

# Growth and Regeneration Scrutiny Commission Agenda



**Date:** Tuesday, 16 November 2021

**Time:** 5.00 pm

**Venue:** The Council Chamber - City Hall, College Green, Bristol, BS1 5TR

## **Distribution:**

**Councillors:** David Wilcox (Chair), Sarah Classick (Vice-Chair), Jenny Bartle, Tony Dyer, Chris Jackson, Kevin Quartley, Tim Rippington, Mark Weston and Helen Godwin

**Issued by:** Amy Rodwell, Scrutiny Advisor  
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**Date:** Monday, 8 November 2021



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

## 2. Apologies for Absence and Substitutions

## 3. Declarations of Interest

To note any declarations of interest from the Councillors. They are asked to indicate the relevant agenda item, the nature of the interest and in particular whether it is a **disclosable pecuniary interest**.

Any declarations of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

## 4. Minutes of Previous Meeting

To agree the minutes of the previous meeting as a correct record.

(Pages 7 - 15)

## 5. Chair's Business

To note any announcements from the Chair

## 6. Public Forum

Up to 30 minutes is allowed for this item.

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Public Forum items should be emailed to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) and please note that the following deadlines will apply in relation to this meeting:-

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on Wednesday 10<sup>th</sup> November.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on Monday 15<sup>th</sup> November.



- 7. Annual Business Report** (Pages 16 - 19)
- 8. Work Programme**  
To note the work programme. (Pages 20 - 26)
- 9. Quarter 1 Performance Report** (Pages 27 - 35)
- 10. Quarter 1 Risk Report** (Pages 36 - 51)
- 11. Heat Decarbonisation of the Welsman Building (OED)** (Pages 52 - 55)
- 12. Liveable Neighbourhoods Strategy Update** (Pages 56 - 74)
- 13. City Centre & High Streets Recovery and Renewal Programme** (Pages 75 - 95)
- 14. Housing Delivery Plan** (Pages 96 - 99)
- 15. Exclusion of Press and Public**  
That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of schedule 12A of the Act.
- 16. Housing Delivery Plan - Exempt**



# Public Information Sheet

## Inspection of Papers - Local Government (Access to Information) Act 1985

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## Changes to how we hold public meetings

Following changes to government rules, public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

## COVID-19 Precautions at City Hall (from July 2021)

When attending a meeting at City Hall, COVID-19 precautions will be taken, and where possible we will:

- Have clear signage inviting you to check in to the venue using the NHS COVID-19 app or record your contact details for track and trace purposes.
- Provide public access that enables social distancing of one metre to be maintained
- Promote and encourage wearing of face coverings when walking to and from the meeting
- Promote good hand hygiene: washing and disinfecting hands frequently
- Maintain an enhanced cleaning regime and continue with good ventilation

## COVID-19 Safety Measures for Attendance at Council Meetings (from July 2021)

To manage the risk of catching or passing on COVID-19, it is strongly recommended that any person age 16 or over attending a council meeting should follow the above guidance but also include the following:

- Show certification of a negative NHS COVID-19 lateral flow (rapid) test result: taken in the 48 hours prior to attending. This can be demonstrated via a text message or email from NHS Test and Trace.
- An NHS COVID-19 Pass which confirms double COVID-19 vaccination received at least 2 weeks prior to attending the event via the NHS App. A vaccination card is not sufficient.
- Proof of COVID-19 status through demonstrating natural immunity (a positive NHS PCR test in the last 180 days) via their NHS COVID-19 pass on the NHS App.
- Visitors from outside the UK will need to provide proof of a negative lateral flow (rapid) test taken 48 hours prior to attendance, demonstrated via a text message or email.

Reception staff may ask to see this on the day of the meeting.

No one should attend a Bristol City Council event or venue if they:

- are required to self-isolate from another country
- are suffering from symptoms of COVID-19
- have tested positive for COVID-19 and are requested to self-isolate



Members of the press and public who wish to attend City Hall are advised that you may be asked to watch the meeting on a screen in another room due to the maximum occupancy of the venue.

### Other formats and languages and assistance for those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.

### Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk).

The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, it may be that only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee and published within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

We will try to remove personal and identifiable information. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Other committee papers may be placed on the council's website and information within them may be searchable on the internet.



### During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.
- Under our security arrangements, please note that members of the public (and bags) may be searched. This may apply in the interests of helping to ensure a safe meeting environment for all attending.
- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

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### Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items). If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

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## Bristol City Council Minutes of the Growth and Regeneration Scrutiny Commission



11 March 2021 at 5.30 pm

### Members Present:-

**Councillors:** Paula O'Rourke (Chair), Fabian Breckels (Vice-Chair), Mark Bradshaw, Tom Brook, Martin Fodor, Carole Johnson, Kevin Quartley, Mark Weston and Mark Wright

### Officers in Attendance:-

- Stephen Peacock, Executive Director - Growth & Regeneration (BCC)
- Nuala Gallagher, Director: Economy of Place (BCC)
- Colin Molton, Interim Project Director, Temple Quarter (WECA)
- David Carter, Director of Infrastructure (WECA)
- James Graven, Real Estate – Planning & Development at Deloitte
- Kate Cole - Strategic Intelligence & Performance Advisor (BCC)
- Adam Crowther, Head of City Transport (BCC)
- Patrick Goodey, Flood Risk and Data Manager (BCC)

### 1. Welcome, Introductions and Safety Information

The Chair welcomed everyone to the meeting and asked them to introduce themselves.

### 2. Apologies for Absence and Substitutions

- Councillor Tim Rippington sent his apologies. Cllr Gill Kirk substituted for him at the meeting.

### 3. Declarations of Interest

- Councillor Mark Bradshaw stated that he was a Director of Bristol Holding Ltd and Bristol Heat Network Ltd.



#### 4. Minutes of Previous Meeting

The minutes of the last meeting were agreed as true record.

#### 5. Action Tracker

There were two outstanding actions:

- Housing Delivery; this information had now been sent to Members and would be published on the meeting webpage in due course.
- Western Harbour engagement target audiences; this information was not yet available but would be sent to Members and published as soon as it was.

#### 6. Chair's Business

The Chair said there were two items i.e. Temple Quarter and Strategic Transport Plans on the agenda that were policy development scrutiny and proposed organising Members comments and any recommendations made into a short report that would follow the projects through to policy formation so that there was some real purpose and outcomes from the discussion.

#### 7. Public Forum

Three Public Forum Statements were received.

David Redgewell attended the meeting and spoke to his statement highlighting the following points to Members:

- Unresolved issues regarding potential public transport access at the East side of Temple Meads Station due to the Cattle Market Road bridge.
- Concerns at what was perceived as a lack of alignment between Transport Plans for Local Authorities in the West of England e.g. Park and Ride plans between Bristol and South Gloucestershire.
- A new walking and cycling route between Bristol and Bath.
- Support for the Transport Plans that were being presented to Members at the meeting.

Gavin Smith spoke to his statement and highlighted the following points:

- Fully support bus priority but it should focus on more bus lanes not
- Support for more Park and Rides M32 / M4 should be a priority.
- Bus rapid transits using bendy buses aren't real rapid transit and don't work particularly well. Swansea was used as an example.
- An integrated plan with a tram system is the best option such as that in Birmingham. This type of plan could attract large amounts of funding to implement. If Bristol only asks for funding for more buses it won't get very much.



The Chair thanked all those that had submitted statements for their helpful and insightful contributions. A full record of the Public Forum statements can be found here: [G&R Scrutiny Public Forum March 21](#)

## 8. Performance Report - Quarter 3

The Strategic Intelligence & Performance Advisor provided a summary of the key points in the published report. It was explained that a number of the key performance indicators (KPIs) were reported on annually and were not therefore reported on in the Quarter 3 Report. Also, some individual transport performance indicators had been suspended due to Covid-19 because it was deemed that any comparisons would be meaningless at this point in time.

The Chair asked about BCPB124a 'percentage of major residential planning applications processed within 13 weeks or as otherwise agreed' and why it was reported that 'the service hasn't been able to bring in the level of additional capacity required to deliver to the performance target due to a significant drop in income in 2020-21'. She asked why was the of revenue so dependent on the size of planning team?

The Executive Director - Growth & Regeneration said that this an interesting question that he couldn't give a precise answer to because it was a complex situation. But it was a function of 'national statutory planning policy' that it was carried out in the way it was. Also, there was a Government White Paper coming soon that could have a big impact on the future model.

No further questions were asked by Members. Officers said that Members were welcome to email officers any questions they had after the meeting.

## 9. Directorate Risk Report - Quarter 3

The Executive Director for Growth and Regeneration introduced the report to Members. It was said that a new risk assessment system had been introduced and the Council was therefore in a transitional period about how it captures, records and talks about risk.

The Director provided some context on the three critical risks contained within the report.

The following points were discussed:

A Member commented on the risks related to delivering major capital projects within the internal or external governance structures the Council creates to manage them and the responsibilities and reputational risks they carry. He asked about new major projects coming up such as the heat networks and how they would be managed and in who's interest would they be managed in? In his view this was part of the risk and how problems arise and effect the Council practically and reputationally. The Executive Director agreed that governance and risk were fundamental to those types of projects. He said there were challenges for any public body whilst manging commercial interfaces but that all local authorities now carry challenges of this nature. In his view it was important to continue to shine daylight on these issues within duties of confidentiality and wherever possible engage with scrutiny and or Member groups. He added that there was a lot experience at the Council between Officers and Members and they should work together because they have many shared objectives.



## 10. Temple Quarter Delivery Capacity

The Executive Director for Growth and Regeneration introduced the item to Members and said this was an enormous project. Officers had earlier referred to a Joint Delivery Team (JDT) for Temple Quarter and it was confirmed that Colin Molton was currently leading the Team on an interim capacity through the West of England Combined Authority (WECA). The Delivery Team was made up of representatives from Bristol City Council and Network Rail. This discussion was about what type of delivery structure model the JDT might become and this decision was essential for what would be the duration of a multi-decade regeneration project.

James Graven from Deloitte attended the meeting and took Members through the published paper that summarised some of the JDT's early work and provided insights on various delivery vehicle models that have been adopted across the UK to promote urban regeneration. The case studies fell into five broad areas which were summarised in the published paper.

It was said that there were pros and cons to each individual model, and it was important to get the choice right, however it could take years to set the delivery vehicle up once it had been decided.

Officers confirmed that the work at Temple Meads Station was already underway which included the enabling works to Temple Island, roof works and a number of other extensive areas, however there were still some decisions to be made about the University Campus. A recent Cabinet paper reported that a grant application for the Station entrances had been submitted to central Government.

A Member asked which of the models in the paper would deliver at pace and would be the most efficient at moving things forward. Officers said that the JDT required a model that allows them the powers to get on with the work. But an important factor to consider was how much confidence the private sector would have in the model that's chosen which increased the necessity to select the correct model for Temple Quarter.

The Director added that there were other fundamental issues to consider, such as planning powers but 'red lines' could be established on what is and isn't desirable such as whether the Council want to continue being the landowner.

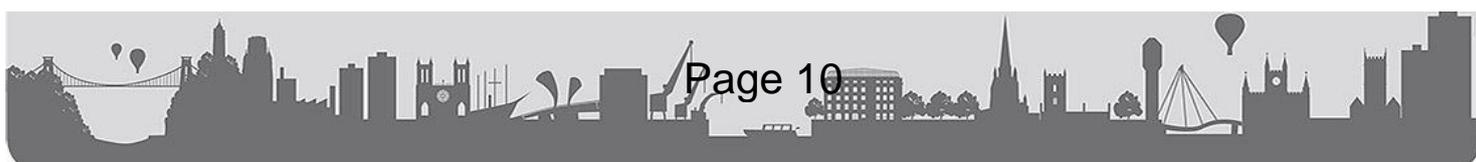
The Chair commented that this was looking at a lot of different options, levels of flexibility and weighing up the risks and it was therefore quite difficult for Members to get their heads around.

James Graven said it was a difficult challenge providing confidence to the private sector in terms of the ability to take the programme forward with certainty through potentially different political cycles.

Planning powers were an important local matter but there would be no need to give them up.

A Member who said they had previous experience of living within and working with these types of structures said he thought that what had been discussed so far had been useful and demonstrated why there was a process to assess what the different pros and cons were. However, he still didn't think there was enough information being provided even with the previous briefings and the Member visit that had taken place last year. In his view there needs to be more of a process for Members to engage in to agree and determine what they are trying to get out this in terms of the objectives and outcomes. He said a number of key issues were still unclear for example whether there were risks of public land being handed over to private companies or what the appropriate governance structure was or how different perspectives would be brought together or and balanced or accommodated.

The Director said he recognised a lot of what was being said about the impositions of past development vehicles but this was different and was about Bristol wanting to do something. This was the start of the



conversation and the Cabinet report that had been referred to earlier in the meeting included a 'vision document' which explained how the Council is committed to consultation and engagement. Over the next twelve months there would be a series of discussions with communities and businesses which had already started in St Philips Marsh the previous week with a 'round table' discussion with the Cabinet Member. In the meantime, there was no need to rush into deciding which model was the correct one. The same Member said he hoped scrutiny would have a continued and collaborative role but asked to what extent were the four bodies involved sharing or giving up their private interests?

David Carter Director of Infrastructure at WECA was invited to comment on what had been asked. In his view this was more about drawing together and pooling all of the interests of the JDT and having multilateral discussions so they don't have a situation where they are all having to negotiate separately. This was not so much about giving things up but more of centring together to get them completed even more quickly. That was partly the point of having the JDT.

The Chair said she somewhat agreed with what had been said by another Member about there not being enough 'meat on the bones' for Members to comment to any great extent. She said it wasn't that information was being kept from Members but rather it was as had been described still 'ground zero'. She added that it may appear the Council is giving something away but it is easily overlooked what it is getting back in return for that.

Colin Molton confirmed the next stage for the JDT was to go through the different models and do a sift for a short-list of options to investigate further and this would take place in May.

It was agreed by all that when the process of sifting and short-listing had been completed this would be brought back to the Member Working Group in the first instance for further discussion before it comes back to the Commission.

The Chair thanked everyone for their time and contributions.

#### **Resolved:**

- That this topic be added to the Commissions work programme in the new municipal year

## **11. Strategic Transport Plans**

The Head of City Transport introduced the item to Members and talked them through the published slides which encompassed information about the West of England (WoE) Joint Local Transport Plan 4, which included the following key points:

- Mass transit corridors; an evolving project which is at the early stages and will be ten to fifteen years before the schemes are delivered. Four key routes which are progressing.
- Future rail developments such as Bristol East Junction which was said to be crucial
- The closer of Bristol Bridge being brought forward was said to have provided officers with a head start on this work and was key to protecting the bus network by freeing-up space for buses to operate more efficiently by reducing traffic congestion. It has also meant that other proposals could now be accelerated earlier than previously expected.

The following points were discussed, and questions asked:

- A Member asked if and why the yellow bus routes on the proposed future bus network would only travel in one anti-clockwise direction? Officers said yes, they would only turn left because it is



always much easier and quicker than turning right and thus meant fewer delays. But they were also looking at adding in some routes that travel in both directions.

- How would the circular yellow route link up with the existing bus interchange Old Market? If it didn't it would probably not provide any improvements to people travelling in from East Bristol. Officers said that this was indeed the most challenging of the all the routes. Some information about local mass transit had been released earlier that day and Members were encouraged to look at this. Officers were looking at including a mass transit stop at Old Market. In the interim there were other options available such as, diverting services via Feeder Road and Avon Street to Temple Meads where they would be given priority access. Also, officers were looking at routes from the end of the M32 to the train station which would be routed through and connect services at Old Market.
- The Belfast Glider buses; were they the best option or was there a better mode of transport for mass transit? Officers said the routes would be highly segregated to enable them to be reliable and very frequent. These particular types of buses felt very different to regular buses and were more like trams. However, there were a number of other options emerging such as the vehicles currently being used in China that are also being used for the Qatar World Cup that can hold up to 300 people at one time. Another example given was the system used in Toulouse in France. There were pros and cons to all the systems but the key aim was to ensure that the mass transit system was completely segregated from other traffic.
- A Member asked about there being no mention of a Henbury Loop in the presentation and asked if that idea now 'shelved' so to speak? Officers said yes that was the current situation as no work was currently taking place on that.
- Another Member asked about the timescales for the new train stations which he said seemed very long and frustrated many people. Officers provided the following information
  - MetroWest Phase 1 – the line to Portishead should be ready by 2024
  - MetroWest Phase 2 - is almost definitely happening and Ashley Down Station should become serviceable in 2023 according to the current pipeline.
- Integrated ticketing; it had been discussed for many years so would this be possible on the different types of transport being discussed in the strategy? Officers agreed it was fundamental, but it was really down to WECA. Resolving the ticketing issue was slow due to the number of different operators in the City but it wasn't possible to make them do what BCC or WECA want. WECA had now signed-off the strategy
- A Member said that there had been some negative speculation about the Liveable Neighbourhoods (LN) Programme and asked if there would now be more information and communication to stop further speculation and help clarify what was or wasn't being discussed? Officers said they were about to embark on a three-stage consultation and engagement process as part of developing the policy. This would go into a lot of detail about what LN are and what they could mean for communities. Officers also highlighted they had also taken the proposition of LN to the recent Bristol Citizens Assembly and asked participants to assess the potential impacts and they received some very positive responses to it.
- Another Member asked about new cycle paths and whether Transport Officers would be joined up working with parks and green spaces officers to ensure they were linked in with other initiatives? Officers said they had been and would doing more in the future for example at Stoke Park and



creating smaller green spaces where new cycle routes were developed. However, there were some restrictions and some people were against having cycle paths in parks.

