

# Communities Scrutiny Commission Agenda



**Date:** Monday, 21 February 2022

**Time:** 3.00 pm

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

## **Distribution:**

**Councillors:** Henry Michallat (Vice-Chair), Martin Fodor (Chair), Amirah Cole, Barry Parsons, James Scott, Hibaq Jama, Emma Edwards, Gary Hopkins and Nicola Beech

**Issued by:** Johanna Holmes, Scrutiny Coordinator  
City Hall, 3rd Floor Deanery Wing, College Green, Bristol, BS1 5TR  
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**Date:** Friday, 11 February 2022



# Agenda

**1. Welcome, Introductions and Safety Information**

**(Pages 4 - 6)**

**2. Apologies for Absence**

**3. Declarations of Interest**

**4. Minutes of the Previous Meeting**

**(Pages 7 - 12)**

**5. Chair's Business**

**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 [scrutiny@bristol.gov.uk](mailto:scrutiny@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 5pm on **Tuesday 15<sup>th</sup> February**.

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 **Friday 18<sup>th</sup> February**.

**7. Performance Report - Quarter 2 (3.20pm)**

**(Pages 13 - 24)**

**8. Corporate Risk Report Quarter 2 (3.30pm)**

**(Pages 25 - 76)**

**9. Bristol Community Safety Partnership Overview (3.40pm)**



**(Pages 77 - 95)**

**10. Waste Up-date Report (4.10pm)**

To follow

**11. Citizens Services Report (4.40pm)**

**(Pages 96 - 103)**

**12. Trees Scrutiny Working Group Report (5.10pm)**

To follow

**13. Work Programme (5.40pm)**

**(Pages 104 - 109)**



# Public Information Sheet

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

You can find papers for all our meetings on our website at [www.bristol.gov.uk](http://www.bristol.gov.uk).

## 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 [scrutiny@bristol.gov.uk](mailto:scrutiny@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.

For further information about procedure rules please refer to our Constitution  
<https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

### 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.

The privacy notice for Democratic Services can be viewed at [www.bristol.gov.uk/about-our-website/privacy-and-processing-notices-for-resource-services](http://www.bristol.gov.uk/about-our-website/privacy-and-processing-notices-for-resource-services)



## Bristol City Council Minutes of the Communities Scrutiny Commission

23 November 2021 at 5.30 pm



### **Members Present:-**

**Councillors:** Henry Michallat (Vice-Chair), Martin Fodor (Chair), Alex Hartley, James Scott, Hibaq Jama, Emma Edwards and Ani Stafford-Townsend

### **Officers in Attendance:-**

Amy Rodwell (Scrutiny Advisor), Christina Gray (Service Director, Public Health), Johanna Holmes (Scrutiny Coordinator), Patsy Mellor (Director: Management of Place), Ken Lawson (Waste Strategic Client Manager), Kate Cole (Strategic Intelligence & Performance Advisor), Richard Ennion (Horticultural Service Manager), Jon James (Head of Service Natural & Marine Environment), Jacq Abraham (Senior Sports and Physical Activity Development Officer), Sally Hogg (Consultant in Public Health), Ben Hooper (Risk & Insurance Officer).

## **1 Welcome, Introductions and Safety Information**

The Chair welcomed all the attendees to the Commissions' first meeting of the municipal year. As this was a pilot hybrid meeting, all those attending in-person and remotely were asked to introduce themselves.

## **2 Apologies for Absence**

Apologies for absence were received from Councillors Barry Parsons and Amirah Cole. Councillor Ani Stafford-Townsend substituted for Councillor Barry Parsons.

## **3 Declarations of Interest**

No declarations were received.

## **4 Minutes of the Previous Meeting and Action Sheet**

There were no outstanding actions from the previous meeting.

**Resolved; That the minutes and action sheet from the previous meeting on 8th February 2021 be approved as an accurate record.**



## 5 Chair's Business

The Chair covered the arrangements for how the hybrid meeting would be conducted. He also briefly described some of the work the Commission Members had undertaken over the past few months such as the Ecological Emergency Action Plan Scrutiny Briefing and starting their inquiry a Trees Working Group.

## 6 Public Forum

There was no Public Forum.

## 7 Annual Business Report

The Scrutiny Co-ordinator presented the Annual Business Report 21/22 and highlighted the recommendations outlined in the report.

**Resolved; That the Annual Business Report 21/22 for the Communities Scrutiny Commission be noted.**

## 8 Work Programme

Members noted the Work Programme.

## 9 Q1 Risk Report

The Risk and Insurance Senior Officer presented the Quarter 1 Risk Report and highlighted the key areas. It was noted that risk CRR42 - 'Provision of leisure centres' had been referred to Communities Scrutiny Commission by the Overview & Scrutiny Management Board and that it would be discussed in more detail within agenda item 14 – Bristol Leisure Services.

The Chair reminded Members that not all risks covered within the report were relevant to the Communities Scrutiny Commission Terms of Reference.

There were no comments received from Members for this item.

## 10 Q1 Performance Report

The Strategic Intelligence and Performance Advisor presented the Quarter 1 Performance Report and highlighted key areas.

The Chair noted that Performance Indicator BCP541 had been referred to Communities Scrutiny Commission by the Overview & Scrutiny Management Board and that it would be discussed in more detail within agenda item 13 - Waste Recycling Information Report.

There were no comments received from Members for this item.



## 11 Parks and Open Spaces Strategy

The Parks Horticultural Service Manager introduced the report and shared a presentation with further information on the strategy.

