Report of the Director of Finance to the meeting of the Executive to be held on 7th July 2020.

Subject: **BT**

Qtr. 1 Finance Position Statement for 2020-21

Summary statement:

This report provides Members with an overview of the forecast financial position of the Council for 2020-21.

It examines the latest spend against revenue and capital budgets and forecasts the financial position at the year end. It states the Council's current balances and reserves and forecasts school balances for the year.

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Portfolio:

Leader of the Council and Corporate

Overview & Scrutiny Area:
Corporate

FIRST QUARTER FINANCIAL POSITION STATEMENT FOR 2020-21

1.0 INTRODUCTION

This report is the first monitoring report presented to Members on the Council's 2020-21 financial position. It provides an early indication of the revenue and capital financial position of the Council at the 31st March 2021. The report covers

- The forecast outturn of the Council's revenue budget
- The forecast impact of Covid-19 on the Council over different time scenarios.
- An update on Council Tax and Business Rates collection.
- New expenditure initiatives that are recommended for approval to respond to Covid-19
- The delivery of 2020-21 approved budget savings plans.
- A statement on the Council's reserves including movements in the first quarter.
- An update on the Capital Investment Plan.
- An update on the Government Support that has been provided to the Council to either administer, or support Council Services.
- Other initiatives that are recommended for approval.
- The Councils Risk Register

2.0. MAIN MESSAGES

Net Revenue Budget

			Covid-19 Impact Time Scenarios		
	Budget £m	**Forecast Variance to end of Mar 21 (non Covid 19)**	**Forecast cost of Covid to end of July 20**	**Forecast cost of Covid to end of Sept 20**	**Forecast cost of Covid to end of Mar 21**
Health and Wellbeing	112.0	1.1	8.0	8.8	10.4
Children's Services	98.4	6.6	4.8	6.8	10.8
Department of Place	63.4	1.6	10.7	12.7	20.4
Corporate Resources	43.3	0.0	9.2	11.2	15.7
Chief Executive	4.2	0.0	0.4	0.4	0.4
Non Service Budgets	6.2	0.0	0.0	0.1	0.1
Total	327,6	9.2	32.7	39.5	57.3
General Fund	50.5	-3.8	0.0	0.0	0.0
Total Council	**378.1**	**5.4**	**32.7**	**39.5**	**57.3**
Remaining Covid Grant[1]	**0**		**-27.8**	**-27.8**	**-27.8**
Variance after Covid Grant			**4.9**	**11.7**	**29.5**
Add Non Covid Variance			**5.4**	**5.4**	**5.4**
Total			**10.3**	**17.1**	**35.0**
Add New Planned initiatives per the recommendation in this report			6.0	6.0	6.0
Total Including New Planned Initiatives			16.3	23.1	40.9
Add Council & Business Rates Collection Fund Deficits*			8.9	12.7	25.2
Total including Fund Deficits			**25.2**	**35.8**	**66.1**

[1] The Council has received £30.5m in emergency funding from the Government. £2.7m of this was used in 2019-20, leaving £27.8m.

*Collection Fund deficits have to be repaid in the next financial year.

2.1 Council leadership and resources have played a critical role in the District's response to the Covid-19 crisis. Working alongside partners to manage lockdown has led to high levels of additional costs to the Council that could not have been anticipated when the 2020-21 budget was set, and not all of which have been met through additional government support. Along with the loss of income due to the closure of Council services such as leisure centres, theatres, museums and galleries this has placed budgets under unsustainable pressure.

2.2 Based on a projection at May 31st 2020, the Council is forecast to overspend the £378.1m net revenue budget by £5.4m due to non Covid-19 related reasons by March 31st 2020, and by up to £35m including the additional net costs of Covid-19 depending on the length of time that the pandemic impacts for.

2.3 The impact of Covid-19 on communities, businesses, families and individuals is such that further additional priority investments are proposed. Those investments are necessary in order to deal effectively and equitably with the impact, to ensure that the District has safe spaces, workplaces, schools and transport as we adapt to a period of living alongside the virus and to help build a sustainable and better future beyond that period.

2.4 Action is proposed that will support education and the economy including skills and training that will ensure that unequal and disproportionate impacts of COVID 19 are identified, monitored and addressed. These investments are outlined at paras 4.13 to 4.32, and should they be approved in line with the recommendations of this report, the Council's forecast overspend would increase by a further £6.0m.

2.5 In short, the forecast year end (31st March 2021) overspend could be in the range of £10.3m to £40.9m depending on the length of time that Covid-19 impacts for, and the approval of new initiatives.

2.6 Additionally, Council Tax and Business Rates collection fund deficits of £25m are projected in 2020-21, but due to the way the collection fund system works, these deficits have to be repaid in the 2021-22 financial year alongside any budgeted reduction to the amounts of Council Tax and Business Rates that could reasonably be expected to be collected in 2021-22. Collection fund deficits do not therefore impact on this financial year, but they are potentially a significant loss of income to the Council that will cause future budget issues.

2.7 Given the significant uncertainty about the ongoing impact of Covid-19, and the timing of when circumstances might return to normal, the base assumption that has been used for forecasting is a return to a close to normal position from the end of July 2020 (unless we have other better assumptions against which to forecast, for example one off initiatives).

2.8 Although the realism of this is questionable, all other reasonable assumptions would be equally subjective, and using the end of July as the base assumption has the following benefits;

- It aligns with the assumptions that the Government have asked all Councils to adopt when providing forecasts in financial information returns to government.
- It provides a simplicity and consistency in the approach to forecasting that can then aid the estimation over different time scenarios.
- The Government are seeking to ease restrictions further in July.

2.9 As a result of prudent financial management and planning the Council has sufficient reserves to be able to fund some of the critically important and urgent action that is needed over the short-term. However, this funding is only available once, and for a limited period of time, and reserves will need to be replenished in the future. Sustaining new investments for an extended period will not be possible without additional support from Government or other sources of external funding and/or significant cuts to local services.

Covid-19 Financial Impact Tracker.

3.1 The table below shows that the costs and income losses incurred in 2020-21 are forecast to exceed the remaining £27.8m of Emergency Section 31 grant by £4.9m by the end of July 2020 (the base assumption). The table also provides estimates if the impact continues to the end of September 2020 (6 months) and March 2021 (12 months) to illustrate the impact should additional costs and losses continue for longer. The costs to the Council get larger quickly from approximately the end of June 2020 onwards as from that point the emergency grant has been used up.

3.2 Given the uncertainty about the length of time of lockdown measures; the time it could take to return to normal, and the consequent impact on the economy, the estimated impact gets significantly less robust the longer the time period.

3.3 Though in some instances expenditure and income loss items are one off & time limited, in most instances, values shown are an extrapolation for illustrative purposes.

Estimated Financial Impacts £ms	March 2019-20	2020-21 to 31st July	2020-21 to 30th Sept 20	2020-21 to 31st Mar 21
Health & Wellbeing				
Supporting Care providers	0.7	6.0	6.7	8.1
Infection Control Grant	0.0	-5.2	-5.2	-5.2
Additional PPE	0.0	5.0	5.0	5.0
Fairer Charging income reduction	0.0	2.1	2.1	2.1
Other Support	0.0	0.1	0.1	0.1
Total Health & Wellbeing	**0.7**	**8.0**	**8.8**	**10.4**
Department of Place				
Parking Services: reduced car parking & enforcement revenues	0.3	2.0	2.8	5.5
Leisure: lost revenue from closure of Leisure facilities,	0.2	1.6	1.9	3.3
Museums / Theatres / Libraries/Tourist info: lost revenue	0.1	1.7	2.0	3.1
Food Supply Chain	0.1	1.4	1.4	1.4
Planning, Transport Highways – Income loss	0.0	1.2	1.3	1.8
Waste Services – disposal costs & income	0.0	1.0	1.5	1.9
Bereavement Service	0.0	0.6	0.6	1.0
Housing Support	0.0	0.6	0.8	1.2
Markets – rent foregone	0.0	0.3	0.4	0.5
Other	0.0	0.1	0.2	0.4
Total Department of Place	**0.8**	**10.6**	**12.7**	**20.4**
Children's Services				
School Closures impacting on Outdoor Centres, Music Services, Psychology, Governor, Clerking service and others.	0.0	1.5	2.2	4.4
Additional payments to Care providers	0.0	0.8	1.3	2.3
Additional PPE for Children's homes	0.0	0.3	0.6	1.2
Schools **–** loss of income	0.0	2.1	2.6	2.6
Other	0.0	0.2	0.2	0.3
Total Children's Services	**0.0**	**4.8**	**6.8**	**10.8**
Corporate Resources				
School (& other) catering and cleaning activity. Lost revenue due to school closures, but also includes additional costs of deep cleaning and provision of free meals.	0.0	1.0	1.5	2.5
Estates and Facilities Management – PPE, Closure of ISG, additional building cleaning costs, lost catering income, other income	0.0	6.3	7.1	9.1
Revenues and benefits – higher debts, reduction in overpayment recovery	0.0	0.6	1.0	1.9
Additional ICT to support home working and other	0.0	0.6	0.8	1.0
Legal & Democratic Services – additional Forensic science centre costs, lower registrars income (marriages)	0.0	0.3	0.4	0.8
Other	1.2	0.4	0.4	0.4
Total Corporate Resources	**1.2**	**9.2**	**11.2**	**15.7**
Impact on Council Services in 2020-21	**2.7**	**32.7**	**39.5**	**57.3**
Less Emergency Section 31 Grant	**-2.7**	**-27.8**	**-27.8**	**-27.8**

Total Forecast Impact on 2020-21		**4.9**	**11.7**	**29.5**
Forecast Council Tax deficit coll fund deficit from 2020-21 that impacts on 2021-22	**0.0**	**6.9**	**10.0**	**20.0**
Forecast Bus Rates coll fund deficit from 2020-21 that impacts on 2021-22	**0.0**	**2.0**	**2.7**	**5.2**
Total impact on the Council including Collection Fund Deficits	**0.0**	**13.7**	**24.4**	**54.7**

3.4 Any year end overspend would have to be funded by reserves in the absence of any additional government support.

3.5 It should also be noted that the tracker above does not currently incorporate the £6.0m of additional initiatives that are outlined in paragraphs 4.13 to 4.32 below. Again these would have to be funded by using reserves should the required additional Government support not be forthcoming.

3.6 Service managers are undertaking measures to mitigate the additional Covid-19 related costs and income losses by for example, redeploying staff where possible, not recruiting to vacant posts in some areas, reducing expenditure to essentials, asking providers of affected services to deliver services in a different way (e.g. day care), and reducing agency staff amongst others.

3.7 Furthermore, some of the additional expenditure may be fundable from other sources. Some IT costs may be capitalisable for example, and there have been a number of instances where specific government funding is announced for initiatives that the Council has already started doing – for example support for Food Distribution. Additional government support for Councils is likely, however the extent of it is currently unknown.

Council Tax and Business Rates.

4.1 Covid-19 is also forecast to impact on Council Tax and Business Rates collection due to the recession which is predicted by the International Monetary Fund to be the worst since the Great Depression, with the OECD also forecasting that the UK will have the largest recession of all OECD countries. The Bank of England is also forecasting that the economy will shrink by 14% and unemployment will double, both of which would have significant impact on Council Tax and Business Rates collection.

4.2 To help Councils financial planning and resilience, the Council Tax and Business Rates collection fund system requires that any surplus's or deficits (i.e the difference between the amount budgeted to be collected, and the amount actually collected in that year) impact on the following financial year. Any deficits on the Council Tax and Business Rates collection funds in 2020-21 will not therefore affect the year end position for 2020-21, but they will have to be incorporated as an additional pressure in the 2021-22 budget, and they are clearly a demonstrable income loss resulting from Covid-19.

4.3 Based on the Business Rates collection reducing to the safety net level. The deficit on the Collection fund would be £5.2m.

4.4 The longer term impacts of a reduction in Business Rates beyond 2020-21 are

uncertain. However, these results will be interconnected with the governments funding formula review.

4.5 Assuming a 10% deficit on the Council Tax collection fund resulting from higher numbers of Council Tax Reduction Scheme claimants; fewer houses being built, and increases in non-payment/ arrears. The Council Tax deficit from 2020-21 that would have to be repaid in 2021-22 would be approximately £20m by year end. The assumed deficit on the Council Tax collection fund is very hypothetical at the moment, and the actual deficit will be very much dependent on the impact of Covid-19 on the economy, and the success of government policies to avoid unemployment. It should also be noted that a sustained period of increased unemployment and a poor economic outlook, would have an adverse impact on the Council Tax collection beyond 2021-22.

Summary position

4.6 Based on the above, the financial situation is therefore potentially severe for the Council, but it should be noted that the assessment of the impact on the Councils finances is very much in keeping with other Councils across the country, and in some cases more favourable.

4.7 The Local Government Association have found that of the £3.2bn of emergency funding provided by the government to the whole of Local Government, Councils across the country have estimated that these funds will be used by the end of May 2020.

4.8 Although the Councils financial situation is severe, and has the potential to get worse quickly without a relatively swift return to normal, or additional Government support, the Councils reserve levels are sufficient to withstand the forecast additional costs in this financial year, and they are relatively robust in comparison to many other Councils.

Priority investment in response to Covid 19.

4.9 Covid-19 has created a host of new issues that the Council has had to respond to. Some of the most urgent decisions were taken using emergency powers and have been documented in the April[2] Executive report. Looking ahead as we enter a phase of living alongside the virus, urgent action is required to ensure that the economy and local services can operate safely and that measures are in place to minimise and prevent the spread of infection.

4.10 Emerging evidence of the local impact of Covid 19 indicates that inequality will be exacerbated and deepened; that the poorest communities will be hit hardest and that the BAME community in particular is disproportionately impacted. Many businesses fear for their viability and the areas that are most at risk of people losing their jobs also have the highest levels of deprivation on the Index of Multiple Deprivation. There are significant increases in Universal Credit claimant count, incidents of Domestic Violence are rising and large numbers of children missing learning, threatens to widen the achievement gap between vulnerable children and their peers. New investments are therefore proposed that will seek to minimise and mitigate the impact of Covid 19 on the

[2] "The response to Covid 19 and the forecast financial impact on the Council including decisions taken using emergency powers. April 2020 Executive.

economy, on learning and on inequalities and that support inclusive, clean and sustainable economic growth.

4.11 The Council and its partners working locally are best placed to understand the District's needs and to make informed investment decisions that support its communities and economy. The table below and following paragraphs detail urgently required investments that are recommended for approval. In some instances, additional government support is expected, however as yet there have been no announcements. Unless additional government money is provided the initiatives will have to be funded from Council resources/ Council reserves or through joint arrangements with partners where this is appropriate.

4.12 These investments are vital to the District's wellbeing. Prudent and disciplined financial management over recent years has ensured that the Council has sufficient levels of reserves to draw on to meet some of the most pressing and urgent costs associated with keeping the District safe, re-building the economy and tacking inequality in the wake of Covid 19. Reserves however can only be deployed over the short-term and the investments are designed to meet short-term, time limited objectives only. Sustaining new investments beyond a time limited period would require additional support from Government or other external sources and/or significant cuts to local services and infrastructure investment.

Investment Requests	£ms
Schemes securing external funding	
Active Travel & Safe Urban spaces (share of grant funding expected)	-
Support for Test & Trace (£3.8m fully funded from Government)	-
Community Support	
Food Supply Chain (extend to December)	0.585
Domestic Violence Support	0.900
Additional Wardens	0.250
Recovery Support for Wards	0.030
Welfare Advice (£0.36m to be funded from Public Health Grant)	0.000
Health & Care	
Supporting the Adult Social Care Market; Voids	0.390
School meal provision through the summer	0.210
Home to School Transport	1.400
Mental Health Support (£0.65m to be funded from PH Grant)	0.000
Raising Attainment	
Additional Tuition Scheme	0.400
Education Psychology support for learning	0.317
Economy & Business	
Skills House	0.696
Economic Development	0.150
Capacity to accelerate capital & regenerative schemes to aid recovery	0.150
Supporting our Markets	0.150
Cross-cutting and corporate	
Climate Emergency & Sustainability	0.250
Public Health Messaging	0.100
	5.978

4.13 **Active Travel & Safe Urban Spaces** - The Council is expecting part of an initial share of £2.5m funding from Central Government via West Yorkshire Combined Authority with further tranches to come.
Funding will support schemes such as

- Cycle lanes,
- reduced speed limits
- pedestrian crossings
- signage
- routing
- wider pathways / pedestrianisation
- street furniture changes

Works are 100% grant funded, and specific proposals will be developed in consultation with the Portfolio Holder.