- The Chair asked about the point raised during Public Forum about the potential Park and Ride on the M32 and if officers were confident it would go ahead? Officers said they work closely with neighbouring authorities and had been working on a vision study with Highways England and South Gloucestershire Council looking at the prospect. It was said to be a complex and challenging project but they were making progress. They were hopeful it would come forward as a viable scheme because a huge volume of traffic travels down the M32 every day and unless a viable alternative was put in place people will continue to do that.
- With regards to Park and Rides, were Officers talking to YTL about potentially unused car parking spaces during the day at the Brabazon Hanger Arena? Officers said it was an option if they weren't being used already. But people would need to see the benefits first so that they were prepared to get out their cars use the buses instead.

The Chair thanked officers for the amount of detail they had provided at the meeting and all the work they were doing.

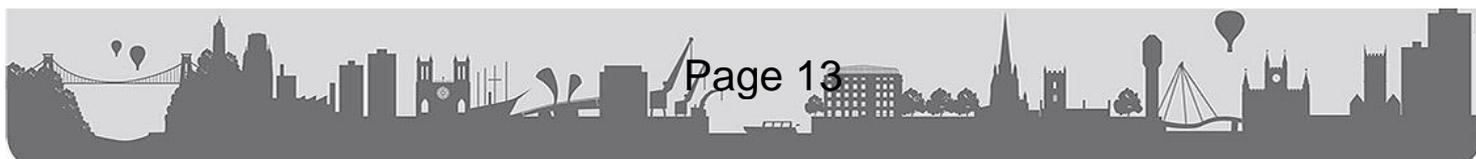
## 12. Bristol Local Flood Risk Management Strategy

The item was introduced by the Flood Risk and Data Manager who took Members through the published presentation slides which consisted of the following areas:

- Key achievements 2020/21
- Sustainable drainage
- Strategy refresh (2021)

Members were reminded that this item was focussed on the City-wide Flood Strategy and not the River Avon Flood Strategy which it had been previously agreed would be returning to scrutiny in due course. Officers confirmed that Cabinet had that week approved a number of recommendations to endorse the preferred approach of 'adaptive raised defences to manage the risk of flooding from the River Avon as set out in the Strategic Outline Case and approved officers to progress to the development of an Outline Business Case, and apply for grant funding to aid its development'.

- The Harbour condition survey of all the harbour assets; this was now complete and was fundamental to understand before further action could be decided and taken forward.
- Following advice from Scrutiny Members in the previous year the Flood Risk Officers had recruited 11 Flood Wardens across the City
- Avonmouth Severnside Enterprise Area (ASEA) Ecology Mitigation and Flood Defences Project: This project was said to be a partnership between South Gloucestershire Council, Bristol City Council and the Environment Agency that focuses on helping to support the growth of the Avonmouth Severnside Enterprise Area and protecting the existing communities from flooding. This it was said had been in the pipeline for many years but had now started.
- Strategic Flood Risk Assessment: Officers had undertaken the work themselves and helped the Council's Strategic City Planning Team to do the necessary assessments instead of hiring consultants to do the work. Another key output from this work has been the development of an



online mapping tool that shows all the flood risk modelling results on webpages that will go live very soon and will be available as a resource to the public and developers.

- Sustainable Drainage Schemes: use green infrastructure to reduce flooding rather than traditional pipes and officers are looking to install more of them. The scheme is linked to wider initiatives such as the Liveable Neighbourhoods Projects. The Southmead Regeneration SuDS (Sustainable Drainage Scheme) work had now been completed and Phase 2 was now being planned. Officers asked Members to notify them of any new transport schemes or ideas where additional SuDS could potentially be built in.
- The Environment Agency had recently up-dated their Flood Risk Strategy and Officers proposed to up-date the Council's Strategy in line with that. Details of how they will be aligned are contained within the published slide deck.

The following points were then discussed:

The Chair thanked Officers for the up-date and information and said she had been impressed that they had completed the Strategic Flood Risk Assessment in-house instead of using consultants. The Chair also remarked how the Team always reported solid progress whenever they come to scrutiny.

Another Member commented that the work was excellent and that he would bare SuDS in mind for future transport works. He also asked what the timetable for the River Avon Flood Strategy was now. Officers said the next steps following Cabinet's endorsement was to complete the business case which would take some time and would be in two phases. Phase 1 would be constructed in the 2020's subject to funding and planning consent. Phase 2 was said to be adaptable depending on climate change but it was likely be in the 2060's.

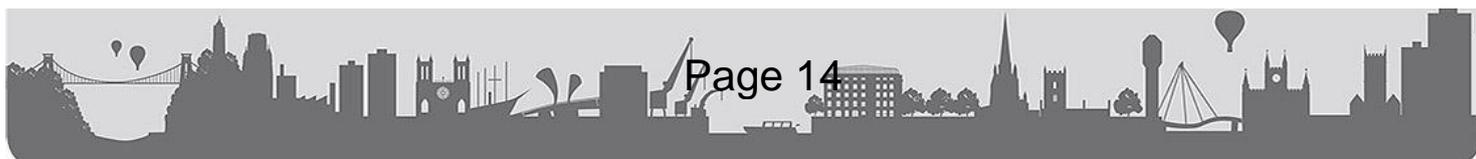
The Executive Director for Growth & Regeneration said there was still a lot of work to do on the funding strategy which involved bringing money in from a variety of sources including central Government and developer contributions. To get to a point where there was reasonable certainty on the funding strategy was a top priority for the next twelve months.

It was asked to what extent could existing developments be influenced or relied upon to make modifications to improve drainage systems? Officers said one of the things they were keen for the strategy to promote was look at key river corridors and the areas in between them and see what can be done to make them work better for people, nature and reduce flood risk. However, it was difficult to retro-fit SuDS because of constraints but they could happen anywhere and there was no bad place to install them because they always provided benefits. New developments were said to be doing very well at reducing flood risk and all planning applications now leave with some flood risk reduction included.

The Chair thanked all the Officers for their time and added that she had learnt a lot and felt genuinely optimistic about what was happening in Bristol after the Commissions' meetings.

### 13. Work Programme

The work programme was noted with the Chair adding that that it had been successfully delivered thought the year.



Meeting ended at 8.10 pm

**CHAIR** \_\_\_\_\_



# Growth and Regeneration Scrutiny Commission 16<sup>th</sup> November 2021



**Report of:** Service Director, Legal & Democratic Services

**Title:** Growth and Regeneration Scrutiny Commission Annual Business Report 2021/2022.

**Ward:** N/A

**Officer Presenting Report:** Amy Rodwell, Scrutiny Advisor

**Contact:** amy.rodwell@bristol.gov.uk

## **Recommendations:**

### **For the Commission Members to:**

1. To note the Scrutiny Commission's Terms of Reference
2. To note the Chair and Vice-Chair for the 2021/2022 municipal year
3. To note the membership of the Commission for the 2021/2022 municipal year
4. To confirm the 2021/2022 meeting dates for the Scrutiny Commission

## **1. Context and Proposal**

### **1.1 Terms of Reference of the Commission**

At its Annual Council meeting on 25<sup>th</sup> May 2021 Full Council established this Scrutiny Commission with the following terms of reference:

#### **Terms of Reference - Overview**

The role of the commission is the overview and scrutiny of matters relating to the Growth and Regeneration Directorate including;

Planning; Strategic City Planning, Development Management, City Design, City Innovation and Sustainability;

City Growth, Investment and Infrastructure; Housing Delivery, Economic development, Programme and Project Management (including Temple Quarter, the Arena, Bristol Beacon, Education Capital, Capital Infrastructure, Regeneration, Housing and Transport Programmes / Projects, including the Avonmouth and Severnside Enterprise Area, Housing Deal and Housing Infrastructure Fund), Culture, Property Asset Strategy, Property Management and Property Development and Energy.

Transport; Strategic City Transport, Local and Sustainable Transport and Traffic and Highway Maintenance including the statutory flood risk management scrutiny function.

#### **Functions**

1. To ensure that overview and scrutiny directly responds to corporate and public priorities, is used to drive service improvement, provides a focus for policy development and engages members of the public, key stakeholders and partner agencies.
2. To action the Annual Work Programme set by the Overview and Scrutiny Management Board using the following framework:
  - (a) Scrutiny of corporate plans and other major plan priorities within its remit, with particular reference to those areas where targets are not being met or progress is slow;
  - (b) Input to significant policy developments or service reviews;
  - (c) Review and scrutiny of decisions made, or other action taken in connection with the discharge of any functions which are the responsibility of the Mayor/Executive, functions which are not the responsibility of the Executive, and functions which are the responsibility of any other bodies the Council is authorised to scrutinise.
3. To make reports and recommendations to Full Council, the Mayor/Executive and/or any other body on matters within their remit and on matters which affect the authority's area or the inhabitants of that area and to monitor the response, implementation and impact of recommendations.
4. To work in collaboration with the Mayor/relevant Executive Member/s and receive updates from

that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.

5. To report to the Overview and Scrutiny Board on progress against the work programme and on any recommendations it makes.

### **1.2 Membership of the Commission:**

- Cllr David Wilcox (Chair)
- Councillor Sarah Classick (Vice-Chair)
- Cllr Helen Godwin (Lead)
- Cllr Chris Jackson
- Cllr Tim Rippington
- Cllr Tony Dyer
- Cllr Jenny Bartle
- Cllr Mark Weston (Lead)
- Cllr Kevin Quarterly

### **1.3 2021-2022 Meeting Dates**

- Tuesday 16<sup>th</sup> November 2021, 17:00-20:00
- January / February Meeting Date TBC
- March Meeting Date TBC

***Please Note: the Scrutiny Commissions Work Programme for the year can be located at Agenda Item 8.***

## **2. Public Sector Equality Duties**

Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
  - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;

- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
  - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- ii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
  - promote understanding.

### **3. Legal and Resource Implications**

N/A

#### **Appendices:**

None

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

#### **Background Papers:**

- Full Council, 25 May 2021

## Bristol City Council - Scrutiny Work Programme 2021 / 2022 (Formal Public Meetings)

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
<b>July 2021</b>				
19 <sup>th</sup> July, 5pm				12 <sup>th</sup> July, 5pm
Annual Business Report				City Leap
COVID-19 Update				Consultation and Engagement Strategy
Response to the independent review of Bristol's policies and actions for people with learning difficulties and autism				Clean Air Zone
Response to the Bristol Alternative Learning Provision review report				Performance Report Quarter 4 2020/21
School Places Provision				
Performance 20-21 Q4				
<b>August 2021</b>				
<b>September 2021</b>				
				<b>20<sup>th</sup> Sept, 1pm</b>
				Scrutiny Work Programme
<b>October 2021</b>				
				<b>18<sup>th</sup> October, 2pm</b>
				Corporate Strategy

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Corporate Performance Report Q1 (substantive discussion)
				Corporate Risk Report Q1
				Work Programme (including decarbonisation)
November 2021				
	23 <sup>rd</sup> November, 5.30pm	16 <sup>th</sup> November, 5pm	1 <sup>st</sup> November, 4pm	
	Annual Business Report	Annual Business Report	Annual Business Report	
Page 21	Q1 Performance Report	Liveable Neighbourhoods <i>(potential Joint item with CSC)</i>	Finance Task Group - Update <ul style="list-style-type: none"> <li>• MTFP</li> <li>• Capital Strategy</li> </ul>	
	Q1 Risk Report	High Streets Recovery	Council Tax Reduction Scheme (CTRS) (Cabinet Report)	
	Waste Strategy Action Plan – short update paper	Affordable Housing Delivery Plan	Procurement – discussion item only	
	Parks and Open Spaces Item: A) Parks and Open Spaces Strategy B) Future Parks	Q1 Performance Report	Finance Monitoring Report (Standing Item)	
	Leisure Investment Plans	Q1 Risk Report	Q1 Performance Report	
		Heat decarbonisation of the Welsman building (OED)	Q1 Risk Report	
			Budget Timeline (Summary of dates)	

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
			Scrutiny Work Programme	
<b>December 2021</b>				
<b>13<sup>th</sup> December, 5pm</b>				
Recruitment and retention – social care				
Sufficiency of placements – children’s homes, foster carers.				
Contextual Safeguarding – development.				
Performance (Q2)				
<b>January 2022</b>				
Page 22		<b>Date TBC</b>	<b>Late Jan / Early Feb (TBC)</b>	
		Temple Quarter/Temple Island	Budget Scrutiny Meeting <ul style="list-style-type: none"> <li>• Capital Programme</li> <li>• HRA</li> <li>• Dedicated Schools Grant (DSG)</li> </ul>	
		Western Harbour		
		River Avon Flood Strategy		
		Bristol Flood Risk Strategy (Statutory)		
<b>February 2022</b>				
	<b>Early Feb - Date TBC</b>			<b>w/c 7<sup>th</sup> February 22</b>

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
	Community Buildings Usage / Community asset transfers / facilities / sports facilities Waste Strategy Action Plan			Companies Business Plans
	Libraries			
	Area Committees (TBC)			
<b>March 2022</b>				
7 <sup>th</sup> March, 10am	<b>March / April Date TBC</b>	<b>Date TBC</b>	<b>TBC</b>	<b>Date TBC</b>
Adult Social Care – Independent Living, Maximising Independence		Highways Maintenance	Council Tax Reduction Scheme (CTRS) – potential further scrutiny March and May 2022	BCC Business Plans – potentially include Recommendations of Citizens’ Assembly
Transition between child and adult social care		Strategic Transport Plans	<ul style="list-style-type: none"> <li>• Council Tax Base</li> <li>• Collection Fund; Financial Surplus/Deficit Report (or Jan / Feb budget meeting)</li> </ul>	Scrutiny Annual Report to Full Council
Sir Stephen Bubb Report – review and further response		Parking strategy and management of parking		One City Plan
Written Statement of Action (SEND) – Progress				
Performance (Q3)				

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
<b>April 2022</b>				
<b>Provisional items / to be scheduled</b>				
Dedicated Schools Grant – to link into the Finance task & Finish Group – w/c 6 December	Ecological Emergency Action Plan	Spatial Development Strategy	Finance Monitoring Reports (Standing Item)	
GA Peer Review – Child protection and children in need. Outcome and response.	Private landlords / rents / licensing (TBC) Potentially include: <ul style="list-style-type: none"> <li>• Housing Options</li> <li>• Homelessness Prevention</li> </ul>	Bristol Beacon	Capital Spend against the Budget (end of year)	
Inclusive Mainstream Educational Practice – Possible Task & Finish group (March / Apr)	Keeping Bristol Safe Partnership (Keeping Communities Safe)	Carbon reduction	Quarterly Performance Reports	Delivery of net zero carbon by 2030
	Housing Revenue Account (HRA) <i>(Possible Joint with G&amp;RSC)</i>	Property Strategy and Community Buildings Usage <i>(possible joint item with CSC)</i>	Twice Yearly Risk Reports	Twice Yearly Risk Reports
	Liveable Neighbourhoods		Digital Transformation Programme (DTP) March TBC	Quarterly Performance Reports

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
	(potential Joint item with G&RSC)			
			Commercialisation & Income Generation	Standing Items: <ul style="list-style-type: none"> <li>• Forward Plan</li> <li>• Work programme</li> <li>• WECA- JS Minutes</li> </ul>
				Clean Air Zone – note Government approval for the Clean Air Zone is expected soon and an update to OSMB will be provided as soon as possible once it's available.
				Trans Equality Policy (approx. Jan 22)

Health Scrutiny	
Topic	Date
<b>Health Scrutiny Committee (Sub-Committee of the People Scrutiny Commission)</b>	
Children's Mental Health and Child and Adolescent Mental Health Services	Meeting 1 – 6 <sup>th</sup> December, 10am
Community Mental Health Framework	
Suicide Prevention	

Health Inequalities	Meeting 2 – 14 <sup>th</sup> March, 10am
Healthy Eating	
NHS Dentists	
NHS waiting lists; access to planned health care (and to review of findings and recommendations of 2020 Working Group Report) (Note – to include availability of services and comms etc (see original WP list)).	
CCG Strategic Estates Plans	
<b>Joint Health Overview &amp; Scrutiny Committee (JHOSC)</b>	
Stroke Programme – substantial variation	Monday, 15 November, 10.30am
Integrated Care System (tbc)	

# Growth and Regeneration Scrutiny Commission

16<sup>th</sup> November 2021



**Report of: Performance team, on behalf of Growth and Regeneration Executive Director**

**Title: Quarterly Performance Progress Report (Quarter 1 2021/22)**

**Ward: All wards**

**Officer Presenting Report:** Kate Cole, Strategic Intelligence & Performance Advisor

**Contact Telephone Number:** N/A

## **Recommendation**

That Scrutiny note the final outturn results against the relevant Key Performance Indicators (Appendix A1) and that Scrutiny members and Directors discuss measures to address any performance issues.

## **The significant issues in the report are:**

Highlighted in section 2 below and noted within the suite of KPIs set out in appendix A1.

Of all G&R Directorate\* measures reported this quarter:

67% are on or above target

62% are performing the same or better than at the same time last year



## 1. Background context

This performance progress report and appendix is part of the standard reporting arrangements around the Bristol City Council (BCC) [Business Plan 2021/22](#). The [Performance Framework](#) and reporting arrangements for 2021/22 were approved by CLB and noted by Cabinet and OSMB in Feb-March 2021.

The Key Performance Indicators (KPIs) included here are the relevant indicators for the Growth and Regeneration Scrutiny Commission, as listed in detail in Appendix A1; this includes Business Plan measures (coded as BP) and others agreed with Directorate leadership teams, adjusted to reflect Scrutiny areas of responsibility. A list of short definitions for each measure is in Appendix A2.

**Please note:** Each KPI is only reported to one Scrutiny Commission. Following a Council restructure in 2018 there is no standard management report for Communities, so the suite of KPIs for each Scrutiny Commission is based on the agreed areas of Scrutiny oversight, not on management lines of reporting.

