City of
BRADFORD
METROPOLITAN DISTRICT COUNCIL

Report of the Director of Finance to the meeting of Governance & Audit Committee to be held on 17 April 2025

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Subject:

The Council's Strategic Risk Register (SRR) – Quarter Four Update (2024/25)

Summary statement:

The SRR has been reviewed and an updated SRR is included at Appendix B for G&AC review and comment.

EQUALITY & DIVERSITY:

Several of the strategic risks have a direct bearing on how the Council delivers its equality and diversity objectives.

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Interim Director of Finance / S151

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Portfolio:
Corporate

Overview & Scrutiny Area:

Corporate

1.   SUMMARY

1.1   The purpose of the report is to provide G&AC with an update on the SRR, identify on-going actions and developments and seek G&AC agreement to various matters.

1.2   The SRR is updated on a quarterly basis. The current SRR has been subject to review and is enclosed.

1.3   The detail within each of the individual risk records has been reviewed during quarter 4 by Departments and the Risk Manager to add focus on actions and assist with prioritisation.

1.4   The introduction of the Corporate Risk Group (CRG) approved at CMT in July 2024 is assisting with the process of risk review and escalation if needed.

2.   BACKGROUND

2.1   The Council's Risk Management Strategy provides for the SRR to be brought to G&AC on a six monthly basis in support of G&AC's responsibility for ensuring there are adequate arrangements for risk management across the Council and its partners. The SRR is also reported to the Executive.

2.2   Strategic risks are possible future events that may impact on the overall vision, purpose, and strategic priorities of the Council, or that may materially impact the proper and effective governance and operation such as risks that cut across the organisation. They have a medium to long term perspective. Some of the risks on the SRR reflect current governance issues, i.e. where a risk has or is occurring and needs active management at a strategic level.

Strategic Risk Register – Key changes since the previous G&AC report

2.3   On 19 September 2024 G&AC reviewed the SRR previously recommended by CMT on 28 August 2024 and resolved that:

➢ two risks relating to Ofsted inspection and Children's Trust (contract affordability and legacy) be reviewed / combined;
➢ educational attainment continue to be monitored through the Strategic Risk Register (This had been previously de-escalated from the SRR);
➢ G&AC receive an update of the Risk Register in six months.

2.4   In response:

➢ Childrens Services reviewed the focus of their strategic risks and replaced the Ofsted inspection and Children's Trust risks with quality & efficiency of Children's Services and BCFT sustainability of savings targets;
➢ educational attainment is included in the SRR;
➢ the Council's Risk Management Strategy now provides for G&AC to receive the SRR six monthly.

2.5 The summary of the SRR included at Appendix A shows that there has been some movement in the risk assessment scores for the current strategic risks in the last 18 months. However more is needed to better inform senior leaders as to the expected levels of risk and progress being made in managing these key risks. Therefore, the risk report template (which captures the strategic risks as reported in Appendix B) has been changed and the risks reviewed to:

➢ refine and focus the risk descriptions;
➢ make the reported risk records more succinct;
➢ add focus on the assessment activities;
➢ introduce risk target scores with target dates (where management considers the level of risk is too high and can be reduced);
➢ focus the stated actions with objectives and target dates.

2.6 The following key changes have been made:

➢ adults demographic change & demand has been de-escalated. Detailed work was undertaken as part of the budget process for 2025/26 to quantify demographic pressures for older people's services and for those young people likely to transition from Bradford Children and Families Trust to Adult Social Care within the council. This has been fully funded in the budget along with monies for care provider inflation. The level of risk has been considered and is being downgraded. The risk has therefore been de-escalated for monitoring to the Adult Social Care department risk register;
➢ inadequate housing supply has been de-escalated as it is worded around an inevitability. Work is being undertaken within the service to develop focus on the key risks in this area for monitoring within the service or escalation, as appropriate;
➢ council infrastructure risk has been escalated to the SRR – see Appendix D;
➢ major cyber attack has been escalated to the SRR – see Appendix B.

2.7 The current SRR (included at Appendix B) contains the following risks with current and target risk scores. Where management have accepted the current level of risk, no target risk score is identified. Arrows show where risk scores have been increased or decreased since Quarter 2.

Strategic Risk	Risk Score	Target	
		Score	Date
Core Risks;			
1. Financial Resilience and Sustainability	16	6	01.04.30
2. Workforce	9 ⬆	6	30.04.26
Council Plan Key Risks;			
3. Delivering Economic Growth	9	6	31.03.27
4. Safer Cohesive Community	12	-	-
5. UK City of Culture 2025	6	-	-
6. Environment and Sustainability – Infrastructure Resilience	4	-	-

7.	Safeguarding	9	6	30.09.25
8.	BCFT - Sustainability of Savings Targets	6 ⇩	-	-
9.	Quality & Efficiency of Children's Services	6 ⇩	-	-
10.	Educational Attainment	9	-	-
11.	SEND Services	9 ⇧	6	31.03.26
12.	Poverty in the District	12 ⇧	9	31.03.30
13.	Council infrastructure	8 new	4	31.12.2031
14.	Major Cyber Attack	8 new	-	-
"Being Prepared" Risks;				
15.	Terrorist Incident	12	-	-
16.	Council Resilience	4 ⇩	2	31.09.25

2.8 The Corporate Risk Group (CRG), which includes representatives from all departments and other relevant parties reviewed the content of the SRR report and further changes have been made subsequently.

Progress against the Risk Management Development Plan

2.9 To drive improvements to the Council's risk maturity a development plan is in place and kept under review. Changes will take some time to be fully embedded and whilst a lot has been achieved further work is required to ensure the arrangements become fully effective. A summary of recent developments and key actions planned for 2025-26 is included in Appendix C for reference and comment. The highlights are shown below:

2.9.1 Development of Risk Management Software

The Risk Manager has been working with transformation colleagues in developing an online and more interactive risk management solution based on Microsoft 365 applications already utilised by the Council. Reviews and discussions have been undertaken with a number of organisations in order to establish what works and what would be best for Bradford Council, within the limitations of the applications available. A system is in development for testing and roll out in 2025.

2.9.2 Development of Risk Management Strategy, Policy and Processes

The Risk Management service continues to develop risk management practices in accordance with the CIPFA recommendations. A final version of the Risk Management Policy, Strategy and Processes documents will be agreed in the new financial year. This includes outlining the Council's approach to risk appetite.

2.9.3   Risk Culture

Departments now all have dedicated risk leads and the Corporate Risk Group is meeting on a regular basis and includes representatives from Bradford Children and Families Trust and the West Yorkshire Pension Fund. The Risk Manager is working with other local authorities across West Yorkshire to develop a peer best practice group in order to support future developments and share ideas and best practice.

2.9.4   Risk Management Training

The Risk Manager is currently developing a range of training which will be rolled out during 2025/2026. The recruitment of a risk officer will support these developments.

2.9.5   Department Risk Registers

Progress is being made in the completion of Department risk registers. However, further work is required to complete these.

3.   OTHER CONSIDERATIONS

None.

4.   FINANCIAL & RESOURCE APPRAISAL

4.1   Risk Management is an integral element of the Council's Corporate Governance arrangements.

4.2   Specific strategic risks concerning financial sustainability and human resources are identified within the risk report at Appendix B , and each risk has financial, legal, human resource and communications implications.

4.3   There are no immediate additional budgetary, workforce or media / internal communication considerations arising directly from this report. The potential impact of the reservoirs act is being worked on and will be reported separately. Further actions deemed necessary in response to the risks identified may have resource implications. As risk represents the identified inevitable uncertainties of the future that matter to the achievement of corporate objectives, such uncertainties may also present opportunities as well as threats that are not currently identified.

5.   RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1   Risk management is an integral element of the Council's corporate governance arrangements.

6.   LEGAL APPRAISAL

None.

7.   OTHER IMPLICATIONS

7.1   SUSTAINABILITY IMPLICATIONS

None.

7.2   TACKLING THE CLIMATE EMERGENCY IMPLICATIONS

None.

7.3   COMMUNITY SAFETY IMPLICATIONS

None.

7.4   HUMAN RIGHTS ACT

None.

7.5   TRADE UNION

None.

7.6   WARD IMPLICATIONS

None.

7.7   IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

None.

7.8   ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None.

8.   NOT FOR PUBLICATION DOCUMENTS

The background information included at Appendix D is 'Not for Publication' on the grounds that it contains confidential information as defined by section 100A of the Local Government Act 1972 (as amended), and under section 12(A) 7 of the same Act - information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

9.   OPTIONS

9.1   G&AC can propose other actions to support the operation of risk management across the Council. These may include, but are not limited to;

> de-escalating any of the risks currently included on the SRR;

> escalating or adding new risks to the SRR;

> suggestions on the structure of the SRR that may assist the management of risk going forward.

10.   RECOMMENDATIONS

That G&AC:

> provide their considered views on the options set out in Section 9 of this report.

> recommend the Strategic Risk Register to Executive.

> note the on-going developments to the Council's risk management arrangements.