4.14 **Test & Trace** – The Council will receive £3.87m to fund the requirements of the local Test and Trace response. The proposal is based on adding capacity to key staff groups so that we can use the whole resource flexibly when needed, and in between the additional capacity can be used to deliver additional warden support. The response required is not straight forward and will likely require a number of different responses depending on local need. Key things to be considered are:

- Outbreak management capability at a scale that has never been needed before

- Infection Prevention and Control Advice to parts of the system we have not needed to support such as schools, businesses, workplaces, city/town centres
- Ability to produce information and guidance rapidly for different settings and groups as situations evolve and evidence changes
- Coordination of control measures across the district including mobile testing units, mass testing, lockdown in different settings or geographies, encouragement/enforcement of social distancing and other actions necessary to reduce the spread of the virus.
- Communication and engagement across all sections of our population to increase uptake of behaviours that reduce the spread of the virus, participation in the Test and Trace process and adherence to advice
- Enforcement of new legislation aimed at reducing the risks from COVID 19

It is proposed decisions on utilisation of the grant is delegated to the Director of Public Health / Chief Executive in consultation with the Director of Finance and Portfolio Holder.

4.15 **Food Supply Chain extend to December 2020. (£585k).** The proposal is to continue to provide a stable supply of food to those who need it. This is likely to change from the current provision of food parcels for those who are self-isolating to longer term support for people who in financial hardship.

There will be continued support for food banks & food schemes to encompass all localities and communities in need. Investment is needed to support the migration of food support from the Broadway to the voluntary sector. Longer term investment is needed to respond to the emerging needs whilst delivering a sustainable food poverty strategy that provides dignity and choice. Building the wider 'ad hoc' provision and BAME faith sector support within the mainstream solution and opening affordable food solutions (social supermarkets) will be key areas of work.

If additional government funding is received this may enable Council funding to be reduced.

4.16 **Support for victims of Domestic Violence (£900k)** The proposal is to provide increased capacity to deal with domestic violence. The Domestic Abuse and Sexual Violence Partnership in Bradford has worked extremely hard to address current need and future risk during the Covid pandemic. The proposal is to provide additional capacity to ensure that if a victim or perpetrator asks for, or is referred for, support they will receive a timely and consistent offer of support. Performance /demand data indicates there is less contact with individuals of concern, and domestic violence has increased. External funding is being sought, in the interim it is proposed to commit Council resources pending receipt of any external funding.

4.17 **Additional Wardens (£250k)** The proposal is to increase Warden numbers by ten (2 per constituency). Increased Warden presence will support communities in difficult times and aid with keeping social distancing in place.

4.18 **Recovery Support for Wards (£30k)** At the commencement of the Emergency Response a sum of £1,000 was allocated to each Ward to support

local response to the Emergency, at a local level. It is proposed to allocate a further £1,000 per Ward to support the response to recovery at a local level.

4.19 **Welfare Advice (£360k – to be funded from Public Health grant) -** The sector is experiencing changes in the nature of demand during COVID and it is anticipated that there will be a surge in demand as lockdown eases, tribunals and courts re-open, the furlough scheme ends leading to expected higher redundancy levels, and debt payment holidays end. These factors will lead to an anticipated increase in the demand for general and specialist advice including debt management, repossessions, welfare benefit appeals and general court proceedings and LGBTQ+ support. A large number of clients cases have been put "on hold" and this work will need to be picked up when restrictions are lifted. The investment would support stability and certainty in the service and enable the service to better respond to demands. The investment specifically would be utilised to temporarily increase staff capacity, enable mobile working to aid outreach sessions and provide PPE and equipment needed to reopen 'face to face' and sessional services safely.

4.20 **Supporting the Social Care market (£390k)** residential and nursing care providers have seen an increased number of empty beds as a result of the tragic number of deaths from Covid-19. With reduced occupancy levels, Residential & Nursing Care market providers are facing financial difficulty. The Government has provided additional support to the market through support for businesses and the Infection Control grant. The Council has also provided a 10% fee uplift for a limited period.

To support the market further, it is recommended that the Council also provides funding at 80% of a base placement fee, for placements previously funded by the Council. This will be up to a level of 85% occupancy for a period from the 23rd March to the 28th June to provide time for the market to recover. Any payments will be made following receipt of an application from the provider.

4.21 **School Meal Provision through the summer (£210k)** The proposal is to continue providing school meals through the summer period for vulnerable children who do not qualify for the government voucher scheme.

In the period to end of May, an average of 1,710 off site pack up meals per day, and 1,215 per day of on-site meals were provided, the vast majority of these being in Primary schools. The proposal is to continue this provision from a number of hubs, with the meals eaten on site, or collected by parents and guardians.

4.22 **Home to School Transport (£1.4m)** The Travel Assistance Service provides transport to a range of Council services. One of its core functions is to deliver statutory home to school transport in accordance with the Home to School Transport Policy. Risk mitigation measures such as social distancing means that the capacity to transport children to and from school will reduce significantly. As pupil numbers per vehicle reduce, alternative transport arrangements will need to be made for displaced children to ensure the Council meets its statutory responsibilities.

The service is currently engaging with all parents to encourage the uptake of Personal Transport Assistance Budget (PTABS) to minimise the impact on

expenditure and will now review the use of passenger transport in light of the revised social distancing guidance. The estimated increase assumes a combination of the increased use of current cost PTABS (75 pence per mile) to support parental transport for children displaced from existing transport due to social distancing guidance. The estimated impact is £350k per month for the autumn term.

4.23 **Mental Health Support (£650k to be funded from the Public Health Grant)** The proposals for mental health support are based on intelligence emerging from the Bradford District COVID mental health needs assessment and national research and take account of local and international evidence highlighting the disproportionate impact of coronavirus on BAME communities, and Public Health England's recommendations to address this issue. Investment proposals are in the key areas of: perinatal mental health; crisis response; advocacy and support; mental health support for BAME communities; out of hours and on-line support (all age); carers and older adults specific support.

4.24 **Additional Tuition Scheme (£400k)** the proposal is for an additional tuition programme for all children who are underperforming in English and Maths. The tuition will be delivered between September and April and will involve working with undergraduates identified by Bradford University to deliver the tuition. The proposal is that the tuition is extended until the end of the Spring Term 2021 to provide support up to the exam period.

The additional investment would enable the extension of the maths tuition work alongside the English Language work which will be programme managed via the School Standards & Performance Service. The costs for this is £400k and is in addition to the £200k investment agreed in the 2020/21 budget.

4.25 **Education Psychology support for learning (£317k)** This will be led by educational professionals with therapeutic knowledge to help them identify the complex barriers that prevent children and families effectively engage with schools and learning. This will consist of a team of 5 Education Therapeutic Officers who will be based in the Educational Psychology Team, and will work with identified children and families to support the positive engagement between the child, family and school. It is anticipated that the majority of these families will be known to Early Help or Children's Social Care and this work will complement the wider work being done by these and other partners, but with a focus on the family-child-school "triangle".

4.26 **Skills House (£696K)** The proposal is to provide additional resourcing to Skills House to effectively meet and respond to the expected significant increase in the unemployment rate. It is expected that unemployment will continue to rise for the next three years if this recession follows a normal pattern and then start to recover. The increase in unemployment has started, and is expected to increase over the summer and autumn periods as the government furlough scheme comes to an end and employers begin making redundancies. The investment will enable Skills House to rapidly up-scale its service and build the capacity of partners to align their services. This will help mitigate the impact of large scale unemployment on individuals and the wider district. It is the intention to implement the proposal in a phased approach:

Phase One: Covering the initial period from September 2020 through to April 2021 to expand operational capacity to meet initial demand will require an investment of £696k.

Phase Two (to be considered as part of future budget considerations): Building to full operational capacity from April 2021 for a period of three years until April 2024 could require an investment of £9.39 million (approximately £3.1m per year inclusive of phase one). To offset the costs to the Council it will be the intention to secure funding through WYCA, Devolution, and other appropriate Government funding sources. At this stage securing alternative funding cannot be guaranteed so the ask is for the Council to underwrite the necessary funding at risk for the staff employed in phase 1 for the duration of the programme.

4.27 **Economic Development (£150k)** The proposal for investment in additional capacity and expertise to develop and deliver a robust and evidence based economic recovery plan. The investment will enable the delivery of policy and strategy inputs to bring together recovery planning, Brexit and Environment input to the Recovery Board, alongside the existing policy team. The investment will also enable the appointment of an Economic partnerships officer.

4.28 **Capacity to accelerate capital & regenerative schemes to aid recovery (£150k)** The proposal is to invest in additional capacity to accelerate capital and regenerative schemes which will aid recovery. The capital programme outturn position for 2019/20 included significant slippage of schemes, which has been the case for the past few years. The investment in additional capacity will enable schemes to progress quicker through the feasibility and delivery phase thereby aiding economic recovery. As schemes develop and progress there may be an option to capitalise some of these costs and thereby free up resource to be re-invested in accelerating further schemes.
The 2020/21 budget identified a number of investment projects for both revenue and capital and the investment in this capacity will enable these to commence more quickly.

4.29 **Supporting our markets (£150k)** Lower rent agreements with indoor market traders at Oastler, Kirkgate and Keighley markets. It is vital that the traders in our markets are supported to form the basis of future market plans. No financial support risks many traders leaving, the cost of which in lost revenue and increased business rates liabilities would ultimately exceed the up-front cost of this package. Placing traders on lower cost, more flexible contracts reduces risk of future regeneration plans for all markets.

4.30 **Climate Emergency & sustainability (£250k)** The Council is a leading member of the Leeds City Region Climate Coalition which is working to be net zero carbon by 2038. The impact of climate change, like that of Covid-19, will fall disproportionately on the poorest individuals, families and communities. The climate emergency does however, also present opportunities for investment in new infrastructure and skills and the creation of new jobs. Working towards a sustainable, inclusive and net zero carbon economy that works for everyone is therefore key to building a better future as the District responds to and recovers from the impact of Covid-19. The proposed investment will deliver the internal programme management capacity to co-ordinate and support the wide range of activity related to sustainable

development and climate action across the Council; to reflect synergies with work in areas such as Air Quality; to properly resource the delivery of priority investments and capital projects and to ensure that all opportunities to secure funding and resources at District, regional and national levels are exploited in support of a recovering economy and potential for new jobs

4.31 **Public Health Messaging (£100k)** To ensure effective communications to communities, citizens and businesses as we come out of lockdown and into recovery. The proposal is to invest in additional communication capacity to ensure effective, timely and clear messaging of public health and other critical messaging on key issues such as lockdown, recovery, test and trace and public safety.

4.32 **Digital Strategy for Disadvantaged Children (£1.2m)** the proposal ensure all disadvantaged children with a social worker receive an appropriate electronic device. This would include connectivity and the extension of the 4G dongle connections provided by the national Laptop scheme. Children who qualify through the government scheme, or can be provided through the virtual school, are not included in this number. The scheme is intended to support those vulnerable children who may be excluded from a necessary digital learning platform. This will be at a cost of £1.2m, most of which would be funded from capital sources.

Non Covid-19 forecast variances.

5.1 In addition to the issues directly caused by Covid-19, there are also a number of other significant Departmental forecast variances (+ of - £0.3m) that are not specifically Covid-19 related. These total £5.4m and are outlined below.

Children's Services

6.1 Children's Services are forecast to overspend the £98.4m net expenditure budget by £11.3m by year end. £4.8m is due to the impact of Covid-19 up to the end of July 2020 (the base assumption) as outlined previously, leaving £6.6m of other overspends, all of which fall within Children's Social Care.

6.2 The forecast overspend is mainly due to the continued use of agency staff due to problems recruiting staff into permanent positions.

6.3 The main variances across Children's Social Care are as follows;

- A £5.0m forecast overspend on the £19.1m Social Work budget due mainly to higher workloads, and the continued use of agency staff due to a shortage of staff. There are currently 119 agency social workers employed within the service.

	Apr 19	Jun 19	Sep 19	Dec 19	Mar 20	May 20
Agency Social Workers	**53**	**86**	**95**	**107**	**116**	**119**
Total Agency Workers	**130**	**147**	**155**	**162**	**180**	**199**

- The amounts incurred on Agency staff have consequently increased significantly over recent years (£4.3m in 2018-19, £11.7m in 2019-20, and

£13.9m forecast for this year) and are currently running at approximately £1.1m per month.

- There is also a £0.9m forecast overspend on the £5.9m Through and After Care services budget due to additional staffing, and accommodation costs for young people.

- Internal residential homes are also forecast to overspend the £4.8m net budget by £0.7m due mainly to use of agency staff and premises costs.

- The Children with Disabilities service is also forecast to overspend the £4.8m net budget by £0.3m due to staffing and premises costs.

- Delays in care proceedings due to limited court capacity from Covid-19 is also having an impact on the number of children requiring assistance.

6.4 The above pressures are partly offset by a one off underspend on the Targeted Early Help service of £0.3m.

6.5 The 2020-21 budget includes £13.625m of additional investment to address budget pressure and demographic growth. A further £2m was made available to make permanent support to the social work structure previously funded from the "one off" Children Investment Fund in 2019-20. The Council also allocated £2m per annum for two-years to support Prevention and Early Help work starting in 2020-21. The forecast overspend is after these investments.

6.6 Children's Social Care are having a recruitment drive to increase the number of permanent Social Workers to improve the service and reduce the number of Agency staff. However, so far, agency staff numbers have continued to grow as outlined in the table above. The service will also continue to implement the agreed Ofsted improvement plan.

6.7 The other directorates across Children's Services are reporting a breakeven position.

6.8 It should however be noted that the overall £11.3m forecast overspend includes the impact of Covid-19 impact to the end of July 2020. This impact may increase significantly as the lockdown is lifted. There may for example be an increase in Social Care referrals, and social distancing measures are also likely to result. in extra costs in providing services like Home to School Transport amongst others.

Health and Wellbeing

7.1 Health and Wellbeing is forecast to overspend the £112m net expenditure budget by £9.1m, with all but £1.1m of this being Covid-19 related.

7.2 Contained within the net £8m shown in the Covid-19 tracker is £13.1m of additional forecast costs and income losses in Adult Social Care up to the end of July 2020, which have been partly funded by £5.1m of specific Infection Control Grant provided by Government to help reduce the risk of infections in

care settings.

7.3 The remaining £1.1m forecast overspend that is not directly linked to Covid-19 is mainly due to a £2.2m forecast overspend on Learning Disability services, partly mitigated by a £0.7m forecast underspend in Operational Services and £0.4m of other underspends.

7.4 The department has £11.5m budget savings to deliver in 2020-21. At this stage in the financial year, £1.9m is forecast to be unachieved, relating to the Learning Disabilities Demand Management saving.

Learning Disabilities

7.5 Learning Disabilities is forecast to overspend the £46m net expenditure budget by £2.2m, of which £1.9m relates to a forecast under achievement of the £2.3m demand management saving, and a further £0.3m pressure relating to additional staffing costs. The main issues are within LD Residential and Day Care.

7.6 The LD Residential budget is forecasting a £1.4m overspend. Although the number of people in Residential care is reducing, the numbers will need to reduce further to meet the budgeted saving. Due to the current situation regarding Covid-19, reviewing capacity is currently reduced, however it is important that this is increased as soon as possible in order to review clients in residential settings and move to supported living where appropriate.

7.7 There was also a £0.5m budget reduction on LD Day Care linked to remodelling the current block contact arrangements to cost and volume based contracts. Due in part to Covid-19 the implementation of this has been delayed, resulting in a budget overspend of £0.5m, however work has now re-commenced on this.

Operational Services

7.8 Operational Services is forecast to underspend the £53m net expenditure budget by £0.7m.

7.9 Although Operational Services are forecast to underspend overall, there is a £1.7m forecast overspend on the Older People & Physical Disabilities home support budget.

7.10 The budget was reduced by £0.7m as part of the 2020-21 demand management reductions, coupled with a £0.5m budget pressure from 2019-20. Additionally, home support hours have increased by 2,800 per month from March 2020 creating a further pressure of £0.5m. This pressure is partly mitigated by a £0.2m saving on the delayed Extra Care scheme, Fletcher Court, which once operational will reduce homecare hours going forward.

