
Friends and Families	405	393	397	413	426	422	426	409	408	399	444	453	449	444	440	447	
Foster Carers (Internal)	390	388	377	367	362	347	349	344	339	344	391	394	396	400	396	393	
Fostering Agencies (Ext)	274	280	281	288	293	295	296	300	288	287	245	247	241	236	230	258	
Residential Care (Internal)	26	26	24	25	25	23	23	25	26	23	30	35	40	44	53	41	
Residential Care (Ext)	169	170	179	187	190	196	203	208	209	214	174	147	141	134	128	145	
Supported Accommodation	109	114	116	115	123	122	132	135	131	128	123	124	122	120	118	122	
Other *	11	15	17	13	13	12	9	11	9	8	8	8	8	9	9	8	
Subtotal	1586	1579	1595	1600	1610	1594	1598	1584	1550	1545	1557	1552	1541	1530	1517	1557	
Child Arrangement Order	29	29	29	29	29	27	27	28	26	26	26	26	26	26	26	26	
Adoption Order	204	211	209	209	209	203	209	211	211	213	222	222	222	222	222	222	
Special Guardian Order	523	538	552	559	555	548	559	571	575	579	523	526	530	535	539	533	
Subtotal	756	778	790	797	793	778	795	810	812	818	771	774	778	783	787	781	
Overall Total	2,342	2,357	2,385	2,397	2,403	2,372	2,393	2,394	2,362	2,363	2,328	2,326	2,319	2,313	2,304	2,338	

10.30 As individual residential placements cost on average £6,498 per week (£338,000 per year), growth in these types of placement results in very significant financial pressures.

10.31 So far this year there have been **45** additional external residential placements made. This compares to an increase in the same period in the previous financial year of 51 additional external placements to end of December 2022. The cost implications are compounded as the contract model which assumed that residential placements would have reduced by 20 by now for the reasons outlined in 10.27. New projections have now been developed by the Trust as part of the medium term financial plan and the work to achieve them is being implemented.

10.32 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 Period 9 forecast
£3,326	£3,600	£4,800	£5,086	£5,429	£6,498

10.33 Children needing residential care often demonstrate acute distressed behaviour and their needs are unable to be met in larger homes with a lower cost per week. This has resulted in an increase in smaller homes at an increased cost, with tight monitoring by Ofsted as to whether the homes meet the needs of those placed there. The dysfunctional and profiteering care market has accentuated placement costs and this remains a national as well as local issue. The solution is to need fewer such placements over time by reducing the number of children who need to be in care and meeting their needs in more family based arrangements where appropriate.

- 10.34 Over 16 provision has also been bought into the regulated sector since October 2023 with the aim of improving quality which can be variable. There was a requirement for provisions to register with Ofsted, and inspections of those provisions start in April 2024. The anticipated additional cost pressure of placements is being monitored closely but will fall to Councils without the provision of an associated increase in funding.
- 10.35 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, but the latest number shows that those numbers are starting to reduce in accordance with the Trust business plan work and projections.

	2016	2017	2018	2019	2020	2021	2022	% Growth	Mar 2023	Dec 23
Bradford	61	66	70	82	87	94	103	69%	113	110
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%		

- 10.36 Bradford is also spending highly disproportionate amounts (likely significantly more than double) on high-cost placements like Residential Care in comparison to like councils as outlined in the table below. The table demonstrates very significant growth in costs since 2020-21 to 2022-23, and further very high increases are expected in 2023-24. The work led by the Trust but working with the Council Commissioning and Contracts Team is essential to understand and reduce this differential.

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%	

Children with Disability Service

- 10.37 The Children with Disability Service also has a forecast variance on the direct payment/home support budget of £1.1m. This is being reviewed by the Trust with a steering group established for short breaks to plan the future. Whilst the budget has not increased, the number of children in need of short breaks has

increased significantly and a flexible solution is needed to meet their needs going forward.

Section 17

10.38 The Section 17 preventative assistance budget had a variance of £1.0m due to growth in alternative placements costs. Work on these costs has now been undertaken and it is hoped that this pressure will reduce for the future. This is being actively monitored.

Care Leaver costs

10.39 There has been an increase in care leavers linked to the increased numbers of children in care and therefore care leaver costs are also forecast by the Trust to overspend by £1.1m.

Income

10.43 The Trust is also forecast to underachieve the income budget by £3.5m. This is due mainly to a forecast £3.5m underachievement of the £6m budgeted Continuing Health Care contributions from Health partners which was set in the initial contract price assumptions. This budget was established in 2023/24 as part of the initial contract price. A joint working protocol has been agreed with health partners to seek to secure appropriate contributions; embedding of the protocol is continuing.

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. The benefit from the 21 mitigations workstreams has been included in the Q3 forecast.

10.45 The mitigations plan includes.

- a strong focus on reducing the need for children to come into care through intensive earlier support, strengthening support to families and practice improvements across a range of activities
- 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 as 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, approvals of expenditure and revised practices in relation to the recording of key areas of expenditure 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)

	Gross Expenditure Budget £000's	Gross Expenditure Forecast £000's	Income Budget £000's	Income Forecast £000's	Budget £000's	Forecast £000's	Variance £000's
Housing Revenue Account							
HRA Extra Care	-688	463	-632	-334	-56	129	184.6
Housing Revenue Account	1,489	1,357	0	-6	1,489	1,350	-138.2
Affordable Housing	-3,452	679	-2,020	-1,631	-1,432	-952	481
Total	-2,652	2,499	-2,652	-1,972	0	527	527

- 11.1 The Council's Housing Revenue Account (HRA) is for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account. The forecast revenue outturn at Qtr 3 is a £0.5m overspend against an annual turnover budget of £2.7m in 2023/24. This would result in all the HRA reserve being used this year, which would put significant pressure on future years as there will be no reserves.
- 11.2 There is significant pressures on the income budget due to a high level of voids (empty properties) at Fletcher Court 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 difficulties arising from the management and maintenance of these facilities. 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 The Council is in the process of procuring a new housing management and maintenance contract in relation to the council's 'General Needs' housing stock as the current provider contract ends 31 March 2024.

Reserves

12.1 At 31st December 2023, reserves stand at £128.3m (Council £77.7m 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	77.7
Schools Delegated budget	46.6	50.6	50.6
Total	274.8	171.1	128.3

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 were 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 A recent successful exercise to repatriate West Yorkshire + Transport Fund reserves has resulted in a c£11.8m increase in General Fund reserve levels which has been partly offset by remaining amounts required to balance the budget.

Reserve Type	Total Reserves Opening Balance £s	In year reserve Movements £s	Total Reserves Closing Balance £s
General Fund Balance	22,001,000	10,732,911	32,733,911
Service Earmarked Reserves	45,345,686	-19,998,309	25,347,377
Grant Reserves	17,400,500	-4,245,900	13,154,600
Corporate Earmarked Reserve	35,274,080	-29,279,202	5,994,878
Corporate Capital Reserves	442,700	0	442,700
Total	120,463,966	-42,790,500	77,673,466

12.6 It should however be noted that available reserve levels will not be sufficient to cover the forecast year-end overspend in 2023-24, and consequently the Council has requested Exceptional Financial Support from Government as previously outlined.

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 three financial positions for 2023-24 until the end of January. Therefore, the forecast figures for 31 March 2024 that are shown in the table below use quarter two forecasts for schools that were maintained at 1 January 2024.

	Balance 31 March 2023		Forecasted Balance 31 March 2024		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,259	7	1,162	0	(97)
Primary	61	6,569	51	3,243	(10)	(3,326)
Secondary	4	2,971	2	1,769	(2)	(1,202)
Special	2	1,077	1	270	(1)	(807)
Pupil Referral Units (PRU)	1	497	1	181	0	(316)
Subtotal	75	12,373	62	6,625	(13)	(5,748)
School Contingency		37,080		29,975	0	(7,105)
Other Activities/Closed Schools		267		267	0	0
Total	75	49,720	62	36,867	(13)	(12,853)

- Ten schools (one maintained nursery school and nine primary schools) at quarter two forecasted cumulative deficit revenue balances at 31 March 2024, with a combined forecasted deficit value of £0.360m.
- Thirteen maintained schools have converted to academy status so far during 2023-24: 10 primary schools, 2 secondary schools and 1 special school.

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 (CIP) stands at £220.5m. To the end of December there has been total spend of £119.9m. A summary by service is shown below with a detailed monitor in Appendix 3.

Directorate	Budget	Changes	Re	Spend	Budget	Budget	Budget	Total
	Q2		profiled					
	23-24		Budget	2023			onwards	
	£m	£m	23-24	£m	£m	£m	£m	£m
Adult Social Care	4.3	0.4	4.7	1.3	6.1	6.1	1.6	18.5
Children's Services	19.8	0.1	19.9	11.3	15.8	10.1	3.9	49.7
Place - Economy & Development Services	51.4	1.2	52.6	35.3	37.2	27.2	6.1	123.1
Place - Planning, Transport & Highways	68.5	0.5	69.0	40.7	40.1	20.9	104.1	234.1
Place – Other	18.6	1.4	20.0	8.6	41.9	16.5	1.1	79.5
Corp Service – Estates & Property Services	19.3	13.3	32.6	19.1	15.4	6.9	2.0	56.9
TOTAL	181.9	16.9	198.8	116.3	156.5	87.7	118.8	561.8
Reserve Schemes & Contingencies	30.4	-11.5	18.9	0	81.7	35.3	42.3	178.2
TOTAL – General Fund Services	212.3	5.4	217.7	116.3	238.2	123.0	161.1	740.0
HRA	2.8	0	2.8	3.6	14.5	10.0	8.2	35.5
TOTAL CIP	215.1	5.4	220.5	119.9	252.7	133.0	169.3	775.5

14.3 Overall, there has been an increase in the budget of £15.7m to £775.5m. The main changes relate to:

- Additional budget on current schemes, the main one being an increase in funding for the Disabled Facilities Grant of £4.0m.
- £15.2m of new schemes added to the CIP, the main ones being £1.2m for the UK Shared Prosperity Fund (UKSPF) grant and £10m grant for the new Keighley Town Fund.

14.4 Other changes since Qtr 2 are:

- New Cemetery Extension - £2.0m moved from Reserve schemes for the delivery of the first new cemetery as the second project within Phase 2 of the Cemetery Delivery Plan. This was approved by Executive in March 2023.
- City Park Bollards – Additional £0.183m added to the budget for the completion of capital works to install new bollards. This is funded from the general contingency 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 £185.2m, compared to a revised budget of £220.5m. Spend to the end of December is £119.9m. A summary by service is shown below with a detailed monitor in Appendix 3.

Budget, forecast and spend to date as at 31st December 2023

	Revised Budget 2023-24 £m	Annual Spend Forecast £m	Variance £m	Spend 31 Dec 23 £m	Spend to date as a % of forecast %
Health and Wellbeing	4.7	3.2	1.5	1.3	40.6
Children's Services	19.9	17.6	2.3	11.3	64.2
Place - Economy & Development	52.6	47.0	5.6	35.3	75.1
Place - Planning, Transportation & Highways	69.0	69.7	-0.7	40.7	58.4
Place – Other	20.0	14.0	6.0	8.6	61.4
Corporate Resources – Estates & Property	32.6	27.9	4.7	19.1	68.5
Reserve Schemes & Contingencies	18.9	0.7	18.2	0	0
TOTAL – GENERAL FUND	217.7	180.1	37.6	116.3	64.6
HRA	2.8	5.1	-2.3	3.6	70.6
TOTAL - CIP	220.5	185.2	35.3	119.9	64.7

14.8 There is a forecast capital programme variance of £35.3m 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 Market** – Food and Beverage (F&B) Hall - £1.455m. To maximise rental income from the F&B hall and after testing the market, it is proposed to move away from charging a fixed rent to a turnover rent where each tenant pays a percentage of their sales turnover to the Council. This is in line with common practice in food halls across the UK. A sum of £1.455m is required to fit out the F&B operation at Darley Street Market, scheduled to open in Summer 2024 of which £0.455m has been set aside from the existing City Centre Market budget (CS0107) with £1.0m required as additional budget being treated as an invest to save scheme with the borrowing costs being fully funded from the additional rental income generated.

Capital Resources / Treasury Management

- 14.10 Capital receipts from the sale of fixed assets are £1.0m to date and the Council has a budget of £3m in capital receipts for the year. The Council has received an additional £68.2m in capital grants and contributions so far this year.
- 14.11 A £6.484m PWLB (Public Works Loan Board) matured in January 2024 with a rate of interest of 9.125%. Due to the overall financial position and the underlying need to borrow for capital purposes (the Capital Financing Requirement CFR) new PWLB borrowing undertaken to date is £85m with an average interest rate of 4.75%.
- 14.12 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 a mixture of short-term and long-term borrowing. These borrowing requirements, combined with high interest rates will create a budget pressure of £2.1m.
- 14.13 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.
- 14.14 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.
- 14.15 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. The Councils forecast share of the Council Tax collection fund surplus for 2023-24 in year collection, is £880k. This has been included in the 2024-25 budget.
- 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. The Councils

forecast share of the Business Rates collection fund surplus for 2023-24 in year collection is £390k. This has been included in the recently submitted NNDR1 form which sets the Business Rates budget for 2024-25.

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 Note the Exceptional Financial Support request update for 2023-24 and 2024-25 as outlined in section 1.11 to 1.18.

29.3 Approve the following capital expenditure schemes as outlined in section 14.9.

- £1.455m to complete the fitting out of the F&B operation at Darley Street Market. This will be funded by a mixture of £0.455m current City Centre Market budget (CS0107) and £1.0m new invest to save borrowing.