11.   APPENDICES

Appendix A   Trend Analysis of Bradford Council's Current Strategic Risks at
                Quarter 4 2024/25
Appendix B   Bradford Council Strategic Risk Register as at Quarter 4 2024/25
Appendix C   Risk Management Development Plan
Appendix D   Confidential Items – Council infrastructure and Cyber Security

Trend Analysis of Bradford Council's Current Strategic Risks at Quarter 4 2024/25

The table on the following page shows the risks that are currently on the strategic risk register.

Notes and Explanations to the table

Key to Abbreviations and symbols in the table below.

"Like"	Likelihood
"Imp"	Impact
"Risk"	Total Risk Score.
"Movement"	Compares the current risk score (at quarter 4) to the risk score in the quarter 2 (2024/25) risk report. This therefore shows movement in the risk ratings over the last 6 months.
⇧	Risk rating has increased since the previous quarter.
⇔	No change in the risk rating since the previous quarter.
⇩	Risk rating has decreased (improved) since the previous quarter.

(Risk Category abbreviations are shown in the Risk Assessment and Score explanation below the table).

A current risk score below 6 is shown in green.
A current risk scored between 6 and 8 is shown in amber.
A current risk score of 9 and above is shown in red.

Strategic Risk	2022/23 – Q4			2023/24 – Q4			2024/25 – Q2			2024/25 – Q4			Movement (Q2 to Q4)
	Like	Imp	Risk	Like	Imp	Risk	Like	Imp	Risk	Like	Imp	Risk	
1. Financial Resilience and Sustainability	High	Crit	9	VHigh	Cat	16	VHigh	Cat	16	VHigh	Cat	16	⟺
2. Workforce	High	Sig	6	High	Sig	6	High	Sig	6	High	Crit	9	⇧
3. Delivering Economic Growth	High	Crit	9	High	Crit	9	High	Crit	9	High	Crit	9	⟺
4. Safer Cohesive Community	High	Crit	9	High	Cat	12	High	Cat	12	High	Cat	12	⟺
5. UK City of Culture 2025				Med	Crit	6	Med	Crit	6	Med	Crit	6	⟺
6. Environment and Sustainability – Infrastructure Resilience	Med	Cat	8	Low	Cat	4	Low	Cat	4	Low	Cat	4	⟺
7. Safeguarding (Formerly Children's Safeguarding)	High	Crit	9	High	Crit	9	High	Crit	9	High	Crit	9	⟺
8. BCFT - Sustainability & Savings Targets				High	Crit	9	High	Crit	9	Med	Crit	6	⇩
9. Quality & Efficiency of Children's Services	High	Crit	9	High	Crit	9	High	Crit	9	Med	Crit	6	⇩
10. Educational Attainment	High	Crit	9	High	Crit	9	High	Crit	9	High	Crit	9	⟺
11. SEND Services	Med	Crit	6	Med	Crit	6	Med	Crit	6	High	Crit	9	⇧
12. Poverty in the District	High	Crit	9	High	Crit	9	High	Crit	9	High	Cat	12	⇧
13. Council Infrastructure (new strategic risk)										Med	Cat	8	N/A
14. Major Cyber Attack (new strategic risk)										Med	Cat	8	N/A
15. Terrorist Incident	High	Cat	12	High	Cat	12	High	Cat	12	High	Cat	12	⟺
16. Council Resilience	Med	Crit	6	Med	Crit	6	Med	Crit	6	Med	Sig	4	⇩

Risk Assessment and Score

Risk is assessed by a manager considering the likelihood of an identified risk event occurring and the potential impact of that risk. We report on residual risk which takes into account the interventions in place to control the risk event. The Total Risk Score is determined by multiplying the risk scores for each category of the risk (Likelihood x Impact). For example, a risk with a medium likelihood of occurring (risk score of 2) and a critical impact (risk score of 3) has a total risk score of 6 (2x3). The tables below show the assessment categories and risk scores used, which are included in the Council's Risk Management Strategy.

Likelihood

Category	Abbreviation in the above table	Risk Score	5 Year Percentage	Description
Very High	VHigh	4	>75%	An event that will probably happen at some point in time and will eventually reoccur.
High	High	3	50% to 75%	An event that may happen or reoccur.
Medium	Med	2	25% to 50%	An event that is unlikely to happen and if it does will not present a future risk.
Low	Low	1	<25%	An event that will probably never happen.

Impact

Category	Abbreviation in the above table	Risk Score	Description
Catastrophic	Cat	4	Health and Safety Serious Injury or Death Scenario, Recovery difficult, requires outside intervention, non-delivery of key objective, significant detrimental impact on staff, major financial loss, prosecution, major project cancelled, sustained adverse publicity.
Critical	Crit	3	Major disruption to service delivery. Authority Wide impact on residents, financial loss, major project delayed, negative impact on staff.
Significant	Sig	2	Breach in statutory duty, potential improvement notice, client dissatisfaction, financial loss, delay to key project.
Marginal	Marg	1	Minor inconvenience for services and staff, services quickly restored.

Bradford Council Strategic Risk Register
Quarter 4 Review 2024-25

Risk Title	1. Financial Resilience and Sustainability			Current Risk	
Risk Event	The Council does not balance its budget and achieve a financially sustainable long term position resulting in a need to issue a s114 notice and Commissioners may be put in place by MHCLG to run the Council.				
Key Impacts	• Significant transformation over at least a 5-year period is required which will mean most services will need to transform and some services and projects will also need to stop, be reduced or deferred. Depending on the nature of this there may be an impact on communities, alternatively the aim is to provide in a different way as far as possible. • The Council's staffing levels will reduce, although there will need to be investment in some areas to enable the Council to successfully make these changes. • The Council will be subject to more scrutiny. • The impact of the risk will go beyond finance and into governance, culture change, project management etc. • If the pace of change is not adequate for MHCLG then the Best Value Notice may be reinstated.				
Managed By	Steven Mair	**Administered By**	Andrew Cross, Mark St Romaine	**Current Score**	**16**
Assessment Date	21 Jan 2025	**Management of Risk**	~~Over /~~ Adequately ~~/ Under~~ Controlled		
Management Action	~~Accept level of Risk /~~ Action Required (Target & Actions Identified)	**Target Score Date**	1 April 2030	**Target Score**	**6**
Current Key Controls	**Key Control Overview**			**Control Assessment**	
	• Financial Strategy has been agreed by the Council and along with the Council and Finance Improvement plans sets out targets and timelines with an agreed set of targets for revenue and capital reductions, income increases and asset sales.			*Working as expected / ~~Requires Improvement~~*	
	• All proposals are supported by business cases, action plans and deliverables and are regularly monitored.			*Working as expected / ~~Requires Improvement~~*	
	• Comprehensive financial and performance monitoring information provided to BBERT, DMTs, CMT, JLT and Executive with corrective actions agreed as appropriate.			*Working as expected / ~~Requires Improvement~~*	

	• Budget process for 2025/26 and beyond budget reviewed and strengthened. Medium term financial plan extended over a seven-year timeline and reviewed on a regular basis with MHCLG.	*Working as expected / ~~Requires Improvement~~*
	• Project Appraisal Group to continue to scrutinise and monitor individual capital business cases.	*Working as expected / ~~Requires Improvement~~*
	• Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs.	*~~Working as expected~~ / Requires Improvement*
	• Review of Finance structure is currently underway, the outcome of which will improve performance.	*~~Working as expected~~ / Requires Improvement*
	• Emergency response BBERT implemented to progress current proposals of savings, fees & charges service reductions. Enhanced review of debtors will also be reported to BBERT	*Working as expected / ~~Requires Improvement~~*
	• Regular interaction with the Children's Trust to mitigate any forecast budgetary overspends.	*Working as expected / ~~Requires Improvement~~*
Assurance Mechanism	• Monthly review by Improvement Board • CMT and Executive review monthly and via BBERT • CIPFA review of progress to be completed in early 2025. • External Audit inspection of accounts and opinion. • Internal audit review of internal control mechanisms.	

	Action Overview	**Outcome objective**	**Target Date**
Actions/controls under development	• Update and reporting of the Financial Improvement Plan undertaken monthly with key elements and sub-risks monitored via Departmental risk group and departmental management team. Variations reported via CMT and Executive.	• Sustainable financial position and balanced budget achieved and maintained.	**March 2025 and annually to 2030 and beyond**
	• Increase capacity and capability within the Department to develop a more strategic financial management approach in order to support and challenge the Authority to deliver its financial strategy and plans	• Sustainable financial position and balanced budget achieved and maintained.	**30 September 2025 and on-going**
	• Raise financial acumen across the Council to improve decision making and Implementing Finance for Non-Finance Managers training.	• Improved financial management and control.	**December 2025**
	• Increase resources for training and development within the department to improve skills and assist with succession planning and growing our own in line with workforce strategy.	• Improved recruitment and retention in Finance Department.	**30 September 2025 and on-going**

Risk Title	2. Workforce	Current Risk
Risk Event	Insufficient (or unaffordable) skilled people capacity to deliver on Council objectives and ensure compliant services.	