7.11 The forecast overspend on Home Support is partly counterbalanced by a £1.3m forecast underspend on the Older People Residential and Nursing Care budget. This is due to significant reductions in placements so far this year (a reduction of 38 placements in May 2020 compared to March 2020), together with the full year effect of the significant placement reductions made in 2019-20.

7.12 There were also a total of £0.3m of other smaller scale net underspends across the department.

Department of Place

8.1 The Department of Place are forecast to overspend the £64.3m net expenditure budget by £12.3m. £10.6m is due to the impact of Covid-19 up to the end of July 2020 as outlined previously, leaving £1.6m of other overspends. The main issues are outlined below.

Waste Services

8.2 The service is forecast to over spend the £25.9m net budget by £2.4m. £1m relates to additional costs and income losses associated with Covid-19 as outlined previously, and the other £1.4m relates to lower income from recycling due to market prices (£0.5m); higher costs of disposing of recyclable waste (£0.5m), and underachieved savings that have carried forward from last year (£0.4m).

8.3 A £1m Waste Services reserve was created at the end of the last financial year, and this will be drawn down to help mitigate the overspend in 2020-21.

Sports & Culture

8.4 The Service is forecast to overspend the £3.7m net expenditure budget by £3.9m. £3.3m relates to Covid-19 related income losses to the end of July 2020 in Sports Facilities, Theatres, Libraries, Museums, Tourism and Parks as outlined in the Covid-19 Tracker.

8.5 The remaining £0.5m is in Cultural Services and is caused largely by rates revaluations in the Museums service (£0.2m); running costs in Libraries (£0.1m) and other small scale overspends.

Neighbourhoods and Customer Services

8.6 The Service is forecast to overspend the £14.0m net expenditure budget by £3.4m, all of which relates to the impact of Covid-19. £2.0m relates to Parking and Enforcement revenues, and £1.4m relates to additional support provided for Food distribution as outlined in the Covid-19 Financial impact tracker.

Planning Transport & Highways

8.7 The Service is forecast to overspend the £14.1m net expenditure budget by £1.3m. £1.3m relates to the impact of Covid-19 up to the end of July 2020, and results from highways permit income losses (£0.6m); Building Control and Planning Fee income losses (£0.4m) and Sign Shop income losses (£0.1m) amongst others.

Corporate Resources

9.1 Corporate Resources are forecast to overspend by £9.0m, all of which is due to Covid-19 up to the end of July 2002, as outlined in the tracker. The major additional costs relate to the procurement of PPE for all Council services, additional IT costs to enable home working, and income losses. The forecasts also allow for pre-existing and ongoing pressures on investment income, £0.5m, and in traded areas such as ISG, £0.3m, PACT HR, £0.15m, and £0.3m in ICT, with these being offset by forecast underspends in Revenues & Benefits, £0.55m, Catering & Office Services, £0.2m and £0.4m in ICT core services.

General Fund

10.1 The General Fund which provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to underspend by £3.8m by year end due mainly to £3.4m of Corporate contingencies and £0.2m of lower than budgeted contributions to the West Yorkshire Combined Authority.

Savings Tracker

11.1 The combined budget savings of £20.2m in 2020-21 brings the total savings the Council has had to approve in the eight years following the 2010 Comprehensive Spending Review (CSR) to £295.7m.

11.2 The 2020-21 budget includes £17.5m of new budget reductions, however £2.8m of prior year underachieved savings have carried forward into 2020-21, meaning that £20.2m of savings will need to be delivered in 2020-21.

11.3 In tracking progress made against each individual saving proposal, £14.9m of the £20.2m is forecast to be delivered, leaving £5.3m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

	Prior year underachieved Savings outstanding at 31/3/20	2020/21 New Savings	Total Savings 2020/21	**Forecast Variance 2020/21**	Total Savings 2021-22[3]
Health & Wellbeing	1.9	9.6	11.5	**3.3**	8.4
Children's Services	0.0	3.0	3.0	**0.4**	0.3
Place	0.3	3.7	4.1	**0.9**	0.5
Corporate Resources	0.6	0.6	1.2	**0.7**	0.0
General Fund	0.0	0.5	0.5	**0.0**	0.0
Total	2.8	17.5	20.2	**5.3**	9.2

11.4 Although the forecast underachieved savings remain high, they are lower than the last 3 years.

	Underachieved Savings in year £ms
2013/14	4.4
2014/15	2.3
2015/16	4.9

[3] Additional budget savings will be required in line with the Medium Term Financial Plan.

2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	6.1
2020/21	5.3

11.5 The £5.3m of forecast underachieved savings are largely due to;

11.6 £3.3m of underachieved saving in Health & Wellbeing, inclusive of a £1.9m forecast underachievement of the £3.1m Learning Disabilities Demand Management Saving, and £1.3m underachievement on the £3m Substance Misuse saving in Public health due to the timing of contract changes.

11.7 The £0.4m forecast underachievement in Children's Services relates to Travel assistance.

11.8 The £0.9m of underachieved savings in the Department of Place are mainly due to £0.3m relating to Waste Services, £0.4m of budgeted additional income in Sports & Cultural Services (Theatres, Events & Festivals, Sports Facilities), all of which have been impacted by Covid-19 as outlined previously.

11.9 The £0.7m of underachieved savings in Corporate Resources mainly relate to the underachievement of the £0.5m planned increase in income from investing in commercial property.

Reserves

12.1 At 31st May 2020 reserves stand at £254.0m (Council £222.1m and Schools £31.9m). Unallocated reserves stand at £10.3m.

12.2 Net movements in reserves have led to a £14.3m increase in total reserves from £239.7m at 1st April 2020 to £254.0m at 31st May 2020.

	Closing Balance 2018-19 £m	Closing Balance 2019-20 £m	Opening Balance 2020-21 £m	Net Movement	Balance as at 31st May 2020 £m
Council reserves	181.6	207.8	207.8	14.3	222.1
Schools Delegated budget	27.2	31.9	31.9	0.0	31.9
Total	208.8	239.7	239.7	14.3	254.0

12.3 The £14.3m net increase in reserves include:

Releases from:
£1.2m from Transitional & Risk to support the 20/21 budget
£1.0m from NDR Volatility Reserve to support the 20/21 budget

Transfers to:
£1.4m to Indexation Pressures Reserves to support the 20/21 budget to help fund any pay award in excess of 2% that had been budgeted for.

£14.8m Covid-19 funding allocation reserve (2nd Tranche of the £30.5m of Emergency funding from government)

Appendices 1&2 outline Council and Schools reserves.

12.4 Covid-19 has the potential to significantly impact on Council reserves in 2020-21 and beyond. £27.8m of Emergency Grant currently held in reserves will be drawn down in 2020-21, and any year end overspend would also have to be funded from reserves.

12.5 The Council has £15m of General Fund reserves, and £10.3m of unallocated reserves. These may have to be called upon to meet the additional costs of Covid-19. If they are used however, they would have to reimbursed in 2021-22 as they are deemed to be the minimum level required to provide assurance about the ability to manage the Councils budget in any normal financial year.

12.6 Additionally, some Earmarked reserves could be re-designated in 2020-21 should it be required. These include the £54.9m Financing reserves that resulted from the change in Minimum Revenue Provision policy in 2018-19. Again, should they be used then they will either have to be reimbursed, or otherwise it will cause a budget pressure in future years.

12.7 Similarly the Council has a reserve that was created to smooth the cost of PFI schools over the life of the contract. In the early years of the contract the Council received an amount from government in excess of the amount required to pay the contractors, however in the later years this is reversed at which point the plan was to draw down from the built up reserve until the end of the contract. The Council can however use these reserves for other means should the need arise. If they were used now, they would however cause a budget problem in future years. Other earmarked reserves are also being reviewed to assess the extent to which they could be repurposed.

School Balances

12.8 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2020. Schools do not report their quarter one financial position for 2019-20 until the end of July 2020.

	Balance 1st April 2019		**Balance 31st March 2020**		**Movement**	
	Nos	**£000**	**Nos**	**£000**	**Nos**	**£000**
Nursery	7	651	7	964	0	(313)
Primary	84	7,648	82	7,517	2	131
Secondary	7	(509)	6	(2,108)	1	1,599
Special	4	969	3	1,284	1	(315)
Pupil Referral Units (PRU)	6	432	3	243	3	189
Subtotal	**108**	**9,191**	**101**	**7,900**	**7**	**1,291**
School Contingency		16,278		21,987	0	(5,709)
Other Activities/Cclosed Schools		544		890	0	(346)
Total	**108**	**26,013**	**101**	**30,777**	**7**	**(4,764)**

- The school balances reserve has increased by £4.8m in 2019-20 from £26.0m

to £30.8m.

- The overall reduction in individual school balances was £1.3m.

- There have been four schools (Carlton Bolling College, Delius, Oldfield Primary and Princeville Primary) that converted to academy status in 2019-20. Two Education in Hospital pupil referral units are now managed by the local authority from the 1st September 2019 and Ellar Carr pupil referral unit is now part of Beechcliffe Special School. These seven schools held revenue balances of £1.6m at 31st of March 2019.

- Therefore, the actual increase in individual school balances is £0.3m by adjusting for the seven schools that converted to academy or closed in 2019-20

- The gross value of total surpluses held at 31st of March 2020 is £12.3m (vs £12.9m at March 2019). The gross value of deficits is £4.4m (6 Schools) (vs £3.7m at March 2019). The main concern remains Hanson Secondary where the deficit balance increased by 0.7m from £3.6m at the end of 2018-19 to £4.3m in 2019-20.

Capital Expenditure

12.9 The profiled resource position for 2020-21 for the Capital Investment Plan stands at £120.5m. To the end of May there has been total spend of £4.8m. A summary by service is shown below with a detailed monitor in Appendix 4.

Scheme Description	Approved by Exec 2020-21	Changes	Re profile Budget 2020-21	Spend 31 May 2020	Budget 2021-22	Budget 2022-23	Budget 2023-24 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Health and Wellbeing	3.8	-2.0	1.8	0	4.2	1.5	0	7.5
Children's Services	15.8	5.0	20.8	2.5	9.7	2.3	0	32.8
Place - Economy & Development Services	30.5	-17.7	12.8	0	25.0	10.9	8.2	56.9
Place - Planning, Transport & Highways	24.7	-1.9	22.8	0.9	61.6	112.0	16.6	213.0
Place - Other	9.7	9.6	19.3	1.1	11.1	13.9	10.4	54.7
Corp Service – Estates & Property Services	4.3	5.6	9.9	0.3	1.0	0.1	0	11.0
TOTAL - Services	**88.8**	**-1.4**	**87.4**	**4.8**	**112.6**	**140.7**	**35.2**	**375.9**
Reserve Schemes & Contingencies	120.3	-87.2	33.1	0	126.5	119.7	55.8	335.1
TOTAL	**209.1**	**-88.6**	**120.5**	**4.8**	**239.1**	**260.4**	**91.0**	**711.0**

12.10 The latest Capital Investment Plan was set as part of the 2020-21 budget (Full Council, 20 February) and £646.3m of spend was approved in total. The Plan has been updated with the carry forward from 2019-20 and additional funding allocations. Also schemes have been reprofiled between years to better reflect the year of spend.

12.11 Overall there has been an increase in the budget of £64.7m to £711.0m. This relates to:

- £46.5m of 2019-20 underspend carried forward into future years.
- £15m of new schemes, the main ones being School Capital Programme and Highways Maintenance Fund. All are grant funded schemes.
- -£3.5m underspends and budget no longer required. The main one being Sedbergh, £1.284m.
- £6.7m of additional spend on current schemes already included in the Capital Plan. One of the main schemes is the Disabled Housing Facilities Grant (DFG). The increase in the DFG budget is due to an increase in the government grant such that we have a 2020-21 grant allocation of £4.527m.

12.12 Although the total budget to 2023-24 has increased, there has been a £88.6m reduction to the 2020-21 Budget. This is made up of

- £44.8m of 2019-20 underspend added to 2020-21.
- £17.1m of new schemes, the main ones being School Capital Programme and Highways Maintenance Fund, and additional spend on current schemes within the Programme.
- -£150.5m of 2020-21 Budget re-profiled into future years.

12.13 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.

New Capital Schemes

12.14 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).

Children's Residential Home Provision – £1.0m is included in Reserve Schemes for the purchase of two residential homes. £0.9m has been identified as the total cost of both properties. £0.4m is for the purchase of a property that the Council is currently leasing and it will be funded by corporate borrowing. The second is the purchase of a new property to replace one that is currently owned at the cost of £0.5m. This will be funded by a mixture of corporate borrowing and a capital receipt, from the sale of the current property.

IT Core Infrastructure – £3.7m is included in Reserve schemes for IT Capital Projects. As part of the core infrastructure planning process it has been identified that £3m of this budget is required to support the delivery of the IT Strategic roadmap which will support the future business needs of the Council and deliver digital services to the citizens of the District. The investment will fund three core infrastructure projects of connectivity and network infrastructure, server investment and mobile enhancements.

Coroner's Accommodation – Additional budget of approximately £1.9m is projected to be required to complete the scheme. This scheme is being

reviewed by the Project Appraisal Group. Any conclusion including any additional budget requirement will be requested in the Quarter 2 report.

Additional Contingency - That of the £3.5m savings reported in section 12.11, it is proposed to set aside a specific £2m reserve as a contingency against future budget requests within the Capital Investment Plan. This would be an additional contingency line which is prudent given current uncertainties around contract costs for schemes already in the CIP.

The following schemes have been approved under Section 1.7 of the Financial Regulations. Executive are asked to note.

Bowling Pool Filters – The existing two pool filters were due to be refurbished and repaired as part of the Bowling Pool Major Works Scheme included in the Estates Capital Programme. However following further inspection they have been condemned. The additional cost of new filters has been identified as £0.05m and the funding is not available within property programme budget. An additional £0.05m has been requested to be funded from the contingency budget.

Muslim Burial Ground – approval to advance the proposed extension of the existing burial ground at Scholemoor Cemetery as part of the approved Bereavement Strategy. The original budget allocated to this was £1m but a review of the planned scheme has identified that a further £0.6m is required and this will be funded by corporate borrowing as planned.

Other initiatives recommended for approval

12.15 **Contract for Transformation Work**

It was agreed in the February 2020 Budget Executive that £1m investment would be used to continue to:

- Improve outcomes in the services where significant changes to service delivery are being undertaken
- Provide a Return on Investment on the work undertaken and a sustained improvement in performance and value for money
- Increase the skills within the Council so that more capacity exists to re-modelling services in the future.

Appendix 3 seeks approval for the continuation of this work through a contract with Impower to support the delivery of transformation

Additional Covid-19 related Government Support

13.1 The below paragraphs provide an update on the additional government support that's been provided by the government to the Council to either distribute to other entities, or help cover the additional costs and losses being incurred by Council run services.

13.2 **Business Rates Grants** – The Council has been provided with £136m of Business Rates grants to pass on to qualifying businesses in the district. At the 18th June £114m had been distributed to over 10,000 businesses. There is

also a £6.8m Discretionary Business Support scheme where the deadline for applications from businesses was the 19th June 2020.

13.3 **Hardship Fund** – The Council has been provided with £5.832m of Hardship Fund Grant. This has been distributed at a rate of up to £150 per Council Tax Reduction Scheme recipient. So far over 29,000 Working Age Council Tax Reduction Scheme claimants bills have been adjusted at a cost of total £4.3m. The remaining £1.5m is expected to be used to provide assistance to new Council Tax Reduction Scheme recipients that are anticipated as a result of increased unemployment in the coming months.

13.4 **Track & Trace** – £3.8m has been provided to establish a Track and Trace system as outlined previously (paragraph 4.10).

13.5 **Infection Control Grant** - £5.2m has been provided to assist with infection control in social care settings. 75% of this has been distributed to Residential and Nursing Care settings based on the numbers of Care Quality Commission registered beds. The remainder will be provided to community care providers (e.g Extra Care and Home Care).

13.6 **Emergency Section 31 Grants** - £30.5m has been provided to help the Council with the additional costs and income losses resulting from Covid-19. All of this is expected to have been used by the end of June 2020 as outlined earlier in the report.

13.7 **High Streets Fund** - £477k has been provided by government to help the Council support business communities with measures that enable safe trading in public places. The Fund will particularly focus on high streets, as well as other public places that are at the heart of towns and cities gearing up to reopen as safe, welcoming spaces.