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

- Budget Update Report – Exceptional Financial Support request – Executive 21st December 2023.
- Qtr 2 Finance Position Statement – Executive 7th November 2023
- Qtr 1 Finance Position Statement – Executive 13th July 2023
- 2022-23 Finance Position Statement – Executive 13th July 2023
- Qtr 4 Finance Position Statement for 2022-23 – Executive 4th April 2023
- The Council's Revenue Estimates for 2023/24 – Budget Council 23rd Feb 2023 (Document AU)
- Qtr 3 Finance Position Statement for 2022-23 – Executive 31st January 2023
- Qtr 2 Finance Position Statement for 2022-23 – Executive 5th November 2022
- Qtr 1 Finance Position Statement for 2022-23 – Executive 5th July 2022
- 2021-22 Finance Position Statement – Executive 5th July 2022
- Qtr 4 Finance Position Statement – Executive 5th April 2022
- The Council's Revenue Estimates for 2022/23 – updated – Budget Council 17th Feb 2022

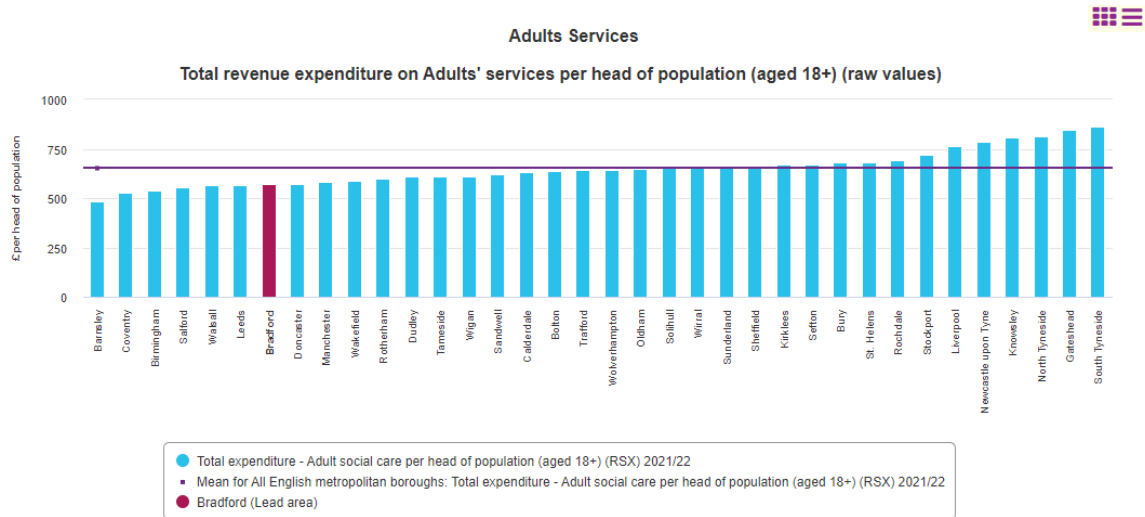
Benchmark Spend data

Appendix 1

Adult Social Care & Public Health

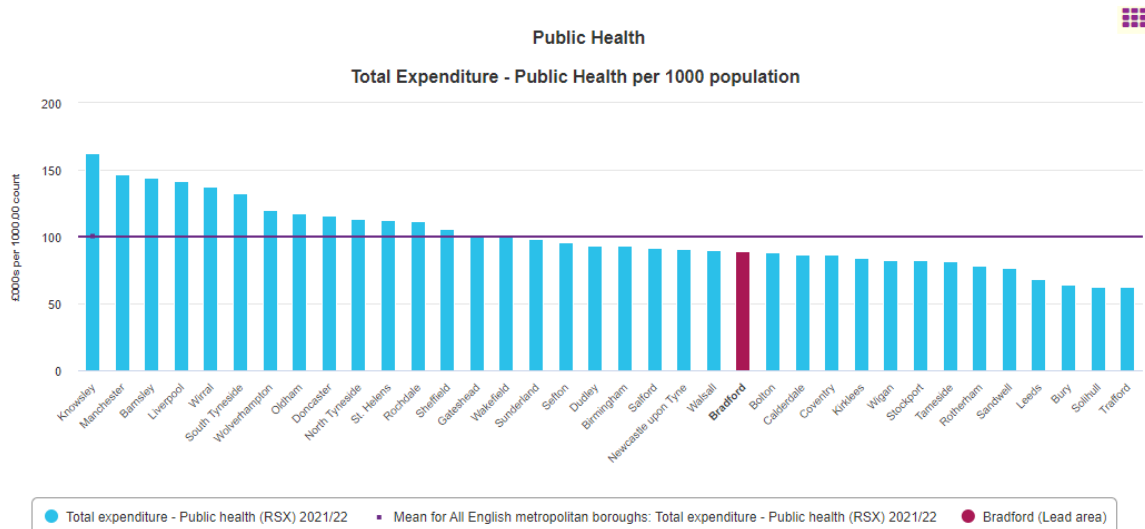
Adult Services

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.



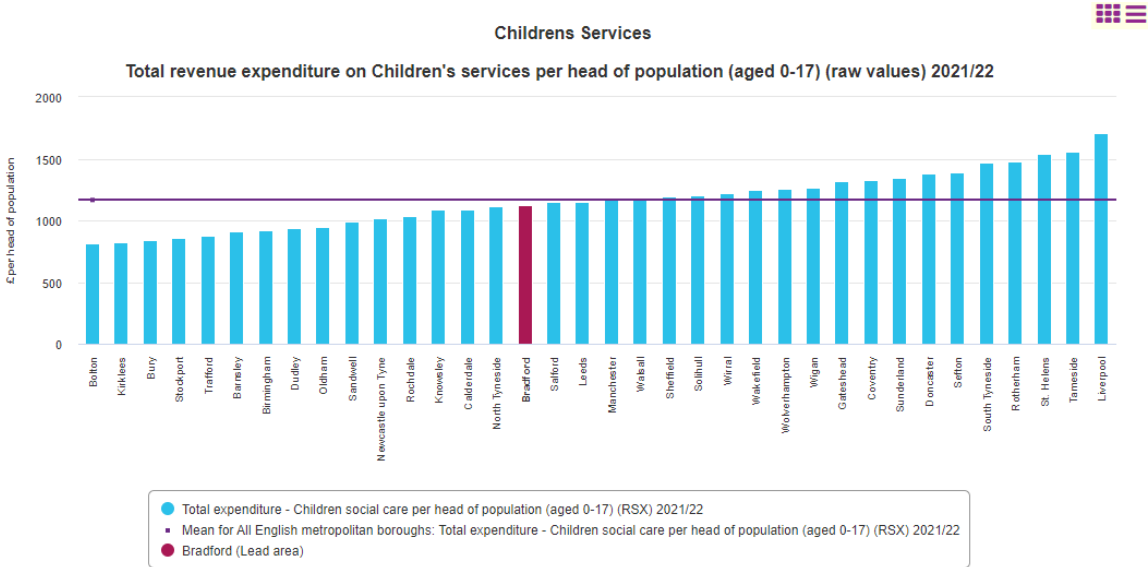
Public Health

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.



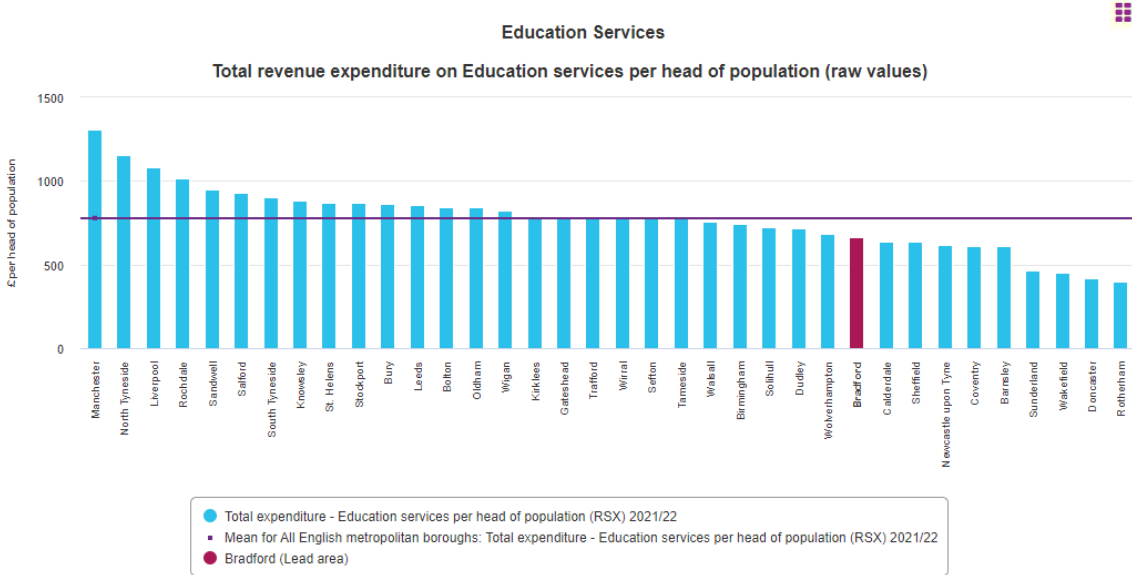
Children’s Services

Spend per head (aged 0-17) on Children’s Services was relatively low in 2021-22. As a result of growth in spend in Children’s Social Care as outlined in Section 10, 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

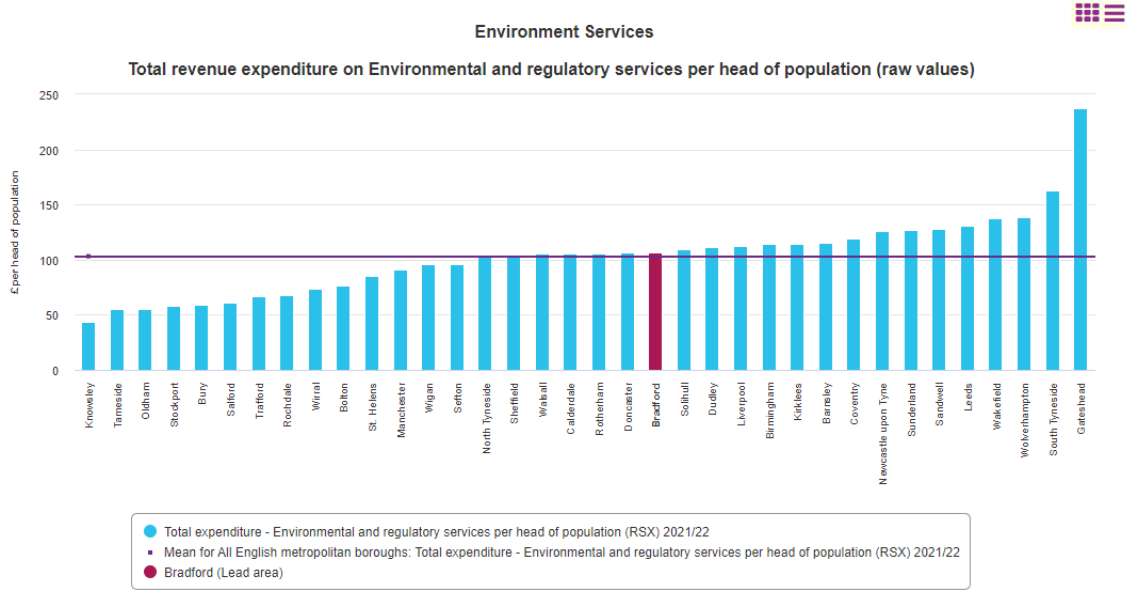
Spend per head on Education Services is relatively low in Bradford.



Department of Place

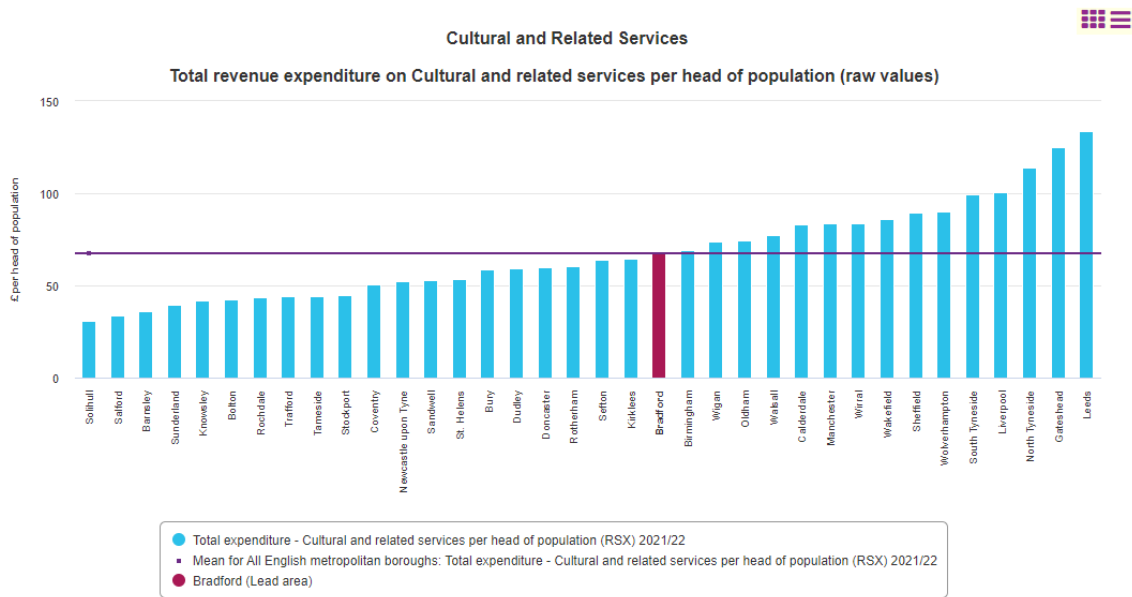
Environment Services

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.



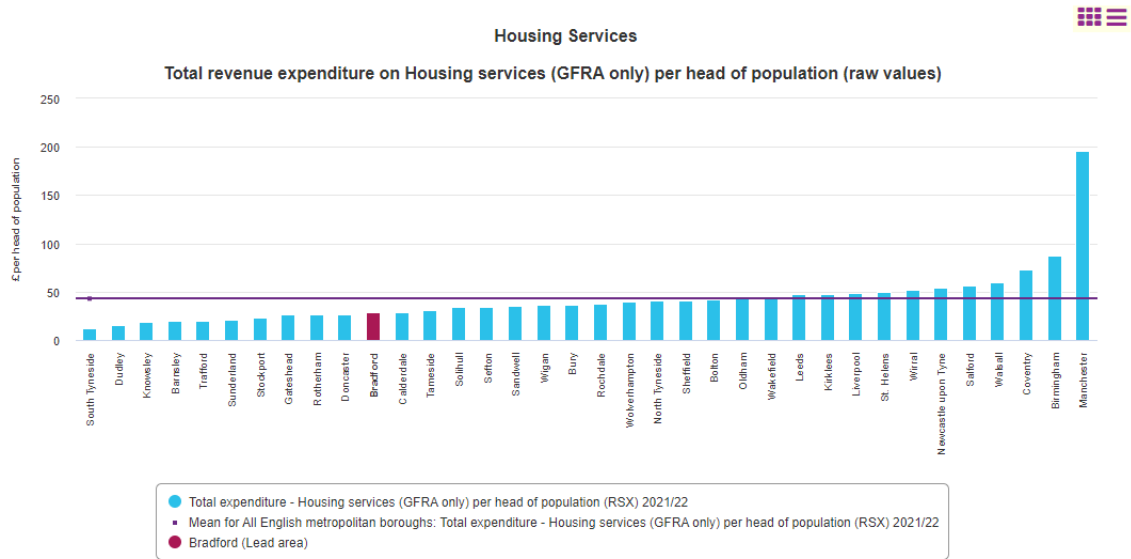
Cultural and Related Services

Spend on Culture Related services is relatively low.