**BCC measures and City-wide measures** - This year we continue to differentiate between indicators wholly owned by BCC, so are direct measures of our performance, and those where BCC is a key player but performance is dependent on other partners or factors. Indicators are listed accordingly.

**Impact of Covid-19** – Covid-19 renewal and recovery has been embedded into the commitments that underpin our Business Plan and is being delivered across all areas of the council. Adjusted targets are set to take account of this, including some which appear counter-intuitive compared to last year's outturn due to Covid-19 impact (see [BCC 2021/22 Performance Targets](#)). Details for individual indicators are in the management comments (see Appendix A1).

It should be noted that due to the decision pathway set out in the corporate [Performance Framework](#) and the scheduling of scrutiny commission meetings, Q1 is presented here as the most recent data available since Q2 has not yet been reported to directorate Cabinet leads.

## 2. Summary

In terms of performance in Q1 for Growth and Regeneration Scrutiny, progress is as follows:

### Performance summary

Taking the available KPI results for the entire G&R Directorate\* EDM measures this quarter, and noting the BCC / City-wide differentiation:

- **67% of all EDM measures** (with established targets) **are performing on or above target** (16 of 24)
  - 59% of BCC-only measures (10 of 17)
  - 86% of city-wide measures (6 of 7)
  
- **62% of all EDM measures** (with a comparison from 12 months ago) **have remained the same or improved** (16 of 26)
  - 56% of BCC-only measures (9 of 16)
  - 70% of city-wide measures (7 of 10)

**\*NOTE:** These summary figures are for the full management Directorate, not necessarily for the specific indicators reported to this Scrutiny Commission (listed in the detailed Appendix below). For G&R, many indicators, including all for Housing & Landlord Services, are reported to Communities Scrutiny so do not appear in the detailed Appendix for this report.

#### Development of Place

- Affordable Homes: delivery in this area continues to be challenging due to impacts of both Covid and Brexit on the construction industry, particularly in relation to labour and materials shortages. However, the figure reported for Q1 is showing a considerable improvement on the same period in 2020-21
- Air quality from monitoring sites: the interim figure for 2020 (calendar year) is reported for the first time as an interim figure (awaiting final verification from DEFRA). A strong improvement from the previous year (90.2%) is shown, but this is as a direct result of national lockdowns and substantial reduction in traffic levels so is unlikely to be repeated in 2021.

#### Economy of Place

- Bristol Museums, Galleries and Archives have now partially opened with visitors returning, albeit with booked visits. On-line access to exhibitions such as “The Colston Statue – what next” and other resources continues to be high.
- The performance measures for bus passenger journeys and Park and Ride journeys are now reinstated following their suspension in 2020-21. Whilst Q1 data is currently being verified, interim evidence shows that use of public transport is gradually increasing, although Park and Ride use, particularly relevant to commuters, is still negatively impacted as there has not yet been a major return to city offices.
- Most metrics for this division are annual so not due for reporting.

#### Management of Place

Not included – All indicators in this Division are reported to Communities Scrutiny.

#### Housing and Landlord Services

Not included – All indicators in this Division are reported to Communities Scrutiny.

### **3. Policy**

Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data. All Business Plan KPIs contained within Appendix A1 are designed to demonstrate our progress towards the Corporate Strategy 2018-23.

### **4. Consultation**

#### **a) Internal**

Performance progress has been presented to relevant Divisional Management Teams (DMT), Executive Director Meetings (EDM) and Cabinet Member briefings prior to the production of this report.

#### **b) External**

Not applicable.

### **5. Public Sector Equality Duties**

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 5b) Not applicable

**Appendices:**

Appendix A1: Performance Progress Update (q1 2021/22)

Appendix A2: A list of short definitions for each measure shown in Appendix A1

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:** None

## Growth & Regeneration Scrutiny – Q1 2021/22 Performance Summary

### OVERALL SUMMARY:

**67% (16/24) PIs are on or above target**  
**62% (16/26) PIs are better or the same than at Q1 last year**

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DEVELOPMENT OF PLACE		
Title	Target status	DoT
BPB124a: % of major residential planning applications processed within 13 weeks or as otherwise agreed	55.6%	↓
BPC425: Increase the number of affordable homes delivered in Bristol	87	↑
BPC80: Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	98%	↑

ECONOMY OF PLACE		
Title	Target status	DoT
BPB410: Increase the number of visitors to Bristol Museums, Galleries and Archives	31,301	↑
BPC041: Improve the overall employment rate of working age population	77.1%	↑
BPC103: Black, Asian and minority ethnic-led businesses supported	30	N/A

DoT = 'Direction of Travel' compared to this time last year



## Growth & Regeneration Scrutiny - Quarter 1 (1st April - 30th June 2021) Performance Progress Report

Corp Plan KC ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
<b>G&amp;R - Development of Place</b>								
<b>Bristol City Council (BCC) owned performance indicators:</b>								
F11	BPB124a	% of major residential planning applications processed within 13 weeks or as otherwise agreed	+	87.2%	92.0%	55.6%	↓	Five out of nine major residential planning applications were processed within agreed timeframes; this will be kept under close review and plans are in place to improve performance to achieve the target of 92% by year end.
F11	DGRB124	Percentage of major planning applications processed within 13 weeks or as otherwise agreed	+	90.7%	90.0%	85.0%	↓	17 out of 20 applications were dealt with in target or as otherwise agreed. Slightly below target at this early stage of the year but improvement likely although less resource is available in order to achieve this. (Overall volume greater than 2020-21 q1 when 13 applications were received).
F11	DGRB125	Percentage of minor planning applications processed within 8 weeks or as otherwise agreed	+	78.5%	79.0%	67.8%	↓	116 out of 171 applications were dealt with in target or as otherwise agreed. There is now less consultancy resource available to push up performance but extra management oversight will be given over the next quarter to deliver improvements as overall numbers of applications received in this category are at the same level as last year.
F11	DGRB126	Percentage of other planning applications processed within 8 weeks or as otherwise agreed	+	90.6%	84.0%	83.6%	↓	417 out of 499 applications were dealt with in target or as otherwise agreed. Increased workload (applications up 20% on the same time last year) plus capacity issues within the team largely responsible for this performance but currently only just below target.
<b>City Wide Performance Indicators that BCC contributes to:</b>								
F11	BPC425	Increase the number of affordable homes delivered in Bristol	+	400	450	87	↑	This measure relates to the council's direct emissions. The definition of this indicator has been updated for 2021/22 in line with the international standard for greenhouse gas reporting and the new targets for the council to be carbon neutral for its direct emissions by 2025. This measure is reported in Q2 following the year end once final utilities bills have been received. The long-term target for 2025 is to be carbon neutral.
	BPC430a	Increase the number of new homes delivered in Bristol	+	1,332 (2019/20)	1,500	Annual measure Data not due	n/a	Brexit and the Covid pandemic continue to affect the pace of delivery of affordable homes. The construction sector is seeing a significant increase in costs of materials, supply chain delays and delays on site through the availability of construction workers. Many sites are reporting completion delays of around 6 months since they provided delivery forecasts at the end of 2020/21, although currently much of this slippage is within year and not yet affecting total completions. This is being monitored closely. (n.b. there are no in-year targets)
W2	BPC419	Reduce the council's carbon dioxide equivalent emissions (in tonnes)	-	9,528 tonnes (2019-20)	7,300 tonnes	Annual measure Data not due	n/a	This measure relates to the council's direct emissions. The definition of this indicator has been updated for 2021/22 in line with the international standard for greenhouse gas reporting and the new targets for the council to be carbon neutral for its direct emissions by 2025. This measure is reported in Q2 following the year end once final utilities bills have been received. The long-term target for 2025 is to be carbon neutral.
W2	BPC433	Reduce the total CO2 emissions in Bristol City (k tonnes)	-	1,447 K Tonnes (2018)	1,488 K Tonnes (2019)	Annual measure Data not due	n/a	This measure is reported at around 18 months after the end of the calendar year so the 2020/21 reported outturn is for the calendar year 2018.
W2	BPC434	Reduce the proportion of deaths attributed to particulate air pollution	-	5.0% (2018)	4.3%	Annual measure Data not due	n/a	This indicator is based on Public Health England data and calculations. These show that for the last year of data (2019) the fraction of deaths attributable to pollution from particulates has dropped, returning to the general downward trend of the previous 5 years. It is based on the fraction of very small particles (<2.5 micro metres) arising from human action. The main sources of this within the city are traffic and combustion.
W2	BPC480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	+	98% (2020)	94.0%	Annual measure Data not due	↑	For the calendar year of 2020 98% of monitoring sites had an annual NO2 concentration below 40µg/m3 when analysed in accordance with Local Air Quality Management exposure criteria. (This is awaiting verification from DEFRA). Levels were substantially improved as a direct result of Covid lockdowns and reductions in traffic, so the 98% outturn should not be used as benchmark alone and the 94% target continues the pre-Covid trajectory (from 90.2% in 2019), moving to the Clean Air Plan aim of 100% of sites on target by end 2023.

Corp Plan KC ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
<b>G&amp;R - Economy of Place</b>								
<b>Bristol City Council (BCC) owned performance indicators:</b>								
W4	BPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	+	28,917	300,000	31,301	↑	The three main venues have now re-opened, albeit with booked visits needed, and with "Vanguard: Bristol Street Art" and "The Colston Statue" both receiving encouraging numbers of physical visits as well as access online for the latter. Blaise Museum opened in July.
<b>City Wide Performance Indicators that BCC contributes to:</b>								
F13	BPC103	Black, Asian and minority ethnic-led businesses supported	+	134	50	30	n/a	Provisional Q1 data indicates that 30 BAME led businesses have been supported through Black South West Network (BSWN) and 55 through the North and East Bristol Enterprise support programme. The target relates to the Black, Asian and minority ethnic led business support contract delivered through BSWN. Processes are being implemented to also capture similar business support contracts being delivered for South Bristol and North and East Bristol programmes moving forward, as current funding for the BSWN contract ends in September 2021.
F14	BPC327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	-	70.4%	73.0%	Annual measure Data not due	n/a	Ongoing work across the year is intended to consolidate on reductions in congestion achieved during 2020; it should be noted however that the target for 2021 reflects the previous trajectory from 2019 as the 2020 result was better than expected as there were lower traffic levels overall due to lockdowns, home working and education closures.
WC1	BPC470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	-	70.4%	73.0%	Annual measure Data not due	n/a	Ongoing work across the year is intended to consolidate on reductions in congestion achieved during 2020; it should be noted however that the target for 2021 reflects the previous trajectory from 2019 as the 2020 result was better than expected as there were lower traffic levels overall due to lockdowns, home working and education closures.
Page 33 WC1	BPC474	Increase the number of single journeys on Park & Ride into Bristol	+	Suspended 2020/21 (2019-20 1,687,558)	930,000	113,208	n/a	General bus passenger numbers overall have been growing to a current level of around 60% of equivalent pre-Covid levels. Although capacity restrictions and mandatory mask wearing have been lifted on public transport, the return to normal levels of patronage will be dependent on a significant return to office working across the city. The commuter demand, previously a very significant proportion of overall bus usage, has yet to return, with many people continuing to work at home full time. This is particularly affecting Park & Ride usage, which also had a proportionately high level of peak hour (commuter) usage as part of its overall use. [No in-year targets are currently set as there are still too many distorting factors to make these meaningful. The aspiration is to work towards a 1.67m target for 2022-23, but much will depend on wider impacts on the bus industry. This measure was suspended in 2020-21]
WC1	BPC475	Increase the number of passenger journeys on buses	+	Suspended 2020/21 (2019-20 40,776,023)	26,505,000	5,483,711	n/a	General bus passenger numbers overall have been growing to a current level of around 60% of equivalent pre-Covid levels. Although capacity restrictions and mandatory mask wearing have been lifted on public transport, the return to normal levels of patronage will be dependent on a significant return to office working across the city. The commuter demand, previously a very significant proportion of overall bus usage, has yet to return, with many people continuing to work at home full time. This is particularly affecting Park & Ride usage, which also had a proportionately high level of peak hour (commuter) usage as part of its overall use. [No in-year targets are currently set as there are still too many distorting factors to make these meaningful. The aspiration is to work towards a 35m target for 2022-23, but much will depend on wider impacts on the bus industry. This measure was suspended in 2020-21]
WC1	DGRC120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents.	-	57	75	10	↑	This reporting period covers the calendar months January to March 2021. There were 10 KSI's of which 2 were fatalities. (There is no in-year target.)
WC1	DGRC476	Increase the number of people travelling actively to work by walking and cycling	+	n/a	Establish baseline.	Annual measure Data not due	n/a	This is a new annual measure and will be reported at year-end. Projects from the Streetscapes programme include various schemes to encourage active travel which build on temporary changes made during 2020-21. Other schemes will be piloted, with consultation, such as the one proposed for Princess Victoria Street.
WC3	BPC041	Improve the overall employment rate of working age population	+	75.8%	70.0%	77.1%	↑	This measure is reported six months in arrears, so covers the period January to December 2020
W4	BPC411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	+	33.4%	35.0%	Annual measure Data not due	n/a	The culture sector is gradually re-opening, although with greatly reduced capacity in many cases and it is anticipated that new programmes will be developed over the next few months. We continue to work with the sector to support safe re-opening.
W4	BPC412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	+	40.3%	50.0%	Annual measure Data not due	n/a	Outdoor events are gradually being re-established with the easing of restrictions from July 19th although the usual big scale events for the city, such as Harbour Festival and the Balloon Fiesta will either not be held, or will take place with a revised offer. We also continue to work with events organisers to encourage them to broaden the events offer beyond the city centre to the wider city to enable more people to feel able to participate.



Progress Key
Significantly better than target
Better than target
On Target
Worse than target
Significantly worse than target

Improvement Key	
↑	Direction of travel <b>IMPROVED</b> compared to same period in the previous year
=	<b>SAME</b> as previous same period in the previous year
↓	Direction of travel <b>WORSENE</b> D compared to same period in the previous year

Directorate	
PE	People
G&R	Growth and Regeneration
RE	Resources

[Corporate Strategy - Key Commitments](#)

Empowering & Caring	
EC1	Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.
EC2	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.
EC3	Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.
EC4	Prioritise community development and enable people to support their community.
Fair & Inclusive	
FI1	Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
FI2	Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.
FI3	Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.
FI4	Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
Wellbeing	
W1	Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.
W2	Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.
W3	Tackle food and fuel poverty.
W4	Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
Well-Connected	
WC1	Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
WC2	Make progress towards being the UK's best digitally connected city.
WC3	Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.
WC4	Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.
Workplace Organisational Priorities	
WOP1	Redesign the council to work effectively as a smaller organisation.
WOP2	Equip our colleagues to be as productive and efficient as possible.
WOP3	Make sure we have an inclusive, high-performing, healthy and motivated workforce.
WOP4	Be responsible financial managers and explore new commercial ideas.

## Defintions and reporting timescales for Performance Indicators

### 2021/22 Growth & Regeneration: Development of Place

PI ref	Measure	Frequency/period reported	Method of calculation
<b>Bristol City Council (BCC) owned performance indicators:</b>			
BPB124a	Increase the percentage of major residential planning applications processed within 13 weeks or as otherwise agreed	Quarterly (Cumulative)	Percentage of major residential planning applications by type determined in a timely manner (within 13 weeks) n.b. this includes the category of "applications for prior approval" which are NOT included as part of the statutory returns PS1 and PS2.
DGRB124	% of major planning applications processed within 13 weeks or as otherwise agreed	Quarterly (Cumulative)	This PI measures the percentage of major planning applications by type determined in a timely manner (13weeks). The formula used is: x = number of major planning applications determined in a timely manner; y = total number of major planning applications determined.
DGRB125	% of minor residential planning applications processed within 8 weeks or as otherwise agreed	Quarterly (Cumulative)	This PI measures the percentage of minor planning applications by type determined in a timely manner (8 weeks). The formula used is: x = number of minor planning applications determined in a timely manner; y = total number of minor planning applications determined.
DGRB126	% of other planning applications processed within 8 weeks or as otherwise agreed	Quarterly (Cumulative)	This PI measures the percentage of other planning applications by type determined in a timely manner (8 weeks). The formula used is: x = number of other planning applications determined in a timely manner; y = total number of other planning applications determined.

### City Wide Performance Indicators that BCC contributes to:

BPC419	Reduce the council's carbon dioxide equivalent emissions (in tonnes)	Annual	Carbon Dioxide equivalent emissions from: 1. Council buildings (corporate buildings, leisure centres, council housing (landlord supplies and heating), schools and other operational sites); 2. Street lighting;
BPC425	Increase the number of affordable homes delivered in Bristol	Quarterly (Cumulative)	This records the numbers of social rented and intermediate housing units added to the city's overall housing stock during the year. Affordable housing is defined in the Planning Policy Statement 3 (PPS3) from the Ministry for Housing Communities & Local Government (MHCLG).
BPC430a	Increase the number of new homes in Bristol	Annual (1 year lag)	This measures the net increase in dwelling stock over one year and is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions.
BPC433	Reduce carbon dioxide (CO2) emissions across the Bristol local authority area	Annual (18 month lag)	This measures the annual amount of end user CO2 emissions across an agreed set of sectors (housing, road-transport and business).
BPC434	Reduce the proportion of deaths attributed to particulate air pollution	Annual (2 year lag)	This measure is reported by Public Health England
BPC480	Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide	Annual (Calendar year)	This measures the percentage of monitoring sites across the city which achieve the annual air quality target. It is published at q4 the following year as unverified data, prior to sign-off by Defra i.e. calendar year 2021 data to be reported at Q4 2021-22 pre-verification.