13.8 **Business Improvement District Covid-19 Support Funding** – A total of £42k has been paid out to the Bradford (£24k), Keighley (£12k), and Ilkley (£8k) BIDs.

14.0 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 risk register has been provided in Appendix 5.

15.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. If General Fund Reserves are used to support the budget they will need to be reimbursed at the earliest opportunity to provide the necessary, margin of safety in future years. There are no other legal implications arising from this report.

16.0 OTHER IMPLICATIONS

17.1 EQUALITY & DIVERSITY

None

18.1 SUSTAINABILITY IMPLICATIONS

None

19.1 GREENHOUSE GAS EMISSIONS IMPACTS

None

20.1 COMMUNITY SAFETY IMPLICATIONS

None

21.1 HUMAN RIGHTS ACT

None

22.0 TRADE UNION

None

23.0 WARD IMPLICATIONS

None

24.0 IMPLICATIONS FOR CORPORATE PARENTING

None

25.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

26.0 NOT FOR PUBLICATION DOCUMENTS

None

27.0 RECOMMENDATIONS

That the Executive

27.1 Note the contents of this report and the actions taken to manage the forecast overspend.

27.2 Approve the new initiatives required to respond to Covid-19 as outlined in paragraphs 4.13 to 4.32. Funding for the schemes of up to £5.978m to derive from Council reserves unless additional Government support or partner support is received, with a further £1m to derive from Public Health grant.

27.3 Approve the following capital expenditure schemes.

- £0.9m for the purchase of two Children's Residential Homes. They will be funded by a mixture of corporate borrowing and capital receipts.
- £3m for IT Core Infrastructure projects of connectivity and network infrastructure, server investment and mobile enhancements. The scheme to be funded by using £3m of the previously agreed £3.7m budget in February 2020 from the previously approved Reserve schemes for IT Capital Projects.
- £5.5m for the development of an Advance Fuel Centre and the replacement of vehicles with compressed gas variants. To be funded by fuel cost savings and additional income from sales.
- Create a £2m reserve as a contingency against future overspends within the Capital Investment Plan.

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

- £0.05m additional funding to replace the pool filters as part of the works to refurbish Bowling Pool. To be funded from the general contingency budget.
- £0.6m for the extension of the burial ground at Scholemoor Cemetery.

27.4 Approve the continuation of the contract with Impower as outlined in paragraph 12.15 and Appendix 3, to support the delivery of transformation, using the £1m investment which was approved as part of the 2020-21 Council budget. The objective being to continue to;

- Improve outcomes in the services where significant changes to service delivery are being undertaken
- Provide a Return on Investment on the work undertaken and a sustained improvement in performance and value for money
- Increase the skills within the Council so that more capacity exists to re-modelling services in the future.

- It is recommended that the Executive approve the continuation of the contract with Impower to support the delivery of key transformation programmes within a reset Council Transformation Plan.

- Executive is asked to delegate authority to the Strategic Director of Corporate Resources to enter into a contractual arrangement with Impower.

- Strategic Director Corporate Resources presents a revised Council Transformation Programme to a future Executive meeting.

28.0 APPENDICES

Appendix 1 Reserves Statement as at 31st May 2020
Appendix 2 Service Earmarked Reserves as at 31st May 2020
Appendix 3 Impower Contract Extension paper
Appendix 4 Capital Investment Plan
Appendix 5 Risk Register

29.0 BACKGROUND DOCUMENTS

- Qtr 4 Finance Position Statement 2019-20 – Executive 24th March 2020
- Councils Revenue Estimates for 2020-21 Document R – Budget Council February 20th 2020.

- Qtr 3 Finance Position Statement 2019-20 – Executive 4th February 2020
- Qtr 2 Finance Position Statement 2019-20 – Executive 5th November 2019
- Qtr 1 Finance Position Statement 2019 -20 – Executive 9th July 2019
- 2019-20 Finance Position Statement – Executive 9th July 2019
- Qtr 4 Finance Position Statement 2018-19 – Executive 2nd April 2019
- Recommendations from the Executive – Budget 2019-20 – Council 21st Feb 2019

Reserves Statement as at 31st May 2020 — Appendix 1

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,300	0	10,300	
Total available Unallocated Corporate Reserves	**10,300**	**0**	**10,300**	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF - STEP	328	0	328	Funding to support young and disadvantaged people into employment
Exempt VAT	2,000	0	2,000	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Insurance	1,775	-1,775	0	To mitigate and smooth the impact of any future increases in insurance premiums.
Better Use of Budgets	0	0	0	To cover deferred spend on priority work from 2019-20.
Economic Partnership Reserve	157	0	157	To pump prime initiatives linked to the Council's Producer City programme
Regional Growth Fund	3,741	0	3,741	The Council's revenue match funding for the Regional Growth Fund
Regional Revolving Investment Fund	625	0	625	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional Revolving Investment Fund.
Discretionary Social Fund	1,495	0	1,495	To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	11,595	-125	11,470	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	946	0	946	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

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
				work.
Match Fund Basic needs Grant	700	0	700	Match funding against capital spend – using capital grants first.
Strategic Site Assembly	609	-300	309	To be moved to Local Plan reserve in 2020
Implementation Reserve	1,108	0	1,108	To fund Projects associated with delivering savings plans.
Insurance Risk	1,893	0	1,893	Reduced Insurance provision, increased reserve.
NDR Volatility Reserve	2,735	-1,000	1,735	Additional S31 grant to offset NDR deficit resulting from govt policy
Council Tax Reserve	575	0	575	To be used in 2018-19
Redundancy Provision	5,430	0	5,430	To provide for the costs of future redundancies
Leeds City Region WYTF	421	0	421	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	0	402	Match fund for urban centre regeneration
Financing Reserve	53,921	0	53,921	MRP policy changed to annuity method. The reserve to be used to fund higher MRP costs in future years.
Financing Reserve 2019/20	1,000	0	1,000	As above.
Markets Compensation	648	0	648	Statutory compensation obligation for terminating tenancies
Finance Works Reserve		0		Reserve to fund additional project
	94		94	Finance Work including Housing Revenue Account.
ICT Programmes Budget	3,133	0	3,133	To fund future ICT projects
Children Services Investment Fund	1,039	0	1,039	Remainder of £6.5m of one off investment approved as part of 2018-19 budget
S31 Business Rate Grants Reserve	16,854	0	16,854	
Covid 19 funding allocation Reserve	13,011	14,811	27,822	Remaining Erergency grant from Government
Indexation Pressures Reserves	0	1,431	1,431	Reserve to cover any in year costs above the 2% budgeted pay award.
Sub Total	**126,725**	**13,042**	**139,767**	
C. Reserves to support capital investment				
Renewal and replacement	5,137	0	5,137	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation.

	Opening Balance £000	Movement in 2020-21 £000	Closing Balance £000	Comments
Markets	102	300	402	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	**5,239**	**300**	**5,539**	
D. Service Earmarked Reserves	**33,342**	**1,000**	**34,342**	See Appendix 2
E. Revenue Grant Reserves	**17,160**	**0**	**17,160**	
F General Reserves				
General Fund	15,000	0	15,000	The GF balance acts as a necessary contingency against unforeseen events. The balance at 31st March represents a minimum of 2.5% of the Council's budget requirement in line with council policy and the general advice of External Auditors.
Schools delegated budget	31,922	0	31,922	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are **not** available for Council use but are balances attributable to individual schools.
Sub Total General Fund Reserve & School balances	**46,922**	**0**	**46,922**	
Grand total	**239,688**	**14,342**	**254,030**	

Appendix 2

Departmental Earmarked Reserves Statement at 31st May 2020

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
Adult and Community Services				
Supporting People	64	0	64	Funding to support invest to save projects
Integrated Care	2,049	0	2,049	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	232	0	232	Funding to cover management and staffing costs linked to the transformation of services for older people.
Care Act Reserve	368	0	368	To support the implementation of the Care Act
Public Health	59	0	59	Help Support Living Well Service implementation
Total Adult and Community Services	**2,772**	**0**	**2,772**	
Children Services				
BSF Unitary Charge	8,572	0	8,572	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	6,583	0	6,583	See above
Travel Training Unit	354	0	354	To provide travel training to Children with SEND to encourage independent travel.
Early Help Enabler Support	277	0	277	To help support Early Help programme
Early Help Workforce Development	34	0	34	To fund time limited Prevention & Early Help Work
Retail Academy (Skills for Employment)	197	0	197	Skills for work
Prevention & Early Help	500	0	500	To fund time limited Prevention & Early Help Work
SEND Inspection Resource	94	0	94	To provide resource to assist with preparation for inspection.
One Workforce Reserve	910	0	910	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	216	0	216	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	337	0	337	Training for post 16 Children through Industrial Centres of Excellence.
Training Work Programme (Skills for Work)	465	0	465	Skills for Work

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
Total Children	**18,539**	0	**18,539**	
Department of Place				
Marley & other pitch and gyms	106	0	106	To provide match funding under the terms of grants given to maintain Sports and Leisure venues across the District
City centre regeneration	51	0	51	Delivery of City Centre Growth Zone
Taxi Licensing	419	0	419	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	346	0	346	Work associated with the restoration of St Georges Hall and signage at the Alhambra
Culture Service Transition	76	0	76	To cover costs associated with modernising the service and adopting a different service delivery model.
Torex	10	0	10	To address e-Govt targets and improve service delivery.
Tourism reserve	15	0	15	To develop a new model of volunteer tourism.
Culture Company	73	0	73	Help create a Culture Company
Gym Equipment	133	0	133	To fund replacement gym equipment in Sports Facilities
Museum Restoration	76	0	76	Fund for museum improvement
Council Housing Reserve	502	0	502	To meet future costs associated with later stages of the affordable housing programme
Housing Development Programme	75	0	75	Fee income generated to be used to subsidise the delivery of projects in future years.
Bradford District Improvement District	9	0	9	Development and enablement costs for establishment of BIDs
HMO Licencing Scheme	468	0	468	A statutory requirement that fees can only be generated and retained within the HMO licensing function.
VCS Transformation Fund	317	0	317	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	0	76	District wide Tree & Woodland planting fund as part of Woodland Strategy.
PT&H - Local Plan Reserve	0	300	300	
City Park Sinking Fund	710	0	710	Funding set aside to meet the future maintenance costs of City Park.

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
European Structural Investment Programme	1,463	0	1,463	Match funding for ESIP
Empty Rates Relief Scheme	500	0	500	Supporting Business Growth
Private Housing Rented Option	200	0	200	To undertake a feasibility study for a Social lettings Agency.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	101	0	101	Set aside for lifetime maintenance costs of Clergy House/Jermyn Court
Cold Weather Calculator	11	0	11	Licence costs over several years
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people
B&B Emergency Contingency	50	0	50	Contingency for temporary accommodation/B&B expenditure
Ad:venture & community enterprise Reserve	83	0	83	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	0	186	For delivery of the Economic growth strategy.
Bereavement Strategy	176	0	176	Procurement of external specialist support to complete the feasibility stage of the Bereavement Strategy
Housing Development Growth Fund	813	0	813	Approval obtained to roll over unspent monies in recognition of the need to take a strategic and planned approach to stimulating growth, delivery and spend
Housing CPNI Reserve	250		250	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
Well England Reserve	82	0	82	Programme provides a range of initiatives to support Health & Wellbeing in Girlington, Holme Wood and Keighley.
New Projects (Parks, Open Spaces and Libraries) Reserve	0	700	700	
Waste Services Reserve	1,000	0	1,000	
City of Culture Reserve	400	0	400	

	Opening Balance £000	Movement in 2020-21 £000	Latest Balance £000	Comments
Department of Place	**9,782**	**1,000**	**10,782**	
Corporate Resources				
Schools Traded HR Reserves	89	0	89	To mitigate the risk of changes in customer base.
Workforce Development	34	0	34	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership & succession planning.
District Elections	130	0	130	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	0	10	To support events put on by non-Council.
Community Support and Innovation Fund	302	0	302	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	600	0	600	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	0	211	Legal fees linked to Council Tax.
Additional cost of projects including legal and 3rd party costs Reserve	27	0	27	Legal and other costs associated with estates projects
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	58	0	58	Balancing reserve related to Schools Broadband Contract
Estates CAT Support	53	0	53	Residual funding for on-going programme promoting and facilitating community asset transfers
Payroll Reserve	100	0	100	To mitigate any reductions in schools trading
Central Admin Estates Security	100	0	100	To cover costs of covering emergency/critical alert requirements
Energy unit	484	0	484	To help smooth effect of price spikes.
Total Corporate Resources	**2,249**	**0**	**2,249**	
Total Service Earmarked Reserves	**33,342**	**1,000**	**34,342**	

Appendix 3

Executive Briefing Note – Transformation Approach

1. Decision required

This paper seeks approval for the continuation of the contract with Impower to support the delivery of transformation, using the £1m investment which was agreed in the Feb 2020 Budget Executive. The objective being to continue to:

- Improve outcomes in the services where work is undertaken
- Provide a Return on Investment on the work undertaken and a sustained improvement in performance and value for money
- Increase the skills within the Council to deliver future change.

2. Background

The Council has been delivering transformation with the support of Impower since 2018. This has primarily been across two areas, described below

Health and Wellbeing – Happy, Healthy and at Home

An integrated team was established, of H&WB Officers and Impower to drive greater independence for residents and reduce spend on higher cost provision.

The result of this work included:

- Working closely with the management team to deliver savings, supporting the service to deliver within budget
- Supporting a positive shift in culture, specifically in setting up hubs, moving to a strengths based approach in assessments and increasing the signposting of people to other services.
- A reduction in numbers of people in residential care to become consistently lower than target throughout 2019/20,
- Tangible improvements in the life of individuals, captured through case studies.

Council-wide support

From October 2019 to March 2020, Impower were commissioned to work across the Council to identify other opportunities to improve outcomes at lower cost to protect key services.

Initial work focused on:

- Facilitating opportunity generation settings to identify a revised transformation agenda focused on earlier intervention & behaviour change.

This work culminated in a proposal for a revised Council wide programme of change which was due to be launched from April 2020.

The programme was shared with Executive members collectively at a meeting on 13th February, and then with individual Executive members over the following weeks. This allowed members to understand and shape the priorities of the programme.

The launch of the programme was delayed by the need to respond to Covid-19.

3. Current Position

The Council is still ambitious for the District, however as the focus moves to adapting to, and recovering from the impact of Covid-19 on Services and budgets, it is also acknowledged that it has become necessary to reset the Transformation Programme.

The Council has been affected by Covid-19 in a number of ways and has meant that people have worked together across systems like never before and therefore there is an opportunity to capitalise on this accelerated system wide partnership working as the District emerges from lockdown.

Opportunities from Covid-19

- Much greater cross-council and multi-agency working, including the VCS
- Increased flexibility of staff with lowest absence ever
- Established new ways of working and new role of technology
- Some transformation priorities accelerated and plans fast-forwarded – e.g. Localities through Community Hubs; alternative offer for Day Care in Adults; early help
- Customer service channel shift

Challenges from Covid-19

- Significant reduction in income, and lack of clarity on how much government will contribute
- Work to deliver savings in Health & Wellbeing for 2020/21 have been delayed
- Impact of new demand is unknown, and likely to continue shifting as we move to 'living with Covid-19'
- Socio-economic impacts

There are a range of opportunities to do things differently that will directly lead to better working practice and improved outcomes for residents. At the same time there are expected to be increased demand and financial pressures that will impact on the Council's ability to achieve its ambitions.

4. The proposed contractual arrangement.

Impower are proposed as the Council's contractual partner as they have:

- Demonstrated tangible impact in their work with Health and Wellbeing,
- Extensive experience across local government and the wider public sector
- Demonstrated flexibility in how they can work with us, for example in the Covid-19 response, which is a key attribute of a contractual partner
- Established relationships across, and knowledge of, Bradford District which will enable them to provide immediate momentum to the programme.

Additional value from this investment will include:

- Staff development opportunities as part of their skills transfer including secondment to other Impower projects, training and knowledge sharing with other local authorities across the country
- Invitations to Impower Shared Learning Events covering a wide range of issues facing councils

Once the transformational programme has been reviewed and agreed with executive members, the Council will put robust governance and contract management arrangements in place with Impower, including:

- Scheduled Steering Group Meetings between SD Corporate Resources, Finance Director, City Solicitor / Change and Impower
- 3 monthly gateways to determine priorities and future need, including reviewing progress, scale and resourcing and outputs to be achieved.
- A meeting after six months to review impact and Return on Investment, and to discuss further activity for the remaining 6 months.