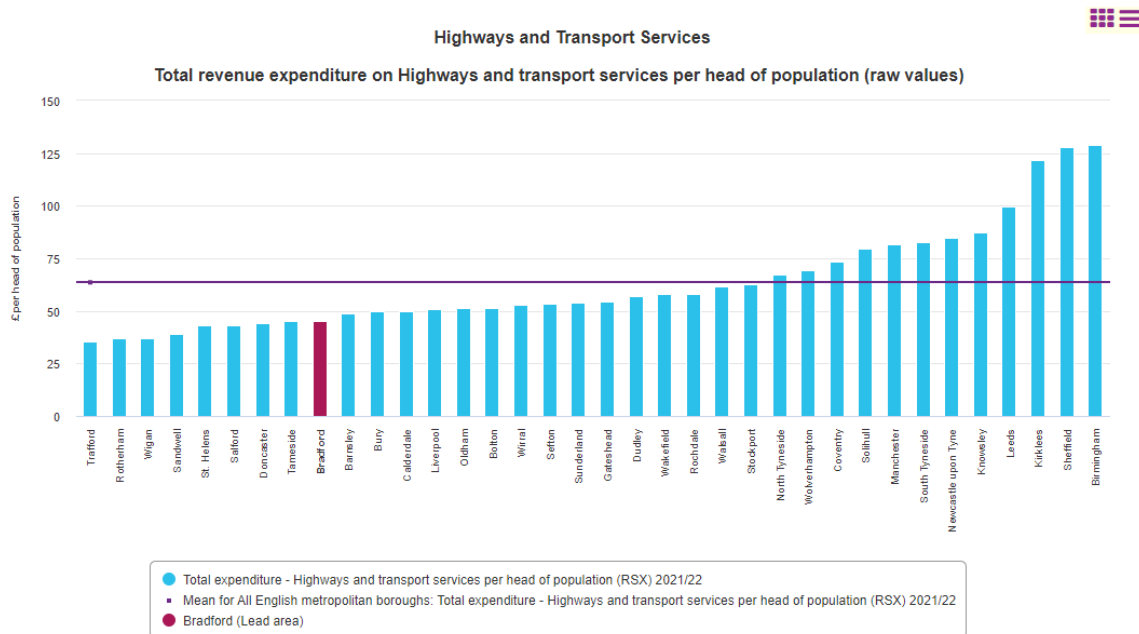
Housing Services

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



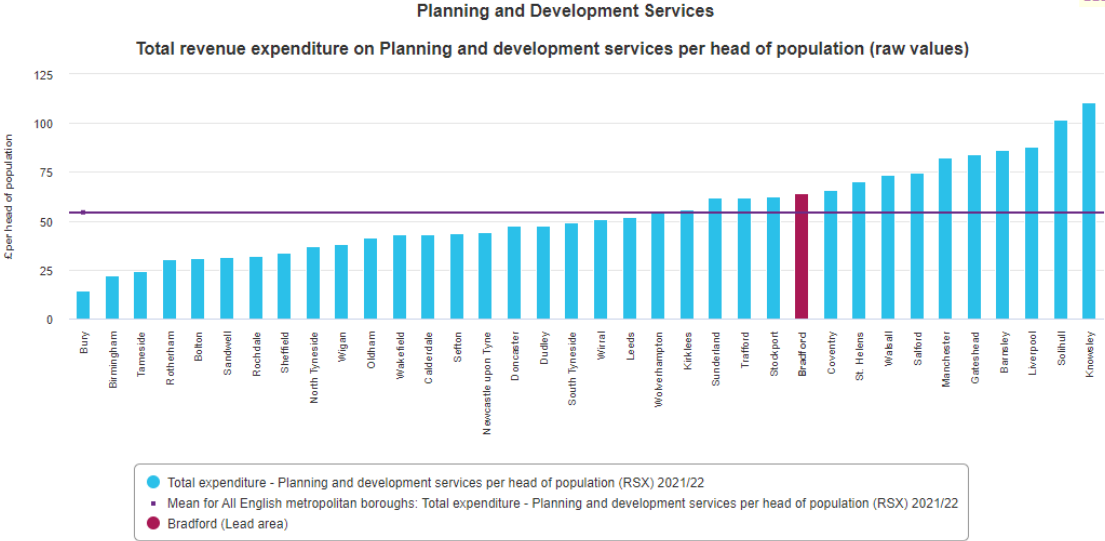
Highways and Transport Services

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



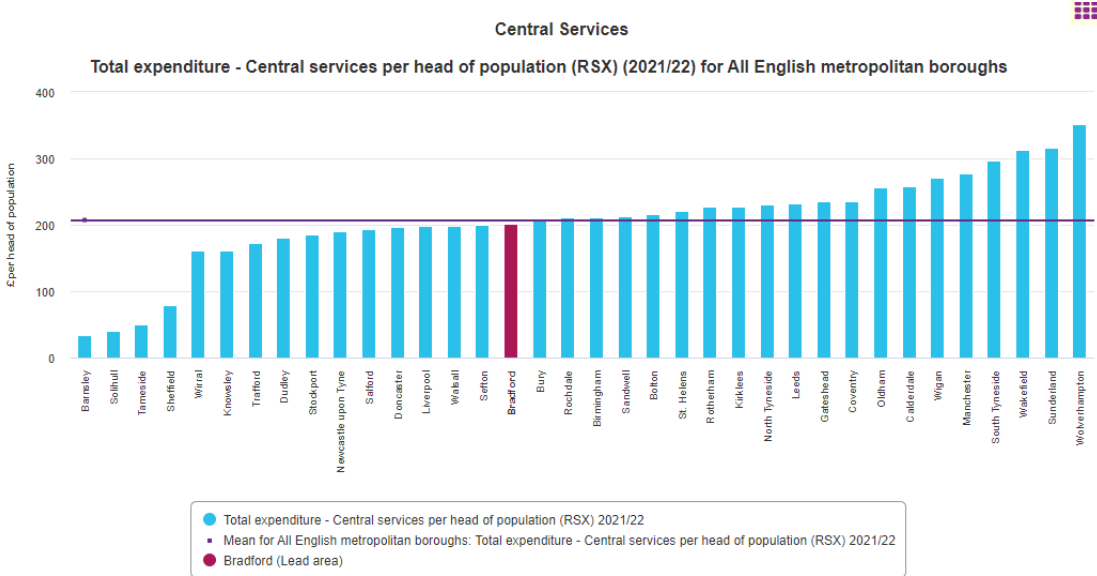
Planning and Development

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 31st December 2023

Appendix 2

	Opening Balance £000	Movement in 2023-24 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	0	0	0	
Total available Unallocated Corporate Reserves	0	0	0	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF – STEP	746	-463	283	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	-258	787	To provide for the costs of future redundancies
Leeds City Region Economic Development	1,407	-201	1,206	Match fund for urban centre regeneration

	Opening Balance £000	Movement in 2023-24 £000	Closing Balance £000	Comments
Financing Reserve (MRP)	22,378	-22,378	0	Reserve resulting from MRP policy change.
Markets Compensation	890	-640	250	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
Sub Total	35,274	-29,280	5,994	
C. Reserves to support capital investment				
IT Renewals and replacement	443	0	443	See above
Sub total	443	0	443	
D. Service Earmarked Reserves	45,346	-19,998	25,348	See over page
E. Revenue Grant Reserves	17,401	-4,246	13,155	
F General Reserves				
General Fund	22,001	10,733	32,734	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 2023-24 £000	Closing Balance £000	Comments
LA Education Reserve	915	-58	857	responsibility. These balances are not available for Council use but are balances attributable to individual schools.
LA Admission Appeals Reserve	13	0	13	
Sub Total General Fund Reserve & School balances	72,649	10,675	83,324	
Grand total	171,113	-42,849	128,264	

Departmental Earmarked Reserves Statement as at 31st December 2023

	Opening Balance £000	Movement in 2023-24 £000	Latest Balance £000	Comments
Adult and Community Services				
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	-49	200	
H&WB Covid Reserve	53	-53	0	Remaining Covid related funding.
Total Adult and Community Services	11,176	-897	10,279	
Children Services				
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	6,421	-6,421	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	-308	0	Training for post 16 Children through Industrial Centres of Excellence.
Raising Attainment - Language Learning, Phonics, Maths & English	497	-497	0	Covid funded.
Total Children	17,343	-16,880	463	

	Opening Balance £000	Movement in 2023-24 £000	Latest Balance £000	Comments
Department of Place				
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	-280	0	Project to support hard to place vulnerable homeless people
Ad:venture & community enterprise Reserve	60	-44	16	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	132	-132	0	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 2023-24 £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	
Department of Place	13,080	-1,801	11,279	
Corporate Resources				
HR - Learning & Development Reserve	354	-44	310	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	-51	0	To support ISG
Emergency Planning Reserve	10	-10	0	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	
Total Corporate Resources	3,747	-420	3,327	

	Opening Balance £000	Movement in 2023-24 £000	Latest Balance £000	Comments
Total Service Earmarked Reserves	45,346	-19,998	25,348	
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Capital Investment Plan

Appendix 3

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care														
CS0237a	Saltaire Residential Care Home	2,051	0	2,051	500	227	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	689	750	750	0	0	0	0	2,348	2,348
CS0239	Community Capacity Grant	206	0	206	206	112	0	0	0	0	206	0	0	206
CS0311	Autism Innovation Capital Grant	19	12	31	31	31	0	0	0	0	31	0	0	31
CS0312	Integrated IT system	44	0	44	44	0	0	0	0	0	44	0	0	44
CS0532	Changing Places Toilets	514	0	514	469	3	0	0	0	0	212	0	302	514
CS0535	Beckfield Resource Centre	229	8	237	237	201	0	0	0	0	0	0	237	237
CS2000	DDA	81	0	81	65	0	80	10	0	0	0	0	171	171
CS0567	MH Crisis House	70	0	70	70	70	0	0	0	0	70	0	0	70
CS0570	Adults Technology Enabled Care	0	400	400	400	0	807	344	0	0	151		1,400	1,551
Total - Adult Social Care		4,355	420	4,775	3,163	1,333	6,137	6,065	1,657	0	714	4,326	13,594	18,634
Children's Services														
		0												
CS0249	Schools DRF	1,500	0	1,500	1,500	0	0	0	0	0	1,500	0	0	1,500
CS0022	Devolved Formula Capital	568	0	568	537	1,959	0	0	0	0	568	0	0	568
CS0030	Capital Improvement Work	100	0	100	208	132	100	100	0	0	300	0	0	300
CS0240	Capital Maintenance Grant	6,239	0	6,239	4,865	3,156	2,500	0	0	0	8,739	0	0	8,739
CS0244a	Primary Schools Expansion Programme	342	0	342	100	6	0	0	0	0	342	0	0	342
CS0244b	Silsden School	1,900	0	1,900	1,200	143	0	0	0	0	1,900	0	0	1,900
CS0362	Secondary School Expansion	371	0	371	350	149	1,000	0	0	0	1,371	0	0	1,371

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0244c	SEN School Expansions	4,000	0	4,000	2,900	2,447	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	1,500	0	1,500	2,500	1,906	3,700	4,000	2,000	0	11,200	0	0	11,200
CS0421	Healthy Pupil Capital Grant	32	0	32	36	36	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	8	0	0	0	0	0	0	13	13
CS0338	Ingleborough Hall	81	0	81	81	0	0	0	0	0	0	0	81	81
CS0568	Children's Residential Care	1,900	0	1,900	1,900	0	401	0	0	0	0	0	2,301	2,301
CS0559	Connect the Classroom	1,133	102	1,235	1,400	1,320	0	0	0	0	1,235	0	0	1,235
Total - Children's Services		19,780	102	19,882	17,687	11,301	15,791	10,100	3,900	0	43,087	0	6,586	49,673
Place - Economy & Development Services														
CS0136	Disabled Housing Facilities Grant	5,137	763	5,900	6,000	4,187	7,097	4,058	4,058	0	8,902	0	12,211	21,113
CS0137	Development of Equity Loans	770	0	770	480	341	700	700	0	0	0	0	2,170	2,170
CS0144	Empty Private Sector Homes Strat	279	219	498	700	229	1,000	1,000	1,000	1,000	498	0	4,000	4,498
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	6,000	3,777	12,745	11,519	0	0	32,498	0	0	32,498
CS0526	Towns Fund Shipley P2	4,905	0	4,905	2,500	1,486	9,597	9,598	0	0	24,100	0	0	24,100
CS0577	UKSPF hyper-local programme	0	309	309	309	0	875	0	0	0	1,184	0	0	1,184
CS0084	City Park	192	0	192	192	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	15,183	2,902	0	0	0	3,294	15,134	5	18,433

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0408	City Village - stage one	750	0	750	750	23	0	0	0	0	0	0	750	750
CS0228	Canal Road	100	0	100	0	0	0	0	0	0	0	0	100	100
CS0266	Superconnected Cities	200	0	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
CS0363	Markets - City Centre	14,753	0	14,753	14,428	10,004	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
Total - Place - Economy & Development Serv		51,311	1,291	52,602	46,968	35,243	37,156	27,175	5,058	1,000	72,470	15,134	35,387	122,991
Place - Planning, Transportation & Highways														
CS0178	Ilkley Moor	13	0	13	13	0	0	0	0	0	13	0	0	13
CS0285	Blight Sites - Manningham Manor House	450	0	450	450	49	0	0	0	0	0	0	450	450
CS0071	Highways S106 Projects	199	0	199	199	8	0	0	0	0	199	0	0	199
CS0372	Countryside S106 Projects	264	0	264	264	17	0	0	0	0	264	0	0	264
CS0450	CILS Parish / Town Councils	100	127	227	227	227	0	0	0	0	227	0	0	227
CS0563	CILS Highways	484	0	484	484	0	0	0	0	0	484	0	0	484
CS0099	Integrated Transport	0	0	0	64	7	0	0	0	0	0	0	0	0
CS0172	Saltaire R/bout 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	2,012	1,298	12,937	0	0	89,897	104,343	0	0	104,343
CS0396	WYTF Corr Imp Projects	4,879	0	4,879	5,408	2,903	2,100	2,000	943	0	9,922	0	0	9,922
CS0512	Bradford Beck	1,441	0	1,441	70	70	450	0	0	0	577	0	1,314	1,891
CS0296	Pothole Funds	73	-73	0	0	0	0	0	0	0	0	0	0	0
CS0306a	Strategic Transport Infrastructure Priorities	1,188	0	1,188	716	0	0	0	0	0	223	0	965	1,188
CS0323	Flood Risk Mgmt	71	0	71	206	237	0	0	0	0	71	0	0	71

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
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	154	1,613	0	0	0	2,205	0	0	2,205
CS0398b	Top of Town Public Realm	1,037	0	1,037	1,037	956	0	0	0	0	0	0	1,037	1,037
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	357	200	0	0	0	0	7	0	0	7
CS0434	Smart Street Lighting	20,710	0	20,710	10,000	7,728	5,261	2,933	0	0	0	28,904	0	28,904
CS0455	IP4 projects	511	0	511	0	170	0	0	0	0	511	0	0	511
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	23,000	12,074	0	0	0	0	6,882	0	1,238	8,120
CS0469	IP4 Safer Roads 20-21	0	0	0	42	42	0	0	0	0	0	0	0	0
CS0470	IP4 Safer Roads 21-22	601	0	601	148	24	0	0	0	0	601	0	0	601
CS0529	Safer Rds 22-23	1,652	0	1,652	720	574	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	264	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	261	0	0	0	0	861	0	0	861
CS0502	Corridor Improvement Prog (CIP2)	75	0	75	500	-273	0	0	0	0	75	0	0	75
CS0477	CCTV Infrastructure	485	0	485	485	127	0	0	0	0	0	0	485	485
CS0533	UTMC – CRSTS Traffic Mgmt System	0	0	0	1,315	537	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	13,420	9,955	10,657	10,657	10,657	0	44,394	0	0	44,394
CS0555	Moorland Restoration for Climate Emergency	250	0	250	90	8	150	0	0	0	200	0	200	400
CS0556	CRSTS - Kings Rd & Wakefield Rd	684	0	684	537	263	0	0	0	0	684	0	0	684
CS0575	City Centre Ducting	0	450	450	450	0	450	0	0	0	0	0	900	900
Total Place - Planning, Transportation & Highways		60,282	504	60,786	65,146	37,884	36,974	18,654	14,173	89,897	184,761	29,134	6,589	220,484