### 2021/22 Growth & Regeneration: Economy of Place

PI ref	Measure	Frequency/period reported	Method of calculation
<b>Bristol City Council (BCC) owned performance indicators:</b>			
BPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	Quarterly (Cumulative)	This measures visitors to Bristol Museums, Galleries and Archives and is taken from automated counters as well as snap shot surveys.
<b>City Wide Performance Indicators that BCC contributes to:</b>			
BPC041	Improve the overall employment rate of working age population	Quarterly (Snapshot)	This is the proportion of the working age population (16-64) who are in employment according to the International Labour Organisation (ILO) definition.
BPC103	Increase the number of Black, Asian and minority ethnic-led businesses supported	Biannual	The number of Black, Asian and minority ethnic-led businesses supported through work commissioned with Black South West Network.
BPC327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC474	Increase the number of single journeys on Park & Ride into Bristol	Quarterly (Cumulative)	This measures the number of journeys made on Park and Ride (P&R) services in Bristol. Data is supplied by the various commercial operators of P&R designated services
BPC475	Increase the number of passenger journeys on buses	Quarterly (Cumulative)	This measures the number of journeys made on all services which has a boarding point in Bristol. Data is supplied by the various commercial operators of P&R designated services
DGRC120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents.	Quarterly (Cumulative)	This measures the numbers killed or seriously injured in road traffic incidents in the authority's area. Data is supplied by Avon & Somerset Police and is reported 3 months in arrears.
DGRC476	Increase the number of people travelling actively to work by walking and cycling	Annual	This measure uses data from surveys as well as automated counters build into cycling infrastructure to report on the number of people using modes of transport that are recognised as "active".

### Key / further notes

1/ Covid-19 impact - Planned Performance Indicators are continuing to be measured, if possible, and 2020/21 Targets have been adjusted where relevant to take account of the expected impact of the Covid-19 pandemic.

2/ Indicators "shaded out" - Where the indicator and definition are shaded in grey, these Performance Indicators have been *suspended* for 2020/21; the impact of the Covid-19 pandemic is such that it is not possible to meaningfully measure these indicators, and no 2020/21 Target has been set.

# Growth and Regeneration Scrutiny Commission



16<sup>th</sup> November 2021

**Report of:** Risk and Insurance Senior Officer

**Title:** Growth and Regeneration - Risks on the Corporate Risk Management Report – Q1 2021/22

**Ward:** Citywide

## Recommendation

For the Growth and Regeneration Scrutiny Commission to note the attached Growth and Regeneration Risks from Corporate Risk Management Report Q1 2021/22 and Appendix A – Risk Summary Report for G&R scrutiny commission that contains a summary of Growth and Regeneration risks contained within the Corporate Risk Report that went to Cabinet on 14<sup>th</sup> September 2021.



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## 1. Policy

- 1.1. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). The Council is required to comment on the effectiveness of its arrangements in this regard. The statement must also identify any significant governance issues that may have resulted from failures in governance and risk management.
- 1.2. Risk Management is an integral part of good governance to which the Council is committed. Risk Management provides the framework and processes that enables the Council to manage uncertainty in a systematic way. As part of the Risk Management arrangements the Council reviews the Risk Management Assurance Policy on an annual basis.
- 1.3. It is considered good practice to regularly review and update the Risk Management Assurance Policy to ensure it strengthens the Council's approach to its risk management and assurance arrangements.
- 1.4. Ensuring that the Corporate Risk Report (CRR) is soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.
- 1.5. The CRR provides assurance to management and Members that the Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed.
- 1.6. The CRR is a management tool and needs regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.
- 1.7. The CRR has been prepared and presented in line with the Risk Management Assurance Policy that was approved by Cabinet in January 2019.

## 2. Consultation

**Internal** - First to fourth tier managers, Extended Leadership Team, Corporate Leadership Team, Cabinet Member, Finance, Governance and Performance.

**External** - None

## 3. Context

### Corporate Risk Register (CRR)

- 3.1. The Corporate Risk Report (CRR) is a key document in the council's approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision

making about business planning, budget setting, transformation and service delivery.

- 3.2. The CRR provides assurance to management and Members that Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that 'risk' by definition includes both threats and opportunities, which is reflected in the CRR.
- 3.3. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.
- 3.4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.
- 3.5. The CRR summary of risks is attached to this report at Appendix A is the latest position following a review by managers and Directors.

**Summary of Growth and Regeneration Corporate Risks:**

- 3.6. The CRR sets out the critical, significant and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the DRRs.
- 3.7. The Q1 21-22 Corporate Risk Report (CRR) as at 30 June 2021 contained the following risks that are the responsibility of the Growth and Regeneration directorate:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none"> <li>• 2 critical</li> <li>• 4 high</li> <li>• 1 medium</li> <li>• 0 new</li> <li>• 0 improving</li> <li>• 0 deteriorating</li> <li>• 0 closed</li> </ul>	<ul style="list-style-type: none"> <li>• 0 significant</li> <li>• 0 high</li> <li>• 0 medium</li> <li>• 0 new</li> <li>• 0 improving</li> <li>• 0 deteriorating</li> <li>• 0 closed</li> </ul>	<ul style="list-style-type: none"> <li>• 1 critical</li> <li>• 1 high</li> <li>• 0 medium</li> <li>• 0 new</li> <li>• 0 improving</li> <li>• 0 deteriorating</li> <li>• 0 closed</li> </ul>

- 3.8. A summary of risks (Threat and Opportunities) for this reporting period are set out below.
- 3.9. There are two critical threat Growth and Regenerations risks on the Corporate Risk Report.
- 3.10. There are no improving threat risks.
- 3.11. There are no deteriorating threat risks.

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- 3.12. There is one critical external/contingency risk.
- 3.13. All risks on the CRR have management actions in place.
- 3.14. It is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

### **Risk Management Framework**

3.15. Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the council achieving its priorities and objectives and a key element of the council's governance framework. The Annual Governance Statement (AGS) declaration highlighted several opportunities to enhance Risk Management. Areas for improvement included:

- Increasing the level of engagement and ownership by Service Managers.
- Enhancing the engagement of Members in the risk management process.
- Engagement with the timeliness, completion, and accuracy of Service Risk Registers.
- Accuracy of Corporate and Directorate Risk Reports.
- Risk Management training and awareness.
- Risk Management within Decision Making, Business Case approvals, Project Management and Procurement Frameworks.
- Maintaining the focus of the process on reducing risk against the council's Corporate Plan 2018-23.

3.16. The risk management framework and process continues to be developed.

3.17. Upcoming plans for 2021/22 include:

- Risk data migration Q1 2021/21 and roll out of new system
- eLearning will roll out on the new Learning and Development platform which will be mandatory for key staff.
- Annual Risk Management Maturity Assessment.
- Approach to management of risk reporting to CLB.
- Reviewing and updating the Risk Management Assurance Policy.

### **4. Proposal**

- OSMB receive and note the Risk Management update.
- OSMB review and comment upon the Corporate Risk Report (CRR) as a source of assurance that risk management arrangements are in place.

### **5. Other Options Considered**

5.1. None necessary. Having robust risk management processes in place is a requirement of the City Council. The CRR has been developed in line with the Risk Management Assurance Policy.

### **6. Risk Assessment**

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6.1. The Risk Management Assurance Policy and the CRR will further develop risk management assessment within the City Council, and help the management of risk arrangements embed.

## **7. Summary of Equalities Impact of the Proposed Decision**

No Equality Impact anticipated from this report.

## **8. Legal and Resource Implications**

### **Legal**

Not Applicable

### **Financial**

Not Applicable

### **Land**

Not Applicable

### **Personnel**

Not Applicable

### **Appendices:**

Appendix A - Corporate Risk Report Resource Risks Only

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

### **Background Papers:**

Risk Management Assurance Policy.

**Growth and Regeneration - Corporate risk performance summary for threat risks**

Risk ID	Risk	Risk Owner	Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21		Quarter 1 Apr – Jun 21/22	
			Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
CRR41	Long Term Major Capital projects	Executive Director Growth and Regeneration and Executive Director Resources and S151 Officer					4x7=28	New	4x7=28	↔	4x7=28	↔
CRR32	Failure to deliver enough affordable Homes to meet the City's needs	Executive Director Growth and Regeneration Director Development of Place	4x7=28	↓	4x7=28	↔	4x7=28	↔	4x7=28	↔	4x7=28	↔
CRR37	Homelessness	Executive Director Growth and Regeneration Director Housing	4x5=20	New	4x5=20	↔	4x5=20	↔	4x5=20	↔	4x5=20	↔
CRR12	Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur	Executive Director Growth and Regeneration Head of Paid Service, Director Management of Place and Civil Protection Manager	2x7=14	↔	3x7=21	↓	4x5=20	↑	3x5=15	↑	3x5=15	↔
CRR5	Business Continuity and Council Resilience	Executive Director Growth and Regeneration Chief Executive	2x7=14	↓	3x7=21	↓	4x5=20	↑	3x5=15	↑	3x5=15	↔
CRR18	Failure to deliver enough homes to meet the City's needs.	Executive Director Growth and Regeneration Director Development of Place	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔
CRR27	Capital Transport Programme Delivery	Executive Director Growth and Regeneration Director Economy of Place	4x5=20	↔	3x3=9	↑	3x3=9	↔	3x3=9	↔	3x3=9	↔

**Growth and Regeneration - Corporate risk Performance Summary for external and civil contingency risks**

Risk ID	Risk	Risk Owner	Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21		Quarter 1 Apr – Jun 21/22	
			Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
BCCC3	Covid -19	Corporate Leadership Board, Chief Executive	4x7=28	↔	4x7=28	↔	4x7=28	↔	4x7=28	↔	4x7=28	↔
BCCC1	Flooding	Executive Director Growth and Regeneration Director Economy of Place	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔

Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR5: Business Continuity (BC) and Councils Service Resilience.</b>                      If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event may be increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Strikes (People, Fuel).</li> <li>• Loss of key staff (communicable diseases and influenza epidemics).</li> <li>• Loss of suppliers.</li> <li>• Loss of accommodation to deliver key services.</li> <li>• Loss of equipment.</li> <li>• Any event which may cause major disruption.</li> <li>• Unavailability of IT and/or Telecoms, including from cyber attack</li> <li>• Loss of staff/staff availability.</li> <li>• Knowledge loss.</li> <li>• Reduced chances of preventing/responding to incidents due to lack of forward planning or investment.</li> </ul>	<p>A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota.</p> <p>The Covid Continuity Group has now been stood down. However, it has been established as a successful model for managing business continuity challenges and is being written into plans to be reconvened when necessary in future.</p> <p>The review of Service Level Business Continuity Plans planned for January 2021 was delayed by the Covid second wave. Although some of this work will be addressed in the project outlined above, a wider review needs to be re-scheduled.</p> <p>Business Continuity Awareness Week took place between 17th and 21st May and we are working with Internal Communications to ensure messages to managers encourage review of continuity arrangements.</p> <p>CPU continue to lead exercises to support service response and continuity (e.g. election resilience).</p> <p>We continue to work closely with partners through the LRF to understand Covid, EU Exit Risks and other risks and the impact they may have on continuity.</p>	<p>←</p>	3	5	15	<p>Due to risk due to cyber security and the ability of critical services to manage continuity in the event of a loss of IT services, a project is being developed across CPU, IT and Information Assurance to: review and finalise the list of critical services and the IT they depend on; increase services understanding of the resilience they can expect from IT; ensure that BC plans align with disaster recovery schedules; improve the quality of the BC arrangements services have in place to manage IT outages; place the review and maintenance of service BC plans on a 'corporate governance programme'.</p>	1	5	5
<p>Risk Owner: Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</p>	<p>Action Owner: Director Management of Place and Civil Protection Manager.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Wellbeing.</p>						

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur.</b> (Civil Contingency and Resilience)</p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Emergency risks not identified and prepared for.</li> <li>Lack of trained and available responding staff.</li> <li>Emergency roles and responsibilities not embedded.</li> </ul>	<p>We have supported the ongoing Covid response and responded effectively to concurrent incidents including fatal industrial accidents, residential fires, water and utility outages and protests.</p> <p>Learning from Covid 'Waves 1 and 2' have been absorbed across the organisation. However, there remains lessons to be learnt and embedded.</p> <p>BCC plays a leading role in the Avon and Somerset Local Resilience Forum (LRF), the multi-agency partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset, and South Gloucestershire. The Avon and Somerset works to the Avon and Somerset Community Risk Register.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. CPU and relevant teams have also taken part in multi-agency exercises.</p> <p>A Duty Director on-call rota is in operation. Emergency volunteers have been recruited to aid emergency responses. Duty rotas in other key service delivery areas (e.g. Housing and Social Care) are also in place.</p> <p>The Bristol Operations Centre capacity to support multi-agency operations has been tested.</p> <p>A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete.</p> <p>The Covid-19 emergency has stretched the Council's emergency response capacity and created additional strains and pressures across all responding agencies and the city systems in place to manage emergencies.</p> <p>The risk of a concurrent emergency during the Covid crisis is arguably higher than before the crisis. Covid pressures and additional safety considerations with regards to response required the OOH CPU service to be reduced to a telephone only service. This has now been reversed and a full response is available again.</p> <p>Measures for managing a concurrent emergency have been discussed with emergency services and e.g. the Fire Service has arrangements to support residential evacuations during this period. A 'concurrent emergency' plan is in place.</p> <p>Learning is taking place as consequence of the ongoing pandemic and this is making the Council a more resilient organisation.</p> <p>An 'Introduction to Emergency Planning' e-learning package will be available for all staff is in development.</p>	↔	3	5	15	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.	Action Owner: Director Management of Place, and Civil Protection Manager.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation, Wellbeing.					

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR18: Failure to deliver enough homes to meet the City's needs.</b></p> <p>Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Not enough planning applications submitted.</li> <li>• Not enough permission granted.</li> <li>• Insufficient housing land identified in planning documents.</li> <li>• Inability of the housebuilding industry to deliver at this level.</li> <li>• Increased uncertainty in the market due to Brexit and Covid-19.</li> </ul>	<p>Granted planning permissions.</p> <p>Secured additional grant funding for infrastructure.</p> <p>Released land.</p> <p>Issued grants to Registered Providers (RPs).</p> <p>Established a Local Housing Company (Goram Homes).</p> <p>Secured funding from Homes England under HIF and Accelerated Construction and Community Development to release further housing land.</p> <p>Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Required a minimum of 30% affordable housing on land released by the Council.</p> <p>Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.</p> <p>Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.</p>	↔	3	5	15	3	3	9
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	Action Owner: Director Development of Place.	Portfolio Flag: Housing.			Strategy Theme: Fair and Inclusive.			

Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR27: Capital Transport Programme Delivery</b>                      Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Overspend on individual schemes leading to uncontrollable cost pressures.</li> <li>• Underspend on annual profile.</li> <li>• Lack of coordination and programme management across divisions.</li> <li>• Covid-19.</li> </ul>	<p>Transport Programme Team and Delivery Board established.</p> <p>Shared paperwork and highlight reporting process initiated.</p> <p>Regular briefings and reporting to senior management and cabinet members.</p> <p>5-year capital programme mapping process underway.</p> <p>Regular reviews with directors taking place, workshop carried out to examine governance and further improvements to processes.</p>	↔	3	3	9	<p>COVID-19 lockdown has restricted progress of all non-essential capital programme schemes. This is in part due to the non-essential nature of schemes but also down to the inability to carry out site surveys, engage and consult appropriately and to process TROs. We have restarted processing TROs following revised government guidance. We are also reviewing the whole programme in light of the challenges posed by COVID-19.</p> <p>Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels.</p> <p>We continue to develop Transport Planning Team (TPT), Transport Programme Delivery Board (TPDB) and highlight report processes which are governed by the Growth and Regeneration (G&amp;R) Board (monthly meeting).</p> <p>5 Year mapping ongoing.</p> <p>The Emergency Active Travel Fund (EATF) announced by the Department for Transport (DfT) has meant reprioritising resource to deliver cycle schemes and social distancing across the city. This has and will inevitably lead to some profiling and adjustment of the programme. This is ongoing, it is likely that funds can be carried forward to next year and that some funds will be allocated to supporting EATF schemes.</p> <p>All schemes restarted and works progressing well. 6-month review has highlighted schemes that are behind programme and re-profiling taking place currently.</p>	2	3	6
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

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Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR32: Failure to deliver enough affordable Homes to meet the City's needs.</b>                      Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Subsidy availability.</li> <li>• Insufficient land available.</li> <li>• Uncertainty in the housing market as a result of Covid-19.</li> <li>• Not enough planning applications submitted.</li> <li>• Not enough permission granted.</li> <li>• Inability of the housebuilding industry to deliver at this level.</li> <li>• Increased uncertainty in the market due to Brexit.</li> <li>• Lack of capacity within the council's delivery system and the local market.</li> <li>• Insufficient housing land identified in planning documents.</li> </ul>	<p>Continue to deliver a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p>	↔	4	7	28	<p>Promote Affordable Housing Grant Funding.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p> <p>De-risk the outstanding allocated sites in the City to prepare a pipeline of investable development opportunities for future delivery.</p> <p>Ensure affordable Housing is negotiated to policy requirement on all eligible housing sites.</p> <p>New frameworks for working collaboratively to resolve issues that exist on Residential planning applications and conditions discharge.</p> <p>Review &amp; amendment of Affordable Housing Practice note in 2021/22.</p>	4	3	12

## Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

Risk Owner: Executive Director Growth and Regeneration, Director Development.	Action Owner: Director Development of Place and Head of Housing Delivery.	Portfolio Flag: Communities.	Strategy Theme: Fair and Inclusive.
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Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR37: Homelessness</b></p> <p>The risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>The ending of the eviction ban.</li> <li>Economic impact of COVID-19, unemployment rising leading to an increase in evictions from private rented tenancies.</li> <li>COVID 19 and lockdown leading to an increase in mental health issues, family relationship breakdown and domestic violence &amp; abuse.</li> </ul>	<p>Continuing to progress the One City move on project, which is delivering additional move on accommodation for people that are homeless. This includes:</p> <ul style="list-style-type: none"> <li>Securing funding through the first two rounds of the rough sleeper accommodation programme and have submitted a bid for the third round</li> </ul> <p>Successfully moved on most households placed in Temporary Accommodation through our everyone in initiative. This has reduced the number of households from a peak of 1122 to 930.</p> <p>Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.</p> <p>Ongoing work with the wider homelessness sector, advice agencies and key partners identifying opportunities to work collaboratively around early intervention and the prevention of homelessness.</p> <p>Bristol has secured a £3.3 million grant from the Ministry of Housing, Communities and Local Government's (MHCLG) three-year 'Changing Futures' scheme. Delivery starts now and runs until March 2024.</p> <p>We have been working closely with commissioners of domestic abuse services and providers to support move on from refuge accommodation.</p>	↔	4	5	20	3	5	15
Risk Owner: Executive Director Growth and Regeneration, Director Housing.	Action Owner: Director Housing.	Portfolio Flag: Housing.	Strategy Theme: Our Organisation, Empowering and Caring, Fair, and Inclusive, Well Connected, Wellbeing.					

Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR41: Long Term Major Capital Projects.</b> BCC'S long-term major capital projects may require greater than anticipated investments.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• The cost is higher than expected.</li> <li>• The project is delivered later than planned.</li> <li>• The operating and maintenance cost of the asset exceeds expectations.</li> <li>• Strategic, geographic, social, financial, and economic conditions changing over time.</li> <li>• Oversight of Project Interdependencies not well managed.</li> <li>• Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment.</li> <li>• Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure.</li> </ul>	<p>Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) meets on a monthly basis and has an oversight and stewardship role for the delivery of the Capital Programme and investments.</p> <p>The Growth and Regeneration (G&amp;R) Board meets monthly and is a strategic forum for the review and monitoring of regeneration assets and growth programmes and projects – enabling effective decision-making and ensuring alignment with the wider objectives of the Council.</p> <p>The G&amp;R Board has identified a number of Areas of Growth and Regeneration (AGR) across the City to enable place shaping and contribute to regeneration, affordable housing, community building and the financial sustainability of the Council and the AGR are regularly reviewed and re-prioritised by the G&amp;R Board.</p> <p>The Covid-19 pandemic continues to impact on the delivery of some major projects owing to restrictions placed on based working, supply chain partners furloughing staff, and building material suppliers only delivering to critical construction projects.</p> <p>Capital Strategic Partner, Arcadis, appointed in February 2021 and mobilisation phase concluded in May 2021. A dedicated Programme Director from Arcadis attends the Growth and Regeneration Executive Director Meetings (EDM) and G&amp;R Board; and the programme has started to deliver.</p> <p>The introduction of enhanced highlight and exception reporting at the G&amp;R Board has had a positive impact on overall 'grip' of the portfolio. Project officers now routinely come to G&amp;R board to provide an overview of progress on an exception basis.</p>	↔	4	7	28	<p>We have done and we continue to review and prioritise / re-prioritise programmes and projects and other deliverables in the light of the on-going global Covid-19 pandemic, as well as assessing its impact on long-term commercial investments and major capital project delivery.</p> <p>The recent appointment of the Capital Strategic Partner is starting to have an impact on the performance culture across major capital programmes. There will be quarterly review meetings between BCC's Senior Leadership and the Strategic Partner to review performance and progress with Capital Programme delivery.</p> <p>Workshops organised in July 2021 to review and refresh the Capital Programme. To be followed in August 2021 by a similar workshop to review Capital receipting/disposal. There will be a more comprehensive review/reset of the Capital Programme as part of the annual service planning process in the Autumn 2021.</p> <p>Work is on-going in conjunction with the Strategic Partner to enhance and improve Programme and Project reporting. This work feeds into the CIB process to create a stronger sense of joined up programme management across BCC. In addition, we are trialling a recommended approach to embedded assurance with some key Capital Projects.</p>	1	7	7
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Executive Director Growth and Regeneration and Director Economy of Place.	Portfolio Flag: Mayor and Finance, Governance and Performance.	Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.						

Corporate Risk Register as at June 2021 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>BCCC1: Flooding.</b> There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall, and river flood events.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Tidal surge, heavy rainfall, and river flood events.</li> <li>Impact of climate change.</li> <li>Lack of effective flood defences and preparedness for major incidents.</li> <li>Failure of existing flood defences.</li> </ul>	<p>Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy. The Strategy has used outputs from a number of key studies (which identify the risk of flooding to the city) to structure our response to flood risk management, from emergency management to flood mitigation schemes, summarised below.</p> <p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset, and South Gloucestershire.</p> <p>Working with emergency services, local authorities, and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves. We undertake regular and emergency maintenance and clearing programs of gullies and culverts, especially in advance of storm warnings.</p> <p>Work is ongoing with the Environment Agency and South Gloucestershire Council to construct new sea defences in Avonmouth and Severnside, which take account of climate change and sea level rise.</p> <p>A Strategic Outline Case for managing the risk of flooding from the river Avon to the city centre over the next century was approved by Cabinet in June 2021. The approved strategic approach is to construct new defences and / or raise the level of existing defences along the banks of the river Avon. The Environment Agency approved the SOC and the scheme has been given a £2m approval for further work to develop the Outline Business Case.</p> <p>We have been successful in our expression of interest to participate in the DEFRA Innovation and Resilience programme. This programme allocates approximately £6m to 25 areas to undertake innovative actions to increase resilience to flooding from 2021 – 2027.</p>	↔	3	5	15	<p>There is sustained resourcing and delivery of all actions in Local Flood Risk Management Strategy (LFRMS) over life of strategy. Strategy includes the following key projects and objectives:</p> <ul style="list-style-type: none"> <li>Working in partnership with the Environment Agency to complete and deliver the Bristol Avon Flood Strategy to protect the city centre and support sustainable development, including allowances for climate change.</li> <li>Working in partnership with South Gloucestershire and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including allowances for climate change.</li> <li>Promote minor sized schemes and green infrastructure to reduce local flood risks.</li> <li>Actively managing flood risk infrastructure.</li> <li>Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change.</li> <li>Working with South Gloucestershire and the Environment Agency to deliver a programme of innovation to increase communities resilience to flooding.</li> </ul>	3	3	9
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy of Place, Flood Risk Engineer.		Portfolio Flag: Energy, Waste and Regulatory Services.			Strategy Theme: Our Organisation, Empowering and Caring, Fair, and Inclusive, Well Connected, Wellbeing.			

Corporate Risk Register as at June 2021 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>BCCC3: COVID-19</b></p> <p>A failure to respond and recover effectively to the Covid crisis will jeopardise the delivery of statutory duties across the Council, put the lives and welfare of staff and service users at risk, negatively impact Public health, adversely impact the business community of Bristol, lead to increased inequality amongst communities, create additional social anxiety, unmanageable demand on community, voluntary and public sector services, cause unnecessary expense, undermine Council finances and severely damage the Council's reputation.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Staff sickness, absence, and bereavement.</li> <li>• Surges in demand in key service areas, particularly social care, safeguarding, housing, community engagement, hardship, public health, and civil protection.</li> <li>• A lack of personal protective equipment for staff and providers.</li> <li>• Increased social anxiety and community tension.</li> <li>• Failure of key providers and contractors.</li> <li>• A lack of management control and oversight associated with home working.</li> <li>• Failure to identify and seize opportunities.</li> <li>• Changes in national guidelines.</li> </ul>	<p>The Council has moved at pace to change the way that it works across every Directorate and Service area:</p> <ul style="list-style-type: none"> <li>• The response to Covid is managed through the Outbreak Management Group, Chaired by the Director of Public Health</li> <li>• The Local Engagement Board and Health Protection Committee were both established and have met regularly</li> <li>• Work to support the most vulnerable is ongoing</li> <li>• Work to enforce Covid regulations is ongoing</li> <li>• PPE supply chains have been stabilised and made more resilient</li> <li>• Additional body storage capacity has been realised</li> <li>• The organisation has established remote working practice wherever possible</li> <li>• Buildings have Covid secure risk assessments in place</li> <li>• Three Recovery Workstreams have been established – Community and People, Economy and Business and Organisational Change</li> <li>• Recovery Objectives are being monitored and managed through EDMs</li> <li>• We have worked in partnership through the One City Economy Board to produce an Economic Recovery and Renewal Plan</li> <li>• We are participating in a regional Strategic Recovery Group run by the Local Resilience Forum and in economic recovery initiatives hosted by the Combined Authority.</li> <li>• Learning from the multiple waves informs our ongoing response</li> <li>• Run 'surge testing' programme for Variant of Concern and applied learning from this</li> <li>• Conducted a region-wide Equality Impact Assessment to inform future planning and adapt current practice where required</li> <li>• Operated a 'Gold' Group chaired by Chief Executive during Major Incident phase(s)</li> <li>• The local outbreak response has been enhanced</li> <li>• Capital for a Community Resilience Fund has been established</li> <li>• We have increased the community development capacity in the short term and introduced a fortnightly Community Exchange to maintain conversation with communities</li> </ul>	↔	4	7	28	<p>We continue to work closely with Health Partners and Avon and Somerset Resilience Forum continues.</p> <p>Continued communication to partners, businesses and citizens continues.</p> <p>We continue to understand the ongoing Covid response and recovery in the context of the wider risk landscape of Brexit, winter pressures and the possibility of an unrelated concurrent emergency.</p>	2	7	14
Risk Owner: CLB	Action Owner: Chief Executive		Portfolio Flag: Corporate wide.			Strategy Theme: Our Organisation, Empowering and Caring, Fair, and Inclusive, Well Connected, Wellbeing.			

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**Risk Scoring Matrix**

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)				
Threat Likelihood	Almost certain	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain
	Likely	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely
	Unlikely	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely
	Rare	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare
		1	3	5	7	7	5	3	1		
		Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight		

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Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

**Current and Tolerance risk ratings:** The ‘Current’ risk rating for both threats and opportunities refer to the current level of risk taking into account any strategies to manage risk - management actions, controls, and fall-back plans already in place. The ‘Tolerance’ rating represents what is deemed to be a realistic level of risk to be achieved once additional actions have been put in place. On some occasions the aim will be to contain the level of the risk at the current level.

**Positive Risks (Opportunities):** Where the risk is an opportunity, a cost benefit analysis is required to determine whether the opportunity is worth pursuing, guided by the score for the matrix, e.g. an opportunity with a score of 28 would be pursued as it would offer considerable benefits for little risk.

## LIKELIHOOD AND IMPACT RISK RATING SCORING

## Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national, and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.

# Growth and Regeneration Scrutiny Commission 16 November 2021



**Report of:** Stephen Peacock, Executive Director, Growth & Regeneration

**Title:** Heat Decarbonisation of the Welsman Building (OED)

**Ward:** Ashley Ward

**Officer Presenting Report:** Samuel Bryan, Programme Manager, South West Energy Unit

**Contact Telephone Number:** 07469 413311

## **Recommendations:**

To note the Emergency Key Decision taken on 27<sup>th</sup> October 2021 to procure a renewable heating system at the Welsman building.

## **The significant issues in the report are:**

The existing oil heating system in the Welsman building has failed. Grant funding for a renewable heating alternative has been secured but, as a result of recent price increases, the tenders returned are in excess of £500k. The Building Practice capital programme has sufficient match funding to complete the works, but the grant funding element (£320k) must be spent by end of March '22. In order to achieve this, contracts should be signed in October. Therefore, an emergency key decision was required to ensure the work can be completed.



## 1. Summary

- The oil heating system at the Council’s Welsman building has failed. Grant funding for a renewable heating alternative has been secured but, as a result of recent price increases, the tenders returned are in excess of £500k. The Building Practice capital programme has sufficient match funding to complete the works but the grant funding element (£320k) must be spent by end of March ‘22. To achieve this, contracts should be signed in October. Therefore, an emergency key decision was required.

## 2. Context

Evidence Base:

1. This contract relates to the installation of a renewable heating system (Air Source heat pump) to replace the existing oil boilers at the Welsman building.
2. The Welsman building houses Adult and Children’s Services who will shortly be joined by the Youth Offending team. The building was heated with an oil boiler initially installed in 1970s. The oil heating system of the building has now failed, and a solution is required to ensure the Council teams have an operational building.
3. The Energy Service have developed a ‘Proactive Maintenance’ programme with Property to capitalise on the government’s Public Sector Decarbonisation Scheme (PSDS). The aim is to avoid replacing end-of-life heating systems with new fossil fuel assets.
4. Feasibility studies completed in Jan 2021 indicated the total value of works, including contingency, would be under Executive Director delegated authority <£500k.
5. We were successful with one of the grant applications, the Welsman Building, and were awarded £320k in March 2021 to install renewable heating at the Council’s Welsman building. The grant conditions are that funding needs to be spent by the end of March 2022. Match funding was agreed as part of the facilities management capital budget.
6. Invitations To Tender (ITT) were sent out on 9 August. Tender submission date was set for 27 August 2021 but was subsequently extended to the 14 September upon request.
7. The tenders submitted were more than £0.5m, which is above the Key Decision threshold. Reasons for this increase include:
  - a. Substantial increases in the cost of equipment (heat pumps, radiators, pipework) since the feasibility study was completed. These increases are in line with those recently observed by other local authorities and are believed to be due to higher demand across the UK resulting from the PSDS, and higher import costs.
  - b. Labour shortages, due to increased demand and reduced availability of labour
  - c. Additional works identified to upgrade the mains electricity supply, which were not identified at feasibility stage.

8. An emergency key decision was required as
  - a. There is clear and pressing need to provide heating at the Welsman Building as the current system has failed. There are three council teams that depend on the building remaining operational, and we cannot delay in delivering a solution for the building. The alternative solution will be to install a fossil fuel heating solution.
  - b. Contracts must be signed in October in order to fulfil grant requirements by March, it is therefore not reasonably practical for the decision to be taken by the Mayor or cabinet member.
9. As per the emergency key decision process
  - a. Approval in principle was sought from Executive Director, Chief Executive and Mayors office
  - b. The draft OED was signed off by Executive Director, Monitoring Officer and S151
  - c. Consultation was conducted with the Monitoring Officer (Tim O’Gara), the Chief Finance Officer (Denise Murray), the Deputy Mayor, the relevant Cabinet Member (Cllr Beech) and the relevant scrutiny chair (Cllr David Willcox chair of G&R Scrutiny).

### 3. Policy

Not applicable

### 4. Consultation

#### a)Internal

- Facilities Management/ Building Practise
- Service Director Management of Place
- Executive Director Growth and Regeneration
- Chief Executive
- Chief Accountant/ S151
- Monitoring Officer
- Cabinet member
- Scrutiny Chair

#### b)External

<Not applicable>

### 5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
  - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
  - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
  - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
  - tackle prejudice; and
  - promote understanding.

5b) N/A

**Appendices:**

None

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

[Officer Executive Decision – Welsman Heat Decarbonisation](#)

# Growth and Regeneration Scrutiny Commission 16<sup>th</sup> November 2021



**Title:** Liveable Neighbourhoods Strategy update

**Ward:** All

**Officer Presenting Report:** Jacob Pryor, Transport Policy & Strategy Manager

**Recommendations:**

That the Commission note and comment on the Liveable Neighbourhoods Strategy update.