In the meantime, support on key activity in respect of Health & Well Being and Locality, early help and prevention will continue and be monitored and measured.

5. FINANCIAL & RESOURCE APPRAISAL

The value of the proposed contract is £1.11m over 12 months. A discount of 10% has been negotiated with Impower, and if approved will result in a total cost of £1m. This would be funded from the additional £1m of budget that was approved as part of the 2020-21 Council budget in February 2020.

The amounts paid to Impower for undertaking the works from commencement in 2018-19 up to the end of June 2020, totals £2.875m, of which £0.49m related to Covid support activity and will be off-set against additional monies received by the Government

	£000s
2018/19	550
2019/20	1,650
2020/21	675
Total	2,875

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

The Council will need to ensure that it can deliver its responsibilities under the contract, Impower will need to provide the personnel required, and Impower must achieve the key milestones to be agreed.

The Strategic Director Corporate Resources will act as the SRO for the programme and will hold regular joint Steering Group meetings to monitor the status and performance of the contract.

7. LEGAL APPRAISAL

A procurement exercise is not required as the services are available to be called off from the ESPO framework. Value thresholds on this framework have been removed so the framework can be used regardless of project size. The proposed one-year contract is a continuation of contracts entered into with Impower for the months of February to June 2020 inclusive approved by officers under delegated powers. The five-month contract value was £825,050 plus expenses.

Under the Council's Contracts Standing Orders paragraph 4.7.4, consideration must be given to whether a contract called off a framework would deliver best value for money, seeking advice from the Director of Finance where necessary. On the basis of Impower's performance in assisting Adult Services to reduce demand and their track record with other Councils in delivering transformation of services, it is believed the one year contract extension will deliver best value for money. For the same reason, no other providers have been considered.

The Council's standard terms and conditions of contract will not apply as the framework call off terms will apply. As stated above the Council will need to ensure that it can deliver its responsibilities under the contract, Impower will need to provide the personnel required, and Impower must achieve the key milestones to be agreed.

The contract conditions presently do not permit early termination of the arrangement, but Impower will be asked, as a condition precedent to a new relationship, to agree a break clause which will allow the Council to terminate the arrangement at six months, and with expenditure by the Council under the contract capped at £500k in the six month period.

8. Recommendation

- It is recommended that the Executive approve the continuation of the contract with Impower to support the delivery of key transformation programmes within a reset Council Transformation Plan.

- Executive is asked to delegate authority to the Strategic Director of Corporate Resources to enter into a contractual arrangement with Impower.

- Strategic Director Corporate Resources presents a revised Council Transformation Programme to a future Executive meeting.

Appendix 4

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 onwards	Funding: Specific Grants, cap receipts, reserves	Funding: Invest to Save Funding	Funding: Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing											
CS0237a	Great Places to Grow Old	500	0	3,000	1,500	0	0	0	0	5,000	5,000
CS0237b	Keighley Rd Extra Care Fletcher Court	35	-123	0	0	0	0	0	0	35	35
CS0237c	Keighley Rd Residential Care Valley View	511	-48	0	0	0	0	511	0	0	511
CS0373	BACES DFG	465	21	443	0	0	0	0	0	908	908
CS0239	Community Capacity Grant	202	42	750	0	0	0	952	0	0	952
CS0311	Autism Innovation Capital Grant	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	90	0	0	0	0	0	90	0	0	90
CS0451	The Third Place	0	0	0	0	0	0	0	0	0	0
Total - Health and Wellbeing		**1,822**	**-109**	**4,193**	**1,500**	**0**	**0**	**1,572**	**0**	**5,943**	**7,515**
Children's Services											
CS0249	Schools DRF	0	0	0	0	0	0	0	0	0	0
CS0287	S106 Education	0	0	0	0	0	0		0	0	0
CS0022	Devolved Formula Capital	1,184	1,188	0	0	0	0	1,184	0	0	1,184
CS0030	Capital Improvement Work	410	1	0	0	0	0	410	0	0	410
CS0240	Capital Maintenance Grant	284	0	0	0	0	0	284	0	0	284
CS0240b	School Cap Inv Prog 18-19	831	4	0	0	0	0	831	0	0	831
CS0240c	School Cap Inv Prog 19-20	1,964	11	1,000	0	0	0	2,964	0	0	2,964
CS0240	School Cap Inv Prog 20-21	935	0	1,869	0	0	0	2,804	0	0	2,804
CS0244a	Primary Schools Expansion Progr	2,358	221	1,298	0	0	0	3,656	0	0	3,656
CS0244b	Silsden School	7,207	872	2,000	465	0	0	9,672	0	0	9,672
CS0244c	SEN School Expansions	3,128	25	1,000	0	0	0	4,128	0	0	4,128
CS0362	Secondary School Expansion	2,401	156	2,500	1,798	0	0	6,699	0	0	6,699
CS0421	Healthy Pupil Capital Grant	65	22	0	0	0	0	65	0	0	65
Total - Children's Services		**20,767**	**2,501**	**9,667**	**2,263**	**0**	**0**	**32,697**	**0**	**0**	**32,697**

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 onwards	Funding: Specific Grants, cap receipts, reserves	Funding: Invest to Save Funding	Funding: Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place - Economy & Development Services											
CS0136	Disabled Housing Facilities Grant	4,000	101	3,390	4,392	2,028	5,753	13,810	0	5,753	19,563
CS0137	Development of Equity Loans	800	18	1,195	1,211	451	0	1,627	0	2,030	3,657
CS0144	Empty Private Sector Homes Strat	1,151	30	825	831	0	0	0	0	2,807	2,807
CS0465	Civica Housing IT system	10	0	0	0	0	0	10	0	0	10
CS0308	Afford Housing Prog 15 -18	-96	-158	0	0	0	0	0	-96	0	-96
CS0380	Afford Housing Prog 18-21	0	0	0	0	0	0	0	0	0	0
CS0250	Goitside	0	0	178	0	0	0	0	0	178	178
CS0280	Temp Housing Clergy House	46	0	0	0	0	0	0	0	46	46
CS0145	S106 monies Affordable Hsg	0	0	0	0	0	0	0	0	0	0
CS0299	CPO Monies to be held	0	0	0	0	0	0	0	0	0	0
CS0084	City Park	192	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	883	0	5,000	0	0	0	0	0	5,883	5,883
CS0189	Buck Lane	0	0	0	0	0	0	0	0	0	0
CS0228	Canal Road	0	0	100	0	0	0	0	0	100	100
CS0241	Re-use of Frmr College Builds Kghly	356	0	0	0	0	0	0	0	356	356
CS0266	Superconnected Cities	329	0	500	0	0	0	0	0	829	829
CS0446	Staithgate Lane Enterprise Zone site	13	0	0	0	0	0	13	0	0	13
CS0291	One City Park (fmr Tyrls)	800	0	4,000	0	0	0	4,800	0	0	4,800
CS0265	LCR Revolving Econ Invest Fund	658	0	0	0	0	0	658	0	0	658
CS0345	Develop Land at Crag Rd, Shply	43	0	0	0	0	0	0	0	43	43
CS0107	Markets	21	0	0	0	0	0	0	0	21	21
CS0363	Markets Red'mnt - City Cntr	3,001	59	8,760	4,500	0	0	1,260	4,371	10,630	16,261
CS0363b	Markets Red'mnt - City Cntr Public Realm	596	0	1,000	0	0	0	0	0	1,596	1,596
Total - Place - Economy & Development Serv		**12,803**	**50**	**24,948**	**10,934**	**2,479**	**5,753**	**22,178**	**4,275**	**30,464**	**56,917**
Place - Planning, Transportation & Highways											
CS0131	Kghly Town Cntr Heritage Initi	151	0	0	0	0	0	151	0	0	151
CS0178	Ilkley Moor	14	0	0	0	0	0	14	0	0	14

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 onwards	Funding: Specific Grants, cap receipts, reserves	Funding: Invest to Save Funding	Funding: Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0285	Strategic Development Fund	517	0	650	0	0	0	0	0	1,167	1,167
CS0071	Highways S106 Projects	528	2	0	0	0	0	528	0	0	528
CS0372	Countryside S106 Projects	510	0	0	0	0	0	510	0	0	510
CS0091	Capital Highway Maint	4,952	316	0	0	0	0	4,952	0	0	4,952
CS0095	Bridges	201	2	0	0	0	0	201	0	0	201
CS0096	Street Lighting	132	11	0	0	0	0	132	0	0	132
CS0099	Integrated Transport	73	0	0	0	0	0	73	0	0	73
CS0168	Connecting the City (Westfield)	9	0	0	0	0	0	9	0	0	9
CS0172	Saltaire R/bout Cong& Safety Works	279	0	0	0	0	0	279	0	0	279
CS0264	Highway to Health	0	4	0	0	0	0	0	0	0	0
CS0282	Highways Strategic Acquisitions	176	0	0	0	0	0	176	0	0	176
CS0289	Local Pinch Point Fund	495	0	0	0	0	0	495	0	0	495
CS0293	West Yorks & York Transport Fund	3,373	201	33,386	93,147	0	0	129,906	0	0	129,906
CS0396	WYTF Corr Imp Projects	2,720	-100	5,077	3,000	0	0	10,797	0	0	10,797
CS0306a	Strategic Transp Infrastr Priorit	780	0	2,000	0	0	0	0	0	2,780	2,780
CS0302	Highways Prop Liab Redn Strat	59	5	0	0	0	0	59	0	0	59
CS0319	Challenge Fund	817	91	0	0	0	0	817	0	0	817
CS0323	Flood Risk Mgmt	177	4	0	0	0	0	177	0	0	177
CS0329	Damens County Park	106	0	0	0	0	0	0	0	106	106
CS0370	LTP IP3 Safer Roads	29	3	500	0	0	0	529	0	0	529
CS0371	LTP IP3 Public Transport	0	5	0	0	0	0	0	0	0	0
CS0379	NPIF UTMC	0	1	0	0	0	0	0	0	0	0
CS0386	Cycling & Walking Schemes LTP3	17	0	0	0	0	0	17	0	0	17
CS0414	LTP IP3 Safer Rds	10	8	0	0	0	0	10	0	0	10
CS0398	Bfd City Ctre Townscape Herit	560	0	845	290	1,000	0	2,445	0	250	2,695
CS0430	Hwys Maint Fund Oct18	382	132	0	0	0	0	382	0	0	382
CS0432	Steeton/Silsden Crossing	90	28	0	0	0	0	90	0	0	90
CS0423	Highways IT upgrade	50	0	0	0	0	0	0	50	0	50
CS0433	Gain Lane / Leeds Rd Jct	29	0	0	0	0	0	29	0	0	29
CS0450	CILS payments	0	63	0	0	0	0	0	0	0	0
CS0453	IP3 Safer Rds 1920	196	6	0	0	0	0	196	0	0	196

Capital Investment Programme

Scheme No	Scheme Description	Revised Budget 2020-21	Spend 31 May 2020	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25 onwards	Funding: Specific Grants, cap receipts, reserves	Funding: Invest to Save Funding	Funding: Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0454	Area Comm ITS 1920	72	31	0	0	0	0	72	0	0	72
CS0434	Smart Street Lignting	670	33	14,399	14,852	14,128	1,370	0	45,419	0	45,419
CS0455	IP4 projects	1,389	30	1,201	0	0	0	2,590	0	0	2,590
CA0456	WY Integrated UTMC Centre	432	22	0	0	0	0	432	0	0	432
CS0464	Ben Rhydding Railway Station Car Park	845	1	500	750	0	0	2,095	0	0	2,095
CS0467	Transforming Cities Fund (TCF)	261	8	0	0	0	0	261	0	0	261
CS0469	IP4 Safer Roads 20-21	932	27	0	0	0	0	932	0	0	932
CS0470	IP4 Safer Roads 21-22	0	0	932	0	0	0	932	0	0	932
CS0471	Clean Air Zone	747	0	2,132	0	0	0	2,879	0	0	2,879
Total Place - Planning, Transportation & Highways		**22,780**	**935**	**61,622**	**112,039**	**15,128**	**1,370**	**163,167**	**45,469**	**4,303**	**212,939**
Dept of Place - Waste, Fleet & Transport											
CS0060	Replacement of Vehicles	4,356	372	3,000	3,000	0	0	0	10,356	0	10,356
CS0063	Waste Infrastructure & Recycling	0	0	0	0	0	0	0	0	0	0
CS0283	Above Ground Fuel Storage	0	0	0	0	0	0	0	0	0	0
CS0438	Harris St Fencing	0	0	0	0	0	0	0	0	0	0
CS0435	Sugden End Landfill Site	1,145	335	500	0	0	0	0	0	1,645	1,645
CS0415	Shearbridge Depot Security	89	0	0	0	0	0	0	0	89	89
CS0359	Community Resilience Grant	13	0	0	0	0	0	13	0	0	13
CS0463	Waste Trommel	115	0	0	0	0	0	0	115	0	115
CS0417	Keighley Transfer Loading Station electrical systems	0	0	0	0	0	0	0	0	0	0
Total Place - Waste, Fleet & Transport		**5,718**	**707**	**3,500**	**3,000**	**0**	**0**	**13**	**10,471**	**1,734**	**12,218**
Dept of Place - Neighbourhoods & Customer Services											
CS0066	Ward Investment Fund	0	0	35	0	0	0	0	0	35	35
CS0132	Community Hubs	25	0	0	0	0	0	0	0	25	25
CS0378	Cust Serv Strategy	158	0	0	0	0	0	0	0	158	158

Capital Investment Programme

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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0462	Ilkley Parking scheme £320k Invest to Save	0	4	0	0	0	0	0	0	0	0
Total Place - Neighbourhoods & Customer Services		**183**	**4**	**35**	**0**	**0**	**0**	**0**	**0**	**218**	**218**
Dept of Place - Sports & Culture											
CS0151	Building Safer Commun	26	0	0	0	0	0	26	0	0	26
CS0328	Cliffe Castle	15	0	0	0	0	0	15	0	0	15
CS0430	Cartwright Hall Café	0	0	0	0	0	0	0	0	0	0
CS0340	St George's Hall	33	0	0	0	0	0	0	0	33	33
CS0129	Scholemoor Project	0	0	0	0	83	0	83	0	0	83
CS0162	Capital Projects - Recreation	1,346	149	10	0	0	0	1,356	0	0	1,356
CS0229	Cliffe Castle Restoration	88	0	0	0	0	0	88	0	0	88
CS0347	Park Ave Cricket Ground	0	0	0	0	0	0	0	0	0	0
CS0004	S106 Recreation	0	1	0	0	0	0	0	0	0	0
CS0367	King George V Playing Fields	200	0	820	0	0	0	700	0	320	1,020
CS0403	Bereavement Strategy	7,086	52	4,750	8,100	3,245	0	0	0	23,181	23,181
CS0277	Wyke Community Sport Hub	2,613	1	2,000	523	0	0	2,474	0	2,662	5,136
CS0245	Doe Park	37	0	0	0	0	0	37	0	0	37
CS0459	Ilkley Lido Tank	374	173	0	0	0	0	0	115	259	374
CS0461	Shipley Gym extension & equipment	163	0	0	0	0	0	0	0	163	163
CS0458	Doe Park Drainage	40	0	0	0	0	0	0	0	40	40
CS0466	Parks Depots	203	1	0	0	0	0	0	0	203	203
CS0468	Bowling Pool extension	433	0	0	0	0	0	0	433	0	433
CS0356	Sedbergh SFIP	758	27	0	0	0	0	0	0	758	758
CS0354	Squire Lane Sports Facility	0	0	0	2,300	5,400	1,700	0	0	9,400	9,400
Total - Dept of Place - Sports & Culture		**13,415**	**403**	**7,580**	**10,923**	**8,728**	**1,700**	**4,779**	**548**	**37,019**	**42,346**