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dept of Place - Clean Air Zone														
CS0471	Clean Air Zone	8,225	0	8,225	4,623	2,853	3,080	2,265	0	0	13,570	0	0	13,570
Total Place - Clean Air Zone		8,225	0	8,225	4,623	2,853	3,080	2,265	0	0	13,570	0	0	13,570
Dept of Place - Waste, Fleet & Transport														
		0												
CS0060	Replacement of Vehicles	2,500	0	2,500	3,000	2,759	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	0	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
Total Place - Waste, Fleet & Transport		3,172	0	3,172	3,247	2,906	1,896	18	0	0	108	4,238	740	5,086
Dept of Place - Neighbourhoods & Customer Services														
CS0510	Ilkley Footbridge	28	-28	0	0	0	0	0	0	0	0	0	0	0
Total Place - Neighbourhoods & Customer Services		28	-28	0	0	0	0	0	0	0	0	0	0	0
Dept of Place - Sports & Culture														
CS0487	Alhambra Theatre Lift	2	0	2	2	2	0	0	0	0	0	0	2	2
CS0162	Capital Projects - Recreation	105	0	105	108	19	0	0	0	0	105	0	0	105
CS0530	LDP (Active Bradford)	358	0	358	450	266	50	0	0	0	408	0	0	408

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0004	S106 Recreation	50	0	50	0	0	0	0	0	0	50	0	0	50
CS0501	Parks Development Fund	275	0	275	100	75	0	0	0	0	275	0	0	275
CS0404	SPIP Phase 1	1,715	0	1,715	1,840	1,445	0	0	0	0	1,683	0	32	1,715
CS0576	SPIP - Phase 2	25	600	625	535	6	11,000	0	0	0	7,125	0	4,500	11,625
CS0537	Silsden Park Section 106 Projects	224	0	224	85	29	0	0	0	0	224	0	0	224
CS0489	Playable Spaces	537	0	537	705	217	1,500	1,337	1,081	0	1,035	0	3,420	4,455
CS0541	Levelling Up Parks – Grosvenor Park	85	0	85	90	60	0	0	0	0	85	0	0	85
CS0543	Corn Mill Green Improvements, Steeton	49	0	49	46	41	0	0	0	0	49	0	0	49
CS0549	Allerton Cricket Clubhouse	0	0	0	100	0	0	0	0	0	0	0	0	0
CS0560	Marley Tip Top Land Slip	500	0	500	200	0	1,000	500	0	0	0	0	2,000	2,000
CS0564	Bolton Woods Play equipment	27	0	27	27	25	0	0	0	0	27	0	0	27
CS0403	Bereavement Strategy	7,481	0	7,481	3,440	2,342	8,000	1,055	0	0	0	7,000	9,536	16,536
CS0552	New Cemetery Extension	2,365	200	2,565	1,000	245	1,000	800	0	0	0	0	4,365	4,365
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
CS0572	Gym Equipment Keighley & Sedbergh	0	300	300	300	0	0	0	0	0	300	0	0	300
CS0356	Sedbergh SFIP	46	0	46	46	21	0	0	0	0	0	0	46	46
CS0354	Squire Lane	1,000	0	1,000	1,000	844	17,437	12,866	0	0	16,403	0	14,900	31,303
CS0498	Libraries IT Infrastructure	165	0	165	141	0	0	0	0	0	0	60	105	165
CS0519	CILS Libraries	0	191	191	191	0	0	0	0	0	191	0	0	191
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	129	26	0	0	0	0	222	0	0	222
CS0571	Victoria Hall Seating	0	140	140	140	0	0	0	0	0	0	0	140	140

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Place - Sports & Culture		15,375	1,431	16,806	10,702	5,672	39,987	16,558	1,081	0	28,275	7,060	39,097	74,432
Corp Resources - Estates & Property Services														
CS0333	Argus Chambers / Britannia Hse	0	150	150	0	0	0	0	0	0	0	0	150	150
CS0511	Property Programme 21-22	292	0	292	292	269	0	0	0	0	0	0	292	292
CS0528	Property Programme 22-23	2,381	0	2,381	2,047	820	0	0	0	0	0	0	2,381	2,381
CS0554	Property Programme 23-24	2,000	0	2,000	1,000	388	2,000	0	0	0	0	0	4,000	4,000
CS0460	Mitre Court CPU Property & Equip	0	0	0	0	1	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	150	0	150	0	0	0	0	0	0	150	0	0	150
CS0476	Carbon and Other Mngmt Efficiencies P2	780	0	780	400	291	500	750	0	0	0	0	2,030	2,030
CS0420	Electric vehicle charging Infr (Taxi Scheme)	56	0	56	62	16	0	0	0	0	56	0	0	56
CS0495	Bradford LAD Scheme	1,835	0	1,835	1,835	1,359	0	0	0	0	1,835	0	0	1,835
CS0381	Godwin St	4,986	13,014	18,000	18,000	12,619	4,986	2,000	0	0	0	6,986	18,000	24,986
CS0381b	Culvert	0	0	0	30	0	0	0	0	0	0	0	0	0
CS0409	Coroner's Court and Accommodation	350	0	350	95	95	0	0	0	0	0	0	350	350
CS0520	Regeneration Opportunity	534	0	534	228	73	5,500	4,000	2,000	0	0	0	12,034	12,034
CS0408	City Village (pre 21 St Johns St)	0	0	0	23	23	74	0	0	0	0	0	74	74
CS0573	Newhall Park – BHT site	0	127	127	127	123	0	0	0	0	0	0	127	127
CS0522	Children's Homes Capital Works	121	0	121	188	182	0	0	0	0	0	0	121	121
CS0525	Baildon Library	929	0	929	100	68	0	0	0	0	929	0	0	929
CS0445	Core IT Infrastructure	3,867	0	3,867	2,500	1,903	2,360	0	0	0	0	0	6,227	6,227
CS0551	Future Security Strategy	1,005	-40	965	965	873	0	0	0	0	100	0	865	965
CS0378	Customer Services Strategy	50	0	50	10	0	0	0	0	0	0	0	50	50

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Corp Resources – Estates & Property Services		19,336	13,251	32,587	27,902	19,104	15,420	6,898	2,000	0	3,218	6,986	46,701	56,905
Reserve Schemes & Contingencies														
CS0395z	General Contingency	362	-127	235	235	0	1,000	1,000	0	0	0	0	2,235	2,235
CS0575z	City Centre Ducting	1,050	-1,050	0	0	0	0	0	0	0	0	0	0	0
CS0571z	Victoria Hall Seating	140	-140	0	0	0	0	0	0	0	0	0	0	0
CS0572z	Gym equipment	300	-300	0	0	0	0	0	0	0	0	0	0	0
CS0570z	Adults Technology Enabled Care	400	-400	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
CS0576z	Sports Pitches	500	-500	0	0	0	0	2,000	6,990	3,627	10,142	589	1,886	12,617
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/ New 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
2021-22 Schemes														
CS0488z	Lap tops 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

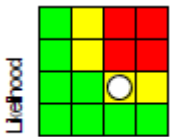
CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	2022-23 Schemes													
CS0060w	Vehicles	0	0	0	0	0	0	3,000	0	0	0	3,000	0	3,000
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
	2023-24 Schemes													
CS0395f	Children's Residential Care	0	0	0	0	0	2,899	0	0	0	0	0	2,899	2,899
CS0395i	Inflation Contingency	350	0	350	0	0	5,000	0	0	0	0	0	5,350	5,350
CS0395e	City Centre Regeneration	8,000	-8,000	0	0	0	0	0	0	0	0	0	0	0
CS0395j	Area office accommodation	800	0	800	0	0	0	0	0	0	0	0	800	800
CS0395m	Bereavement Strategy – Phase 2	1,000	-1,000	0	0	0	1,620	0	0	0	0	0	1,620	1,620
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	1,000	0	1,000	500	0	1,500	500	0	0	3,000	0	0	3,000
CS0574z	New Towns Fund Keighley	0	0	0	0	0	500	1,500	1,500	6,500	10,000	0	0	10,000
Total - Reserve Schemes & Contingencies		30,389	-11,517	18,872	735	0	81,757	35,294	31,890	10,377	92,413	37,962	47,815	178,190
TOTAL - General Fund		212,253	5,454	217,707	180,174	116,295	238,198	123,027	59,759	101,274	438,616	104,840	196,509	739,965

CS Ref	Scheme Description	2023-24 Budget	Service change	Revised 2023-24	Forecast	Spend at 31/12/2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place – Housing Revenue Account														
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
CS0407	Property Acquisition – Local Authority Housing Fund (LAHF)	1,580	0	1,580	5,036	3,784	4,471	0	0	0	4,931	1,120	0	6,051
CS0558	HRA Disabled Adaptations	160	0	160	50	13	40	20	0	0	0	220	0	220
Total - Housing Revenue Account (HRA)		1,802	0	1,802	5,086	3,606	4,511	20	0	0	4,931	1,340	62	6,333
Reserve Schemes & Contingencies														
CS0407z	Affordable Housing	1,000	0	1,000	0	0	10,000	10,000	8,224	0	14,430	14,794	0	29,224
TOTAL - HRA		2,802	0	2,802	5,086	3,606	14,511	10,020	8,224	0	19,361	16,134	62	35,557
TOTAL - All Services		215,055	5,454	220,509	185,260	119,901	252,709	133,047	67,983	101,274	457,977	120,974	196,571	775,522

Bradford Council Strategic Risk Register

Third Quarter Review 2023-24

APPENDIX 4

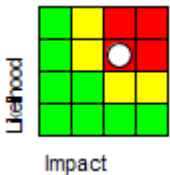
Code & Title	SR 01 BCM BCM Critical facilities			Current Risk Matrix	
Description	Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
				Likelihood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

	<ul style="list-style-type: none"> • The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this 'multi agency' group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber-attack, terrorist related attacks and more. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans. • The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation alongside other service areas. • There is an Emergency Control Centre away from the City should there be an incident affecting these. • 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.
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be part of a cross organisational programme to fundamental review and ensure they are line with best practise in 23/24.
Date Reviewed	01/12/23
Actions / Controls under development	The BC framework will be applied to all BC plans as part of a Council wide review programme. The plan will be presented at the next steering group in January 2024. A SRO for this programme will be assigned in January in the meantime it is being progressed as part of the transformation programme better basics work.
Managed By	Joanne Hyde
Administered By	Michelle Shepherd

Code & Title	SR 02 HSG Inadequate Housing Supply			Current Risk Matrix	
Description	<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>				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	C	II
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. • Negative impact on regeneration priorities and neighbourhoods. • Negative impact and wasted resources associated with a large number of empty homes. • Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community. • Negative impact on education priorities as inadequate housing affects children's educational attainment due to overcrowding and lack of space for study. • Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155). • Negative impact on homelessness and greater use of temporary accommodation. 				
Internal Controls	<ul style="list-style-type: none"> • 'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base. • Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders. • Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee. • In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide 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." • Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker. • Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy. 				

	<ul style="list-style-type: none"> • 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 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. • Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies. • Key indicators relating to housing functions reported in the Council Plan. • Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date including an Extra Care facility in Keighley. • Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes. • Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector. Dealt with approximately 2400 requests for assistance during 2022/23. • 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. • Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock. • Invest in a proactive programme of interventions to bring empty homes back in to use. • Allocations Policy which ensures access to social housing and supports employment mobility. • Council provides Housing Options service which proactively seeks to prevent homelessness, works with social landlords, support providers and private landlords. • External funding opportunities mainly from Homes England, WYCA and DLUHC. Recent successes include provision for Afghan and Ukrainians and Rough Sleepers • Our Housing Operations team focuses on quality and ensures suitable stock via enforcement, provision of adaptations and brining empty homes into use. • Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. • Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs). • The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.
Assurance Mechanisms	Study has been produced by ARC4, in support of the local plan which was published in 2019. An addendum was produced February 2021 and this supplements the 2019 SHMA (Refresh of this will be in line with the National Planning Policy Framework). 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.
Date Reviewed	02-Jan-2024

Actions / Controls under development	<ul style="list-style-type: none"> • A full review of the risk is planned to ensure it reflects all aspects of housing management. • 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. • 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. • Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. • Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme. An internal Growth Board is in situ to govern capital investment / new models of delivery. • Secured Local Authority Housing Fund to deliver 30 social houses for refugee resettlement. • Approval of City Village to the next phase, master planning through to planning permission. Will deliver 1000 homes over the next decade. • Housing Revenue Funding has supported preparation of 6 council owned sites for market that will deliver circa 100 affordable homes. • 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. • 17 additional council owned sites have been included on the pipeline for the next round of Housing Allocations Fund. • Review of the HRA Business Plan underway.
Managed By	Angela Blake
Administered By	Jo Hinchliffe

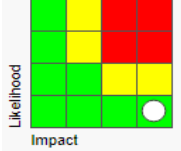
Code & Title	SR 03 DEG Delivering Economic Growth			Current Risk Matrix	
Description	<p>Bradford Economic Growth Strategy seeks to grow the economy by £4 billion with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing 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>				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	B	II
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast. Inability to raise funds for projects and regeneration projects not completed. Potential damage to the Council's reputation and the Economic Partnership. Not able to meet member, government, and the public's expectations. Deteriorating physical and infrastructure assets. Young people are not equipped to achieve their potential within the district. Business failure rate increases and unemployment increases - work is ongoing to define impact alongside cost of living crisis. Long term cost implications of dealing with social issues linked to economic deprivation. Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings. Business relocating out of the District. Delays in Government and Combined Authority decision making impacting on delivery of required interventions. 				
Internal Controls	<ul style="list-style-type: none"> Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g., regular Property Forum; City Region joint working; 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. Comprehensive Invest in Bradford website www.investinbradford.com Partnership working - supporting effective local and regional strategic partnerships e.g., West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan. Strategic planning and leadership e.g., Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com Utilisation of housing investment as a key factor in regeneration e.g., to meet affordable homes targets (see separate corporate risk on Housing). 				