Key Impacts	• Inability to deliver on the improvement plan, council key priorities and statutory services. • Non-compliant employment practices result in financial, reputational and litigation risk (e.g. equal pay challenge). • Plans and service delivery become unsustainable within the agreed workforce structures and resources available. • Insufficient recruitment makes agreed structures unaffordable and has an adverse impact on health and well-being. • Failure to recruit to hard to fill roles increases cost. • Increase in spend on agency staff.	

Managed By	Claire Gierth	**Administered By**	Emma Lawer / Kerry Pelkowski / Nick Smith	**Current Score**	9
Assessment Date	31 March 2025	**Management of Risk**	*Over / Adequately /* Under Controlled		
Management Action	*Accept level of Risk /* Action Required (Target & Actions Identified)	**Target Score Date**	30 April 2026	**Target Score**	6

	Key Control Overview	**Control Assessment**
Current Key Controls	Workforce Planning Strategy – Developing council wide and Directorate Workforce Planning Strategies, specific recruitment and retention strategies for different groups, developing the early careers offer and working with partners to address skills shortages, which take into account the future workforce requirements of the council to deliver quality services balanced against organisational design principles.	*Working as expected /* Requires Improvement
	Affordability - Current agreed establishment structure on SAP is 'locked down' with controls in place to only allow changes within certain parameters and policy guidelines. This informs the 2025-26 budget being approved. All Departments have completed an establishment structure cleanse, identified budget/establishment imbalances and are working on mitigating plans.	Working as expected / *Requires Improvement*
	Spending control – Staffing resource spending decisions require evidenced approval of the weekly Staffing Resources Panel chaired by the Director of HR. Only approved requests are actioned on relevant systems/budgets. This will be reviewed to ensure it remains effective.	Working as expected / *Requires Improvement*
	Short term retention and recruitment planning - Market supplement policy employed to retain staff in the short term, pending Directorate Recruitment and Retention Strategies being in place.	Working as expected / *Requires Improvement*
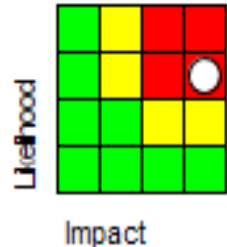
	Recruitment and Selection Policy and mandated Recruitment and Selection and Unconscious Bias training in place to ensure quality of recruits.	~~Working as expected~~ / Requires Improvement
	A process of staff development has commenced in identifying those areas were staff upskilling is required to ensure that continuity planning is in place.	~~Working as expected~~ / Requires Improvement
Assurance Mechanism	- WCC Cell and BBERT reporting on Establishment and structures with frequent CMT updates and budget monitoring and outturn. - JEGS and Allowances Programme Board HLR and Board reporting and periodic CMT papers, and BBERT reporting on allowances.	

	Action Overview	**Outcome objective**	**Target Date**
Actions/controls under development	• Development of revised organisational operating model, service structures and workforce plans.	• To ensure the appropriate talent and resource is in place to support the council improvement plan and deliver the medium to longer term vision.	**March 2026**
	• A review of grading, allowances, and terms and conditions has commenced, and will be ongoing during 2025/26.	• To streamline and simplify organisational processes.	**September 2025**
	• Corporate approach to attracting staff to Bradford through branding strategy leveraging City of Culture.	• To market Bradford as a destination for public sector employees to live, work and stay.	**March 2026**
	• We are using the apprenticeship levy to develop existing and new skills including those in professional and skilled roles.	• Future skills requirements are met.	**April 2026**
	• Targeting focused attraction and recruitment plans for specialist skills/hard to fill posts/ including hard to fill posts currently undertaken by agency.	• Continuity and reduced costs.	**September 2025**
	• Reviewing HR resource to ensure targeted assistance for hiring managers eg scoping recruitment campaigns and sourcing candidates, ensuring advertising channels are appropriate.	• Reach a wide and diverse range of applicants.	**September 2025**
	• Proactively work with managers to agree an 'exit plan', where appropriate, for agency workers and review the approval process for agency workers; this will include reviewing who can approve agency workers for more the 6, 12 and 18 months and regular reporting to DMTs and CMT.	• Reduce agency spend as we implement recruitment and retention strategies and ensure agency staff are only used when this is the best option for the service.	**September 2025**
	• More robust contract management practices are put in place with regards to the contract for agency staff.	• Remedy the shortcomings of the current arrangements.	**June 2025**
	• A strategic approach to organisational design, linked to a review of job profiles.	• Ensure organisational design, structures and job profiles are fit for purpose	**March 2026**

Risk Title	3. Delivering Economic Growth			Current Risk	
Risk Event	Risk of growth in the District is slower and less inclusive than the national economy, leading to lower wages, fewer jobs and less affluent communities.				
Key Impacts	• Reduced Income raised through council tax and business rates and New Homes Bonus • Potential damage to the Council's reputation. • Deteriorating physical and infrastructure assets. • Young people are not equipped to achieve their potential within the district. • Business failure rate increases and unemployment increases. • Long term cost implications of dealing with social issues linked to economic deprivation. • Business relocating out of the District and reducing number of inward investors. • Unable to support businesses to deliver their growth ambitions. • Perception of the District as a place to invest.				
Managed By	Angela Blake	**Administered By**	Jill Stewart Claire Wilkinson	**Current Score**	9
Assessment Date	1 April 2025	**Management of Risk**	*Over / Adequately /* Under Controlled		
Management Action	*Accept level of Risk* / Action Required (Target & Actions Identified)	**Target Score Date**	31 March 2027	**Target Score**	6
Current Key Controls	**Key Control Overview**			**Control Assessment**	
	Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks			*Requires Improvement*	
	Comprehensive Invest in Bradford website **www.investinbradford.com**			*Requires Improvement*	
	Partnership working - supporting effective local and regional strategic partnerships e.g., West Yorkshire Combined Authority activity			*Working as expected*	
	Utilisation of housing investment as a key factor in regeneration			*Working as expected / Requires Improvement*	
	Respond to Government consultations and participate on working groups focussing on key policy areas.			*Working as expected*	
	Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley.			*Working as expected*	
	Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government.			*Working as expected*	

	Development Frameworks have been completed to set the vision and ambition for the City and District and to inform future funding rounds.	*Working as expected*
	Programme of activity under delivery, supported by Gainshare Capacity Funding, providing additional capacity to progress major capital investment projects.	*Working as expected*
	Delivery of devolved allocation of £7.5m UKSPF supporting outcomes aligned to community infrastructure, business and people and skills. The District is also benefitting from regionally delivered programmes.	*Working as expected*
	The Clean Growth Implementation Plan has been reset to deliver a new Economic Growth and Skills Strategy.	*Working as expected*
	Levelling Up Funding has been secured for 3 Bradford Projects, one of which will deliver direct economic benefits to the district through the provision of new employment land and education facilities. (2 of these currently under review due to the change in Government).	*Working as expected*
	Long Term Plan Status for Keighley (currently under review).	*Working as expected*
Assurance Mechanism	Relationship management - development and monitoring of benefits from key programmes such as the Gainshare, UKSPF, Investment Zones, Homes England. West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework.	
	Towns Fund Boards and internal board established.	
	Place Marketing Board established.	
	Southern Gateway Board established.	
	Development of co-ordinated support for businesses to maximise opportunities and benefits of City of Culture 2025.	

	Action Overview	Outcome objective	Target Date
Actions/controls under development	A new Economic Growth Plan for Bradford is almost complete, aligning with the West Yorkshire Local Growth Plan and Economic Strategy.	• Economic Growth Plan for Bradford District	July 2025
	Delivery of the Keighley and Shipley Town Investment Plans well underway. Work ongoing and is governed by the Growth Board	• Delivery of impactful programme providing legacy investment to support towns (extended to March 2027)	March 2027
	WYCA Review of business engagement and support will result in revised areas of focus and amended delivery models – Council provision to be reviewed and reshaped in line	• WYCA shifting focus of WY business support to high growth. Council provision being reviewed and will target accordingly	Ongoing
	Maximising opportunities to attract Government funding to support regeneration and economic development activity.	• Maximised external funding to support priority schemes	Ongoing
	Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley,	• Pipeline of priority investable projects in place	May 2026
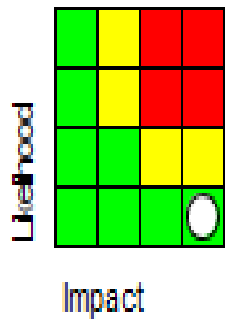
	Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone.		
	Development of Local Plan	• Confirmation of development sites and opportunities for growth	Sept 2025
	Managing allocations of Shared Prosperity funding in order to maximise future resources with preparation of project pipeline in readiness	• Maximised benefits of SPF funding – 12 month extension period confirmed	March 2026
	Utilisation of external funding sources to boost capacity in team for supporting inward investment	• Gainshare Capacity Funding ringfenced to support inward investment capacity	
	Creating opportunities for Place promotion through major events such as Bradford Showcase at UKREiiF and satellite events	• Annual programme of events established for promotion of inward investment and sector and cluster development	May 2025