Capital Investment Programme

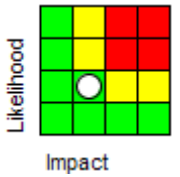
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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corp Resources - Estates & Property Services											
CS0094	Museum Store	500	0	0	0	0	0	0	0	500	500
CS0333	Argus Chambers / Britannia Hse	689	0	0	0	0	0	0	0	689	689
CS0391	Property Programme 19-20	643	0	0	0	0	0	0	0	643	643
CS0443	Property Programme 20-21	1,755	0	525	0	0	0	0	0	2,280	2,280
CS0230	Beechgrove Allotments	0	0	148	0	0	0	148	0	0	148
CS0050	Carbon Management	544	6	250	0	0	0	0	0	794	794
CS0305	Healthy Heating Scheme	0	0	0	0	0	0	0	0	0	0
CS0420	Electric vehicle charging infrastructure WYCA grant £200k	64	27	0	0	0	0	64	0	0	64
CS0385	ULEV Taxi scheme LTP3	50	0	0	0	0	0	50	0	0	50
CS2000	DDA	50	0	62	59	50	0	0	0	221	221
CS0361	Strategic Acquisitions	0	0	0	0	0	0	0	0	0	0
CS0381	Godwin St	1,559	57	0	0	0	0	1,559	0	0	1,559
CS0409	Coroner's Court and Accommodation	1,898	8	0	0	0	0	0	0	1,898	1,898
CS0383	Jacobs Well demolition	87	0	0	0	0	0	0	0	87	87
CS0427	Coroner's Equipment	285	245	0	0	0	0	0	0	285	285
CS0460	Mitre Court CPU Property & Equip	1,690	0	0	0	0	0	450	0	1,240	1,690
CS0457	Simpson Green - roof	41	0	0	0	0	0	0	0	41	41
CS0445	Core IT Infrastructure	64	-29	0	0	0	0	64	0	0	64
Total Corp Resources – Estates & Property Services		**9,919**	**314**	**985**	**59**	**50**	**0**	**2,335**	**0**	**8,678**	**11,013**
Reserve Schemes & Contingencies											
CS0395	General Contingency	1,354	0	1,000	1,000	1,000	0	0	0	4,354	4,354
CS0397	Essential Maintenance Prov	0	0	2,000	2,000	2,000	0	0	0	6,000	6,000
CS0399	Strategic Acquisition	13,460	0	10,000	10,000	10,000	0	0	43,460	0	43,460
CS0400	Keighley One Public Sector Estate	500	0	4,000	9,500	4,000	0	0	18,000	0	18,000
CS0402	Canal Road Land Assembly	0	0	450	0	0	0	0	0	450	450
CS0401	Depots	0	0	3,000	0	0	0	0	0	3,000	3,000
CS0404	Sports Pitches	0	0	1,733	4,248	4,250	0	2,400	0	7,831	10,231

Capital Investment Programme

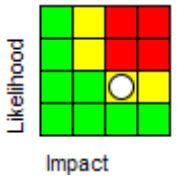
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		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0404b	Playgrounds	650	0	1,600	2,750	0	0	0	0	5,000	5,000
CS0405	City Hall	0	0	3,000	4,000	3,000	0	2,000	5,000	3,000	10,000
CS0407	Affordable Housing	500	0	2,000	8,000	10,724	8,000	14,430	14,794	0	29,224
CS0408	Top of town	0	0	0	3,000	0	0	0	0	3,000	3,000
CS0410	Godwin St (fmr Odeon)	4,000	0	5,500	2,000	0	0	0	11,500	0	11,500
CS0436	Childrens Home (A)	500	0	0	0	0	0	0	500	0	500
CS0437	Childrens Home (B)	500	0	0	0	0	0	0	0	500	500
	2020-21 Schemes										
CS0060	Vehicles	0	0	0	0	3,000	0	0	3,000	0	3,000
CS0291	One City park	0	0	15,500	10,300	0	0	0	25,800	0	25,800
CS0060	Electric vehicles/ New street cleansing	1,804	0	0	0	0	0	0	1,804	0	1,804
CS0472	District Heating	250	0	250	4,752	6,702	2,361	6,459	2,871	4,985	14,315
CS0473	Feasibility Studies in to Renewable Energy	500	0	3,000	1,500	0	0	2,000	3,000	0	5,000
CS0405	City Hall	0	0	1,000	1,000	0	0	0	0	2,000	2,000
CS0476	Additional Building controls	250	0	1,000	500	750	0	0	0	2,500	2,500
CS0404b	Playgrounds	85	0	1,300	0	0	0	1,385	0	0	1,385
CS0477	CCTV	500	0	475	0	0	0	0	487	488	975
CS0478	Fly tipping	300	0	0	0	0	0	0	0	300	300
CS0474	Transforming cities fund	2,250	0	33,000	30,750	0	0	66,000	0	0	66,000
CS0480	Flood Alleviation	200	0	0	0	0	0	200	0	0	200
CS0481	City Centre Regeneration Fund	500	0	9,000	0	0	0	0	9,500	0	9,500
CS0471	Clean Air Zone	2,943	0	26,026	24,400	0	0	53,369	0	0	53,369
CS0445	Core IT Infrastructure 20-21	2,000	0	1,700	0	0	0	0	0	3,700	3,700
Total - Reserve Schemes & Contingencies		33,046	0	126,534	119,700	45,426	10,361	148,243	139,716	45,108	335,067
TOTAL - All Services		120,453	4,806	239,064	260,418	71,811	19,184	374,984	200,479	135,467	710,930

Bradford Council Strategic Risk Report

Report Type: Risks Report
Generated on: 25 June 2020

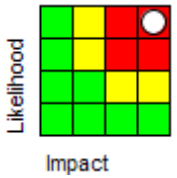
Code & Title	SR 1 BCM BCM Critical facilities				**Current Risk Matrix**
Description	Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
				Likelihood	**Impact**
Type of Risk	**District**	Yes	**Category**	Medium	Significant
	Strategic	Yes	**Risk Score**	2	2I
	Operational	Yes	**Total Score**	**4**	
Potential Effect of Risk	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	All services have in place a business continuity plan which are collated by the Emergency Management Team annually. These plans are owned by the relevant Service Assistant Director, all plans across the Council's services will need review and specific risk assessments in place for Covid-19 Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004. which are:to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. This is coordinated at a regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utliltiesutilities and partner organisations such as the Environmental Agency and Yorkshire Water. 7 duties are covered in key work area sub groups and one of these groups is the Training and Exercising Group. They regularly develop exercises where plans are tested in a range of scenarios, such as incidents caused by bad weather, a CBRN (chemical, biological, radiological and nuclear) event, flooding, resource sharing etc. These events are sometimes "live" but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified				

	Service on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's approach in an incident or emergency situation. In place a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews. Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these. The 7 key duties of the CCA are covered in key work area sub groups and one of these groups 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 etc. 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. 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. In place are a range of plans which include contingencies for extreme weather, flooding, evacuation, rest centre/humanitarian assistance centres and Emergency Management Plan, to name but a few. These plans are exercised and tested regularly and lessons identified are included in plan reviews. Disaster Recovery site away from the City which houses secondary servers which would be switched over to from the Councils servers in the City Centre should there be an incident affecting these.
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team
Date Reviewed	23-Apr-2020
Actions / Controls under development	The revised format for BCM Planning will continue to be rolled out throughout the council with the expectancy that all teams will have a BCM plan and that all key teams with critical services will be tested for their response to a service interruption. Lessons identified from Covid 19 will be built into the planning process and reviewed again on completion of the debriefs that will take place
Managed By	Susan Spink
Administered By	Gina Glot

Code & Title	SR 2 HSG Inadequate Housing Supply				**Current Risk Matrix**
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA went live in April 2020 and elements of the financial model are to be discussed and agreed with the external auditor in Q1 2020-21. The outcome of these decisions could affect the council's direct delivery programme. The impact of Covid 19 on housing supply and demand is to be determined.				
				Likelihood	**Impact**
Type of Risk	**District**	Yes	**Category**	Medium	Critical
	Strategic	Yes	**Risk Score**	**2**	3
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. Negative impact on regeneration priorities and neighbourhoods.				

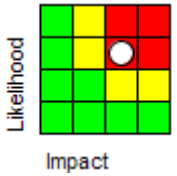
	Negative impact and wasted resources associated with a large number of empty homes. Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community Negative impact on education priorities as inadequate housing affects children's educational attainment. Net additional homes (CIS_05 (NI 154)) Number of affordable homes delivered (NI 155) Negative impact on homelessness and greater use of temporary accommodation
Internal Controls	'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base. Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders. Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee. In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all." Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker Comprehensive stock modelling for Bradford District completed in 2016 providing insight in to housing condition and basis for targeted interventions. 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 and area plans. The two strategies are now published online for consultation and were considered by Executive in January 2020These will analyse the Bradford housing market in depth, advising on the amount and type of homes needed in different areas, including affordable and specialist housing. The Strategic Housing Land Availability Assessment (SHLAA) is also under review by the Planning Service to ensure that sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs including determining whether there is a 5 year supply of deliverable housing land (as required by Government).The Brownfield Register of land available for housing was updated and published in Dec 2019. Comprehensive analysis Council's land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2019, the council published a Housing Delivery Test Action Plan. 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. 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. By the summer of 2020, the Council will have delivered over 400 affordable homes for rent. 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 2103 requests for assistance during 2018/19. The SHMA was updated in 2019 Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District's housing stock. Invest in a proactive programme of interventions to bring empty homes back in to use. Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness.

	Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs).
Assurance Mechanisms	An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs Study has been produced by ARC4, in support of the local plan which was published in 2019.
Date Reviewed	20-May-2020
Actions / Controls under development	National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government is reviewing the standard method and is anticipated to issue revised approach around time of latest ONS household projects being issued in June/July 2020. Local Plan continues to progress though timescales under review in light of Covid – 19 working towards consultation in late summer on the Core Strategy Partial Review and Allocations preferred options. 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 additional new build affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme is under review as a result of recent Government guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA became operational on 1.4.2020 and the scale and scope of the future delivery programme will be developed once the financial modelling for the HRA is complete and signed off by the Auditors.
Managed By	Shelagh O'Neill
Administered By	Gina Glot

Code & Title	SR 3 DEG Delivering Economic Growth				**Current Risk Matrix**
Description	.Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high. Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment. COVID-19 impacts on the economy are significant and will increase as Government support reduces.				
				Likelihood	**Impact**
Type of Risk	**District**	Yes	**Category**	Very high	Catastrophic
	Strategic	Yes	**Risk Score**	4	4
	Operational	Yes	**Total Score**	**16**	
Potential Effect of Risk	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
Internal Controls	Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors. Comprehensive Invest in Bradford website **www.investinbradford.com** Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. **www.madeinbradford.com** Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing). Respond to Government consultations and participate on working groups focussing on key policy areas Economic Strategy +365 Event 6th March 19 and Annual Report shared with partners. Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley Rapid deployment of Government grants to eligible businesses. Partnership response developed and survey work undertaken to establish impacts and inform response
Assurance Mechanisms	Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework COVID-19 response reports into Gold / Silver / Bronze command structure
Date Reviewed	09-Jun-2020
Actions / Controls under development	Implementation of Economic Strategy – Delivery Plan Implementation of the Bradford District Workforce Plan – COVID-19 proposal to consider scale of up of Skills House offer Economic Development - service reshaping and restructure ESIF Programme engagement Maximising opportunities to attract Government funding to support for urban centre regeneration Development of Leeds City Region (LCR) pipeline projects Development of Local Plan Initiatives developed under the Growth Deal to protect priority outcomes Leeds City Region and West Yorkshire Combined Authority action impacting on the District Support for business post Brexit with the LEP Engagement in plans for Shared Prosperity funding in order to maximise future resources Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions NPR growth strategy being developed in consultation with partners. . Review of WY Combined Authority SPA's (spatial priority areas) is underway. Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream Development of Bradford COVID-19 economic recovery plan incorporating cultural recovery planning
Managed By	Shelagh O'Neill
Administered By	Gina Glot

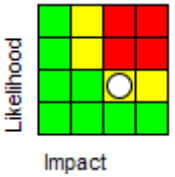
Code & Title	SR 4 SCC Safer Cohesive Community	**Current Risk Matrix**

Description	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity. As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'				
				Likelihood	**Impact**
Type of Risk	**District**	Yes	**Category**	High	Critical
	Strategic	Yes	**Risk Score**	**3**	3
	Operational	Yes	**Total Score**	**9**	
Potential Effect of Risk	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. Loss of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Ineffective engagement with citizens, community groups Communities continue to believe that some sections are treated better than others Disproportionate adverse impact on the district's most vulnerable communities				
Internal Controls	The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board. The Safer Communities Partnership 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. Neighbourhood Service supported multi agency Place Based Meetings - reporting community tensions as part of standard agenda – including police, youth service, RSLs etc. Council Wardens record issues that may lead to increased community tensions. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Police incidents which may have an impact on tension are shared with relevant partners. Hate Crime reports are being monitored on a weekly basis in the lead up to EU exit. Police Tension reports are reviewed daily during the coronavirus pandemic to assess any emerging crime trends, some of which could have a bearing on community relations. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities.				
Assurance Mechanisms	Ward Assessments provide an annual assessment of community tensions based on above. West Yorks Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group. A 'Supporting Communities' Bronze meeting has been established as part of the district coronavirus response governance arrangements, feeding through a 'Silver' to a strategic 'Gold' meeting. An annual report on Stronger Communities work is considered by the Corporate Overview & Scrutiny Committee.				
Date Reviewed	20-May-2020				
Actions / Controls	The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Health and Well Being Board. Neighbourhood Service supported Ward				

under development	Officer Teams - reporting community tensions as part of standard agenda – including police. Council Wardens record issues that may lead to increased community tensions. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group. Police incidents which may have an impact on tension are shared with relevant partners. The Counter Extremism and the Prevent Strategy work reduces risk of extremist influences creating divisions between communities. A stronger communities strategy has been developed which includes a programme of work to respond to the government's Integrated Communities Strategy. £2.6 million has been allocated to support a two year programme of work. A new 'Stronger communities Partnership' is in place that will oversee the implementation of the strategy delivery plan and the district's wider work in support of building strong and resilient communities. Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally although effective relationships across communities and a shared commitment to support Bradford and its district is currently providing an effective response. Work is ongoing to understand and respond to the concerns that are being expressed by some residents associated with Britain's exit of the European Union. Hate crime monitoring is taking place on a weekly basis and an engagement plan has been developed and is being implemented to respond to concerns. Support is being provided through voluntary sector groups with residents seeking to apply to the EU Settlement Scheme. A Brexit Preparedness Steering Group meets and considers emerging impacts that includes those with a possibility of community tensions. Tensions monitoring through police logs has been increased to 'daily' during the coronavirus pandemic. Assistant Director Neighbourhoods has twice weekly calls with senior police colleagues to discuss emerging issues, initiated at the commencement of the coronavirus pandemic. A Supporting Communities Bronze meeting has wide representation from statutory and voluntary partners and is able to initiate and coordinate action in response to emerging issues likely to have an adverse impact on community cohesion. Contracts with key VCS organisations have been extended during the coronavirus pandemic to provide some financial assurance, allowing key voluntary sector partners to play a full and active role in responding to emerging community tension issues. Five 'community hubs' have been developed to coordinate activity at a locality level, helping to ensure that those needing support during the coronavirus pandemic can access the help that they need.
Managed By	Ian Day
Administered By	Gina Glot

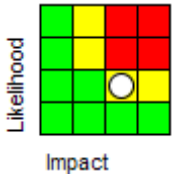
Code & Title	SR 5 BRX Brexit Resilience & Opportunities				**Current Risk Matrix**
Description	Following the election, the UK will be leaving the EU with the withdrawal agreement. The new relationship with Europe on immigration and trade will be agreed during 2020 with a deadline of 31 December 2020. We are working across the council to prepare for the implications and opportunities presented by Brexit on our residents and businesses.				
				Likelihood	**Impact**
Type of Risk	**District**	Yes	**Category**	Very high	Significant
	Strategic	Yes	**Risk Score**	**4**	2I

	Operational	Yes	**Total Score**	**8**
Potential Effect of Risk	There are a number of potential issues that may arise, including Filling skills gaps in social care which have, in the recent past, relied in part on a European Union workforce. Impact on the UK Economy and local economy. Ensuring an estimated 26,000 EU citizens who live and work in Bradford obtain settled status and retain their rights.			
Internal Controls	CMT has conducted a Brexit Preparedness risk assessment and developed a corporate strategy for mitigating the risks should there be a no deal Brexit. This was discussed weekly with relevant internal colleagues and at the Council Management Team meetings. We will continue to monitor this in light of the 2020 trade negotiations and regularly update the Council Management Team.lim The focus is on two areas of implications: - Ensuring EU residents are aware of how to achieve settled status by the deadline of December 2020 (and that vulnerable citizens including Looked After Children are supported). - Ensuring businesses are aware of the impact of changes and are directed to support (and to continue to monitor the impact on businesses until the trade negotiations with the EU are completed).			
Assurance Mechanisms	We are providing regular reporting to the Council Management Team.			
Date Reviewed	20-May-2020			
Actions / Controls under development	CMT has have developed a proportionate approach to mitigate risks with CMT members responsible for individual risks associated with Brexit. This approach is subject to on-going review and updating.			
Managed By	Joanne Hyde			
Administered By	Phil Witcherley			

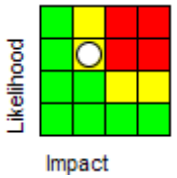
Code & Title	SR 6 ENV Environment and Sustainability				**Current Risk Matrix**
Description	Responding to Climate Emergency by management of Carbon Emissions helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume/capacity pressures, changing targets, legislation, economic and political pressures.				
				Likelihood	**Impact**
Type of Risk	**District**	Yes	**Category**	Medium	Critical
	Strategic	Yes	**Risk Score**	**2**	3
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	Reputational damage due to failure to meet carbon reduction targets or if identified as having poor measurement and control systems in place Damage to Council's credibility as leader if district-wide targets not met.				