# Liveable Neighbourhoods Strategy update

Scrutiny 16/11/2021

Policy, Strategic Projects & Bidding - Strategic Transport



## Q: What is a Liveable Neighbourhood

- ❖ A neighbourhood where you re-design streets so that they meet a range of environmental, health, transport and place making objectives
- ❖ Reducing or removing the presence of motor vehicle traffic cutting through an area. Local access is retained
- ❖ More room for community assets such as children's play space, cycle hangars, trees, benches, parklets and so on.
- ❖ Clustered around local amenities and demarcated by physical barriers such as busy road, rivers, rail lines. Each LN should be approximately 1km (15min walk);
- ❖ Co-design process key to LN approach



# Orford Road - Walthamstow







# Cotham Hill



# Cotham Hill



## Q: What does the evidence tell us...

3 fold decrease in traffic injuries in Waltham Forest

Laverty et al. 2020

No statistical evidence to suggest LN's affect emergency responses

Goodman et al, 2020

Waltham Forest residents expected to gain 7-9 months life expectancy as a result of increased accessibility of active travel

Waltham Forest LN was associated with a 10% reduction in street crime rising to 18% over 3 years. Particularly pronounced for violence and sexual assault

Aldred, 2021

Goodman and

Motor traffic volumes on roads inside and outside LN's showed an overall 8.6% reduction

Aldred et al

3 fold reduction in car ownership in LN areas (6%) over 2 years compared with non LN areas (2%)

Aldred 2020

Goodman, Urban and

Active travel improvements can increase retail spend by up to 30%

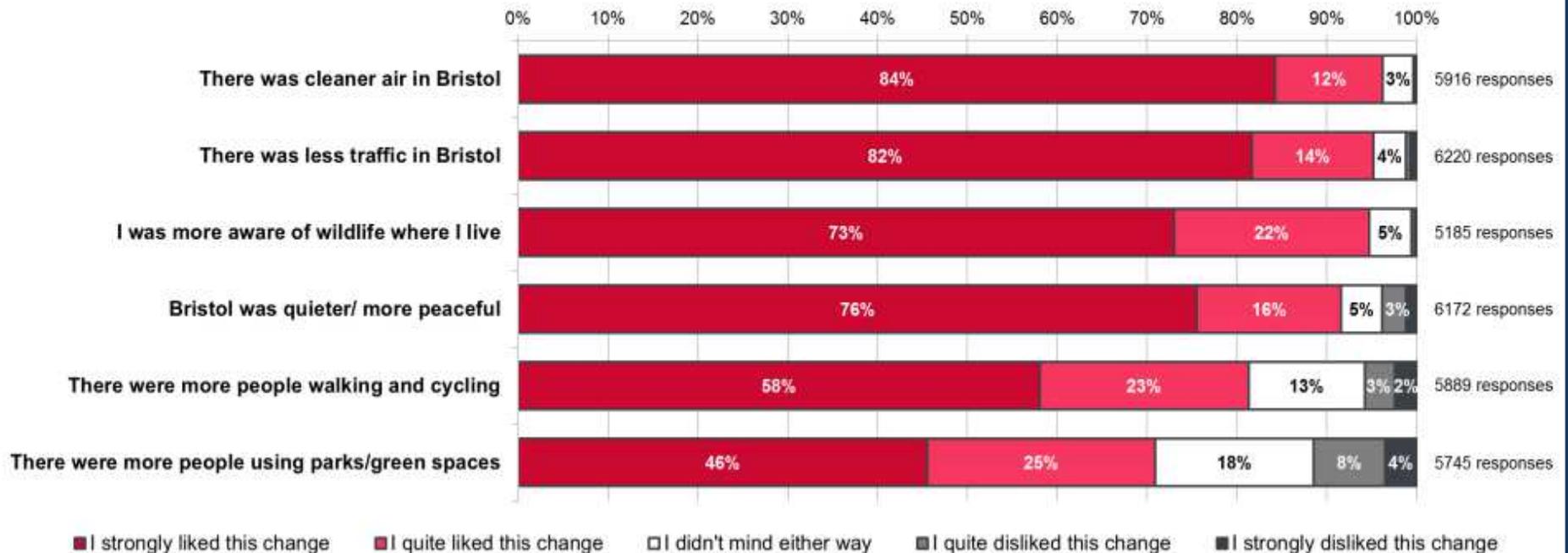
TfL, 2019

# Public Opinion

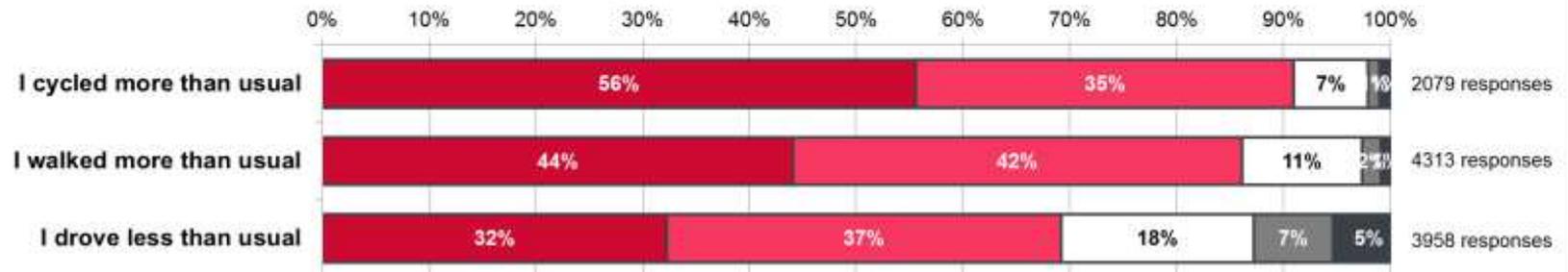
❖ Your City our Future Survey: experiences of lockdown. >6,500 responses, August 2020.

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## During lockdown: environment All respondents



## During lockdown: travel All respondents



# Public Opinion

## How do we recover from COVID-19 and create a better future for all in Bristol?

Report from Bristol's Citizens' Assembly

JUNE 2021

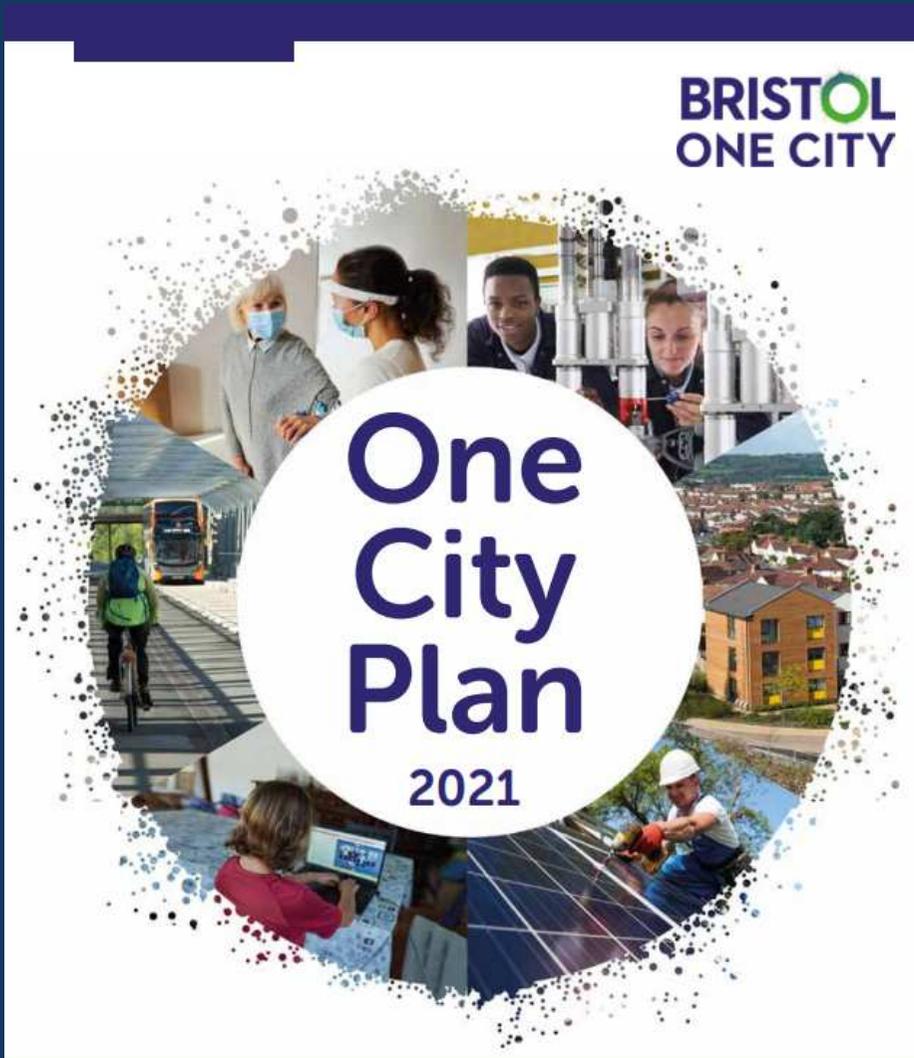


**90% of the panel supporting the following recommendations:**

- Fundamentally reimagine the places we live so that they are people centred (i.e. create liveable neighbourhoods)
- Developing a pilot program to showcase what could be achieved if a citywide approach to being carbon neutral was taken received
- Empower local communities in the decision-making process to deliver the services and activities that they want to promote healthy lifestyle choices.

# Meeting national and local policy objectives

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Across all priority themes approx. 123 of our One City Plan Goals are met by delivering Liveable Neighbourhoods

## A Plan for Bristol to 2050

In 2050 Bristol is a fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success.

# Meeting national and local policy objectives



**Goal 38** By acting on what children, young people and their families tell us we have started to make a real difference to the city's communal spaces and streets so that they feel safer and more welcoming – co-design process that engages children and young people, creating more play and green space and reducing traffic volumes where appropriate.



**Goal 248 (and Goal 428)** The number of citizens feeling involved in decision making in their neighbourhoods has increased by 20% co-design and meaningful engagement



**Goal 95** Promote businesses to reduce their Scope 3 indirect greenhouse gas emissions through the use of the local supply chain for low carbon and sustainable goods and services – installation of EV charging infrastructure, promotion of cycle, micro and other forms of zero-emission freight



**Goal 52** A citywide programme is in place to ensure all transport in Bristol is zero carbon by 2030 improved active and public transport connections, EV charge points, zero emission freight options



**Goal 260 & 441** Tree canopy cover has increased 50% since 2018 – Street tree planting



**Goal 64** 30% more people living in the most deprived wards are doing more than 30 minutes physical activity per week compared to 2020 - improved active travel connections and better access to green space

## The Challenges of Liveable Neighbourhoods

- ❖ Ensuring the benefits of LN's are shared in fair and equitable manner across the city
- ❖ Doubling down on our efforts to engage with 'seldom heard groups' so community involvement is as representative as possible
- ❖ Taking a case by case approach to improvements to avoid displacing problems from one area to another
- ❖ Communicating to stakeholders that benefits may need time to be realised
- ❖ Challenging commonly held myths about LN's
- ❖ Anticipating, managing and finding solutions to 'kickback'

## Q: What are the objectives for the Strategy

- ❖ To provide a Strategy and Policy Framework for developing and delivering Liveable Neighbourhoods
- ❖ To establish a clear vision and objectives
- ❖ To outline the key design and engagement principles
- ❖ To identify high level costs and potential funding sources
- ❖ To establish a programme for delivery
- ❖ To outline how we will prioritise investment
- ❖ To establish locations for Liveable Neighbourhoods subject to consultation

## The Liveable Neighbourhoods Strategy Outcome Objectives

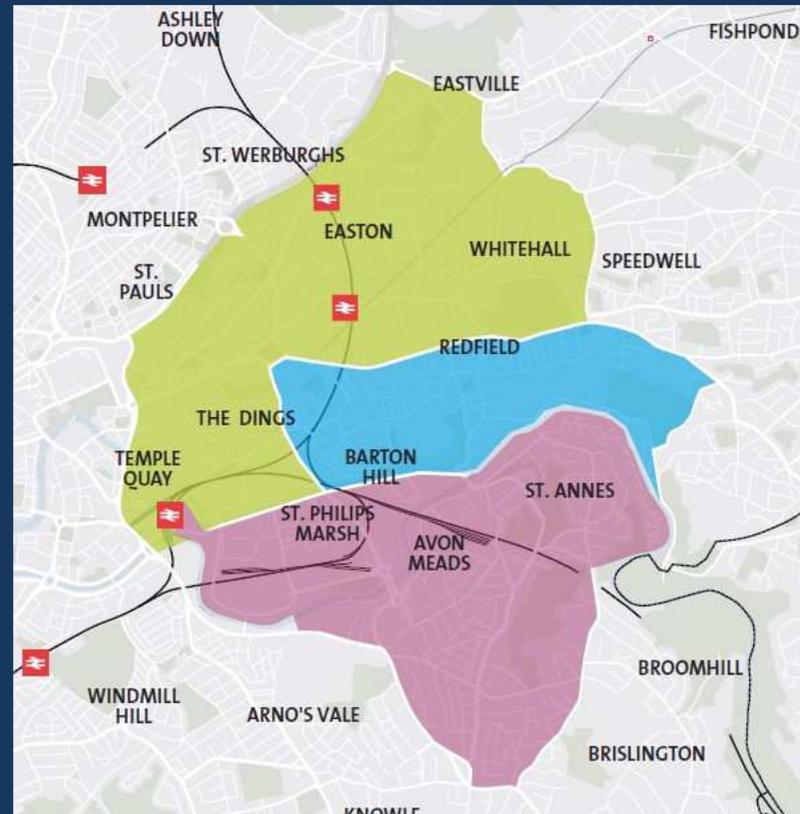
- ❖ Improve local and citywide air quality and contribute to meeting the climate and ecological emergency.
- ❖ Improve residents' physical and mental health and wellbeing.
- ❖ Improve levels of physical and perceived safety in our communities.
- ❖ Contribute to reducing inequality and opening opportunities for all in our communities.
- ❖ Improve local accessibility and connectivity to shops, schools, services, and other amenities for everyone to move around safely and sustainably.
- ❖ Transform our neighbourhoods to places where people want to spend time, can interact with neighbours, and enjoy their unique identities.
- ❖ Reflect the needs and characteristics of the local community and increase the sense of pride and belonging.
- ❖ Increase resilience and support the economy to recover after Covid-19 by improving local centres and high streets and access to jobs, skills, and training.

## Liveable Neighbourhoods Strategy Timeframes

- ❖ January - March 2021 – Pre-development key stakeholder input
- ❖ April - July 2021 –Produced initial draft
- ❖ August - December 2021 - Key stakeholder engagement and re-draft
- ❖ January –March 2022 – Public consultation and redraft
- ❖ March-May – Final edits and adoption of strategy

## What else are we doing?

- ❖ Submitted to government an expression of interest to be 1 of 12 cities to pilot a Mini Holland (liveable Neighbourhood) scheme in East Bristol.
- ❖ If successful, this would expand on a scheme already under development for a Liveable Neighbourhood pilot in the Barton Hill, Redfield & St George area.
- ❖ Announcement November/December 2021.



# Growth and Regeneration Scrutiny Commission 16 November 2021



**Report of:** John Smith, Director of Economy of Place, Growth & Regeneration

**Title:** City Centre & High Streets Recovery and Renewal Programme

**Ward:** All

**Officer Presenting Report:** Jason Thorne, Senior Project Manager – City Centre & High Streets

**Contact Telephone Number:** 07827 896605

## **Recommendations:**

That the Commission notes this report and the progress of the City Centre & High Streets Recovery and Renewal Programme.

## **The significant issues in the report are:**

The City Centre & High Streets Recovery and Renewal programme will deliver over £4.725m worth of investment across the city, to safeguard and create businesses and employment opportunities.

The programme will be delivered in collaboration with businesses, communities, and stakeholders, who will help inform interventions ensuring they meet needs and reconnect places with people. It will support the recovery of key sectors that have been most affected by the pandemic; these include retail, hospitality, culture and events sectors, and night-time economy.



## 1. Summary

The City Centre & High Streets Recovery and Renewal programme will deliver over £4.725m worth of investment across the city, to safeguard and create businesses and employment opportunities. It will support the recovery of key sectors that have been most affected by the pandemic; these include retail, hospitality, culture and events sectors, and night-time economy.

There are four citywide elements to the programme – Vacant Commercial Property Grant Scheme, Welcome Back Fund, business engagement and support, and marketing and promotion. The programme also includes geographically targeted interventions for the City Centre and nine high streets, which focus on a more inclusive culture and events offer to attract people back to high streets, and street scene and green infrastructure enhancements to improve the look and feel.

Extensive survey work has been undertaken with businesses and local communities to identify priorities for the City Centre and the nine high streets.

## 2. Context

- 2.1 City centres and high streets have been impacted by the COVID pandemic, and were already changing over the last two decades, due to competition and changing patterns of consumption – most notably the growth of online shopping and use of supermarkets and out of town retail parks. The pandemic has intensified and accelerated these trends. Bristol’s challenges are set out in the One City Economic Recovery & Renewal Strategy (October 2020) and the West of England (WECA) Regional Recovery Plan, which highlights the need to work with our communities, re imagine and re-invigorate our towns and city centres with an innovative town centre re-structuring programme, building on the increased need for ‘local liveability.’
- 2.2 A number of funding sources have been allocated as a result of the pandemic and have been brought together to enable the development of a programme of support. The City Centre & High Streets Recovery and Renewal programme will deliver over £4.725m worth of investment across the city, to safeguard and create businesses and employment opportunities. £2.725m of the funding is from the West of England Combined Authority’s Love our High Streets project and £2m from the Council’s COVID Capital Recovery Fund.
- 2.3 The programme objectives are:
  - To reimagine and repurpose high streets to meet local need, improve the mix and variety of offer, support economic inclusion, and facilitate access to jobs and skills development.
  - To support new enterprises, which will help create new employment opportunities.
  - Reduce vacancy rates by bringing commercial properties back into use.
  - To increase footfall by reanimating our high streets, through locally distinctive and inclusive cultural and creative events and activities, meanwhile and innovative uses, and supporting a vibrant night-time economy.
  - To support existing high street businesses to assist recovery and growth by engaging businesses across the city. Providing advice and information on a range of business support services including sustainable and green business practices, Living Wage, Bristol Eating Better and skills and training.

- To enhance the street scene and green infrastructure by improving the appearance of the areas and supporting biodiversity and climate priorities.

2.4 The programme of activity will be delivered in collaboration with businesses, communities, and stakeholders, who will help inform interventions ensuring they meet needs and reconnect places with people. It will support the recovery of key sectors that have been most affected by the pandemic; these include retail, hospitality, culture and events sectors, and night-time economy.

2.5 The programme is aligned with other funding received from the Government for Reopening High Streets Safely/Welcome Back Fund and includes the following citywide packages of support:

**Vacant Commercial Property Grant Scheme** – businesses/organisations will be able to apply for up to £10,000 of capital funding to bring a vacant commercial property back into use. Expressions of interest opened on 29 October, with the full application process live week commencing 8 November.

**Welcome Back Fund** - businesses/organisations can apply for up to £2,400 to support activity and events that will safely animate and welcome people back to high streets, boosting footfall and supporting local businesses. Eight projects have been agreed so far, with more in the pipeline. The fund is open to applications until 30 November 2021.

**Business engagement and support** – 1:1 visits to high street businesses to understand their needs and provide support/signposting. A weekly business newsletter on support and initiatives is produced, businesses can sign-up via [www.bristol.gov.uk/businessnewsletter](http://www.bristol.gov.uk/businessnewsletter)

**Marketing and promotion** – including the Where’s It To campaign, see [www.wheresittobristol.com](http://www.wheresittobristol.com), Bristol Rules Night Safety campaign, see [www.bristolnights.co.uk](http://www.bristolnights.co.uk), @ShopLocalBris Twitter, Shop Local Bristol Facebook and @ShopLocalBris Instagram, and free access to the Maybe\* platform to support the use of social media, see [www.maybetech.com](http://www.maybetech.com)

2.6 The programme also includes geographically targeted interventions which focus on a more inclusive culture and events offer to attract people back to high streets, and street scene and green infrastructure enhancements to improve the look and feel.