Risk Title	4. Safer Cohesive Community			Current Risk	
Risk Event	Rising of community tensions, possibly leading to counter action, civil unrest and criminal activity.				
Key Impacts	• Physical, economic, social and emotional harm to individuals • Cost to repair physical and social infrastructure • Negative impact on trust - between citizens, the Council and its partner agencies. • Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. • Reduction in levels of community cohesion within the district. • Adverse media and reputational damage for the district and key agencies. • Less effective engagement with citizens and community groups. • Communities believe that some sections are treated differently than others. • Disproportionate adverse impact on the district's most vulnerable communities				
Managed By	Noreen Akhtar	Administered By	Jill Stewart	Current Score	12
Assessment Date	1 April 2025	Management of Risk	*Over* / *Adequately* / *Under* Controlled		
Management Action	*Accept level of Risk / Action Required (Target & Actions Identified)*	Target Score Date	-	Target Score	-

	Key Control Overview	Control Assessment
Current Key Controls	The Stronger Communities Partnership reports to the Wellbeing Board and 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.	*Working as expected / Requires Improvement*
	The Neighbourhood Service reports community tensions as part of standard agenda – including police, youth service, RSLs etc. Neighbourhood Wardens and area based staff including Youth workers, Ward officers and Assistant ward officers record and report issues that may lead to increased community tensions. The Council has invested in an additional 15 Assistant Ward Officers to increase capacity for response to locality based issues and concerns and to take proactive action to bring people together and celebrate key dates for the district's communities. Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.	*Working as expected / Requires Improvement*
	Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored.	*Working as expected / Requires Improvement*

	Police incidents which may have an impact on tension are shared with relevant partners through a regular 'tensions monitoring' report.	*Working as expected / ~~Requires Improvement~~*
	Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims.	*Working as expected / ~~Requires Improvement~~*
	The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting.	*Working as expected / ~~Requires Improvement~~*
	Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with 'counter narratives and training on critical thinking skills.	*Working as expected / ~~Requires Improvement~~*
Assurance Mechanism	Ward based working and locality and ward plan assessments provide a regular assessment of community tensions based on above.	
	West Yorkshire Police share their community tension monitoring with Safer and Stronger Communities team and wider Council leadership	
	An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Community Safety Partnership, the Wellbeing Board and the Council's Corporate Overview & Scrutiny Committee.	
	Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.	
	Stronger Communities Partnership is now Chaired by the Portfolio Holder for Neighbourhoods and Community Safety, who also Chairs the Community Safety Partnership Board. Together with the addition of Area Committee Chairs on the Stronger Communities Partnership there is now a strengthened connection to locality and a good 'read through' between the two strategic partnerships.	

Actions/controls under development	Action Overview	Outcome objective	Target Date
	-	-	-

Risk Title	5. UK City of Culture 2025			Current Risk	
Risk Event	The Council may not meet its obligations regarding district readiness in 2025, which could impact the delivery of the City of Culture Programme and hinder the full realisation of legacy benefits.				
Key Impacts	• Reputational damage for failure to deliver programme. • Potential Financial consequences including grant clawback from funders. • Potential insolvency of Culture Company. • Potential legal implications for breach of contract. • Withdrawal of support of sponsoring Department (DCMS). Neglecting legacy work, especially after a significant cultural event like the City of Culture, can lead to several risks: • Economic Stagnation: Without continued investment and development, the economic benefits gained during the City of Culture year can quickly dissipate. This can result in missed opportunities for sustained growth and job creation. • Cultural Decline: The momentum built in the cultural sector can wane if not actively maintained. This can lead to reduced community engagement and participation in cultural activities, ultimately diminishing the vibrancy of the local cultural scene. • Social Disengagement: The sense of community pride and cohesion fostered during the City of Culture can erode if legacy projects are not pursued. This can result in a loss of social capital and a decrease in community spirit. • Reputational Damage: Failing to build on the success of the City of Culture can harm the districts reputation, making it less attractive to tourists, investors, and new residents. This can have long-term negative impacts on the districts image and appeal. • Wasted Resources: Significant resources are often invested in preparing for and hosting the City of Culture. Without legacy work, these investments may not yield long-term benefits, leading to a perception of wasted effort and funds.				
Managed By	Noreen Akhtar (readiness) / Jo Hinchliffe (legacy)	**Administered By**	Jill Stewart	**Current Score**	6
Assessment Date	1 April 2025	**Management of Risk**	~~Over /~~ Adequately / ~~Under~~ Controlled		
Management Action	*Accept level of Risk / ~~Action Required (Target & Actions Identified)~~*	**Target Score Date**	-	**Target Score**	-
Current Key Controls	**Key Control Overview** District Readiness Board delivers workstreams relating to preparing the district for 2025. the purpose of the DRB is to ensure that Bradford District, its' council services and business community, public realm, venues for events and key routes into and within the District provide a high quality and positive backdrop to the City of Culture year. This includes operation of subgroups and an operational board.			**Control Assessment** *Working as expected / ~~Requires Improvement~~*	

	Legacy work is being governed by the Cultural Place Partnership to ensure the following: Strategic Planning: Develop a comprehensive legacy plan that outlines clear objectives, timelines, and responsibilities to ensure sustained cultural and economic benefits. Stakeholder Engagement: Involve local communities, businesses, cultural organisations, and government bodies in the planning and execution process to foster collaboration and shared ownership of the legacy goals. Funding and Investment: Secure diverse funding sources, including public, private, and philanthropic contributions.	*Requires Improvement*	
Assurance Mechanism	Maintain oversight of progress via DRB and Sub-groups.		
	Audit and Governance is handled by the Company via a governance sub-group to their board which the Council Head of Finance attends.		
	Legal agreements between BCCL and Council.		
	Memorandum of Understanding to clarify roles and responsibilities.		
	Agreement reached on role of council as financial guarantor for 2025 programme. Our risk is limited and capped to the £10m approved by Full Council.		
	Legally binding Grant Funding agreement now in place with Culture Company Negotiations with DCMS / Arts Council have secured additional funding (£14.125m) for delivery.		
Actions/controls under development	**Action Overview**	**Outcome objective**	**Target Date**
	-	-	-

Risk Title	6. Environment and Sustainability - Infrastructure Resilience			Current Risk	
Risk Event	Failure to achieve Net Zero, in terms of Carbon Dioxide equivalent emissions (CO2e), by 2038, with significant progress by 2030, and ensuring that all environmental pollutants are reduced to within legal limits in the District.				
Key Impacts	•Reputational damage due to failure to meet greenhouse gas reduction targets or if identified as having poor measurement and control systems in place. •Increases in energy costs and susceptibility to global events and price fluctuations. •Adverse environmental and human consequences from climate change. Additional impacts on air quality and biodiversity due to GHG emission sources often cause synergistic toxic emissions. •Damage to Council's credibility as leader if district-wide targets not developed and then met. •Reduced ability to secure external inward investment. •Climate "incidents" now certain to increase in both frequency and severity. These will include surface water flooding, fluvial flooding, high winds and gales, drought, high temperatures, heat waves, cold snaps and high snowfall. •Potential rise in ill-health due to environmental impacts. •Potential for the transition to net zero to be unjust and disproportionately impact our most deprived communities •Lack of resilience and adaptation planning my affect infrastructure, services, nature, biodiversity and environmental quality •Temperature severity in the District will have implications for energy use in terms of heating and cooling, including emission considerations. •Funding for renewable energy production and use and energy efficiency projects not sufficiently available. •Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available. •Wider stakeholder community under resourced or incentivised to deliver on action commitments. •Unable to anticipate and respond to legislation and funding opportunities. •Costs of unsustainable consumption of resources and goods are likely to increase. •Impact on nature, biodiversity and environmental quality, including water.				
Managed By	Andrew Whittles	**Administered By**	Sally Jones / Jill Stewart	**Current Score**	4
Assessment Date	1 April 2025	**Management of Risk**	*Adequately Controlled*		
Management Action	*Accept level of Risk*	**Target Score Date**	-	**Target Score**	-
Current Key Controls	**Key Control Overview**			**Control Assessment**	
	The Sustainability Service is now fully established and provides governance to the Sustainability Programme.			*Working as expected*	

	Climate Action Plan development is underway. Draft is in final stages for submission and consultation. Will provide current status and strategic direction.	*Requires Improvement**
	Clean Air Zone (CAZ) in operation to bring air quality levels within legal limits.	*Working as expected*
	Delivering projects to produce local renewable energy such as hydrogen, bio methane and solar and air/ground source power.	*Working as expected*
Assurance Mechanism	Managing systems and processes to monitor and report on energy consumption and CO2e emissions to ensure compliance with statutory Carbon Reduction Commitment.	
	Carbon emissions from Council operations published annually (Scope 1 & 2), tracking progress against 2038 target from a baseline in the 2019/20 financial year. Scope 3 emissions (indirect emissions from Council activity – the most significant aspect of Council emissions) will start to be assessed and reported in line with emerging methodology	
	Carbon Impact Assessments, in line with emerging WY Protocol, for all major schemes.	
	Modelling and monitoring of transport and wider emissions & metrics through the Clean Air Plan Monitoring & Evaluation Programme and the development of the Bradford Transport Strategy and Local Plan development.	
	Evaluation and assessment in partnership with WYCA and the West Yorkshire Lead Environment Officer Group.	
	Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation.	