	<ul style="list-style-type: none"> • Respond to Government consultations and participate on working groups focussing on key policy areas. • Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley. • The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy. (Work is happening on a new economic strategy) • Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government. • Development Frameworks have been commissioned to set the vision and ambition for the City and District and to inform future funding rounds, work is ongoing on these for Bradford City, Keighley and Shipley along with detailed master planning for the Southern Gateway. The Development Frameworks will take 9/12 months to complete. • Gainshare Capacity Funding has 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. • 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. • The Clean Growth Implementation Plan has been reset to deliver a new Economic Growth and Skills Strategy.
Assurance Mechanisms	<ul style="list-style-type: none"> • 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. • Towns Fund Boards and internal board established. • Place Marketing Board established. • Southern Gateway Board established.
Date Reviewed	27-Nov-2023
Actions / Controls under development	<ul style="list-style-type: none"> • Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021. (Work is happening on a new economic strategy - completion dates currently being determined) • Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22. Work ongoing and is governed by the Growth Board • Implementation of the Bradford District Workforce Plan – initially a COVID-19 proposal to consider scale of Skills House offer. • Economic Development – service reshaping and restructure nearing completion. • Maximising opportunities to attract Government funding to support regeneration and economic development activity. • Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone. • Development of Local Plan • Initiatives developed under the Growth Deal to protect priority outcomes. • Leeds City Region and West Yorkshire Combined Authority action impacting on the District. • Support for business post Brexit with the LEP

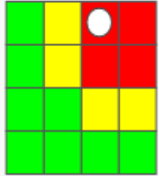
	<ul style="list-style-type: none"> • Managing allocations of Shared Prosperity funding in order to maximise future resources. • Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions. • NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021 – Southern Gateway Board has been established Jan 2023 to govern this work. • Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA. • Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning. • From September 2022 Growth Board has been monitoring work on the new Economic Strategy and Development Frameworks, this work is ongoing and will conclude in Autumn 2023. • The Economic Development Team has recently been restructured with additional capacity to enable proactive engagement of business. • 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. • Development of co-ordinated support for businesses to maximise opportunities and benefits of City of Culture 2025.
Managed By	Angela Blake
Administered By	Jo Hinchliffe, Clare Wilkinson

Code & Title	SR 04 SCC Safer Cohesive Community			Current Risk Matrix	
Description	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity. As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Catastrophic
	Strategic	Yes	Risk Score	B	I
	Operational	Yes	Total Score	12	
Potential Effect of Risk	<ul style="list-style-type: none"> • Negative impact on trust - between citizens, the Council and its partner agencies. • Widening inequality. • Cost of managing response is not contained within existing resources (council, police & partners). • Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. • Reduction in levels of community cohesion within the district. • Adverse media and reputational damage for the district and key agencies. • Less effective engagement with citizens and community groups. • Communities believe that some sections are treated differently than others. • Disproportionate adverse impact on the district's most vulnerable communities. 				
Internal Controls	<ul style="list-style-type: none"> • The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy. • The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. • The Neighbourhood Service, 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. • Neighbourhood Wardens record issues that may lead to increased community tensions. • Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. • Police incidents which may have an impact on tension are shared with relevant partners through a regular 'tensions monitoring' report. • Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims. • The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting. 				

Assurance Mechanisms	<ul style="list-style-type: none"> • Ward based working and locality and ward plan assessments provide a regular assessment of community tensions based on above. • West Yorkshire Police share their community tension monitoring with Safer Communities team. • Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed. • An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Community Safety Partnership, the Wellbeing Board and the Council’s Corporate Overview & Scrutiny Committee. • The Council has invested in an additional 15 Assistant Ward Officers and 5 Stronger Communities Partnership & Engagement Officers to increase capacity for response to locality based issues and concerns and to take proactive action to bring people together and celebrate key dates for the districts communities. • Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.
Date Reviewed	02-Jan-2024
Actions / Controls under development	<ul style="list-style-type: none"> • New governance arrangements have recently been approved by the Wellbeing Board and the Stronger Communities Partnership is now Chaired by the Portfolio Holder for Neighbourhoods and Community Safety, who also Chairs the Community Safety Partnership Board. Together with the addition of Area Committee Chairs on the Stronger Communities Partnership there is now a strengthened connection to locality and a good ‘read through’ between the two strategic partnerships. • West Yorkshire Police share community tension monitoring report with relevant Council teams and officers. • Social media continues to pose challenges with real and often ‘fake news’ leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with ‘counter narratives’ and training on critical thinking skills. • Following an extensive consultation process a set of ‘Shared Values’ have been developed by the Stronger Communities team that seek to strengthen our links with one another and promote care and respect. • An anti-rumour strategy is in place. • Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.
Managed By	Noreen Akhtar
Administered By	Jo Hinchliffe

Code & Title	SR 06 ENV Environment and Sustainability			Current Risk Matrix
Description	Failure to respond to the declared Climate Emergency and commitment to achieve Net Zero, in terms of Carbon Dioxide equivalent emissions (CO2e), by 2038, with significant progress by 2030, and ensuring that all environmental pollutants are reduced to within legal limits in the District through effective sustainability promotion, policy and practice.			
			Likelihood	Impact
Type of Risk	District	Yes	Category	Low
	Strategic	Yes	Risk Score	D
	Operational	Yes	Total Score	4
Potential Effect of Risk	<ul style="list-style-type: none"> • Reputational damage due to failure to meet greenhouse gas reduction targets or if identified as having poor measurement and control systems in place. • Increases in energy costs and susceptibility to global events and price fluctuations. • Adverse environmental and human consequences from climate change. Additional impacts on air quality and biodiversity due to GHG emission sources often cause synergistic toxic emissions. • Damage to Council's credibility as leader if district-wide targets not developed and then met. • Reduced ability to promote external inward investment. • 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. • Potential rise in ill-health due to environmental impacts. • Toxic emissions from the same CO2e emission sources are likely to cause ongoing significant ill-health among residents. • Temperature severity in the District will have implications for energy use in terms of heating and cooling, including emission considerations. • Funding for renewable energy production and use and energy efficiency projects not sufficiently available. • Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available. • Wider stakeholder community under resourced or incentivised to deliver on action commitments. • Unable to anticipate and respond to legislation and funding opportunities. • Costs of unsustainable consumption of resources and goods are likely to increase. 			
Internal Controls	<ul style="list-style-type: none"> • The Clean Air Team has now been restructured to become the Sustainability Service and is in the final stages of recruitment for Net Zero, Sustainability & Environmental posts, adding significant capacity to tackle this area of work, including the introduction of the Sustainability Programme Board, providing governance to the Sustainability Programme. • Progress on Climate Emergency flagship projects, the Council's own CO2e emission reduction progress and Clean Air Plan delivery reported to Overview & Scrutiny. • Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. • Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. • Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business-critical resource risks in terms of supply and 			

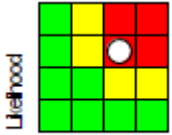
	<p>availability or price volatility and impacts on service budgets.</p> <ul style="list-style-type: none"> • Delivering corporate resilience through sourcing renewable local resources where viable such as PV panels, District Heat Network. • Delivering projects to use resources, such as energy, efficiently and where feasible reducing direct and indirect resource consumption. • Delivering projects to produce local renewable energy such as hydrogen, bio methane and solar and air/ground source power. • Implementation of the Clean Air Plan, including Clean Air Zone (CAZ).
Assurance Mechanisms	<ul style="list-style-type: none"> • Managing systems and processes to monitor and report on energy consumption and CO2e emissions to ensure compliance with statutory Carbon Reduction Commitment. • Carbon emissions from Council operations published annually (Scope 1 & 2), tracking progress against 2038 target from a baseline in the 2019/20 financial year. Scope 3 emissions (indirect emissions from Council activity – the most significant aspect of Council emissions) will start to be assessed and reported in line with emerging methodology. • Carbon Impact Assessments, in line with emerging WY Protocol, for all major schemes. • Modelling and monitoring of transport and wider emissions & metrics through the Clean Air Plan Monitoring & Evaluation Programme and the development of the Bradford Transport Strategy and Local Plan development. • Evaluation and assessment in partnership with WYCA and the West Yorkshire Lead Environment Officer Group. • Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation.
Date Reviewed	3-1-24
Actions / Controls under development	<ul style="list-style-type: none"> • Implementation of WY Environment and Climate Change Plan (2021-24), including various projects to be funded via gainshare and CRSTS funding, to help take the Council's CO2e emissions to Net Zero from 2020 to 2038, with significant progress (to be defined) by 2030. • Developing a District of the Future - Growth Strategy & Implementation Plan to identify activity that will support economic development and provide a platform for inward investment in the District, while reducing harmful emissions cost effectively, through Local and District Plans and cross Department activity. • Implementing the £1.1m Innovate UK Local Industrial Decarbonisation Programme (LIDP) co-ordinating industrial clusters to identify mechanisms for decarbonisation, cost savings and inward investment. • Charing the HyBradford Implementation Programme to coordinate private sector investment to develop the UK's largest hydrogen production and refuelling facility at Bowling Back Lane. HyBradford has been approved for funding by the Government which will see up to £0.5Bn in subsidy allocated to the scheme over 15 years. • Development of Bradford Transport Strategy, including WY development of Zero Emission Transport Strategy and West Yorkshire Low Emission Strategy (WYLES). • Working with partners through developing forums to identify potential courses of action and strategies for climate mitigation and adaptation. • Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets, including the delivery of a Local Area Energy Plan (LAEP). • Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation. • Development of robust carbon accounting and carbon budgeting processes. • Development of the Government funded Particulate Reduction Strategy that will commence in 2024.
Managed By	Andrew Whittles
Administered By	Sally Jones

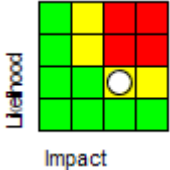
Code & Title	SR 07 FRS Financial Resilience and Sustainability			Current Risk Matrix	
Description	<p>The Council is unable to deliver:</p> <ul style="list-style-type: none"> ➤ a balanced budget for 2023/24 with a very significant overspend of £75m, c16% of the net revenue budget. ➤ a balanced budget for 2024/25 with a current forecast shortfall, which is under review, of £92.8m. ➤ a balanced and sustainable medium term financial plan (MTFP) – this is under review but is unlikely to become sustainable for at least 5 years <p>The Council’s financial position is the most challenging it has been because:</p> <ul style="list-style-type: none"> ➤ there is a structural budget gap of over £120m in 2023-24 inclusive of a c£75m overspend on a budget that already includes c£48m of one-off reserves –i.e. current expenditure is above the resources available by at least this amount. ➤ this is under review and will change. ➤ the Council has exhausted its usable reserves having budgeted/spent £150m of one-off reserves in two years to finance recurrent expenditure, this should not have happened and leaves the only temporary resolution to be Exceptional Financial Support (EFS) from Government. ➤ the Council faces major demand pressures in Childrens Social care, adult social care and current cost of living impacts. <p>To achieve a financially sustainable position, the Council including all partners, companies etc will need to action a combination of robust, recurrent, and deliverable:</p> <ul style="list-style-type: none"> ➤ significantly higher value of revenue savings than is currently proposed. ➤ additional income. ➤ further asset disposals over those currently planned. ➤ and further capital expenditure reductions. <p>This requirement will apply for at least the next 5 years.</p>				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Very High	Critical
	Strategic	Yes	Risk Score	A	II
	Operational	Yes	Total Score	12	
Potential Effect of Risk	<p>There are a number of consequences of the risk:</p> <ul style="list-style-type: none"> ➤ the emergency response work carried out since then has identified that this will require significant transformation to all aspects of the Council’s activities and is likely to take up to 5 years to deliver. ➤ some services and projects will also need to stop, be reduced or deferred. ➤ the Council’s staffing levels will reduce. ➤ there will need to be investment in some areas to enable the Council to successfully make these changes. ➤ the Council will be subject to more scrutiny. ➤ the impact of the risk will go beyond finance and into governance, culture change, project management etc. 				

	<p>It should be noted that these are not potential effects, they will definitely occur.</p> <p>If the Council cannot be seen to be taking action to resolve the issues in a planned manner and at pace then a s114 will be issued</p>
Internal Controls	<ul style="list-style-type: none"> ➤ 2025/26 and beyond budget process accelerated and made continuous – in development. ➤ Targets and timelines established and agreed for revenue and capital reductions, income increases and asset sales. ➤ All proposals to be supported by rigorous business cases, action plans and deliverables. ➤ Comprehensive financial and performance monitoring information provided to DMTs, CMT, JLT and Executive supported by value for money and activity information. ➤ Medium term financial plan extended over a six-year timeline. ➤ Controls on procurement and workforce changes in place ➤ Project Appraisal Group to continue to scrutinise individual capital business cases. ➤ Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs ➤ Increased monitoring of all budgets, including review and monitoring of all recovery actions ➤ Raise financial acumen across the Council to improve decision making. ➤ Implemented Finance for Non-Finance Managers training. ➤ Financial sustainability Emergency response BBERT implemented to progress current proposals of savings, fees & charges service cuts. ➤ Regular interaction with the Childrens Trust to mitigate any forecast budgetary overspends. ➤ JEGS review board formed to manage risks on grading. ➤ Establishment control access has been locked to corporate HR.
Assurance Mechanisms	<ul style="list-style-type: none"> • External Audit inspection of accounts and opinion. • Internal audit review of internal control mechanisms. • CIPFA review of financial sustainability completed in September 2023. • Regular monitoring of progress on the BBERT programme.
Date Reviewed	21 January 2024
Actions / Controls under development	These are under review.
Managed By	Steve Mair
Administered By	Andrew Cross

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

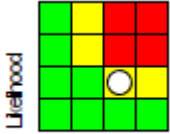
	<ul style="list-style-type: none"> • Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. • Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment. • Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, Galaxkey in place for external emails and communicated through service DMTs and Managers Express. • Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place. • Penetration Testing on any new system as part of the project implementation phase. • 24/7 Monitoring of traffic leaving and entering the Bradford Network. • Required encryption in place. • The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network – PCI Version 4.0 has been achieved for 2023 • Cloud Questionnaires are undertaken for all external hosted solutions where personal, sensitive, and confidential data is stored, processed or transmitted • Undertaken the LGA (Local Government Association) 360 Programme in February 2023, with recommendations approved by CMT and DMT to implement • Introduction of various security tools and solutions are being implemented to further safeguard the council’s data, which includes being hit by ransomware to insider attack • Implemented MFA (Multi Factor Authentication) across the board to end users and 3rd party supplier and partners to access council resources • Implemented Cyber awareness initiatives with CMT and SLT. • IT Security Strategy has been developed for 2024 – 2027 which encompasses Zero Trust Architecture • Bradford Council still leads for the Yorkshire and Humberside WARP (Waring Alert and Reporting Point) which provide first hand insight into IT security threat, locally, regionally and nationally to help develop strategies and mitigation not only for the council but for the regional local authorities, NHS and other public sector bodies.
Assurance Mechanisms	<ul style="list-style-type: none"> • Regular Information Governance reporting to CMT and Governance & Audit Committee. • Engagement with Information Commissioners Office with prompt reporting and liaison.
Date Reviewed	24-Nov-2023
Actions / Controls under development	<ul style="list-style-type: none"> • Review of all IG and Information Security policies. • Additional mandatory learning for IAO’s and Managers. • Part of two national Security initiatives one lead by NCC and one LGA. • Looking to implement a Cyber Security Training Platform in 2024 • Currently in the final phase to appointing a SOC/MSSP (Security Operations Centre / Managed Security Service Provider)
Managed By	Steven Mair
Administered By	Tracey Banfield; Dominic Barnes-Browne; Harry Singh

Code & Title	SR 12 ADC Adults Demographic Change			Current Risk Matrix	
Description	Changing population demographics, customer expectations and legislative pressures lead to inability to deliver effective adult social care capacity and experience.				
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	B	II
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Demand for adult social care is predicted to increase by a minimum of 3.5% per annum, budget proposals highlight this pressure for the Council. There is a constant need to re-prioritise and reallocate resources to meet demand if this financial pressure is not fully funded. Standards of service fall below expectation. • Pressure from new Children’s Trust increases due to transition care packages being larger than anticipated. • Lengthening waiting lists for assessments and provision of care, increases in numbers of people requiring care. 				
Internal Controls	<ul style="list-style-type: none"> • Adult Social Care has agreed a 3-year plan, linked to commitments in the District and Council Plan and requirements of the Care Act 2014. • Service plans are in place, aligned to the 3-year plan including demand management and transformation plans. • Additional investment made in core areas to have adequate resources to meet priority transformation areas. • Constant discussions with Health partners on integration, funding alignment and mutual savings objectives. • Refreshed Transitions Protocol with Bradford District Children’s Trust to monitor and manage transition of children’s cases to adults appropriately. • Adult social care prevention strategy works with public health, Place and health partners on early intervention offer e.g., Living Well, Locality Hubs. 				
Assurance Mechanisms	<ul style="list-style-type: none"> • Robust departmental governance to monitor financial, risk and performance management arrangements to oversee and maintain momentum on delivery. • Adult Social Care Reforms: oversight by ADs and includes preparation for the CQC Assurance Framework. • Specific task and finish groups to oversee key change activity which may require support from corporate resources e.g., Financial Support Services. • Regular performance and progress updates provided to Corporate Services and to elected councillors. 				
Date Reviewed	06.12.23				
Actions / Controls under development	<ul style="list-style-type: none"> ▪ Review of population health management approach across the Health and Social Care System. ▪ End to end review of the hospital discharge process focusing on strengthening our approach around the discharge pathways to reduce pressures. ▪ We are also working with Children Trust to ensure the new management team are fully briefed on the details of the Transitions SLA. 				
Managed By	Iain Macbeath				
Administered By	Imran Rathore				

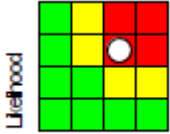
Code & Title	SR 13 DSK Delivery of Skills and Training Priority			Current Risk Matrix	
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	C	II
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • Lack of coordination in the efforts of various agencies involved. • Lack of congruence with educational attainment objective. • District becomes unattractive to businesses and employers. • Loss of leadership role. • Strategic ambitions and goals in new District Employment and Skills Strategic 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. • Residents and communities do not equally share in the economic benefits of 2025, or employment opportunities created by AI and Net Zero, and unequal distribution across communities and demographics of the jobs vulnerable to automation and economic shocks. • Funding bodies releasing new contracts in isolation. Underspend of current funding. • Education capital developments not aligned with employer need. 				
Internal Controls	<ul style="list-style-type: none"> • 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. We are in negotiation with WYCA about a new allocation of Skills Bootcamp funding. • 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. • 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 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 and risks regarding this have been flagged through WY LA CXs meeting. • 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. 				