2.7 The targeted interventions are focussed on the City Centre and nine local high streets - Brislington (Brislington Hill/Bristol Hill, Church Road (St George), East Street (Bedminster), Filton Avenue, Filwood Broadway, Shirehampton High Street, Stapleton Road, Stockwood (Hollway Road/ Stockwood Road), Two Mile Hill. These areas provide a geographic spread across the city, different types and sizes of high streets, with a mix of demographic and economic contexts. This approach was agreed in consultation with the Mayor and Cabinet Members.

- 2.8 The City Centre is strategically economically important to the city and region and has been more negatively impacted by the pandemic with a significant loss of footfall, in comparison to other local high streets, so as such has been allocated £1.3m of funding. Footfall was down 13.9% in Broadmead in October 2021 versus October 2019, in comparison footfall at St Nicholas Market was 25.9% down.
- 2.9 In terms of the other nine high streets, the funding has been allocated taking into account number of businesses (size of high street), number of vacant commercial properties (which is a key indicator of economic health of high streets) and level of deprivation:

<b>High street</b>	<b>Funding allocation</b>
Brislington (Brislington Hill/Bristol Hill)	£91,087
Church Road (St George)	£208,452
East Street (Bedminster)	£404,561
Filton Avenue	£111,279
Filwood Broadway	£144,625
Shirehampton High Street	£196,987
Stapleton Road	£345,410
Stockwood (Hollway Road/Stockwood Road)	£145,503
Two Mile Hill	£120,373
<b>Total</b>	<b>£1,768,276</b>

- 2.10 These high streets will also benefit from support from a Culture & Events Development Officer, Business Engagement Officers and other citywide elements of the programme, including the Vacant Commercial Property Grant scheme. The programme is also aligned to other funding opportunities, for example through the Community Infrastructure Levy, s106, Transport, Regeneration and Housing delivery.
- 2.11 A citywide High Streets Review, which is currently being tendered, will inform the phasing of future priority high streets and resource requirements. The intention moving forward is to develop an action plan for all high streets which require intervention.

### **City Centre**

- 2.12 As identified above, the City Centre has been significantly impacted by the pandemic, which has led to less workers, residents and visitors and the closure of national anchor stores e.g. Debenhams and Marks and Spencer (planned for closure in January 2022).

- 2.13 We have worked and continue to work with partners including City Centre and Broadmead Business Improvement Districts, Cabot Circus and The Galleries on a range of activities to support the City Centre economy:
- Safe reopening and communication campaigns e.g. Bristol Together, Love Bristol.
  - Culture and events e.g. In Memoriam, pop-ups, Christmas lights and markets. Our current focus is on planning activities for Spring 2022 onwards.
  - Tackling empty properties, including through meanwhile uses which animate buildings.
  - Monitoring footfall, movement and spend to inform and evaluate interventions.
- 2.14 A City Centre Development & Delivery Plan (DDP) will focus on the longer-term physical regeneration of Broadmead, St James Barton Roundabout, Castle Park and the Old City. The Plan will consider changing trends (including retail, leisure, office markets), and provide a vision and plan for the next 10 years. This will be informed by Bristol’s Employment Land Study and the City Centre Retail & Leisure Study. The Retail & Leisure Study will cover a range of key assessments and recommendations including:
- Analysis of future retail and leisure trends, and how these trends have and will impact on the Bristol authority area and city centre in particular
  - A quantitative and qualitative capacity assessment for both retail and leisure needs within the city centre
  - A trading gap analysis, including an audit of the city centre (the primary retail core)
  - An assessment of the independent traders within the city centre
  - The provision of recommendations in respect of policy formulation and future development opportunities within the city centre
- 2.15 Key stakeholders will inform the DDP through the City Centre Revitalisation Group, which includes the Council, Business Improvement Districts, Cabot Circus, Business West, Bristol Hoteliers Association, Bristol@Night panel, Bristol University, University Hospitals Bristol and Weston NHS Foundation Trust, Royal Institute of British Architects and landowners/developers. Citywide engagement activity is being planned in quarter 1-3 of 2022 and the DDP will be completed by quarter 4 of 2022.

### **Engagement and consultation activities**

- 2.16 Our engagement and consultation activity on this programme to inform action plans started internally in June 2021 (including the establishment of a City Centre & High Streets Programme Board) and externally in September 2021. Extensive survey work has been undertaken with businesses and local communities to identify priorities for the City Centre and the nine high streets. The surveys close on 8 November, a verbal update on the results will be provided at the Scrutiny Commission meeting.
- 2.17 Engagement activity in each of these areas included on-street visits and online focus groups to be as inclusive as possible. This was promoted through a range of methods - email, Council newsletters, social media and on street, with the support of Councillors, Equalities and Community Development teams. Activities have also been supported through close working with a variety of business and community organisations/groups, including Business Improvement Districts, Filwood Broadway Working Group, Black South West Network.

- 2.18 Information collected through the engagement and consultation phase will be used to develop short, medium and long- term action plans for the City Centre and the nine high streets. Once drafted these will be shared on the Council’s website and communicated back to businesses/local communities for comment and agreement. As we move into implementation the action plans will be key to engaging and identifying delivery partners.

### **Programme milestones**

- 2.19 Key milestones for delivery include:

Vacant Property Grant Scheme expressions of interest – October 2021  
 Vacant Property Grant scheme fully live – week commencing 8 November 2021  
 City Centre and High Streets Action Plans – November drafted  
 Engagement on draft action plans – December 2021/January 2022  
 Detailed costings plans produced (where required) – January to March 2022  
 Delivery of short/medium term measures in action plans – January 2022 to March 2023  
 End of programme evaluation – April/May 2023

- 2.20 Governance and reporting milestones:

City Centre & High Streets Programme Board - monthly  
 Internal reporting – monthly  
 Cabinet Member briefings – quarterly  
 Funding reports - quarterly

## **3. Policy**

The Bristol Local Plan (2015) defines 47 high streets of various types and sizes – across the city centre, town, district and local centres. The policy aims to support a network of accessible centres as key focuses for development and as the principal locations for shopping and community facilities as well as local entertainment, art and cultural facilities.

In January 2020, the Council held a High Street Inquiry Day where the following vision for high streets was presented as ‘To act as hubs which include retail and a range of other employment sectors, education and training facilities, leisure and cultural uses, healthcare, homes and public transport. Providing access to jobs within local neighbourhoods, which helps reduce the need to travel and creates a better environment.’

Bristol’s challenges are set out in the One City Economic Recovery & Renewal Strategy (October 2020), which sets out key priorities for the City Centre as a key destination for work, leisure, tourism and investment, and to protect and enhance the viability of high streets.

#### 4. Consultation

##### a) Internal

John Smith, Director of Economy of Place  
Anesa Kritah, Head of Economic Development

##### b) External

Not applicable

#### 5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 5b) A Equalities Impact Assessment can be found at Appendix A.

#### Appendices:

A – Equalities Impact Assessment

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None



# Equality Impact Assessment [version 2.9]

Title: City Centre & High Streets Recovery	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] <i>Programme</i>	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Jason Thorne
Service Area: Economy of Place	Lead Officer role: Senior Project Manager

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use [plain English](#), avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

The City Centre & High Streets Recovery Programme will deliver £5,110,982 worth of investment across the city, to safeguard and create businesses and employment opportunities as we emerge out of lockdown. It will also provide transitional support for businesses and support for high streets to adapt to the accelerated pace of change in; retail trends (rise of online shopping), working patterns (more people working from home) and function of high streets (greater focus on leisure, entertainment, culture, hospitality, night-time economy and housing, co-existing with retail) brought on by the COVID-19 pandemic. (The Changing High Street, High Street Task Force, 2020)

The programme includes two citywide packages of support: -

- Vacant Commercial Property Grant Scheme, focused on bringing vacant properties back into use, diversifying the current high street offer, attracting more footfall and creating additional business and employment opportunities
- Business Support, for high street businesses will deliver a mix of 1:1 and online business support, advice and signposting across a range of City Centre and high street business sectors, including retail, hospitality, leisure, health and beauty, and creative. Areas of support will be tailored to the needs of City Centre and high streets businesses with a focus on short to medium term recovery and will include:- COVID-19 secure guidance, advice on adapting premises (including use of outside space/public realm where appropriate), diversification, productivity and growth, information and guidance on sustainable/green business practices, promotion of Living Wage, trading on-line and marketing.

and

Geographically targeted interventions for

- Culture and Events activity, focussed on developing a two-year culture and events programme to support the recovery and re-purposing of the City Centre, celebrating cultural diversity and hospitality offer, and attracting visitors and families back into the city. This will include meanwhile activities to build skills, support test trading, and foster enterprise and to diversify and enhance the offer. For each of the nine selected high streets a series of locally distinctive and inclusive culture and event programmes, will be developed. The activities will be co-designed with local communities, to help animate high streets,

celebrate local diversity, increase footfall, and spend and re-connect high streets to local people.

- Street Scene and Green Infrastructure Enhancements will deliver small scale interventions to improve key public spaces within the City Centre and nine high streets. These interventions will improve the appearance of the areas and support biodiversity and climate priorities. These will be co-designed with businesses, communities, and other stakeholders.

The targeted interventions are focussed on the City Centre and nine local high streets - East St, Church Road, Shirehampton, Stapleton Road, Stockwood, Filwood Broadway, Filton Avenue, Brislington Hill and Two Mile Hill. These have been selected based on mix of town and local centres, geographical spread, vacancy rates, deprivation, and potential for change.

The City Centre and High Streets Recovery Programme, is underpinned by the following principles:

- Engaging, collaborating and co-designing with diverse communities, businesses and stakeholders to re-connect places to people.
- Supporting the creative and cultural sector, to create locally distinctive places and experiences.
- Skills development and employability, supporting local, regional and national priorities for economic inclusion and improving access to jobs.
- Environmental sustainability and climate and ecological emergency priorities, considering, raising awareness, and addressing priorities, through proposed interventions.
- Supporting Equality and Diversity celebrating, integrating, and delivering inclusive, diverse, and open interventions, to meet the needs of diverse local communities.

The programme will have a particular focus on supporting sectors most impacted by COVID-19, such as the creative and cultural sector, and the hospitality sector.

## 1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input checked="" type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

## 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input checked="" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>	[please select]
--	------------------------------------	-----------------

## Step 2: What information do we have?

### 2.1 What data or evidence is there which tells us who is, or could be affected?

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Race Disparity: <ul style="list-style-type: none"> <li>• Census 2011 Data</li> <li>• Centre on the Dynamics of Ethnicity (CoDE) and the University of Manchester</li> </ul>	<p>The 2011 census data identifies that over 50% of the Stapleton Road catchment area (1km around the high street) and 40% of the Church Road catchment area, are from Black, Asian and minority ethnic background. With the City Centre and Filton Avenue profile reporting Black, Asian and minority ethnic background populations make up 29% and 22% respectively. This does identify profiling of any new population coming into the City Centre, ONS data estimates a population change of 65% from 2011 to 2019.</p> <p>Bristol is the seventh worst place in England and Wales to live as a member of a Minority Ethnic community, and shows a worsening situation of inequality for all Minority Ethnic groups between 2001 and 2011.</p> <p>A number of long-standing issues that local organisations working closely with Black, Asian and minority ethnic communities in the business support context such as Babassa Youth Empowerment Projects, the Black South West Network (BSWN) and the Centre for Capacity Building and Enterprise Development (CCBED) have identified lack of:</p> <ul style="list-style-type: none"> <li>• strategic brokerage function that brings together Black, Asian and minority ethnic entrepreneurs and investors;</li> <li>• appropriate Black, Asian and minority ethnic business sector development policies and approaches;</li> <li>• Black, Asian and minority ethnic enterprise development functions at an appropriate scale;</li> <li>• access to funding/investment by Black, Asian and minority ethnic entrepreneurs, particularly social entrepreneurs;</li> </ul>

	<ul style="list-style-type: none"> <li>• information and networking opportunities for aspiring entrepreneurs;</li> <li>• physical space/hubs for nurturing BME enterprises.</li> </ul>
Ward Profile Date - Deprivation	Deprivation data, identifies six of the nine selected high streets (Stapleton Road, Filwood Broadway and Church Road, Brislington Hill, Filton Avenue, Stockwood) are located within or serve catchments (within 1km ) that fall within the 10% most deprived wards in England. The remaining three selected high streets are located within or serve catchments that fall within the 20% most deprived wards in England (2019, Indices of Deprivation). The East of the City Centre also includes LSOA's that fall within the 10% and 20% most deprived wards in England.
COVID-19 impact. One City Economic Recovery and Renewal Strategy 2020	The continuing impact of COVID-19 on businesses has seen Bristol's unemployment rate more than double to 5% at December 2020 (model based unemployment rate), and at the peak of the impact over the summer of 2020 over 70,000 jobs in the city were furloughed. Data for February 2021 shows that nearly 31,000 jobs are still furloughed in the city, with 27% in accommodation and food services, 18.5% in wholesale and retail (including motor vehicle repair) and 7.5% arts and recreation.
Health inequality in Bristol	Life expectancy for women is 82.8 years and for men 78.7 years, both are significantly worse than the national average. In the past five years life expectancy for women has not increased and has risen by less than 0.5 years for men. The inequalities gap in life expectancy between the most and least deprived areas in Bristol is 9.6 years for men and 7.1 years for women.
Office for National Statistics (ONS)	National data shows marked disparities in mortality and health outcomes for some groups including Black, Asian and minority ethnic people, older people, disabled people, and men. See section 3.1 below for details.

**Additional comments:**

The programme will be specifically aimed at businesses across the city and with targeted intervention for Street Scene and Greenery Enhancements and Culture and Events Activities within the City Centre and across nine selected high streets. The programme focuses on the following groups:-

- Businesses in the City Centre and high streets
- Users (consumers, visitors, employees) of the City Centre and high streets
- Black, Asian and minority ethnic background communities and businesses
- Communities and businesses located in nine selected high streets (with areas or serving catchments with high levels of deprivation)

The full impact started to emerge with announcements by major local employers including Debenhams, Top Shop. The cumulative effect of small business closures and reduction in headcount is also having an impact, particularly due to the economic structure of the city and high proportion of small and medium size businesses. This is evident in the steep rise in the unemployed claimant count, which has increased by 12,020 claimants (59%) over the period March to July 2020 covering the first lockdown. The claimant count was 6.4% in July, representing over 20,000 residents with this level continuing, the current rate is 6.2% (March 21)

**Citywide data**

Bristol [Joint Strategic Needs Assessment \(JSNA\)](#) and citywide data available from [Open Data Bristol](#) shows that Bristol is a thriving and diverse city, but its success is not shared by everyone, and inequality is growing. Bristol has 41 areas in the most deprived 10% in England, including 3 in the most deprived 1%. The greatest levels of deprivation are in Hartcliffe & Withywood, Filwood and Lawrence Hill. In Bristol 15% of residents - 70,400 people - live in the 10% most deprived areas in England, including 18,900 children and 7,900 older people.

The population of Bristol has become increasingly diverse and some local communities have changed significantly. There are now at least 45 religions, at least 180 countries of birth and at least 91 main languages spoken.

The proportion of the Bristol population who are not 'White British' in census records increased from 12% (2001) to 22% (2011).

### Age 70+ people in Bristol

The government is asking people aged over 70 to take extra precautions to avoid getting ill. There are an estimated 43,200 people aged 70 and over living in Bristol (Mid-2018), making up 9.3% of the total population. This proportion varies across the city from as high as 19% of residents in Westbury-on-Trym and Henleaze ward to just 3% of residents in Central ward.

Wards with the highest proportions of people aged 70 and over include:

- 19% Westbury-on-Trym and Henleaze
- 16% Stockwood
- 16% Hengrove and Whitchurch Park
- 15% Stoke Bishop

Wards in Bristol vary significantly in size. The highest **numbers** of people aged 70 and over include the following with more than 2,000 people aged 70 and over:

- 3,716 Westbury-on-Trym and Henleaze
- 2,714 Hengrove and Whitchurch Park
- 2,395 Avonmouth and Lawrence Weston

Another useful geography for mapping the number of people aged 70 and over is by Lower Layer Super Output Area (LSOA). There are 12 LSOAs where more than a fifth of residents are aged 70 and over, these include:

- 5 LSOAs in Westbury-on-Trym & Henleaze
- 3 LSOAs in Stoke Bishop
- 2 LSOAs in Hengrove & Whitchurch Park
- 1 LSOA in Stockwood
- 1 LSOA in Bishopsworth.

Quality of Life Indicator	% with illness or health condition which limits day-to-day activities a lot
<b>Ward</b>	<b>% Percentage</b>
Ashley	9.6
Avonmouth & Lawrence Weston	12.4
Bedminster	2.6
Bishopston & Ashley Down	1.4
Bishopsworth	5.4
Brislington East	4.8
Brislington West	2.0
Central	5.7
Clifton	7.0
Clifton Down	2.4
Cotham	3.6
Easton	6.4

Eastville	6.6
Filwood	12.1
Frome Vale	2.0
Hartcliffe & Withywood	17.4
Henbury & Brentry	6.7
Hengrove & Whitchurch Park	9.9
Hillfields	11.7
Horfield	6.2
Hotwells & Harbourside	2.3
Knowle	6.2
Lawrence Hill	10.1
Lockleaze	5.9
Redland	1.7
Southmead	7.4
Southville	6.1
St George Central	4.7
St George Troopers Hill	6.3
St George West	2.9
Stockwood	13.7
Stoke Bishop	7.0
Westbury-on-Trym & Henleaze	4.8
Windmill Hill	5.7
<b>Bristol Average</b>	<b>6.8</b>

*Source: Quality of Life in Bristol 2020-21*

## 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender Reassignment
<input checked="" type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

## 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

We know that there are gaps in our diversity data for some protected characteristics citywide, especially where this has not historically been included in census and statutory reporting e.g. for sexual orientation.