	Action Overview	Outcome objective	Target Date
Actions/controls under development	*Climate Action Plan – draft to approve at Executive and put out to consultation. Once finalised – to be accepted by Council. (Already put in place key building blocks while we developed the plan so that we are ahead of the curve, hence assessment of risk above).	• **Provide strategic direction for action**	**30.09.2025**
	Continued development on projects to produce local renewable energy	• **Contribute to locally produced renewable energy to deliver climate improvements**	**Ongoing**

22

Risk Title	7. Safeguarding			Current Risk	
Risk Event	An act or omission that results in serious harm, abuse, or neglect to vulnerable children, young people, or adults. This risk can manifest in various forms, including physical, emotional, sexual, or financial harm, and may occur intentionally (malicious) or unintentionally (non-malicious).				
Key Impacts	• Risk of harm to an individual, or group of people, including life changing injuries or death. • Litigation - breach of regulatory requirements and human rights. • Damage to Council reputation and public confidence. • Link to core strategic objective (Council Plan) – Better health, better lives. • Financial costs. • Operational Disruption. • Increased dependency on council services.				

Risk matrix (Likelihood vs Impact) — current risk plotted at Impact 3, Likelihood 3.

Managed By	Fazeela Hafejee assisted by Ophelia Rix and Rob Mitchell.	Administered By	Darren Minton.	Current Score	9
Assessment Date	27.03.2025	**Management of Risk**	~~Over / Adequately /~~ Under Controlled		
Management Action	~~Accept level of Risk /~~ Action Required (Target & Actions Identified)	**Target Score Date**	30.09.2025	**Target Score**	6

Current Key Controls	Key Control Overview	Control Assessment
	• Operational processes in place within Children's Services & BCFT and Children's Safeguarding Partnership	~~Working as expected /~~ Requires Improvement
	• Operational processes in place within Adult Social Care & Health and Adult Safeguarding Board.	Working as expected / ~~Requires Improvement~~

Assurance Mechanism	• Bradford Safeguarding Adults Board (BSAB) & Sub Groups. • Bradford District Safeguarding Children's Partnership (BDSCP) & Sub Groups. • Children`s Partnership Executive (CPE). • Children's – The Bradford Partnership (Safeguarding) Organisational Safeguarding Assessment (Section 11 Audit). • Children's Improvement Board and Independent Children's Commissioner • Adults – Multi-agency Serious Concerns Process reviews high-risk providers and emerging themes • Statutory Reviews (Safeguarding Adult Review, Local Children Safeguarding Practice Review). • External Inspections – OFSTED (Children's) and Care Quality Commission (Adults) inspections and reports. This includes Joint Targeted Area Inspections. • Internal Audit examination & evaluation of service activities. (BCFT use an external provider for internal audit services).

	Action Overview	Outcome objective	Target Date
Actions/controls under development	• Children's Trust – recruitment and staff development, practice audits, consistency of supervision, development of structures and services.	• Maintain the children's workforce by ensuring adequate staffing, consistent supervision, and well-structured services	30/09/25
	• Children`s – Multi agency safeguarding arrangements under review by the Children`s Partnership Executive (CPE)	• To ensure that multi-agency safeguarding arrangements are robust, cohesive, and compliant with statutory requirements	June 2025
	• Adults – Ongoing maintenance of the current control environment: • Review of processes between central adult safeguarding team and locality assessment teams. • Business Plan for Adult Safeguarding reviewed annually. • Continuing with recruitment to vacant posts to increase operational stability.	• Quality assurance, efficiency & effectiveness.	30/09/25.
	• Business Unit development – new leadership from Fazeela Hafejee	• Improvements from recommendations on independent reports and quality assurance	30/09/25

Risk Title	8. BCFT – Sustainability of Savings Targets			Current Risk	
Risk Event	The risk that Bradford Children's & Families Trust (BCFT) do not deliver its services within the agreed budget, thus impacting the Council's financial resilience.				

Key Impacts	• Overspending the budget will severely impact the Council's financial stability and could force a Section 114 Notice.			

Managed By	Ophelia Rix	**Administered By**	Andrew Stevens	**Current Score**	**6**
Assessment Date	27 March 2025	**Management of Risk**	~~Over /~~ Adequately ~~/ Under~~ Controlled		
Management Action	Accept level of Risk ~~/ Action Required (Target & Actions Identified)~~	**Target Score Date**	-	**Target Score**	**-**

	Key Control Overview	**Control Assessment**
Current Key Controls	• Service Delivery Contract - The Council is the accountable statutory body for Children's Services and the Trust are accountable to the Council for the delivery of the agreed outcomes stipulated in the contract.	*Working as expected / ~~Requires Improvement~~*
	• Joint Working Protocols and Service Level Agreements - Underpin and support the service delivery contract. These are governed through established deliberative structures in the form of the Operational Joint Working Group (OJWG) and the Strategic Joint Working Group (SJWG). The OJWG has oversight of contract management and performance pursuant to schedule 6 (performance framework). The group also discusses financial matters pursuant to schedule 5 (the financial mechanism).	*Working as expected / ~~Requires Improvement~~*
	• OJWG - Operates to address operational issues, gather insight and assess current processes to ensure operational effectiveness.	*Working as expected / ~~Requires Improvement~~*
	• SJWG - Provides oversight and support at a higher level of governance.	*Working as expected / ~~Requires Improvement~~*
	• Performance measures - The effectiveness of the service delivery contract is monitored via regular KPI's that are produced jointly by the Trust and the Local Authority. The tolerances of the KPI's are kept under review in 3-month intervals. If the KPI's are out of tolerance, then formal notifications can be triggered with the aim of addressing any areas which are showing as deviating from the	*Working as expected / ~~Requires Improvement~~*

	agreed range. These KPI's and their tolerances are reviewed annually leading into each subsequent contract year.	
	• Weekly joint financial meetings and transaction planning. Inclusion in the Council's wider BBERT work.	*Working as expected / ~~Requires Improvement~~*
Assurance Mechanism	The deliberative structures in place (including the Operational and Strategic Joint Working Groups) provide an open forum for extensive oversight of the performance against the Service Level Agreement and the contract. This forum provides effective assurances between the Council and the Trust as they provide clear, objective and measurable criteria in which to assess the progress of the contract. The measurements (including financial reporting) allow both the Council and the Trust to maintain a tangible shared understanding of expectations that can be tracked in a quantifiable way. The current reporting structure provides a pre-emptive insight into any emerging issues that may arise and assures both parties that any issues can be identified and remediated promptly.	

Actions/controls under development	**Action Overview**	**Outcome objective**	**Target Date**
	• -	• -	

Risk Title	9. Quality & Efficiency of Children's Services			Current Risk	

Risk Event	The quality and efficiency of social care services to Children and Young People falls below regulatory standards and the expectations of Ofsted inspectors.

Key Impacts	The key factors associated with this risk will result in an increased level of scrutiny on senior leaders both in the Council and the Trust reducing the confidence and trust of Elected Members, and the partnership in the ability to deliver and improve outcomes for children and families in the district. By not taking effective and timely action will result in delayed decision-making, inconsistency in the leadership and management response to safeguarding concerns which will inevitably lead to drift and delay for children and families. This will bring about reputational damage for the Council and the Trust and increased media attention. Concern would be heightened in the areas of the service that were judged to be inadequate in previous Ofsted inspections and the capability to maintain and sustain improvements would be questioned. This will result in Increased scrutiny from regulatory bodies or Governmental intervention and the potential imposition of an improvement mandate. The improvements made in relation in management oversight, supervision, quality assurance processes and consistent models of social work practice that supports social workers to undertake their roles would be compromised and have an impact on the recruitment and retention of social workers.

Likelihood / Impact matrix: current risk plotted at Impact 3, Likelihood 2.