	<ul style="list-style-type: none"> • 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. • 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. • Significant investment in the Employment West Yorkshire programme has been approved by the WYCA Board, with delivery having started from the 1st April. This will secure the infrastructure and investment in the SkillsHouse partnership developed through EU, Covid and Gainshare funding as those funds taper off in the next 15 months. • 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. Similarly DWP are embedded in local governance arrangements, and are involved in regional strategic conversations with the 5 LAs and CA. • We are active in a recently established regional Work and Health partnership including the 5 Council's public health and skills leads, WY ICB, WYCA, and DWP. This will consider better integration of health and work funding and how to optimise opportunities such as the WorkWell funding. • We have established strong relations with EDT the National Careers Service prime contractor for the Yorkshire and the Humber area. • Skills for Work (SfW) continue to deliver Levy and Non-Levy Apprenticeships, and Education and Skills Funding Agency (ESFA) classroom and Community Learning, 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. • Skills for Work is in the window for Ofsted Inspection this term extensive and comprehensive preparation has been undertaken utilising internal and external expertise. The service is also in the process of relocating and is working closely with Estates colleagues to secure a long-term accommodation solution.
Assurance Mechanisms	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan and owns the new Employment and Skills Framework for the District.
Date Reviewed	04-Dec-2023
Actions / Controls under development	<ul style="list-style-type: none"> • Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding. Officers are working to inform future policy, principles, and processes through CXs, DoDs, the WY Employment and Skills Board 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. • LA holds keep in touch with school and college leaders across our post-16 partnership to continue to build on recent improvements in academic grades at Level 3, where we now match national performance, and exceed national performance for Applied General (BTEC) provision. The success of the proposal for New College Keighley offers a long-term solution for the North of the District. • 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 in line with our statutory duty – an increased proportion of pre-Level 3 provision is now concentrated in Colleges and some young people do not thrive in that environment. The national and local downturn in GCSE outcomes as we have returned to pre-covid arrangements has created extra demand and therefore pressure in this respect as fewer young people are in a position to access Level 3 provision. The DfE continues to be supportive and we have secured some additional places for existing providers already. • The LA is working through differing partnerships in the implementation of our Employment and Skills Strategic Framework collaboratively, developing a more

	<p>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 improved outcomes at all qualification levels on courses that are directly aligned with local economic need. The Framework will be developed further in 2024 in line with WYCA's strategic planning refresh, and the Council's new Economic Strategy.</p> <ul style="list-style-type: none"> • We have re-launched the supported internship 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. • 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. • 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. • The One Workforce programme builds on our strong links with the ICB and the local NHS Trusts to focus on the career progression and skills development of people working in the Health and Social Care sector in the District. As the largest sector in West Yorkshire 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 advanced conversations about how our SkillsHouse service can lead the recruitment of all entry level jobs for the two local NHS Trusts.
Managed By	Phil Hunter
Administered By	Matt Findull

Code & Title	SR 14 SND SEND Services			Current Risk Matrix	
Description	<p>Between 7 and 11 March 2022, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Bradford to judge the effectiveness of the district in implementing the disability and special education needs reforms as set out in the Children and Families Act 2014.</p> <p>The Ofsted inspection identify the following 5 areas of significant weakness.</p> <ul style="list-style-type: none"> • Poor communication between stakeholders across education, health and care. • The variable quality of EHC plans, including plans which do not fully describe the provision that children and young people with SEND need. • The inconsistent delivery of the 0 to 19 health visiting, school nursing and specialist nursing services. • 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. • Education, health and care services do not work together well. The arrangements for joint commissioning are underdeveloped. <p>The LA provided a Written Statement of Action (WSOA) Plan to address the above areas of weakness on the 21st of September 2022 that has been approved by Ofsted. The WSOA will be monitored every 90 days.</p> <p>SEND services are funded by the DSG (Dedicated Schools Grant). At the end of the current financial year, the high needs block will return a surplus. Looking forward into 2024-2025 there is a predicted overspend, however it is anticipated that even after this overspend, a surplus will still be returned at the end of 2025. it is anticipated that the service will be in a deficit during 25/26 financial year. This is based on the assumption that the funding and financial landscape does not change and that there is either continuation or growth in the demand for services.</p>			 <p>Likelihood</p> <p>Impact</p>	
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	C	II
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • The CYPs SEND needs may not be effectively met. • The Local Authority may not meet its statutory obligations. • Negative impact on Local Authority's reputation with CYP/parents & schools. 				
Internal Controls	Following the inspection, the district was asked to develop a written statement of action that sets out the 5 areas of significant weakness will be addressed. Action is the plan will be delivered through 5 work streams that takes a lead on each of the 5 areas. The members of the work streams include health, social care, parents, college and schools. These work stream report into the SEND Strategic Partnership Board.				
Assurance Mechanisms	<ul style="list-style-type: none"> • Local Area SEND Strategic Partnership Board (SSPB) established with clear ToRs providing governance over the four operational workstreams. • 90-day progress review meetings are held with the DfE and NHSE. • The LASSPB reports to the district wide Children and Families Partnership board that provides governance. • The LA continues to engage with the external DFE Advisor. • The WSOA is reported on an annual basis to the overview and scrutiny committee. 				

	<ul style="list-style-type: none"> • There is no immediate impact on the council's overall budget or financial position due to the funding being externally attributed from the DSG.
Date Reviewed	18-Jan-2024
Actions / Controls under development	<ul style="list-style-type: none"> • Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board. • Development of a Health Data Dashboard to feed into LA dashboard. • Coproduction and engagement plan across the Local Area. • Continue to develop the multi-agency quality assurance work.
Managed By	Niall Devlin
Administered By	Andrew Stevens

Code & Title	SR 15 OIP Ofsted Improvement Plan			Current Risk Matrix	
Description	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk. The most recent Ofsted Inspection in November/December 2022 highlighted that whilst there has been improvement at pace in the last 12 months, the improvements have not been enough since the 2018 inspection. The new arrangement with Bradford Children and Families Trust has been operational since 1st April 2023.			 Likelihood Impact	
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	B	II
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Poor reputation • High turnover of workforce at all levels • Inconsistent service to service users • Financial implications and adverse effects on the service delivery contract • Slow progression of improvement, particularly due to size of improvement team to drive and deliver on improvement 				
Internal Controls	<ul style="list-style-type: none"> • Improvement Board: The Children’s Services Improvement Board is chaired by Steve Walker, DfE appointed commissioner and has representative from internal Senior Leadership and Partnership Senior Leaders including the BCFT CEO. The Board continues to scrutinise the improvement work. • Improvement Plan: 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. • Children’s Service Improvement Team: 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. • Internal Audits: Audit activities continue across all parts of the Service with identified recommendations and learning, this has recently been stepped up due to the low number of returns. 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. • External Audit: 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. • Ofsted: An Ofsted Monitoring visit took place on 8th and 9th November with the findings being published on the 13th December (2023). In the monitoring visit, it was noted that: “The BCFT now has a detailed understanding of the issues that need improvement in child in need and child protection planning which is enabling more targeted and recent improvement activity”. Inspectors highlighted several key areas that are currently showing improvement. These include manging safeguarding concerns through well attended multi- 				

	<p>agency strategy meetings; the management oversight of child in need and child protection assessment and planning; and improved performance data and quality assurance which is providing leaders with a detailed understanding of practice quality. The monitoring report letter also stated that there has been an improvement in the services received by disabled children who are subject to child in need and child protection plans. Inspectors noted that in most children's cases seen during this visit, their needs are now being met at the appropriate level of intervention.</p> <ul style="list-style-type: none"> • Partnership: 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. • Recruitment and Retention: 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. • Improved use of vital signs and performance data: 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. • Children and young people's voice and influence: The 3 children's forums to enable children and young people to share their voice on service delivery continues to be utilised. The forums are Young Voice (aged 6-10), Youth Voice (aged 11-15) and Your Voice (aged 16-25). As well as feeding into 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.
Assurance Mechanisms	<ul style="list-style-type: none"> • Future Ofsted Inspections • Independent auditing of casework • Governance arrangements between council and BCFT in place • KPI's embedded in the council/ BCFT contract • ICF function • Risk Registers held
Date Reviewed	17-Dec-2023
Actions / Controls under development	Plan Inspection Timetable.
Managed By	Picklu Roychoudhury
Administered By	Sharon Woodcock / Andrew Stevens

Code & Title	SR 16 EAT Educational Attainment	Current Risk
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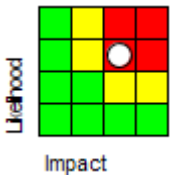
					Matrix
Description	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	B	II
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<p>Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people. Overall attainment is not improving and the gap between Bradford and National outcomes is not narrowing.</p> <p>Outcomes 2022/23 Key Stage 2</p> <ul style="list-style-type: none"> • 57% of Bradford pupils achieved the expected standard in reading, writing and maths combined. This was the same figure as 2022, with the national average also recording no change from the previous year (59%). Therefore, the gap to national remains at -2% • When compared to 2022, Bradford pupils who achieved the expected standard in reading decreased by 3 percentage points (pp) to 69%. 73% of pupils nationally achieved the expected standard, a fall of 2pp from the previous year. • The percentage of pupils achieving the expected standard in mathematics in 2023 increased for Bradford and nationally when compared to 2022. The gap between Bradford and the national average narrowed by 1 pp from 2% to 1%. • 71% of Bradford pupils achieved the expected standard in writing, an increase of 3pp from the 68% recorded in 2022. The national average also saw a rise of 2pp from 2022. The gap between Bradford and the national average narrowed by 1pp from 2% to 1%. • Bradford is ranked in percentile 72 when compared to all Local Authorities nationally for the expected standard in Reading, Writing and Maths. This was a fall of 2 places in the percentile from ranking of 70 recorded in 2022. <p>For KS4; (provisional results until February 2024)</p> <ul style="list-style-type: none"> • The Progress 8 score for 2022/23 is -0.26. The score for 2021/22 was -0.18 which represented a decrease of 0.17 on the 2018/19 score of -0.01 (the last comparable year). The National Progress 8 score is -0.03, which remains the same as it was in 2021/22. The 2022/23 Progress 8 score ranks Bradford in 128th position out of 152 local authorities. • Attainment 8 score is 40.9, which represents a decrease of 2.9 points from 2021/22 (43.8), a decrease of 5 points from 2020/21 (45.9), and a decrease of 4.8 points from 2019/20 (45.7). The National Attainment 8 score is 46.3, from 48.9 in 2021/22, 50.9 in 2020/21, and 50.2 in 2019/20. Therefore, the gap to national stands at -5.4 points. Chart 2 below shows the trend for the Attainment score for Bradford and nationally. The 2022/23 Attainment 8 score ranks Bradford in 144th position out of 152 local authorities. • Basics (grade 4 or above in English and Maths) is 54.8%, which is a decrease of 5.1 percentage points (pp) from 2021/22 (59.9%), a decrease of 8.6 pp from 2020/21 (63.4%), and a decrease of 8.0 pp from 2019/20 (62.8.%). The National figure is 65.1%, from 69.0% in 2021/22, 72.2% in 2020/21, and 71.2% in 2019/20. The gap to national stands at -10.3 pp. This score ranks Bradford in 147th position out of 152 local authorities. 				

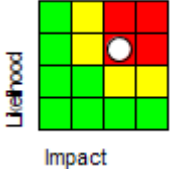
	<ul style="list-style-type: none"> English Baccalaureate APS figure for Bradford is 3.47, decreasing from 3.75 in 2021/22, from 3.96 in 2020/21 and decreasing from 3.94 in 2019/20. The National score is 4.06, decreasing from 4.28 in 2021/22, decreasing from 4.45 in 2020/21 and decreasing from 4.38 in 2019/20. The gap between Bradford and the national score has continued to grow over the last 4 years and now stands at -0.59. This score ranks Bradford 145th out of 152 local authorities.
Internal Controls	<p>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.</p> <p>Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.</p>
Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC, and LA councillors and officers to continue partnership working and dialogue wherever possible.
Date Reviewed	17-Dec-2023
Actions / Controls under development	<ul style="list-style-type: none"> All schools, including academies are offered a Keeping in Touch visit. Otherwise, School Improvement operates as a traded service. There are current vacancies in the team. Partnership working with DfE Priority Education Improvement Area to bring about improvements in the least well performing academies and schools The Education Improvement Board has a focus on raising attainment and will use School Improvement and Monitoring Grant to work with relevant LA maintained schools to bring about improvement in attainment for largest schools for the spring and early summer term 2024.
Managed By	Sue Lowndes
Administered By	Andrew Stevens

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

	<p>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 number 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. 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. The Trust continue to take this work forward in accordance to the contractual obligations.</p>
<p>Assurance Mechanisms</p>	<ul style="list-style-type: none"> • 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. • 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 • 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. • 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. • 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. • 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. • 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.
<p>Date Reviewed</p>	<p>17- Dec -2023</p>
<p>Actions / Controls under development</p>	<ul style="list-style-type: none"> • A CSE Action Plan has been shared with partners. • We transferred Children’s Social Care services to the Trust on 1st April 23. • The action plan following the SH National Panel report has been developed and is being implemented. • The improvement plan following the Ofsted Report in January is being developed by the Trust.