We have identified the following gaps in data:

- No number of Black, Asian and minority led businesses in our City Centre and 46 high streets.
- Demographic profile and equalities information on businesses, in our City Centre and 46 high streets
- Limited information on demographic profile and equalities information on users of the City Centre and high streets

These gaps will be addressed through:-

- Undertaking a citywide business survey at the start of the commission, and monitoring and evaluation throughout the commission.
- A detailed survey will also be undertaken with businesses and users of the City Centre and across our nine high streets selected for intervention
- Capturing information on grant applications and business support applications
- Through, sign up/applications forms creative practitioners/organisations to want to host events
- Robust monitoring and evaluation via onsite surveys, feedback and sign up forms, for participant's visitors to engagement and cultural events
- Ongoing programme monitoring and evaluation, stakeholder and business surveys

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

- The programme is delivering on a number of findings in the One City Economic Recovery Strategy 2020, One City Climate Emergency Strategy 2020 and One City Ecological Emergency Strategy 2020, all of which were developed in collaboration with a huge range of partners, stakeholders through the One City approach
- More than 300 City partners have been engaged to contribute to the One City Economic Recovery Strategy 2020 strategy that is built around three pillars; People and labour markets, Business and Investment and Bristol's Places. Each pillar identifies priorities for response and recovery, with inclusion and sustainability at the heart of all three pillars
- We have engaged with: - a diverse range of businesses, citizens, communities and stakeholder groups e.g. City Centre BID, Broadmead BID, Redcliffe and Temple BID, Bedminster BID, Clifton Village BID, Bristol Food Union, Bristol Association of Restaurants, Bars and Independent Establishments (BARBIE), Federation of Small Business, Babassa Youth Empowerment Projects, the Black South West Network (BSWN)

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

- We will utilise and seeking advice from local equality groups and stakeholders championing the needs of people from different protected groups
- This programme recognises that support is needed for diverse range of high streets and particularly focus needs to be in areas of deprivation and inequality. We have therefore prioritised centres that support large proportion of Black, Asian and minority ethnic business and communities, e.g., Stapleton Road and Church Road and serving catchment areas facing deprivation.
- We have committed to a range of steps and measures to insure that interventions that promote and consider accessibility and are inclusive to all, and prioritise Black, Asian and minority ethnic and marginalised groups and businesses, through selection criteria, assessments, procurement process and applications/grant processes.

### Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

#### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

#### GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)

- Bristol's One City Approach brings together a wide range of public, private, voluntary and third sector partners within Bristol. They share an aim to make Bristol a fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success.
- In collaboration with our five other thematic multi-agency boards made up of experts from across the public, private and voluntary sectors, the One City Economy Board is forming an economic recovery taskforce. This will work collaboratively to develop a framework and prospectus for Bristol's requirements for economic recovery, best practice, and an action plan for advancing our aims under the One City Approach. It will do so in an inclusive manner with a continued awareness of regional, sub-national and national guidance and activity. The City Centre and High Streets Recovery Programme will be reporting into the One City Economy Board

Access to business and employment opportunities, for young people, carers, Black, Asian and minority ethnic people, women, and LGBTQ+ people

- Our programme will help create additional businesses and employment opportunities. We will work with the Councils Employment, Skills and Learning Team, and other equality representative organisations to promote business and employment opportunities to these groups

Support for businesses that have been negatively impacted by COVID-19

- Through our programme we will target business support to those businesses that have been most impacted by COVID-19 (retail, hospitality and culture). A high proportion of young people and women are employed by these sectors. By providing additional support and advice we will help these businesses to survive, which will safeguard jobs. Support will also be targeted at areas that have a high proportion of Black, Asian and minority ethnic led small businesses (e.g. Stapleton Rd and Church Rd), helping to safeguard these businesses and jobs.
- address this issue by improving access to cultural and social activities, including for young people.

Programme communications and documentation

- We will ensure key messages for older people are being delivered via radio and printed materials.
- All programme communications will be plain English and we will make Easy Read versions available on request.
- We will make alternative arrangement for people with sight loss to provide signatures and documents as evidence for applications.
- We will work with relevant equality representative organisations to develop information that can be provided to businesses through our Business Support Programme and Vacant Commercial Property Grants Scheme on how to make their business more accessible.

Access to social, culture and event activities

- We will use the Culture and Events programme to deliver inclusive events which are aimed at celebrating equality and diversity. There will also be several family focussed events.

All event organisers will be provided with the Councils briefing paper on Disability and reopening spaces for events.

#### PROTECTED CHARACTERISTICS

Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>• Disadvantaged young people may not have access to appropriate technology for</li> </ul>

	<p>learning, social connection and entertainment.</p> <ul style="list-style-type: none"> <li>Young people are most likely to have lost work or seen their income drop because of COVID-19<sup>1</sup>.</li> </ul>
Mitigations:	See 'General Comments' above
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>Older people are less likely to access information on-line.</li> </ul>
Mitigations:	See 'General Comments' above
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>People with visual impairments may find it difficult to meet social distancing requirements. Many cannot judge distances, or need to physically touch objects to be aware of their presence. Guide dogs for example are not trained to keep distance from people or objects. Therefore exercise that involves walking can be stressful as they have to be very aware of people around them and sighted people do not always move out of the way.</li> <li>Social distancing has also led to people with visual impairments being barred and thrown out of shops for either requesting sighted guides, going in to a shop with a sighted guide, or having to touch products.</li> </ul>
Mitigations:	<ul style="list-style-type: none"> <li>See 'General Comments' above</li> <li>Ensure communications are in plain English and that Easy Read versions are available (or on request if appropriate<sup>2</sup>).</li> </ul>
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>Women are more likely to be furloughed – more women than men work in retail and hospitality sectors.</li> </ul>
Mitigations:	See 'General Comments' above
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>Many LGBTQ+ people have had no choice in lockdown but to be in close contact with family that don't accept them. Many aspects of Bristol's LGBTQ+ scene have transferred online in response to COVID-19, and some businesses and performers are adapting to changing circumstances by providing digital services<sup>3</sup>.</li> </ul>
Mitigations:	See 'General Comments' above
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Pregnant women are a high-risk group for COVID-19 and may experience additional barriers in accessing public spaces.
Mitigations:	See 'General Comments' above
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

<sup>1</sup> <https://www.bbc.co.uk/news/business-52717942>

<sup>2</sup> UK Government advice is available in accessible formats/languages, for example:  
<https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance>

<https://campaignresources.phe.gov.uk/resources/campaigns/101/resources/5080> Hand washing guidance in Easy Read, Larger Print and BSL

<https://www.gov.uk/government/publications/covid-19-guidance-on-social-distancing-and-for-vulnerable-people>

<sup>3</sup> <https://www.bristol247.com/news-and-features/lgbt/coronavirus-how-brisstols-lgbtq-community-is-responding/>

Potential impacts:	As sexual orientation above
Mitigations:	See 'General Comments' above
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>At the height of the pandemic the rate of deaths involving COVID-19 for Black males in England and Wales was 3.3 times greater than that for White males of the same age, while the rate for Black females is 2.4 times greater<sup>4</sup>. These deaths did not appear consistent across Black, Asian and minority ethnic groups. As well as other issues identified below, a contributing factor is likely to be the result of an intersection of several other factors including the overrepresentation of Black, Asian and minority ethnic populations in lower socio-economic groups and disproportionate employment in lower band key worker roles.</li> <li>Bangladeshi, Pakistani, and black ethnic groups are more likely to live in deprived neighbourhoods; and the same groups and Chinese ethnicities are about twice as likely to live on a low income and experience child poverty compared to white groups (see 'Socio-economic' section below).</li> <li>There are clear risks associated with the impact of COVID-19 including a rise in frustration, anti-social behaviour and hate crime as people have been forced to stay home, may lose income and structure to their day and don't have access to many leisure and public facilities<sup>5</sup>.</li> <li>We have a statutory duty to foster good relations between people who share a protected characteristic and those who do not. This means we should be providing 'myth-busting' information and challenging misunderstanding wherever possible through our communications.</li> <li>People who do not speak English as a main language will require local updates and information in plain English, and alternative languages/formats to address the risk of misinformation being spread e.g. through social media.</li> <li>Before the pandemic, young people from ethnic minority backgrounds were known to be 47% more likely to be on zero-hour contracts. Local research since lockdown found many young people lost their jobs and over 74% of those enrolled with local youth project experiencing high levels of stress, anxiety and loss of purpose<sup>6</sup>.</li> <li>Black, Asian and minority ethnic led small businesses may lack information about the support available to them from the government<sup>7</sup> particularly taxi drivers, restaurants, cafes and hotels.</li> </ul>
Mitigations:	See 'General Comments' above
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>Challenge for faith groups in adapting religious festivals e.g., Ramadan during social isolation measures.</li> <li>There is an increased risk of hate speech in the form of misinformation about faith groups e.g. associating mosques with continued communal gatherings and the spread of COVID-19.</li> </ul>
Mitigations:	See 'General Comments' above
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

<sup>4</sup> ONS May 2020

<sup>5</sup> Advice from <https://www.sariweb.org.uk/>

<sup>6</sup> <https://babbasa.com/>

<sup>7</sup> <https://www.blacksouthwestnetwork.org/businesses-and-female-jobs>

<b>(deprivation)</b>	
Potential impacts:	<ul style="list-style-type: none"> <li>• People living in the most deprived areas of England and Wales are significantly more likely to die from COVID-19<sup>8</sup>, and risk of death from COVID-19 in England and Wales increases with deprivation. The risk in the most deprived areas is roughly double that in the least deprived, after accounting for age differences.</li> <li>• Food poverty exacerbated by price-hikes in local convenience stores e.g. double for basics such as rice.</li> </ul>
Mitigations:	See 'General Comments' above
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Carers tend to have less access to training and employment opportunities.
Mitigations:	<ul style="list-style-type: none"> <li>• See 'General Comments' above</li> <li>• Our programme will work with businesses to encourage them to create more flexible forms of employment.</li> </ul>
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

Through close monitoring – for example, given the nature of programme with elements of it specifically targeting under-represented groups, Equal Opportunities will be, as a matter of course, regularly discussed at project management meetings; and the procurement processes will require the successful applicants, contractors and delivery partners to demonstrate their commitment and capacity to provide an effective and appropriate service to people from groups with protected characteristics

Through the dissemination of information, material and best practice with a view to demonstrating to the peers of people with protected characteristics to participate in programmes and the benefits of doing so.

Working closely with equality groups to connect to people with protected characteristics, to ensure they are part of the conversation when; co-designing interventions, designing and delivering events, targeting and promoting grants, focusing business support programmes and seeking delivery partners.

The programme principles, demonstrate our commitment to supporting equality and diversity and people with protected characteristics:-

- Engaging, collaborating and co-designing with communities, businesses and stakeholders to re-connect places to people
- Supporting the creative and cultural sector, to create locally distinctive places and experiences.
- Skills development and employability, supporting local, regional and national priorities for economic inclusion and improving access to jobs.
- Environmental sustainability and climate and ecological emergency priorities, considering, raising awareness and addressing priorities, through proposed interventions.

- Supporting equality and diversity celebrating, integrating and delivering inclusive, diverse and open interventions, to meet the needs of diverse local communities.

The programme is committed to collaborating with diverse range of citizens, businesses and stakeholders to ensure we co-design and deliver proposals that are inclusive to all and meet a wide range of needs.

The One City Ecological Emergency Strategy, 2020, reveals cultural barriers and economic factors prevent equal access to green spaces. For example, some people from visible ethnic minority backgrounds feel uncomfortable spending time in nature as they are underrepresented there.

## Step 4: Impact

### 4.1 How has the equality impact assessment informed or changed the proposal?

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

#### Summary of significant negative impacts and how they can be mitigated or justified:

Although we haven't identified significant negative impacts from the proposal we're aware of a wide range of disparities for people in Bristol based on their characteristics and circumstances which we will seek to mitigate through the programme activities.

#### Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

The City Centre and High Streets Programme will provide a significant opportunity to 'build back better' and promote equality of opportunity for communities which have been hardest hit by COVID-19

### 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
See actions identified in main report		

### 4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

As well as contributing to measures identified by the One City Economy Board we will monitor progress against relevant Quality of Life indicators [Quality of Life 2020-21 — Open Data Bristol](#) and reduction in disparities by Ward [New wards: data profiles - bristol.gov.uk](#)

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director<sup>9</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Pete Anderson
Date: 26/5/2021	Date: 29/06/2021

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<sup>9</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

# Growth and Regeneration Scrutiny Commission

[16/11/21]



**Report of:** Stephen Peacock, Executive Director: Growth & Regeneration

**Title:** Project 1000: Affordable Housing Delivery Plan 2022-25

**Ward:** All

**Officer Presenting Report:** Elaine Olphert, Head of Housing Delivery

**Contact Telephone Number:**

## Recommendations:

Members to consider;

The emerging Project 1000: Affordable Housing Delivery Plan 2022-25 is being developed to address Bristol's significant Affordable Housing Need.

Project 1000 is an ambitious target to trigger momentum, ambition, and acceleration throughout the Council to deliver the targeted 1000 affordable homes in the city per year. The paper is a refresh of the previous Housing Delivery Plan 2017-20, and is an over-arching plan intended to offer a vision, purpose and focus to Bristol City Council's limited resources of land, time, money and influence to deliver much-needed affordable housing.

## 1. Summary

This scrutiny report provides background information for Project 1000: Affordable Housing Delivery Plan.

## 2. Context

2.1 Bristol City Council strives to ensure the affordability, availability, diversity, and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. This is in response to Bristol's growing local affordable housing need which is projected to be 22,261 homes over a 20-year period based on the WECA 2021 Local Housing Need Assessment. Project 1000: Affordable Housing Delivery Plan 2022-25, is a delivery plan that sets out how the Council will try to meet the ambitious target of 1,000 affordable homes, per year, delivered by 2024.

2.2 Bristol's appeal as a desirable place to live and work has led to high house prices and high rents, making the city unaffordable for many. The average Bristol resident now needs almost nine times their annual salary to be able to buy a house and private sector rents have also risen by more than the national average since 2013/14. Alongside the pressures of increasing rents and house prices, the city is faced with wider issues including the climate emergency, supporting the most vulnerable groups, reducing fuel poverty, and ensuring the provision of supported living amongst others. The Council currently has over 16,000 applicants on our Housing Register and considers the delivery of affordable housing in the city to be a corporate priority.

2.3 Project 1000: Affordable Housing Delivery Plan 2022-25, is a refresh of the previous Housing Delivery Plan 2017-20. It is an overarching plan that is intended to offer a vision and purpose to Bristol City Council's limited resources of land, time, money and influence to:

- bring alignment across its operations and partnerships around a shared vision and purpose of delivering affordable housing at pace,
- enable improved outcomes for housing as a powerful intervention for creating longer term value in health and city resiliency in the face of the climate and ecological emergencies,
- and ensure the critical engagement of communities in the process of designing and developing affordable housing to ensure the support of local residents.

2.4 To achieve the targeted 1000 affordable homes by 2023/24, there is a substantial uplift in trajectory required from the 400 affordable homes delivered in 2020/21. To do this, the Council has reviewed where it can directly influence the delivery of more affordable homes, through various workstreams. These include direct delivery through the Housing Revenue Account and Goram Homes, Registered Provider and other Affordable Housing Provider delivery, market delivery, and land disposal through targeted release to registered providers, community groups and other partners.

### 3. Policy

- 3.1 The Project 1000 Affordable Housing Delivery Plan 2022-25 aligns with the BCC Corporate Strategy 2022-27, particularly the Homes and Communities Theme. Homes and Communities strives for “healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.”
- 3.2 The council’s strategic priorities are to:
1. HC1 Housing Supply: “Ensure the affordability, availability, diversity and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. Build and retain new social housing; review the system for allocating social housing; provide more supported and extra-care housing for those who need it; pursue a ‘living rent’ in the city; and ensure there are strong long-term plans for the council’s own housing stock and the use of land in the city.”
  2. Alongside boosting affordable housing supply, the plan also responds to wider Homes and Communities priorities including: HC2 Lower Carbon Homes, HC3 Homelessness, HC4 Disability, and HC5 Community Participation.
- 3.3 Project 1000 also aligns with the Council’s ‘Building Blocks’, notably ‘Equality and Inclusion’, ‘Environmental Sustainability’, and ‘Development and Delivery’. Accelerating the delivery of new affordable homes in the City provides greater opportunities for people in housing need to be adequately housed. This will have a positive impact on their quality of life, particularly where housing provision is targeted to meet a specific need e.g. older persons housing, wheelchair accessible housing. Alongside addressing the inequalities in access to affordable housing, the plan promotes positive environmental impacts and the delivery of quality public services, while realising the expertise and resources of empowered communities, individuals, community groups and city partners to help shape city priorities.

### 4. Consultation

#### a) Internal

Project 1000 Project Board, the Mayor’s Office, Housing and Landlord Services, Finance, Policy and Public Affairs

To be consulted: Legal Services, HR, Procurement, IT

#### b) External

Not applicable at this time.

### 5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion

or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
  - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
  - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
  - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
  - tackle prejudice; and
  - promote understanding.

5b) An Equality Impact Assessment is being prepared in support of the emerging paper. Overall, proposals are expected to significantly benefit people with protected characteristics in Bristol, through the provision of much needed affordable housing. The Housing Register waiting list of over 16,000 people has a higher percentage of people with protected characteristics than the figures for the city as a whole, so the proposals are expected to address these people's needs more directly.

**Appendices:**

n/a

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers: N/A**