Managed By	Ophelia Rix	Administered By	Andrew Stevens	Current Score	6
Assessment Date	27 March 2025	Management of Risk	~~Over /~~ Adequately ~~/ Under~~ Controlled		
Management Action	*Accept level of Risk ~~/ Action Required (Target & Actions Identified)~~*	Target Score Date	-	Target Score	-

Current Key Controls	Key Control Overview	Control Assessment
	• Improvement Board: The Children's Services Improvement Board is chaired by Anthony Douglas, DfE appointed commissioner. The Board has representatives from senior leaders in the Council, the Trust and the Partnership. The Board's function is to maintain a line of sight into practice, provide support and scrutiny of the improvement work. • The DCS and the AD for Improvement & Partnerships undertake monthly casefile audits as part of the line of sight work into the quality of social care practice in the Trust.	*Working as expected ~~/ Requires Improvement~~*
	• Improvement Plan: The Improvement plan has 12 focus areas in line with the Ofsted Action Plan. The 12 focus areas are Integrated Front Door (David Thorpe Implementation and EDT separation), Early Help including the Gateway in, Help and Protection including Children with Disabilities, Edge of Care, Children Looked After and Leaving Care, Voice and Influence,	*Working as expected ~~/ Requires Improvement~~*

	Conditions for Success, Sufficient and Stable Workforce, Practice Improvement, Partnership, Resource and Support Functions and Performance and Management QA.	
	• Partnership: The DCS and Senior Managers continue to engage with partners to ensure that relationships across the partnership are maintained and strengthened. This will allow the professional relationship with partners to be open and transparent with improved communication and supports a culture of high support and high challenge. Partners continue to be included in improvement activities.	*Working as expected / ~~Requires Improvement~~*
	• Recruitment and Retention: The Sufficient and Stable Workforce Improvement Plan is being led by BCFT.	*Working as expected / ~~Requires Improvement~~*
	• Key performance data: The ICF is now supporting the contractual relationship with the Trust. KPI's reconfigured tolerances and agency numbers are reported as reducing steadily, with a shift towards a permanent SW workforce. Other KPIs in the contract show that there is improvement on all aspects of the work undertaken by the Trust. Where a KPI begins to dip, discussions take place in the Operational Joint Working group to understand the issue and collaborative approaches are taken with the Trust to support improved performance.	*Working as expected / ~~Requires Improvement~~*
Assurance Mechanism	• Future Ofsted Inspection activity. • Internal Audits - Audit activities continue across all parts of the Service. Audit returns are noted as improving and monthly thematic audits have been incorporated into the Trust's operations. • External Audit - Children's Services continue to commission a number of external audits in different parts of the Service with identified recommendations and learning including the Sector Led Peer Challenge ADCS work across the region with other LA's. • Governance arrangements between Council and BCFT in place in the form of the OJWG and the SJWG. • ICF function - provides assurance to the Strategic Director on the performance of the Trust, ensuring that standards are supported and maintained and that there is a pre-emptive insight into any emerging issues and that these can be identified and remediated promptly.	

	Action Overview	Outcome objective	Target Date
Actions/controls under development	• Policies and procedures will be revised and amended in line with changes to legislation.	• Compliance with national policy	September 2025

Risk Title	10. Educational Attainment		Current Risk	
Risk Event	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.			
Key Impacts	• Low attainment in KS1&2 pre-empts failure to progress into KS4&5. • Low attainment at the end of KS4 and 5 reduces employment and FE/HE opportunities • These compromised outcomes can subsequently lead to a lack of competitiveness in the workforce and a slump in the numbers accessing further and higher education. • Potential consequential impact on employment creation, living standards and culture in the district. • Attainment is negatively affected when children are not engaged in regular education. The risk of children engaging in activities that have a detrimental and wider societal cost is further increased. • The perception of Bradford as a place to teach and to learn becomes unattractive and a cycle of less effective teaching continues to impact on life chances of young people.		 Likelihood: 4, 3, 2, 1 Impact: 1, 2, 3, 4 (White marker at Impact 3, Likelihood 3)	

Managed By	Richard Crane	Administered By	Andrew Stevens	Current Score	9
Assessment Date	28 March 2025	**Management of Risk**	~~Over /~~ Adequately ~~/ Under~~ Controlled		
Management Action	Accept level of Risk ~~/ Action Required (Target & Actions Identified)~~	**Target Score Date**	-	**Target Score**	-

Current Key Controls	Key Control Overview	Control Assessment
	• Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of open dialogue and visits to all schools and academies to provide a quality assurance mechanism. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape.	Working as expected ~~/ Requires Improvement~~
	• Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.	Working as expected ~~/ Requires Improvement~~
	• Center controls which relate to attendance, these include the Bradford Schools Online portal which holds comprehensive guidance on managing poor attendance for schools. There is also a penalty notice enforcement system in place for unauthorised leave during term time and sporadic poor attendance. Facilitation of parental prosecution (and alternatives to prosecution) is applied to complex cases and cases where there are high levels of absenteeism.	Working as expected ~~/ Requires Improvement~~

	• There are allocated Attendance Improvement Officers who are responsible for completing Termly Targeting Support Meetings with schools. In addition to this, all schools have access to termly Attendance Support Meetings and termly Attendance Network Meetings.	*Working as expected / ~~Requires Improvement~~*
	• All schools, including academies are offered a Keeping in Touch visit. This maintains oversight and a pre-emptive view of any emerging issues based in educational settings across the district. Otherwise, School Improvement operates as a traded service.	*Working as expected / ~~Requires Improvement~~*
	• Partnership working with DfE Priority Education Improvement Area to bring about improvements in the least well performing academies and schools.	*Working as expected / ~~Requires Improvement~~*
	• The Local Authority has established action groups consisting of LA Officers and Headteachers from both Academies and LA Maintained schools around key areas of challenge in the educational sector. These are around attendance (the Bradford Attendance Alliance), sufficiency of place and inclusion in line with the national agenda.	*Working as expected / ~~Requires Improvement~~*
Assurance Mechanism	• Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC, and LA councillors and officers to continue partnership working and dialogue wherever possible.	

Actions/controls under development	Action Overview	Outcome objective	Target Date
	-	-	-

Risk Title	11. SEND Services			Current Risk	

Risk Event	Delivery of education, health and social care for young people with SEND is not compliant with the standards and obligations set out in the Children and Families Act 2014.

Risk matrix (Likelihood vs Impact). Current risk marked with white circle at Impact 3, Likelihood 3.

Key Impacts	• Children & young people's SEND needs are not met. • Continued pressure on demand could lead to compromised delivery therefore statutory obligations may not be met. • Adverse Inspection outcome from the Local Area SEND Inspection. • An increase in tribunals above national levels. • Partners and the Council unable to maintain or deliver improvements resulting in negative outcomes and impacts on children and families. • Negative impact on reputation and confidence in the Local Authority. • Increasing demand on SEND impacts the financial resilience of the Council. • DSG High Needs Block Financial Deficit exceeds current deficit projections.

Managed By	Dan Careless / Tim Armstrong	Administered By	Andrew Stevens	Current Score	9
Assessment Date	31 March 2025	Management of Risk	~~Over~~ / Adequately / ~~Under~~ Controlled		
Management Action	~~Accept level of Risk /~~ Action Required (Target & Actions Identified)	Target Score Date	31.03.2026	Target Score	6

Current Key Controls	Key Control Overview	Control Assessment
	Governance - The SEND strategy 2024-28 is governed by the SEND Strategic Partnership Board. Four workstreams feed into the board: • Communication and engagement. • Our SEND journey. • Developing services and support. • Preparation for adulthood. The members of the work streams include health, social care, parents, college and schools.	Working as expected / ~~Requires Improvement~~
	• Local Area SEF and improvement plan with supporting data and evidence across the Local Area. This is reviewed quarterly by SEND Strategic Partnership Board and provides improved direction, oversight and control, with comprehensive insight into the effectiveness of delivery against statutory policy and national benchmarks.	Working as expected / ~~Requires Improvement~~
	• School Sufficiency Plan. Ensures balanced distribution of special school places and, therefore, the efficient utilisation of resources.	Working as expected / ~~Requires Improvement~~

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• Local Area Inclusion Plan supports a graduated response in schools and also promotes targeted approaches in universal and specialist services across the partnership to mitigate demand for EHC Plans and financial pressures
• AP Strategy supports the reduction in exclusions and suspensions thereby enabling more children to be educated in their local schools.
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Assurance Mechanism	• Local Area SEND Strategic Partnership Board (SSPB) established with clear ToRs providing governance over the four operational workstreams. • Termly progress review meetings are held with the DfE and NHSE. • DFE National Change Programme checks and oversight • The LASSPB reports to the district wide Children and Families Partnership Board that provides governance. • The LA continues to engage with the external DFE Advisor. • There is a projected impact on the Council's financial position in the coming financial year for the first time due to a projected overspend on the overall DSG of circa £14m as a result of increased EHC Plans and insufficient funding to meet demand and needs. This reflects the national picture and pressures associated with SEND.

	Action Overview	Outcome objective	Target Date
Actions/controls under development	• Development of a Health Data Dashboard to feed into LA dashboard. • Engagement with Health partners to develop joint approaches to meeting and funding SEND needs, including Continuing Care support and jointly commissioned services	• Improve understanding of needs. • Improve decision making and provide more accurate insights to identify trends in SEND	30.04.2025
	Develop the multi-agency quality assurance work.	• Conformance to requirements.	30.09.2026
	• Investment in enhanced mediation services.	• Reduction in tribunals across education, health and care provision	30.09.2026
	• Enhance communication between SEND and Legal Services. • Establishment of the DSG financial BBERT group to put forward recommendations to mitigate the projected deficit.	• Improve understanding & compliance. • Mitigation of financial impacts as a result of increased numbers of EHC Plans.	30.09.2025

Risk Title	12. Poverty in the District		Current Risk	
Risk Event	An increase in the level of poverty which widens inequalities across the district, increases demands for services and reduces capacity of the Council to collect income.			
Key Impacts	• Higher levels of debt in the system and inability to pay for services/local taxation • Local economic growth is adversely impacted – less money in the system to ensure new growth initiatives thrive • Widening inequalities creating negative impacts on communities bringing disproportionate harm to the most vulnerable and creating further pressure in the system such as rise in crime, homelessness, demands on Council crisis services, and on health services in particular mental health services. • Negative impacts on children's ability to thrive, learn and reach their potential • Risk of lower collection levels of Council Tax, Business Rates and Sundry Debts, and increased resource demand on debt collection services, as households and businesses prioritise other debts. • Lower paid Council staff less able to reach their potential			

Current Risk grid:
Likelihood (vertical axis): 4, 3, 2, 1
Impact (horizontal axis): 1, 2, 3, 4
Plotted point at Likelihood 3, Impact 4.