	<ul style="list-style-type: none"> • We/ The Trust are developing practice in working with very complex children with colleagues across Health organisations across the District. • 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. • 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. • The Trust will develop further early help services and more actively review high needs children in care. • The service has extra capacity supported by the Commissioner and DCS to bring about improvements.
Managed By	Picklu Roychoudhury
Administered By	Sharon Woodcock / Andrew Stevens

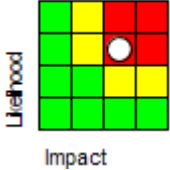
Code & Title	SR 18 COV Multiple Outbreaks of Infectious Diseases			Current Risk Matrix	
Description	COVID-19 and other respiratory infections could rise locally causing multiple outbreaks across the district that could leave to further waves of infection. This could lead to reintroduction of control 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.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	B	II
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Increased number of fatalities. Further pressure on local hospitals. Slower economic recovery. Breakdown in community cohesion. Diversion of PH capacity to support outbreak management, reducing delivery of other PH programmes. 				
Internal Controls	<ul style="list-style-type: none"> 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. 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. 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. 				
Assurance Mechanisms	<ul style="list-style-type: none"> On-going monitoring of COVID-19 cases, admissions and deaths in the District. On-going support to NHS immunisation programmes. Contingency plans and escalation routes for PH input to outbreak management. 				
Date Reviewed	14-Dec-2023				
Actions / Controls under development	<ul style="list-style-type: none"> CBMDC staff encouraged and supported to stay at home if unwell. Support to the NHS-led vaccine programmes to engage with groups with lowest uptake and reduce inequalities. Support to a broader set of winter preparedness measures including antipoverty and mental wellbeing to reduce pressure over the NHS. Development of contingency plans for rapid adapting the PH outbreak management capacity in the event of an increase in demand. 				
Managed By	Jorge Zepeda				
Administered By	Tariq Mohammed				

Code & Title	SR 19 SEM Shortage of staff within the external care market			Current Risk Matrix	
Description	Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	B	II
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Demand for adult social care is predicted to increase by a minimum of 3.5% per annum, budget proposals highlight this pressure for the Council. There is a constant need to re-prioritise and reallocate resources to meet demand if this financial pressure is not fully funded. Standards of service fall below expectation. • Pressure from new Children’s Trust increases due to transition care packages being larger than anticipated. • Lengthening waiting lists for assessments and provision of care, increases in numbers of people requiring care. 				
Internal Controls	<ul style="list-style-type: none"> • 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. • ASC workforce strategy now developed and launched. • Market Sustainability Plan outlines 3 year market sustainability plans and workforce challenges and supports. Cost of Care exercises for over 65 care homes and Home Support complete • Working with Skills for Care for care to develop and roll out training for new workers. We are also working on developing a workforce strategy, while we have also worked on strengthening relationships across the system through better engagement – the recent summit has helped with this. 				
Assurance Mechanisms	<ul style="list-style-type: none"> • CQC Inspections • DMT Adult Social Care Reform – monthly • DMT Finance, Performance, Quality and Transformation – monthly • Raising Expectation Steering Group 				
Date Reviewed	06.12.23				
Actions / Controls under development	<ul style="list-style-type: none"> • Working with BCA on plans to coordinate workforce development activity across the independent sector. 				

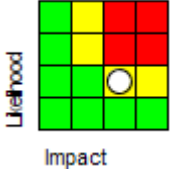
	<ul style="list-style-type: none"> • Financial and other incentives to support reduction in staff turnover under consideration; working with BCA on coproducing local solutions and regular discussion at regional commissioner network meetings. • Ongoing recruitment campaigns – to promote recruitment opportunities. • Work is underway to reduce the external enablement delivered through the home care market – this should help to manage the long-term support better. • We are developing proposals for a new workforce academy that will further strengthen how we upskill people to take on roles within the system. • New Home Support commission will support better workforce recruitment and retention.
Managed By	Jane Wood
Administered By	Imran Rathore

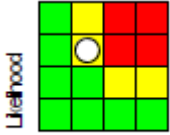
Code & Title	SR 21 TRI Terrorist Incident			Current Risk Matrix
Description	National terrorist incident threat level is at Substantial and Strategic Security is a concern.			
			Likelihood	Impact
Type of Risk	District	Yes	Category	High
	Strategic	Yes	Risk Score	B
	Operational	Yes	Total Score	12
Potential Effect of Risk	<ul style="list-style-type: none"> • Preparation to implement new Protect Duty legislation is inadequate to meet Government expectations. • The Council is unable to respond effectively to a major incident and function some or all delivery priorities jeopardised. • The Council is unable to meet its duties and responsibilities. • The reputational risk to the Council is adversely effected. • The welfare and safety of the Council's citizens is at risk. • Increasing incidence and impact of service interruption events. • Business-critical systems are impacted. 			
Internal Controls	<ul style="list-style-type: none"> • The Strategic lead for security is the Strategic Director Corporate Services responsible for organisational protective security as a whole. • The Threat from terrorism is ever present and changeable so policies, systems and plans need regular review. • Security Policy documents, security management plans and building security is reviewed every time the threat level changes and appropriate measures are put in place. These cover securities of: personnel, buildings, information, resources and supply chains, business continuity and resilience and emergency incident plans. • Senior Managers undertake training appropriate to their roles and responsibilities and use the ACT app (Action Counters Terrorism) and JESIP App. The Emergency Planning Manager will be working with Senior Management to ensure Cooperation in embedding this. • 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. • The Council has responded to the Protect Duty Consultation 2021. • The Council in partnership with West Yorkshire Police have a Contest Board (the EPM sits on this board) for Prepare and Protect • 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. 			

	<ul style="list-style-type: none"> • The Emergency Management Team coordinates the Councils approach to an incident/emergency and leads on emergency plans and liaison with partners and stakeholders; CT Police, CPNI, NACTSO • All Councils are still waiting for the 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. • 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.
Assurance Mechanisms	The Emergency Planning Manager has submitted a project proposal for a Council Security Framework which will incorporate counter terrorism. This will be presented at the programme board in January 2024
Date Reviewed	01/12/2023
Actions / Controls under development	<ul style="list-style-type: none"> • The Council continues to develop a clear understanding of threat sources that have the intent, capability and opportunity to impact on its operation, assets and service delivery. • Protect Duty now known as Martyn's Law is waiting to be passed as an Act by Parliament. • ACT and SCan Training is being rolled out across all council departments. So far over 450 staff have been trained. The training will continue to be rolled out. • The Council is developing and implementing security minded communications on its website and media outlets, including a newsletter. • Training and testing the security framework, plans and readiness. • 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. This is in its infancy, but we have been assigned a project manager and we are attending the programme board in January 2024. This will provide a project plan with a timeline of delivery. A steering group will need to be set up with the relevant Heads of Service to deliver this programme in enhancing the council's security culture including: <ul style="list-style-type: none"> • Cyber Security • Buildings Security • Physical Security • Personnel Security • Information Security • Terrorism (Protect and Prepare) • Responding to security incidents • National security vetting • Training and exercising of security incidents.
Managed By	Joanne Hyde
Administered By	Michelle Shepherd

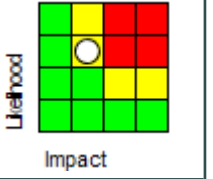
Code & Title	SR 22 COL Cost of Living Crisis			Current Risk Matrix	
Description	Available resources to support lower income households may be insufficient to meet cost of living where price rises in basic essential consumer goods and services (i.e., food and energy) outstrip wage / benefit rises.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	B	II
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Increase in poverty and debt in the district. One in five of our working age families already live in relative poverty and 2 in 5 children under 15 live in relative poverty. Those living in poverty are affected most by cost-of-living impacts as they spend a higher proportion of their income on food/fuel. • Local economy is impacted. • Potential for rise in crime, homelessness, demands on Council crisis services, and on health services in particular mental health services. • Risk of lower collection levels of Council Tax, Business Rates and Sundry Debts, and increased resource demand on debt collection services, as households and businesses prioritise other debts. • Effect on lower paid Council staff could result in them being less able to meet their potential (under nourished, cold, worried about finance). • Around £1 in every £5 of public spending is spent dealing with the effects of poverty. • There is no certainty about an extension to the Household Support Fund in 2024/25. • The budget position for the Council may result in greater impacts on those most in need e.g., increased Council Tax 				
Internal Controls	<ul style="list-style-type: none"> • Occupational Health support for staff and signposting to other agencies providing support and advice. • Holiday Food and Activities programme in the school holidays • Distribution of the Household Support Grant, supporting residents with food, fuel and other essential items in 2023/24. Payment for the Winter Food and Fuel allowance from the Household Support Fund was made in December 2023. The payment was issued to those households in receipt of Council Tax Reduction - the amount was £100 per household with an additional £40 per eligible child. • The cost-of-living Bradford website and leaflet was updated in December 2023 • Credit Union membership of 9,000 • Food Bank provision across the district. • Local Welfare Assistance programmes such as the Assisted Purchase Scheme and the Fuel Top Up scheme in 2023/24 • Funding of Welfare and Debt Advice across the District • Warm Homes, Healthy People network to assist with energy efficiency measures and advice. • Improving take up of Healthy Start vouchers and Free School Meals 				

	<ul style="list-style-type: none"> • Community 'Warm Spaces' initiative provides a warm space and hot drink for residents in community venues. • Determination of the allocation of Council Tax Support fund announced by the Govt in December 2022 for the year 2023/24 • A new employee benefits scheme has been introduced in 2023 to assist with the cost of Home and Electronics items.
Assurance Mechanisms	<ul style="list-style-type: none"> • Low-income groups and those living in poverty are one of our protected characteristics when conducting Equalities Impacts Assessments. • All policies and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty) • Corporate Plan addresses initiatives to improve financial inclusion, protecting the most vulnerable, better housing, health and education. • The Council is a referral partner for the Money Adviser Network to signpost residents to free debt advice. • The Anti- Poverty Strategy was approved by the Executive in November 2022 and an update on progress was considered by Overview and Scrutiny on 5 October 2023. • 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.
Date Reviewed	2.1.2024
Actions / Controls under development	<ul style="list-style-type: none"> • Monitoring of the position around external funding to support those in need in 2024/5, specifically the DWP Household Support Fund and consideration of the impacts if this funding ends along with the support offered by it e.g., Warm Spaces, lump sum payment to support low income household with food and fuel and sustainable supply of food for those most in need.
Managed By	Caroline Lee
Administered By	Mark St Romaine

Code & Title	SR 23 SUP Supply Chain Risk			Current Risk Matrix	
Description	Inability to source key supplies and services (including energy) as a result of current fiscal and economic circumstances.				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	C	II
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • Council unable to source essential goods and services and hence unable to effectively discharge functions and responsibilities and/or deliver services effectively. • Supply costs increase above budget provision (overlap with Financial Resilience and Sustainability risk). 				
Internal Controls	CSO 20 - Exceptions provisions, variations/extension to contracts that are permitted under Regulation 72 of the Public Contract Regulations.				
Assurance Mechanisms	<ul style="list-style-type: none"> • Active and competitive supply chain for majority of council goods and services. • Number of national frameworks available that could be drawn down upon if needed. • Supply chain currently not adversely impacted to degree it impacts ability for council to deliver services; main impact is that supply chain is responding by increasing charges especially in relation to cost of living impacts. 				
Date Reviewed	11-Oct-2023				
Actions / Controls under development	<ul style="list-style-type: none"> • Ongoing Recruitment for the Procurement Service. • 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. 				
Managed By	Steven Mair				
Administered By	Mark St Romaine				

Code & Title	SR 24 HUM Human Capital, Inclusion and Talent Management			Current Risk Matrix	
Description	There continues to be a shortage of certain skills within the employment market leading to recruitment and retention difficulties to key post in roles including those in social care, procurement, legal, planning and engineering. This risk could be compounded by financial challenges and perception of the Council as an employer.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Significant
	Strategic	Yes	Risk Score	B	III
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Inability to recruit the skills we need for these roles and professions could have a significant impact on the Council's ability to deliver services, lead to a reliance on expensive interim Agency/consultancy resource and challenge achieving the Council's ambitions within the resources and finances available.				
Internal Controls	<ul style="list-style-type: none"> • Graduate Programmes - The Council have recruited graduates through the National Graduate Development Programme (NGDP) since 2020. In autumn 2023 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 skills and areas of recruitment and retention. • Apprenticeships - All vacancies below a Band 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. • Employment and Skills and Partnerships - ongoing work with Skills House and the Bradford District and Craven Health and Care Partnership including higher/further education on skills, routes into employment, recruitment and retention. • Workforce and Succession Planning - Prioritisation has taken place on recruitment and retention strategies for specific roles/teams groups of skills shortages to stabilise the workforce in areas where there are shortages internally, and also with partners and other local authorities on market forces and benchmarking. Further scoping and development is planned on succession planning, work shadowing, coaching and mentoring, middle managers programme, care leavers programme and Associate AD programme. • Employee Value Proposition - Employee benefits have been enhanced and extended along with re-branded recruitment adverts and role/service specific strategies. 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, including review of job profiles, and modernising our recruitment applicant tracking system. 				
Assurance Mechanisms	Monitor usage and reduced dependency on interim Agency/Consultancy. Starters/Leavers rates and for areas where there are skills shortages, attrition rates and recruitments in these areas.				
Date Reviewed	10 January 2024				


Actions / Controls under development	<ul style="list-style-type: none"> The apprenticeship levy is used to develop existing and new skills including those in professional and skilled roles. The 222 Live Council apprentices are made up of 43 apprentices in maintained schools, 31 new starters in the Council and 148 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 43 apprentices in schools are Early Years (49%), Teaching Assistant/Teacher (30%) Business Admin, Management and IT (9%). Council apprenticeships are in: Adult Care (8%), Management (22%), Building, Construction, Civil Engineering, Trades, Highways, Horticulture etc (31%), Children & Young People (4%), Production / Hospitality (19%), Business Admin/Customer Service (4%), Social Work (5%), Finance, IT, Procurement, Legal (5%), Coaching Professional (1%), Public Health, Occupational Therapist, Rehabilitation (1%). In Children’s Services and Adult Social Care, the apprenticeship programme links into “grow our own” and we are focused 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. Note: School apprentices will continue to drop when schools are academised. In addition, the Apprenticeship levy is also being used for the Centre for Excellence Apprenticeship programme and transfer for SME’s, NHS and will also be supporting Bradford City of Culture 2025. A review of Grading, Allowances, and Terms and Conditions has commenced, which is intended to streamline and simplify organisational processes and will be ongoing during 2024/25. Implementation of a new employee benefits platform has progressed well with further benefits implemented such as a Home and Tech platform and a revised Cycle to Work scheme, with a Green Car Lease scheme due to introduced later on in the financial year. 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. Engagement and contract agreed with LinkedIn to push all vacancies via this platform, making better use of social media already resulting in increased number of applicants for all job roles. Targeting focussed attraction and recruitment for specialist skills /hard to fill posts / including hard to fill posts currently undertaken by agency. Assist hiring managers with scoping recruitment campaigns and sourcing candidates, ensuring advertising channels are appropriate and reach a wide and diverse range of applicants and that the CBMDC brand is promoted consistently through all resourcing and recruitment activity.
Managed By	Anne Lloyd
Administered By	Emma Lawer