	Need to develop new consensus and relationships with city and citizens around creative, local initiatives to enhance sustainability Need to re-prioritise and reallocate resources. Reduced ability to promote external investment. Amount of energy costs as gross figure and relative to the size of Council's estate/ activities Performance against corporate carbon reduction target (40% reduction in greenhouse gas emissions by 2020, using 2005 as baseline year) Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area. Climate "incident" 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. Lack of robust understanding of population and other economic trends but globally expected to be millions of climate refugees due to displacement from rising sea levels 77-87CM by 2100 and water stress / drought Actions identified in corporate energy cost reduction plan not delivered Funding for renewable energy and energy efficiency projects not available Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available Wider stakeholder community under resourced to deliver on action commitments Central Government, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to Carbon Reduction Changing legislation, political priorities, targets Global insecurity causing major fluctuations in energy costs
Internal Controls	Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business critical resource risks in terms of supply and availability or price volatility and impacts on service budgets. Delivering corporate resilience through sourcing 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 resource consumption. Climate Emergency declaration has identified a number of priorities for the councils internal CO2 reduction and progress of these is being reported to Overview and Scrutiny.
Assurance Mechanisms	Managing systems and processes to monitor and report on energy consumption and carbon emissions to ensure compliance with statutory Carbon Reduction Commitment. Carbon emissions from Council operations published annually, tracking progress against 2020 target which has been achieved in 2017/18 financial year
Date Reviewed	20-May-2020
Actions / Controls under development	Working on a strategy to take the councils carbon emissions from 2020 to 2050 and to possibly take a more interventionist approach when it comes to wider district emissions. Working with CDP Cities to identify potential courses of action and strategies for climate mitigation and adaptation Climate action plan in development and this will feed into the carbon emissions reduction strategy as well as local and district plans. Work underway to bolster the agenda where it cuts across council departments. Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. Utilising WYCA relationship with Tyndall Centre for climate change to help produce science based targets for district CO2 reduction. Development of logic model to prioritise interventions and investments. Internal Audit Review being completed. Refocus on the 2038 Carbon Target to be undertaken.
Managed By	Ben Middleton

Administered By	Mark St Romaine

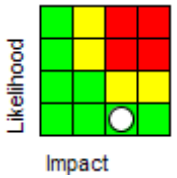
Code & Title	SR 7 FRS Financial Resilience and Sustainability				**Current Risk Matrix**
Description	A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to Central Government funding continuing to reduce in the Medium Term, or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the ongoing impact of Covid. The combination of past and future funding reductions and increasing service demand outs pressure on continued effective delivery of Council services and priorities.				
				Likelihood	**Impact**
Type of Risk	**District**	No	**Category**	Medium	Critical
	Strategic	Yes	**Risk Score**	2	3
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	Services run the risk of failing to deliver statutory / minimum standards Budget is overspent. Suboptimal decisions could be made. Achievement of priorities delayed or not delivered. Service delivery not achieved. Challenges to governance framework. Deterioration in reputation with knock on consequences. Scarce resources may not be utilised / prioritised to maximum effect. Reduced effectiveness of Council Leadership The Council's budget & setting of Council Tax is challenged. The risk remains for future years though already being planned for through organisational review and new operating models workstream. Central Government funding is still reducing and the future is uncertain beyond 2020. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed.				
Internal Controls	Council priorities reaffirmed in the Council Plan approved July 2016 and in the Medium Term Financial Strategy as regularly updated. Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. Budget process fully integrated with the Authority's strategic service and value for money planning. Political engagement in place for budget process. Budget challenge sessions (Officer and Members) instituted during 2018/19 with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes in 2019/20 Rigorous Change Board challenge sessions introduced for all budget saving proposals to effectively track through into delivery and provide early visibility of risks to delivery. Medium term planning extended over a six year time line, with clear assumptions outlined. Controls on procurement and workforce changes in place				

	Meaningful budget consultation process in place Strict adherence to Reserves Policy. Project Appraisal Group established to scrutinise individual capital business cases. Covid emergency and recovery actions subject to daily CMT discussion and regular Theme led governance and decision taking processes, including clear assessment of financial implications
Assurance Mechanisms	External Audit inspection of accounts and opinion Internal audit review of internal control mechanisms
Date Reviewed	11-Jun-2020
Actions / Controls under development	A series of productivity ratios continue to be developed along side the linkage of activity and finance data to identify whether value for money is being achieved - Power Bi. Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs Increased monitoring of high-risk budgets, including review and monitoring of recovery action Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. Raise financial acumen across the Council to improve decision making Implement Finance for Non-Finance Managers training Future Transformational Plan being developed to implement new operating models to deliver cost effective service outcomes. CIPFA Financial Resilience Index issued Dec 2019 shows the Council has a relatively sustainable position across most indices and plans in place to ensure continued resilience
Managed By	Chris Chapman
Administered By	Mark St Romaine

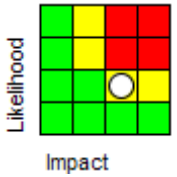
Code & Title	SR 8 INS Information Security				**Current Risk Matrix**
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				
				Likelihood	**Impact**
Type of Risk	**District**	No	**Category**	High	Significant
	Strategic	Yes	**Risk Score**	**3**	2I
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	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	Designated SIRO (senior information risk owner) –Director of Finance & IT 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 Information Asset Administrators (IAAs) – managers appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Middle management working group who support Assistant Directors / Directors in meeting their IAO responsibilities. Regular reporting on performance information Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents IT Security Policies, guidance and procedures actively maintained and reviewed annually. Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018 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. 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. Risk Log approved by IAG and regularly updated. 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, GCSx and Egress in place and communicated through service DMTs and Managers Express Regular independent Penetration testing of IT systems to provide assurance that suitable technical security controls are in place. Required encryption in place. Mandatory training for all staff on Protecting Information Monitoring of participation taking place. Regular Information Governance reporting to CMT and Governance & Audit Cttee The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network
Assurance Mechanisms	Regular Information Governance reporting to CMT and Governance & Audit Cttee 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
Date Reviewed	23-Jun-2020
Actions / Controls under development	On line reporting form being developed for Bradford.gov.uk website Specific training being developed for specialist areas e.g Social Workers
Managed By	Dominic Barnes-Browne
Administered By	Tracey Banfield

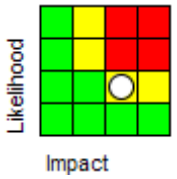
Code & Title	SR 9 GOV Governance Breakdown	**Current Risk**

					Matrix
Description	Governance and corporate management framework is compromised, for example as a result of prioritising short term cost reduction over long term transformation.				
				Likelihood	**Impact**
Type of Risk	**District**	No	**Category**	Low	Critical
	Strategic	Yes	**Risk Score**	**1**	3
	Operational	Yes	**Total Score**	**3**	
Potential Effect of Risk	Increase in fraud. Declining performance. Critical inspection/ external/ scrutiny report. Non-compliance with statute or regulations. Prosecution / financial penalty. Outcomes not delivered Resources not effectively or efficiently allocated and utilised Financial loss. Reputational damage Failure to deliver value for money. Staff reductions may create potential for weakening of key controls through reduced examination and assurance work				
Internal Controls	Strong Governance & Audit Committee (GAC) and scrutiny arrangements. Annual work programme determined by the GAC in consultation with S151 Officer and City Solicitor. This follows the CIPFA/SOLACE framework "Delivering Good Governance in Local Government" Reference to risk a fundamental element in prioritising and design of Annual Internal Audit plan. Established whistle blowing policy and procedure available to all staff. Internal Audit Annual Opinion Satisfactory approved at Governance and Audit Committee 31.7.19 Corporate Fraud Unit established and Performance Report approved at Governance and Audit Committee 19.9.19 Annual review of governance framework including Strategic Directors' compliance statements. Established insurance principles & processes New Corporate indicator set established Regular review of corporate indicators presented to Executive to measure performance in delivering service improvement and outcomes Increased demand on services/requests for assistance Quarterly reporting of corporate risks to CMT and Executive through the Finance and Performance Report A recent improvement is a quicker follow up on Audit recommendations to ensure they have been implemented Revised Risk Strategy approved by Executive				
Assurance Mechanisms	New Code of Corporate Governance Adopted by the Council in December 2017. Assurance exercise completed April 2018. External Audit independent overview.				

Date Reviewed	20-May-2020
Actions / Controls under development	Response to COVID 19 with Gold, Silver Bronze command structure in place will require management review. Establishing new ways of working during current social distancing requirement such as online meetings
Managed By	Joanne Hyde
Administered By	Mark St Romaine

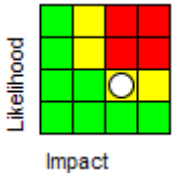
Code & Title	SR 10 DOL Deprivation of Liberty Statements					**Current Risk Matrix**
Description	The Department has a backlog of requests for authorisation of the Deprivation of Liberty Safeguards waiting for allocation					
					Likelihood	**Impact**
Type of Risk	**District**	No	**Category**		Medium	Critical
	Strategic	No	**Risk Score**		**2**	3
	Operational	Yes	**Total Score**		**6**	
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation. Financial consequences. Backlog of cases currently held by the MCA/DoLS Team could mean that people are at risk of an unauthorised deprivation of liberty taking place not in line with the Mental Health Act 2007. Court of Protection is able, and has taken action to indemnify people and their families up to the current potential maximum rate, £1000 per week for an unauthorised deprivation of liberty.					
Internal Controls	The department has recruited a Principle Social Worker who has reviewed practice and implemented an improvement plans which includes: - review of staffing compliment, leading to the establishment of a new MCA team and a business case for new resources - review processes and systems to improve workflow and reduce backlog – this has led to significant reductions in DoLS backlog - training and development linking to statutory responsibility, national guidance and benchmarks for all front line staff including social workers, OTs and CCOs - Improving data quality and reporting through prioritising and implementation of the SystmOne DoLS module .Amendments to the DOLS workspace went live in early 2019. In Feb 2019, CMT approved business case for additional resources to support the DoLS, MCA and Safeguarding Service.					

	Review of processes complete. Workloads more manageable levels. Backlog addressed through the implementation of the MCA/DOLSs business case and has reduced from 2,000 to 50.
Assurance Mechanisms	New safeguarding procedures have been implemented which have resulted in screening of safeguarding concerns take place in both Access and MASH to ensure that they are dealt with appropriately and in a timely manner. A smaller proportion of concerns will be dealt with by the Care Management and Safeguarding team as a result but these will be the more complex concerns and section 42 enquires.
Date Reviewed	20-May-2020
Actions / Controls under development	SystmOne is being developed and a new workspace for Safeguarding is expected to be completed by Jan 20. Alongside this, Power BI reporting functionality will be developed to allow improved performance management of the services. DOLS to be transferred to the LPS scheme in October 2020. Workstream under way with MCA service. External partnership workstream with CCG, Care Trust, Teaching Trust and Airedale. Awaiting departmental health and social care the LPS code of practice due March 2020
Managed By	Bev Maybury
Administered By	Imran Rathore

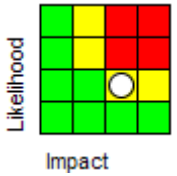
Code & Title	SR 11 ASI Adult Safeguarding Incident				**Current Risk Matrix**
Description	We have the embargo policy for providers and working as a whole system to identify and mitigate against risks in accordance with safeguarding procedures.				
				Likelihood	**Impact**
Type of Risk	**District**	No	**Category**	Medium	Critical
	Strategic	Yes	**Risk Score**	2	3
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation. Backlog of cases currently held by the Adult Protection Unit could lead to litigation of the Council. Adults at risk could be placed at further risk of harm without the backlog of cases being addressed. Failure to follow the N & W and York City Safeguarding Procedures will result in non-compliance with the Care Act 2014 and the 'Making Safeguarding Personal' (MSP) initiative. Safeguarding Procedures being applied incorrectly and without front-line operational consideration for MSP Information will not be disseminated to the operational workforce in order to effect changes in practice and improve service delivery. If performance data is not appropriately collected, analysed and reported there is a risk that 1. The incorrect data collected will not allow for appropriate analyses to be made.				

	2. There is a risk that the data collected will lack integrity. 3. The service will be unable to deploy resources to those areas identified as needing specific support. 4. Appropriate data collection will ensure a robust analysis of how the service is working towards its goals and delivering outcomes for service users.
Internal Controls	Safeguarding Adults Procedures in place which are currently being updated in line with the Care Act 2014 and to embed the provision of Making Safeguarding Personal (MSP). Senior management representation on Safeguarding Adults Board. Reporting to Council Members via the Overview and Scrutiny Committee. Regular meetings, discussions and supervision between the Adult Protection Team Manager and staff members of the Adult Protection Unit to ensure that staff understand how to address the current backlog of cases and the seriousness of failing to do so. Safeguarding Adults Board now managed by CXO – as part of joint support for Childrens and Adults Safeguarding Boards Work underway on delivering the training plan for 2019/20.
Assurance Mechanisms	Strong cooperation with the Commissioning arm of the Council and the Clinical Commissioning Group (CCG), and with the Care Quality Commission (CQC). Regular meetings are scheduled each month throughout the year.
Date Reviewed	20-May-2020
Actions / Controls under development	On-going monitoring of all reported incidents by the Adult Safeguarding Team. The North and West and York City Safeguarding Adults Procedures have been updated and are currently being implemented both within the Council and Partner agencies. A training programme is being delivered to ensure all staff across all partner agencies receive a consistent level of training. Internally, the Safeguarding Adults process has been reviewed and a new streamlined approach to respond to Safeguarding Concerns has been put inplace. A Communication Strategy is to be developed to enable the SAB partner agencies to disseminate information within their own agencies, across agencies and the public. The collecting and collating of safeguarding performance data is to be improved through a review of current data collection and presentation of the performance reports. Develop links with HM Coroner through face to face meetings and the development of a Protocol for effective working between Safeguarding, Commissioning and the HM Coroner. Further develop the links with the PREVENT initiative to address the growing concerns from the risk of adults being radicalised. Implementation of Multi Agency Safeguarding Hub Independent review of historic cases working alongside legal to identify priority cases which need further consideration Development of Systmone safeguarding module to enable capture and sharing of information, work in progress to develop a safeguarding module, aim to complete by Jan 20 Safeguarding service now fully staffed 1 x Service manager 2x Team managers 9 x Social workers
Managed By	Bev Mayburyt
Administered By	Imran Rathore

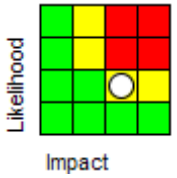
Code & Title	SR 12 ADC Adults Demographic Change	**Current Risk Matrix**

Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.				
				Likelihood	**Impact**
Type of Risk	**District**	No	**Category**	Medium	Critical
	Strategic	Yes	**Risk Score**	**2**	3
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources Lengthening waiting lists for assessments and provision of care Increases in numbers requiring care Increasing overspends				
Internal Controls	Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management modelling have been agreed by leadership, these also include renegotiating and remodelling services to help mitigate the pressure. Work is underway to deliver these new workstreams, progress to date has shown that at quarter 2 we are ahead of the activity targets set at the start of the year – this is translating in an underspend in the department. Monthly Finance, Quality and Performance (FQP) meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems. H&WB Transformation and Change Board in place which includes DMT members, Service Managers on an as and when required basis, Finance Reps and a rep from the Corporate BHBL Transformation Team. Meetings held on a monthly basis to review progress on Transformation and change activity. As part of the implementation of our revised Performance Framework, the approach taken at the FQP meeting has been implemented within the AD SMT meetings and within the Service Manager Team Meetings. Further work is being done with Team managers to embed the consistent use of performance and finance monitoring and review across all areas within the department. Bespoke training on the Performance Management Framework has been rolled out to all team Managers, similarly the Team Managers are also going through training on financial management.				
Assurance Mechanisms	At FQP meetings a Performance and Finance report is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members. Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure.				
Date Reviewed	20-May-2020				
Actions / Controls under development	Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. Impower are leading on a review of demand pressures across the health and social care system with a specific focus on Hospital interface.				