Managed By	Caroline Lee	Administered By	Mark St Romaine	Current Score	12
Assessment Date	1.4.2025	Management of Risk	*Under* Controlled		
Management Action	*Action Required (Target & Actions Identified)*	Target Score Date	31 March 2030	Target Score	9

Current Key Controls	Key Control Overview	Control Assessment
	The **Anti- Poverty Strategy 2022-2027** is in place and being monitored by Executive and CMT – latest update reviewed by Executive on 10 October 2024. All polices and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty).	*Requires Improvement*
	Strong focus in the Corporate Plan on initiatives to improve economic growth, housing, health and education. These are medium to long term objectives	*Working as expected*
	Financial Inclusion Activity Food Bank and Food Pantry provision across the district linked to the Credit Unions' Food Saver Scheme. Supporting food banks and food pantries to rely less on central government funding and to move to sustainable approaches. The cost-of-living Bradford website and leaflet contains signposting information for residents. Funding of Welfare and Debt Advice across the District £2m pa plus £500 p.a for 2025/26 and 2026/27. Credit Union membership of 10,000.	*Working as expected*

	The Council is a referral partner for the Money Adviser Network to signpost residents to free debt advice Delivery of crisis support through the Household Support Fund £10.04m allocation in 2025/26 including support for children/care leavers/carers/foster carers Take up activity for Free School Meals, Healthy Start programme, Pension Credit. Holiday Food and Activity Programme Discretionary Housing Payments to support those on low incomes needing help with housing costs	
	Best start best education action plan in place and KPIs 0-5 Early Years inclusion programme. Bradford Opportunity Area programme, Living Well schools, Raising attainment strategy.	*Requires Improvement*
	Better Health Better Lives action plan in place and kpi's ACT early, Community Hubs, Holiday Food and Activities programme in the school holidays, Improving take-up of Healthy Start vouchers and Free School Meals. Occupational Health support for staff.	*Requires Improvement*
	Better skills good jobs growing economy action plan in place and kpi's Kickstart programme, LCEP, Skillshouse, Skillshouse Youth, Towns Fund, Building our future, Squire Lane Health Hub, Regional Transport Strategy, Renewed Economic Strategy.	*Working as expected*
	Better Housing Safe, Active and inclusive communities plan in place and kpi's Community 'Warm Spaces' initiative provides a warm space and hot drink for residents in community venues. •Warm Homes, Healthy People network to assist with energy efficiency measures and advice..Supported Housing Improvement Programme	*Requires Improvement*
	Protecting the most vulnerable action plan in place and kpi's Culture and engagement strategy, Connecting Communities strategy, Localities transformation programme, Contact Management Transformation programme, Mental Health services, Participation for people and place partnership, discretionary housing payments for homeless, Breaking the cycle,	*Requires Improvement*
	Participation and voice action plan in place and kpi's Low income and care experienced adopted as protected characteristics, Anti-poverty network, Regional and national advocacy.	*Requires Improvement*
Assurance Mechanism	• The Anti- Poverty Strategy is reviewed by the Executive on an annual basis and an update on progress was considered by Overview and Scrutiny on 10 October 2024. • Low-income groups, those living in poverty and those who are care-experienced are included in our protected characteristics when conducting Equalities Impacts Assessments. • Cross Council policy and planning in place to ensure interdependencies are captured	
Actions/controls	**Action Overview**	**Outcome objective**	**Target Date**

under development	Review effectiveness and current delivery approach of the Anti-Poverty Strategy 2022-2027 . Consider consolidation of anti-poverty approaches within corporate plan. Focus on • Improving Data • Responding to Government Policy • Evaluating outcomes	Reducing inequalities	**1 April 2027**
	Delivery plan implementation for the extension of the DWP Household Support Fund from April 2025 to March 2026.	Improving financial inclusion	**1 April 2025**
	Transformation activity focus on early help (localities) and improved customer journeys (contact management) to ensure residents have the information/resources they need as soon as possible to maximise income/manage debt/access services and support	Reducing inequalities	**1 April 2027**
	Use health determinants Research hub to better evaluate impact of key controls on outcomes for residents/lived experience of poverty	Better health outcomes	**1 April 2026**
	Review of effectiveness of welfare and debt advice provision across the district and making best use of community resources to ensure best use of funding and better outcomes for residents. Strong focus on outcomes/performance	Reducing inequalities	**1 April 2026**
	Review of supply, needs and management of Supported Housing across the district	Better Housing outcomes	**1 April 2028**
	Closer alignment of food strategy for the district and use of future funding to focus on sustainable food offer for those on low incomes.	Better health outcomes	**On-going**
	Review of take up of Free School Meals.	Maximise take up for eligible pupils.	**1 May 2025**
	Greater focus on early engagement with those struggling to pay Council Tax and identification of vulnerability. Monitor demand increases for those struggling to pay	Maximise take up of benefits	**On-going**
	Council Debt transformation programme	Reducing inequalities	**1 May 2025**
	Support working age on low incomes and in receipt of Council Tax Reduction (CTR) following increase in Council Tax with hardship award.	Reducing inequalities	**1 April 2025**

Strategic Risk 13 – Council infrastructure

The risk assessment is included as a confidential item at Appendix D.

Risk Title	14. Major Cyber Attack	Current Risk

Risk Event	A major cyber incident occurs resulting in significant systemic service disruption and data security compromise or loss.	

The current cyber risk landscape is increasingly complex and dynamic. An outcome of a worst-case scenario cyberattack would be to impact the whole corporate IT network and all IT services (e.g. Ransomware attack).

If it is a national attack, then this will be looked at as a national incident and will be coordinated by the National Cyber Security Centre. The impact would be measured by the National Cyber Security Centre, Regional WARPs and other security advisors and specialist.

If the attack was a zero-day attack, then the supplier(s) would be urgently requested to develop and implement a patch. In the meantime, IT would look to mitigate any risk / exposure to the rest of the estate.

There are several key trends and threats relating to cyber-attack risk, with differing impacts:

- **Ransomware Attacks**: These remain a significant threat, with attackers targeting critical infrastructure, healthcare, and educational institutions. The sophistication of ransomware has increased, with attackers using advanced encryption methods and demanding higher ransoms
- **Phishing and Social Engineering**: Phishing attacks continue to be prevalent, exploiting human vulnerabilities to gain access to sensitive information. These attacks are becoming more targeted and convincing, often leveraging current events and sophisticated tactics.
- **Supply Chain Attacks**: Cybercriminals are increasingly targeting supply chains to exploit vulnerabilities in third-party vendors and service providers. These attacks can have widespread impacts, affecting multiple organizations simultaneously
- **Nation-State Actors**: State-sponsored cyber-attacks are on the rise, with nation-states targeting other countries' critical infrastructure, government systems, and private sector entities. These attacks are often highly sophisticated and aimed at espionage or disruption.
- **Emerging Technologies**: The adoption of new technologies such as the Internet of Things (IoT), artificial intelligence (AI), and cloud computing introduces new vulnerabilities. While these technologies offer significant benefits, they also expand the attack surface for cyber threats.

(Key Impacts)

Managed By	Dominic Barnes-Browne	Administered By	Yunus Mayat / Russell Armitage	Current Score	8
Assessment Date	27th March 2025	Management of Risk	*Over / Adequately* / Under Controlled		
Management	*Accept level of Risk* / Action Required	Target Score Date	-	Target Score	-

Action					
Current Key Controls	**Key Control Overview**			**Control Assessment**	
	Restricted under Schedule 12A(7) of the Local Government Act - sharing these controls would increase the risk to the Council's infrastructure.			**-**	
Assurance Mechanism	The council has a cyber security strategy.				
	An annual IT Health Check is carried out across all council IT infrastructure.				
	All new suppliers go through a rigorous cyber vetting process.				
Actions/controls under development	Action Overview		Outcome objective		Target Date
	Restricted under Schedule 12A(7) of the Local Government Act - sharing any actions that may or may not be in progress would increase the risk to the Council's infrastructure.		-		-

Risk Title	15. Terrorist Incident		Current Risk
Risk Event	A terrorist incident occurs within or impacts the District. (The National terrorist incident threat level is at Substantial and Strategic Security is a concern.)		
Key Impacts	• Multiple loss of life and serious injuries, damage to infrastructure and Council business critical systems. • Impacts on communities and community cohesion, businesses and provision of Council services. • Impacts on other public sector partners in turn impact Council services and demand. • Government sanctions where the Council has failed to meet its duties and responsibilities. • Financial loss. • Reputation.		*Likelihood* grid — green/yellow/red matrix. Likelihood axis 1–4, Impact axis 1–4. Marker at Impact 3, Likelihood 3.