Code & Title	SR 25 Digital Switchover - Implications for Adult Social Care Operations		Current Risk Matrix
Description	The end of analogue telephone services and shift to digital only will mean the adult social care technology offer cease to operate properly and safely.		
		Likelihood	Impact

Type of Risk	District	No	Category	High	Significant
	Strategic	Yes	Risk Score	B	III
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Approximately 8,000 citizens currently have a Safe & Sound alarm - the digital switchover may result in these people being unable to contact support in the event of a fall or crisis, potentially resulting in a risk to life.				
Internal Controls	Digital Switch over plan now in place, which includes the following work streams: <ul style="list-style-type: none"> ▪ Telecare Alarm Receiving Centre (ARC) Migration – tender process has been completed and a preferred bidder has been agreed. ▪ Digital to analogue kit migration – modelling work currently underway, which will help identify the priority order for analogue kit within current service users home to be replaced with digital alternatives. ▪ Communication and awareness – working with telecare providers to raise awareness of the implications of the switch over, while also engaging directly with existing telecare users, council staff and partners on key implications. ▪ Analogue to Digital Strategy – this will include baseline assessment of current users, develop proactive support offer for customers undergoing switch, develop and agree policy for use of SIM enabled alarms and implement strategy for replacing A2D alarms and proactive monitoring of call handshakes. 				
Assurance Mechanisms	<ul style="list-style-type: none"> ▪ DMT Finance, Performance, Quality and Transformation – monthly ▪ TEC Steering Group - monthly 				
Date Reviewed	06.12.23				
Actions / Controls under development	<ul style="list-style-type: none"> ▪ Digital Alarm Receiving Centre (ARC) – implementation plan being finalised, and work will start on the implementation from Jan 2024. ▪ Added investment made in Safe and Sound through PAG to fund the Digital Switchover related kit replacement. ▪ Discussion to take place with Corporate ICT to align activity to ensure we have a joined-up approach across the Council. 				
Managed By	Imran Rathore				
Administered By	Imran Rathore				

Code & Title		SR 26 - Bradford Childrens Trust – Contract affordability			Current Risk Matrix	
Description		Social Care for Bradford District’s Children is provided by an independent trust wholly owned by the Council. Whilst service levels have not deteriorated the financial position of the Trust has weakened to such an extent that the ongoing financial viability of the Trust is a significant risk.				
				Likelihood	Impact	
Type of Risk	District	Yes	Category	High	Critical	
	Strategic	Yes	Risk Score	B	II	
	Operational	Yes	Total Score	9		
Potential Effect of Risk		<ul style="list-style-type: none"> • Ongoing Affordability of the Contract. It is critical that the contract becomes financially sustainable. Continuous escalations in the costs will lead to increased pressure on the council’s budget position. • Financial Pressure and Operational Responsibilities – Continuous cost inflation will unavoidably lead to financial implications that affect the council (as legal signatory of the budget) and consequently, the trust’s ability to execute their operational responsibilities. • Legal Consequences – Escalating costs and associated financial pressure could negatively affect service delivery. This could result in the potential for legal disputes which would damage the reputation of both the trust and the local authority. • Failure to deliver statutory duties –Significant impact on service delivery could lead to a deterioration in the ability of the local authority to execute its statutory duties. This in turn could result in subsequent judicial review challenges. • Central Government and the Department of Education – These are key partners who would also question the future delivery of Childrens Services. • Employment uncertainty - This would increase the difficulty of the Service to recruit and retain the required staff to deliver the improvements required. 				
Internal Controls		<ul style="list-style-type: none"> • There is a service delivery contract in place between the council and the trust which legally covers all areas of operation. • In addition to the service delivery contract, there is a robust suite of joint working protocols which underpin and support the contract. • The Council remains the accountable statutory body for children’s services and the trust are accountable to the council for the delivery of the agreed outcomes stipulated in the contract. • Due to the complexity of the joint relationship between the council and the trust, significant emphasis is placed on monitoring and managing performance against the contract for both parties. • There are internal controls in place in the form of cross organisational deliberative structures which monitor the efficiency of the contract. • Currently there is an operational joint working group whose quorum is made up from colleagues from the council and the Trust. • The operational joint working group has oversight of contract management and performance pursuant to schedule 6 (performance framework). The group also discusses financial matters pursuant to schedule 5 (the financial mechanism). • There is an additional layer of assurance embedded into the deliberative structure in the form of the Strategic Joint Working group. The Strategic joint working group functions to provide strategic and executive oversight of the trust’s delivery of statutory responsibilities. • The effectiveness of the service delivery contract is monitored via regular KPI’s that are produced by the trust and shared with the council. The tolerances of the KPI’s are kept under review in 3-month intervals. If the KPI’s are out of tolerance, then formal notifications are distributed with the aim of addressing any areas which are showing as deviating from the agreed range. 				

Assurance Mechanisms	<ul style="list-style-type: none">• There are various mechanisms which seek to provide a structured approach to manage (and keep under review) the potential risk of escalating costs and associated impact on service delivery.• The deliberative structures in place (including the operational and strategic working groups) provide an open forum for extensive oversight of the performance against the service level agreement and the contract. The key performance indicators provide effective assurances between the council and the trust as they provide clear, objective and measurable criteria in which to assess the progress of the contract. The KPI's allow both the council and the trust to maintain a tangible shared understanding of expectations that can be tracked in a quantifiable way. The KPI's also provide a pre-emptive insight into any emerging issues that may arise and assures both parties that any issues can be identified and remediated promptly.
Date Reviewed	18/01/2024
Actions / Controls under development	<ul style="list-style-type: none">• The Trusts Financial Recovery Plan is being reviewed to assess the robustness of the future actions.• Ongoing discussions with the Department of Education are taking place to identify additional funding.
Managed By	Picklu Roychoudhury / Sharon Woodcock
Administered By	Andrew Stevens

Code & Title	SR27 - UK City of Culture 2025			Current Risk Matrix	
Description	Bradford has been successful in securing the UK City of Culture 2025. The Cultural programme will be delivered by the Bradford Culture Company Ltd (BCCL) and the council will lead on District Readiness, to ensure that the cleanliness and quality of the public realm in the city centre (where many events will take place) and event locations across the district, assist to provide a positive perception of Bradford District and help to re-position the District as a place to Live, Work and visit. A failure to deliver the City of Culture Programme will result in serious reputational damage and the potential for clawback from funders such as DCMS.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	C	II
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • Reputational damage for failure to deliver programme. • Potential Financial consequences including grant clawback from funders. • Potential insolvency of Culture Company • Potential legal implications for breach of contract • Withdrawal of support of sponsoring Department (DCMS) 				
Internal Controls	<ul style="list-style-type: none"> • Governance arrangements embedded, including; • District Readiness Board to deliver workstreams relating to preparing the district for 2025. • All Party Member Reference Group established to oversee preparations. • Funding of £10m agreed by Executive as council contribution to City of Culture Delivery. • Meeting to discuss programme planned with BCCL. 				
Assurance Mechanisms	<ul style="list-style-type: none"> • Maintain oversight of progress via DRB and Sub Groups. • Legal agreements between BCCL and Council. • Memorandum of Understanding to clarify roles and responsibilities. • Agreement reached on role of council as financial guarantor for 2025 programme. 				
Date Reviewed	January 18 2024				
Actions / Controls under development	<ul style="list-style-type: none"> • Fundraising in progress • 34 workstreams in District Readiness Programme 				
Managed By	Alan Lunt				
Administered By	Alan Lunt				

Code & Title	SR28 - Temporary closure of Bradford Interchange and impact on Transforming Cities Fund programme delivery.				Current Risk Matrix
Description	<p>The temporary closure of the Bradford Interchange to bus services in early January has impacted on the operation of public transport around the city centre and has the potential to impact delivery of the Transforming Cities Fund projects of Bradford Interchange Station access and City Centre Cycling and Walking Scheme.</p> <p>The potential re-opening date for Interchange has not yet been determined by WYCA and the extent of any mitigation measures should the closure extend to several months needs to be determined.</p>				
			Likelihood	Impact	
Type of Risk	District	No	Category	Very High	Significant
	Strategic	No	Risk Score	A	III
	Operational	Yes	Total Score	8	
Potential Effect of Risk	<p>Temporary reallocation of bus service lay-over points onto on-street bus stops and temporary use of Jacobs Well Car park. Increased congestion in the city centre zone with knock-on impact on bus service timetables / punctuality etc, and patronage.</p> <p>Delays to key milestone dates for the delivery of the TCF Interchange project, leading to either increased construction costs and works extending into City of Culture Year 2025.</p> <p>Delays to the TCF City Centre cycling and walking project extending works to City of Culture year leading to compensation costs.</p>				
Internal Controls	<p>Key milestone dates have been identified for all TCF projects and likely costs of failure to meet them. These have been shared with WYCA.</p> <p>'Gold' command set up with senior CBMDC and WYCA officers to liaise over Interchange matters.</p> <p>Countermeasures for short-medium term facilities are being developed using Jacobs Well car park. Mitigations for TCF have similarly been developed.</p>				
Assurance Mechanisms					
Date Reviewed	18 January 2024				
Actions / Controls under development	<p>Gold command interface with senior WYCA / CBMDC management established.</p> <p>TCF Governance in WYCA and CBMDC engaged in supporting mitigation measures.</p>				
Managed By	Richard Hollinson				
Administered By					

Code & Title	SR29 – Housing Revenue Account (HRA)			Current Risk Matrix	
Description	The council re-opened a Hosing Revenue Account on April 1, 2023. As a result of having a small amount of housing stock (circa 400), the HRA reserve is also small (£503k). Government imposed restrictions on rent increases in 2023/24 as a result of the Cost-of-Living crisis which has impacted all housing providers. Subsequently a number of risks have been ide notified, associated with the setting of rents and service charges which will affect the councils HRA income. The requirement to re-tender the General Needs Housing Management and Maintenance contract for 2024 onwards and the contract for the management of Fletcher Court Supported Housing Scheme during 2025/26, poses a significant financial risk to this reserve. By legislation, HRA’s must set a balanced budget and cannot utilise General Fund resources to assist to deliver a balanced budget.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	B	II
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Inability to set a balanced HRA budget. Inability to meet the regulatory requirements of the Regulator of Social Housing (RSH) 				
Internal Controls	<ul style="list-style-type: none"> Housing Management and Maintenance contract specification reflects resources available from HRA. Contract will be managed effectively and robustly to ensure no unforeseen costs arise. Repairs and Maintenance service will focus on priority repairs where required in order to control expenditure. 				
Assurance Mechanisms	<ul style="list-style-type: none"> Revised contract management regime will ensure contract compliance and ensure no additional costs are incurred. Repairs policy will reflect requirements to prioritise essential repairs. 				
Date Reviewed	January 19, 2024				
Actions / Controls under development	<ul style="list-style-type: none"> Rent and Service charge setting process will be revised for future years approvals process (2025/26 onwards) Revised staffing structure will place emphasis on client function, contract management and regulatory compliance in order to reduce unforeseen cost and unnecessary expenditure. 				
Managed By	Alan Lunt				
Administered By	Alan Lunt				

Code & Title	SR30 - Public Health Grant Investment			Current Risk Matrix	
Description	<p>The Local Authority, via the Director of Public Health, has a duty to improve public health under Section 12 of the Health and Social Care Act 2012. Under the provisions of the Act, Bradford Council has a duty to improve the health and wellbeing of the population. This means the council should pay regard to the evidence of need and identify services, approaches or interventions to improve health outcomes and address inequalities.</p> <p>The council needs to demonstrate that the public health grant has been used to improve the health and wellbeing of the population in line with evidence of need and in accordance with the legislation and requirements set out in the grant determination letter.</p> <p>The DPH and Chief Executive/s151 officer must be able to confirm that expenditure of the grant is in line with the legislative requirements and will assure that:</p> <ul style="list-style-type: none"> ▪ The main and primary purpose of any spend against the public health grant is in support of the delivery of strategic public health outcomes; ▪ Expenditure is transparently and demonstrably in line with the grant determination requirements; ▪ Governance processes are robust and adequate; and ▪ Public health outcomes are reviewed and monitored. <p>Whole Council action is required to address the complex and interconnected factors which influence health and wellbeing; we need to ensure resources, policies and plans are aligned to support the creation of healthier communities. Public Health Grant investment can facilitate and strengthen what other council departments can do within their core business to improve public health outcomes and in Bradford elements of the grant have been deployed to support this objective. It is important to keep these investments under ongoing review and robust governance as any failure to meet the criteria set by DHSC for the use of public health grant could lead to a requirement to re-invest it in other public health priorities or potentially to the loss of grant which would impact on the ability to improve health and tackle inequalities in the Bradford District.</p>				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Very High	Significant
	Strategic	Yes	Risk Score	A	III
	Operational	Yes	Total Score	8	
Potential Effect of Risk	Bradford's health outcomes do not improve, inequalities increase and this leads to higher need, demand for services and poorer health for residents Potential reduction in money available via the public health grant leading to further impact on the Councils financial position and inability to meet the health and wellbeing needs of the population to the level required and expected from National Government				
Internal Controls	Robust financial management of investment of the Public Health Grant.				

	Strengthening of governance arrangements for public health grant investment. Member of the Public Health senior management team linked into each Council department to discuss opportunities to improve public health in their areas. Identification of relevant public health outcomes delivered via internal investment.
Assurance Mechanisms	In development.
Date Reviewed	19 January 2024
Actions / Controls under development	Undertake a review of where public health investment currently is and whether it is still meeting public health grant requirements as a result of changes to national governance and expectations and changes in Bradford Council. Bring any proposed changes to investment into corporate governance structures for discussion and decision making. Public Health to develop SLA's with each department covering level of investment, requirements and reporting mechanisms in line with good practice.
Managed By	Sarah Muckle
Administered By	

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.

Prudential Indicators

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	238	123	161
HRA*	-	3	15	10	8
Total	154.1	221	253	133	169

* 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	-	822	901	920	953
HRA*	-	35	37	37	33
Capital Financing Requirement	769	857	938	957	986
Movement in CFR	57	88	81	19	29

Net financing need for the year (above)	77	108	104	45	57
Less MRP/VRP and other financing movements	-20	-20	-23	-26	-28
Movement in CFR	57	88	81	19	29

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	556.1	651.1	673.1
Expected change in Debt	94.0	91.0	95.0	22.0	47.0
Other long-term liabilities (OLTL)	146.9	139.0	130.5	121.9	112.0
Expected change in OLTL	-8.7	-8.5	-8.6	-9.9	-10.5
Actual gross debt at 31 March	603.3	686.6	773.0	785.1	821.6
The Capital Financing Requirement	769.0	857.0	938.0	957.0	986.0
Under / (over) borrowing	165.7	170.4	165.0	171.9	164.4

Treasury Indicators

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 £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m
Operational boundary	840	860	940	960
Authorised limit	860	880	960	980

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.

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.

Prudential Indicators	2023-24 Q3 Budget £m	2023-24 Revised Estimate £m
Capital expenditure (Revised Q3 Budget)	221.0	185.3
Capital Financing Requirement (CFR)	854.0	857.0
Ratio of financing costs to net revenue stream	13.0%	13.0%

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:

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