Managed By	Bev Maybury
Administered By	Imran Rathore

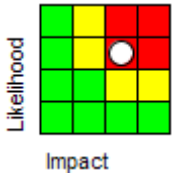
Code & Title	SR 12 ADC Copy of Adults Demographic Change					**Current Risk Matrix**
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.					
					Likelihood	**Impact**
Type of Risk	**District**	No	**Category**		Medium	Critical
	Strategic	Yes	**Risk Score**		**2**	3
	Operational	Yes	**Total Score**		**6**	
Potential Effect of Risk	Demand for social care services is predicted to continue increasing and overspends are likely. Budget proposals highlight this particular pressure as an ongoing concern for the Council. There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources Lengthening waiting lists for assessments and provision of care Increases in numbers requiring care Increasing overspends					
Internal Controls	Department has worked with IMPOWER to review demand management - saving and transformation plans. New savings plans based on a demand management modelling have been agreed by leadership, these also include renegotiating and remodelling services to help mitigate the pressure. Work is underway to deliver these new workstreams, progress to date has shown that at quarter 2 we are ahead of the activity targets set at the start of the year – this is translating in an underspend in the department. Monthly Finance, Quality and Performance (FQP) meeting in place with DMT focusing on reviewing budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems. H&WB Transformation and Change Board in place which includes DMT members, Service Managers on an as and when required basis, Finance Reps and a rep from the Corporate BHBL Transformation Team. Meetings held on a monthly basis to review progress on Transformation and change activity. As part of the implementation of our revised Performance Framework, the approach taken at the FQP meeting has been implemented within the AD SMT meetings and within the Service Manager Team Meetings. Further work is being done with Team managers to embed the consistent use of performance and finance monitoring and review across all areas within the department. Bespoke training on the Performance Management Framework has been rolled out to all team Managers, similarly the Team Managers are also going through training on financial management.					
Assurance Mechanisms	At FQP meetings a Performance and Finance report is presented which summarises progress to date. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members.					

	Regular progress updates are provided to the Portfolio Holder highlighting potential issues raised by this pressure.
Date Reviewed	20-May-2020
Actions / Controls under development	Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money. Impower are leading on a review of demand pressures across the health and social care system with a specific focus on Hospital interface.
Managed By	Bev Maybury
Administered By	Imran Rathore

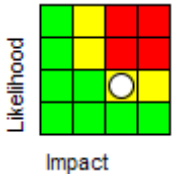
Code & Title	SR 13 DSK Delivery of Skills and Training Priority				**Current Risk Matrix**
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
				Likelihood	**Impact**
Type of Risk	**District**	Yes	**Category**	Medium	Critical
	Strategic	Yes	**Risk Score**	**2**	3
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	Lack of coordination in the efforts of various agencies involved. Lack of congruence with educational attainment objective. District becomes unattractive to businesses and employers. Loss of leadership role. Actions detailed in the Workforce Development Plan are not delivered, impacting ability to fully realise the ambitions in the Economic Strategy Pioneering, Confident and Connected Get Bradford Working outcomes not realised Funding bodies releasing new contracts in isolation. Underspend of current funding				
Internal Controls	ESIF funding has been secured for 19-24 unemployed through partnership with WYCA, delivery started in January 2019, with further funding secured for unemployed adults in partnership with Leeds Council to run until September 2022. Skills for Work (SfW) Work Choice and Work Programme contracts continue to run down until final customers leave programme. Reed in Partnership continue delivery of the DWP Work and Health Programme in the North of England and are delivering this programme in the Bradford district. Partnership meetings continue 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.				

	SfW continue to deliver Levy and Non-Levy Apprenticeships. SfW continues to deliver Education and Skills Funding Agency (ESFA) classroom and Community Learning. Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. Working group established to shape employment and skills response to the coronavirus pandemic under the Bradford Work brand.
Assurance Mechanisms	Bradford Employment and Skills Board established to have oversight of the delivery of the Workforce Development Plan, with the Portfolio holder as Chair
Date Reviewed	20-May-2020
Actions / Controls under development	Senior management remain engaged with the Combined Authority regarding the Devolution deal which includes devolution of the Adult Education Budget, Skills Capital and commitment to exploring alignment of other skills funding. Officers are working to inform policy, principles and processes for implementing the Deal. Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to establish an employment and skills network to both identify and promote good practice and engage with the national policy debate. LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 and supported the opening of the two new post-16 free schools in September 2019. We continue to develop options for A Level provision in the North of the District where Keighley College is developing an academic offer.to complement existing provision. The LA is working through differing post-16 partnerships in the implementation or Workforce Development Plan collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need. The Council, will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one; The Council is developing an inclusive recruitment approach to be managed through SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities. Explore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 3. Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age. Build a careers and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training. Initiation of the Academy within the Health and Social Care Economic Partnership's One Workforce programme will focus on the career progression and skills development of people already working in the Health and Social Care sector in the District. As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues. Upscaling the SkillsHouse partnership approach to both lead recovery from the Covid 19 pandemic but also work to address the underlying employment and skills issues in the District supporting local people to upskill and scure work and businesses to hire locally. The District Workforce Development plan has been approved by executive and launched in February. Progress is being made with key actions and workstreams and as above new governance has been established.
Managed By	Jenny Cryer
Administered By	Heidi Hardy

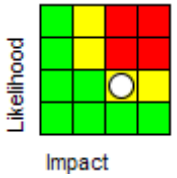
Code & Title	SR 14 SND SEND Services	**Current Risk Matrix**

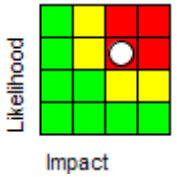
Description	Delivery of the SEND Reforms and compliance with the SEND Codeof Practice				
				Likelihood	**Impact**
Type of Risk	**District**	No	**Category**	High	Critical
	Strategic	Yes	**Risk Score**	**3**	3
	Operational	Yes	**Total Score**	**9**	
Potential Effect of Risk	Services are not compliant with legislative requirements leading to a risk of Judicial Reviews Education, Health and Care Assessments are not undertaken within statutory timeframes SEND Inspection outcome is unfavourable resulting in external intervention				
Internal Controls	Workstreams in place to focus on priority areas with action plans that are based on the objectives from the SEND Strategy to ensure implementation Workstream membership consists of services and partners across the whole Local Area. Implementation of the SEND Transformation and Compliance Team to lead on ensuring compliance with the SEND reform agenda. Restructure of existing SEND teams was implemented in September 2019, which resulted in the 0-25 Integrated Assessment Team, which increased staffing levels for casework officers to enable EHC compliance. Additional Management capacity in place to support the creation of efficient and effective SEN Assessment teams. Caseload allocation system embedded with clear monitoring and accountability procedures with casework supervision happening on a regular basis. Ensuring accuracy of data and effective use of Capita data base. Monthly SEND Inspection preparation meetings with Health colleagues. Development of an accurate SEF with supporting data and evidence across the Local Area. Development of SEND Data Dashboard which collates SEND data from all services into a central programme. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis. Regular feedback mechanisms being established with Parents/Carers and children and young people through SEND Ambassadors and monthly Parental listening events. This had been achieved, however it is been disrupted by the COVID-19 pandemic.				
Assurance Mechanisms	SEND Strategic Partnership Board established with clear ToRs providing governance over the four operational workstreams.				
Date Reviewed	20-May-2020				
Actions / Controls under development	Development of an accurate SEF with supporting data and evidence across the Local Area. Development of SEND Data Dashboard which collates SEND data from all services into a central programme. This includes a front page of key indicators which are scrutinised by the SEND Strategic Partnership Board on a monthly basis. Regular feedback mechanisms being established with Parents/Carers and children and young people through SEND Ambassadors and monthly Parental listening events.				
Managed By	Marium Haque				

Administered By	Heidi Hardy

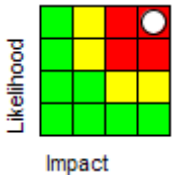
Code & Title	SR 15 OIP Ofsted Improvement Plan				**Current Risk Matrix**
Description	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk				
				Likelihood	**Impact**
Type of Risk	**District**	No	**Category**	Medium	Critical
	Strategic	Yes	**Risk Score**	2	3
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	Poor reputation Intervention by DfE of local authority services Financial				
Internal Controls	Children's Services Improvement Board is in place and independently chaired by Stuart Smith appointed by the DfE. The Board has continued to scrutinise the improvement work during Covid 19 restrictions with good progress being made despite issues of stretched capacity. Children's Social Care have continued to deliver services with contingency planning in place to deliver their core business and make improvements. The new Children's Social Care leadership and management structure is now fully in place since March 2020 and embedding with a high focus on compliance and quality of practice. The Innovation and Improvement Project Team continue in post with key projects underway for critical areas of improvement working with the new CSC management arrangements for sustainability of new models of working and practice. Improved vital signs reporting in place for CSC data; quality of audits and workforce management. Ofsted report in their last monitoring visit that 'Senior managers have recently implemented an improved performance dataset, which is enabling frontline managers to address compliance with key performance indicators' Self-evaluation tools have recently been put in place which reflect current status of practice which are driving improvement, this is alongside the improvement being made through the key projects. All of this work is within the refreshed Children's Improvement Plan (June 2020) which shows increased pace in the work required. This work continues to be recognised by Ofsted as the LA working in the right direction to make the improvements necessary stating… the local authority (recognise it areas for improvement) in its self-evaluation, which provides an accurate understanding of its areas for improvement. Increased investment which has been secured through LA finances is clearly linked to the Improvement Plan.				
Assurance Mechanisms	Future Ofsted Inspections				
Date Reviewed	20-May-2020				
Actions / Controls under development	Plan Inspection Timetable				

Managed By	Mark Douglas
Administered By	Heidi Hardy

Code & Title	SR 16 EAT Educational Attainment				**Current Risk Matrix**
Description	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.				
				Likelihood	**Impact**
Type of Risk	**District**	Yes	**Category**	Medium	Critical
	Strategic	Yes	**Risk Score**	**2**	3
	Operational	Yes	**Total Score**	**6**	
Potential Effect of Risk	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.				
Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.				
Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.				
Date Reviewed	20-May-2020				
Actions / Controls under development	Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. Partnership working with DfE Opportunity Area to bring about improvements in the least well performing academies and schools National funding programme to support pupils in academic year 2020/21 will support individual schools with gaps in attainment caused by school closure due to pandemic. Bespoke support programmes to schools to ensure transition back to normal school life is achieved smoothly				
Managed By	Sue Lowndes				
Administered By	Heidi Hardy				

Code & Title	SR 17 CSI Children Safeguarding Incident				**Current Risk Matrix**
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.				
				Likelihood	**Impact**
Type of Risk	**District**	No	**Category**	High	Critical
	Strategic	Yes	**Risk Score**	3	3
	Operational	Yes	**Total Score**	**9**	
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation				
Internal Controls	Children's Social Care An Improvement Plan, Improvement Board and Governance have been put in place with six themed work streams. Additional QA capacity has been recruited to provide scrutiny and additional data capacity to develop and enhance performance dashboards. Additional managers and social workers have been recruited to address the demand issues Social work pay has been uplifted and a recruitment programme put in place. Mandatory training is in place for all staff. MASH/Front Door Additional Head of Service in place to increase management capacity; remodelling of the front door; enhanced partnership approach to early help in localities				
Assurance Mechanisms	The Bradford Safeguarding Childrens Board BSCB has carried out a Section 11 Audit of the safeguarding arrangements. Tight Performance Management Systems and clear lines of Management and Accountability Systems in place. Comprehensive Child Protection Training Strategy in place for all operational staff. BSCB has implemented enhanced safeguarding procedures across member agencies in the district including a review of children missing education and a review of the CSE Team.				
Date Reviewed	20-May-2020				
Actions / Controls under development	A review of caseload allocation has been put in place to ensure resources are aligned to need. Caseloads for social work teams have now manageable. The BSCB risk register now reflects the increases in LAC and CP Plans and as separate risk the staffing challenges within Children's Services. Mitigation and progress is monitored through the Business Planning process. The BSCB continues to conduct multi-agency challenge panels and has timetabled further panels. A follow up Section 175 and Section 11 audit are on-going to allow organisations and schools, to self evaluate SG arrangements and the BSCB will collate and analyse finding to understanding risk and threat. A revised Strategic response to CSE has been signed off and linked Action Plan is in the final stages of planning. The LA have appointed a CSE analyst who will be tasked with the production of Profiles and assessments to inform resourcing, prioritising and planning of services. Collaborative work continues with the SAB and CSP around complex safeguarding, Digital Safeguarding, Shared learning from SCR's and Communications. This				

	work allows the BSCB to recognise the impact of harm to children involved in OCG and Modern Day Slavery. This will present an opportunity to reduce duplication of work around families with multiple vulnerabilities. The risk has been increased to recognise the recent increasing demands and resourcing challenges. The Quality Assurance Framework has been revised and a regular programme of monthly themed audits is in place in order to provide a continual assessment of social work practice. This is complemented by tracking and quality reports produced by IROs and CP Chairs after conference/review. Quality and performance dashboards are also in place to monitor the quality of social work practice. New safeguarding arrangements under Working Together 2018 have commenced since the 1/9/19 and the BSCB is now called the Bradford Partnership (TBP). Key work streams include the implementation of a Continuum of Need and the Front Door now deals with exploitation in a wider sense, with the launch of a multi-agency protocol. TBP continues to work closely with the Children Services Improvement Board to provide scrutiny and oversight and facilitate multi-agency working activity. Collaborative work continues with the BSAB and CSP around wider complex safeguarding themes, shared learning from serious case reviews and communication and engagement work.
Managed By	Jenny Cryer
Administered By	Heidi Hardy

Code & Title	SR 18 COV Covid Multiple Outbreaks					**Current Risk Matrix**
Description	Covid infections rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios					
					Likelihood	**Impact**
Type of Risk	**District**	Yes		**Category**	Very high	Catastrophic
	Strategic	Yes		**Risk Score**	4	4
	Operational	Yes		**Total Score**	**16**	
Potential Effect of Risk	Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion					
Internal Controls	COVID 19 Outbreak Management Plan devised an implemented, including a range of Standard Operating Procedures for how to deal with outbreaks in different groups and settings, overseen by the Outbreak Management Board Individuals who need to be shielded and those they live with are supported to isolate. Robust testing and tracing processes. Businesses, schools and partners have adequate and appropriate advice to ease from lockdown whilst minimising the risk of infection. Support for people who need to shield/ self-isolate. Finalising system plan that enable us to manage supply of social care support in line with the social care action plan from hospital discharge to communities					

	All people are being tested going in / out of hospital. Where people have tested positive for COVID19, no services without appropriate PPE Developed and implemented Care Home Action Plan tackle infection rates in care homes, letter to OP Providers circulated. Proactive calls to 90 Care Homes have taken and will continue on a weekly basis, with issues being collated and monitored.
Assurance Mechanisms	On going monitoring of Covid infections in the District
Date Reviewed	25-Jun-2020
Actions / Controls under development	Arrangement to be setup to mobilise both training and wider support activities. Continued safe management of COVID 19 response in the medium term: Development and implementation of operating model to ensure appropriate management and support for people with covid-19 in conjunction with health partners; Step up activities in maintaining support to providers / staff - standards around PPE, social distancing, testing, financial support, workforce, communications, risk assessment where inequalities exist amongst residents and workforce e.g. BAME Support schools and childcare providers to open safely and continue to support them to operate safely whilst the COVID 19 threat remains. Support businesses to adapt and open safely. Enhance training and awareness of use of PPE to meet operational priorities Continue existing work with partners on health inequalities, prevention and health improvement.
Managed By	Sarah Muckle
Administered By	Imran Rathore