Managed By	Joanne Hyde	**Administered By**	Michelle Shepherd	**Current Score**	12
Assessment Date	01.04.2025	**Management of Risk**	~~Over~~ / *Adequately* / ~~Under~~ Controlled		
Management Action	~~Accept level of Risk~~ / Action Required (Target & Actions Identified)	**Target Score Date**	(Score informed by security intelligence - external factors).	**Target Score**	-

Current Key Controls	Key Control Overview	Control Assessment
	• Security policy, security management plans and building security is in place and reviewed every time the threat level changes, and appropriate measures are put in place. These cover securities of personnel, buildings, information, resources and supply chains, business continuity and resilience and emergency incident plans.	~~Working as expected /~~ Requires Improvement
	• Senior Managers undertake training appropriate to their roles and responsibilities.	Working as expected / ~~Requires Improvement~~
	• Contest (Counter Terrorism Strategy) Board in partnership with West Yorkshire Police. The Head of Resilience sits on this board for Prepare & Protect. The Prepare & Protect working group meets quarterly with partners across the district (not limited to councils).	Working as expected / ~~Requires Improvement~~
	• The National Risk Register is reviewed annually or when changes are announced. The Council reviews its top 3 risks half yearly at regional level with the West Yorkshire Resilience Forum.	Working as expected ~~/ Requires Improvement~~
	• Critical systems and services have identified threats and vulnerabilities and have business continuity plans in place and accessible in case of incidents. See SR01 for further details.	Working as expected / ~~Requires Improvement~~

Assurance Mechanism	-		
Actions/controls	Action Overview	Outcome objective	Target Date

under development	• Martyn's Law is currently going through Parliament. The Emergency Planning Team are working with John Chambers, Police Counter terrorism to ensure we are prepared when the legislation comes in.	• Compliance and prevention of certain public venue attacks.	Awaiting on Parliament
	• To develop a Threat Uplift Plan	• Improve security.	30.06.2025

Risk Title	16. Council Resilience				Current Risk				
Risk Event	The Council is not prepared to effectively manage a major incident resulting in significant and prolonged service disruption.								

Current Risk matrix (Likelihood vs Impact) with marker at Likelihood 2, Impact 2.

| **Key Impacts** | • The Council, or key services, are unable to function for prolonged periods due to failure of critical business systems, infrastructure damage, lack of essential resources or loss of staff.
• Recovery is delayed.
• The welfare and safety of the Council's citizens, service users and staff are at risk.
• Impact on other Council services and partners.
• Economic impact on the district.
• Non-compliance with statutory duties under the Civil Contingencies Act including for business continuity and emergency planning results in sanctions.
• Reputation. | | | | | | | | |

Managed By	Joanne Hyde		**Administered By**	Michelle Shepherd			**Current Score**	4
Assessment Date	01.04.2025		**Management of Risk**	~~Over / Adequately~~ / Under Controlled				
Management Action	~~Accept level of Risk~~ / Action Required (Target & Actions Identified)		**Target Score Date**	31.09.2025			**Target Score**	2

Current Key Controls	**Key Control Overview**	**Control Assessment**
	• Emergency Management Plan (EMP) - The Bradford Emergency Management Team are responsible for the EMP that requires strategic sign off.	*Working as expected ~~/ Requires Improvement~~*
	• Business Continuity Plans (BCP's) - The Council has a BCP, as well as directorate/service-based plans, business continuity champions, business impact assessments (BIA's) and detailed BCP's. BCP's identify a list of critical and statutory functions for their service, generic actions and specific action to take in relation to identified risks.	*~~Working as expected /~~ Requires Improvement*
	• Assurance meetings - Ensure emerging risks are identified and mitigated prior to an incident happening.	*Working as expected ~~/ Requires Improvement~~*

Assurance Mechanism	-

	Action Overview	Outcome objective	Target Date
Actions/controls under development	• BCP's - There is currently a programme of works to review all BCP's across the council. There is a steering group chaired by the Director of Children's Services with representation from across all service areas. The programme of works feeds into the Governance Framework Programme Board. Following the full review this year, an annual review will be scheduled.	• Assurance that the Council is prepared to restore and deliver its key services at pace, in a controlled priority driven way, should a disruptive event occur.	31.09.2025
	• The Emergency Planning Team are providing workshops where necessary to assist with the completion of BCP's.	• Improved understanding and quality of BCP's.	Ongoing
	• The Emergency Planning Team are reviewing the plans that are written, and they will be signed off by the relevant AD for the service.	• Quality control.	Ongoing
	• Specific BCP's (identified by the steering group) will be tested. A 12 month resilience testing framework is being put in place to deliver from 2025/26.	• Weaknesses are identified and corrected. Assurance that the BCP's will work.	30.06.2025

Risk Management Development Plan 2025-2026

To improve the Council's risk maturity the Risk Manager continues the development of the Risk Management Framework across five (5) key areas as highlighted below. A summary of recent developments and key actions planned for 2025-26 is included below;

Focus area (2024-2025)	Developments in previous 6 months	Actions on-going	Target Dates
Risk Strategy & Governance. Objective - Standardisation of risk approach across the Council and partners.	A Corporate Risk Group (CRG) has been established comprising senior risk and governance professionals across the Council, and from each Department. The CRG is Chaired by the Director of Finance and has a role in embedding effective risk management, facilitating the flow of relevant, accurate and timely risk information across the Council, and supporting the corporate development of risk management. A BCFT representative has joined the CRG to improve the sharing of good practice information. The Council Risk Manager participates in WYRF risk management activities.	Continue to develop supportive working relationships with other partners and wholly owned companies as appropriate. Seek to develop a forum of Local Authority Risk Managers in West Yorkshire to share and develop good risk management practice, comparators, and the potential for peer review activities.	On-going. May 2025

Focus area (2024-2025)	Developments in previous 6 months	Actions on-going	Target Dates
	The Risk Management Strategy, incorporating a policy framework and supported by process guidance, has been comprehensively reviewed and re-written. The Risk Management Strategy includes a risk governance and reporting structure, leveraging on existing forums and establishing new forums as appropriate i.e. the CRG.	The revised risk approach is undergoing peer review and will then be taken to Corporate Risk Group (CRG) before being recommended to CMT and Executive for approval.	September 2025
	Work to improve the Departmental Risk Registers is ongoing to help ensure all significant risk areas are identified and managed with agreed oversight roles and responsibilities. Progress has been varied through the Council so it is unlikely that a comprehensive suite of departmental risk registers will be in place by the end of March.	Complete development of Departmental Risk Registers across the Council. Support the review of risk registers in Departments and compliance with risk reporting schedules.	October 2025 On-going.
Risk Appetite. Objective – Establish a formalised expression of the Council's risk appetite to guide risk based key decision making.	A risk appetite statement and application methodology for assessing key risks against the appetite is included within the strategy and process documents.	The risk appetite statement is undergoing peer review as part of the revised risk strategy and will then be taken to Corporate Risk Group (CRG) and subsequently CMT for review, constructive feedback and agreement. The risk appetite statement will require approval of Executive as part of the revised risk management strategy. A review of key decision processes will follow approval of the Council risk appetite, to provide assurance that key decisions are risk (and opportunity) based to include reference to risk appetite in informing those decisions.	September 2025 March 2026

Focus area (2024-2025)	Developments in previous 6 months	Actions on-going	Target Dates
Risk Enabled Process Objective – To provide clarity & understanding of risk management methodology, language, and assessment criteria across the Council and partners.	(See Risk Management Strategy & Processes Guidance above). The Strategic Risk Register (SRR) report template has been re-designed to incorporate risk and control effectiveness assessment This also improves clarity on risk mitigating activities, status, and ownerships to enable prioritisation on key matters. A comprehensive review of the strategic risks using the new format has been undertaken at Quarter 3.	Following approval, the revised strategy and process guidance will be placed on Bradnet and the new Risk Management System. Introduce a new corporate Risk Management System (RMS) for Strategic and Departmental risks. (See Team Enablement below). Roll-out training of the RMS to Risk Champions and risk administrators.	September 2025
	CRG have identified a requirement to review the current use of risk information to help inform key decision making	Review risk assessment processes as part of Executive decision making.	March 2026
Risk Culture Objective – To develop and embed a positive risk management culture.	All Departments have an identified a risk lead on CRG.	Work to develop structured training packages for Tiers 1 to 4.	December 2025
	Work to develop understanding of the Council's risk maturity level to inform future targets and aspirations is in its infancy at present. A risk maturity model has been identified to assess against although consideration of other models to be undertaken.	Investigate opportunities for external peer risk maturity assessment on a reciprocal basis with other West Yorkshire Council Risk Managers.	March 2026

Focus area (2024-2025)	Developments in previous 6 months	Actions on-going	Target Dates
Team Enablement. Objective - To enable strong and consistent risk management across the Council.	A Risk Management software solution has been developed in-house and is nearing user acceptance testing stage.	The software solution is to be tested and rolled out across the Departments with one on one training and development of risk staff.	June 2025