It was noted that the current strategy was out of date and needed to be updated to reflect environmental changes and in response to the Ecological Emergency Strategy, Climate Strategy and Ecological Emergency Action Plan. The new strategy aims towards ensuring that citizens have a park within a 10 minute walk from their home. A series of engagement workshops had been set up and a steering group established to support the work of the strategy.

Members asked what constitutes as a green space and what is meant by 'accessible' in this context. It was advised they are public assets that facilitate access to nature on both small and large scale as well as access to play for children. Accessible parks and green spaces are good quality, functional spaces within walking distance from someone's home.

A Member asked if the decrease in the number of green spaces is as a result of an increased population. Members were advised that Bristol hadn't lost green space, but the metric is based on meter squared per capita so as the population had increased, it had pulled back the amount available per individual. Bristol has a projected population increase of 70,000 over the next 20 years which will have an impact on provision in the future and is likely to lead to a deficit in the most deprived areas.

A Member asked how the strategy will ensure that everyone has a park or green space within a 10 minute walk from their homes. It was advised that the accessibility standard can be met but not all spaces are good quality; the strategy aims to drive quality predominantly in the most deprived areas of the city. Members noted that some private estates would have parks and green spaces and asked if conversations with those estates were taking place. It was noted that a number of stakeholders will need to be involved in the co design.

Members asked if there are any plans to turn undeveloped land into green spaces and were advised that this would happen as part of the Ecological Emergency response. Regional strategic corridor mapping for green spaces had been done by the West of England Combined Authority to ensure that nature was given the opportunity to thrive.

There was a conversation around food growing in the city and the role of allotments as well as food growing in public spaces, and it was noted that this needed to be addressed in the strategy.

Members noted that there is a difference between adaptation and mitigation of climate change which were both competing priorities, and that this should be explicit in the strategy.

The need for investment to address flooding of parks/waterlogged paths was discussed and Members were advised that funds would need to be found to address this.

A Member noted that there is limited play equipment specifically in central areas of the city, and with Bristol having a large population of under 15 year olds living in those areas, lots living in flats with no outside space, accessibility is difficult. Members asked what is being done to help children access green spaces further out e.g., sufficient public transport options. Officers noted that this was a key theme in the strategy and that they were working with colleagues in the People directorate to develop this. It was noted that not every park has the same level of facilities, and this would need to be prioritised.

Members asked about prioritisation parameters and were advised that there will be engagement with communities but were evaluating by observation at this stage for example is the space clean/welcoming, facilities available, safety and quality.



The Chair highlighted the key topics covered within the discussion and noted that priorities for communities would come following consultation of the strategy.

## 12 Bristol Future Parks

The Head of Natural Marine & Environment introduced the item and highlighted key points. It was noted that a mistake had been made in the [Future Parks Report](#) within section 1, under sub-heading 'progress to date' where bullet point 17 should read as follows: 'Launch of the expression of interest on 25th October 2021, which is open 31st December 2021.'

Members were advised that as part of the relaunched Bristol Future Parks programme, the team were looking at more sustainable ways to manage and secure income streams for the parks. It was noted that an 'expressions of interest' pilot was taking place looking at 5 sites to secure ideas for income generation which was open for submissions until 31<sup>st</sup> December 2021.

A Member raised concerns around the lack of communication when submitting expressions of interest which has led people being put off the process. Officers advised that they were trying to respond to everyone and asked for Members to direct specific cases to the team following the meeting. It was confirmed that 12 expressions of interest had been received to date.

A Member asked what would happen with money for the Accelerator Fund given that the project was coming to an end. It was advised that the council did not have to repay any of the grant funding secured. A Member asked how much of the council's reserves had been spent on future parks and were advised that it was just over £200,000. The intention is that in the future the council will generate enough interest to pay back those funds and more.

There was a conversation about balancing the methods of raising revenue for parks and ensuring the health and wellbeing offer is still there. Officers advised that they would like to compliment the parks, for example adding a café; People don't need to use the café if they want to just visit the park, but if they do then it helps to generate income, which will go back into the parks' funds.

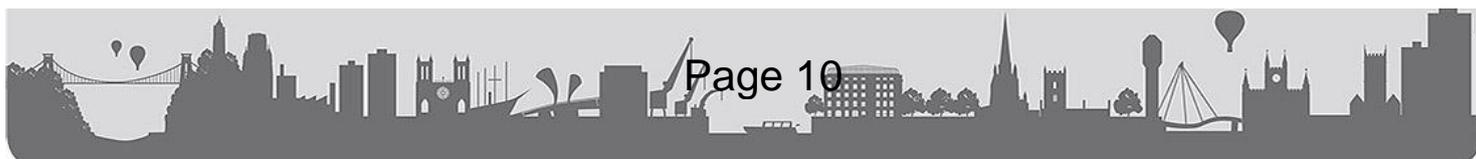
Members asked if individuals are allowed to teach and run sessions in parks such as, fitness classes and personal trainers. The Director of Management of Place confirmed that an annual fee would be introduced for the use of Bristol's parks for these types of sessions to ensure the space is maintained and that individuals are qualified. Even if people use the space on a voluntary basis, the council would still need to know, but not necessarily charge.

It was confirmed that parks staff who visit on a regular basis will be in touch with people currently using the spaces. Members noted that information would need to be communicated and suggested that notice boards be displayed in parks and information be published on the council's website; Officers said this is something they would be able to look at.

Cllr Jama arrived 7:28pm.

## 13 Waste and Recycling Information Report

The Waste Strategic Client Manager introduced the item and highlighted key points mentioned in the report. As a result of lockdown due to Covid-19, more household waste was being generated and



research was taking place to evaluate the impacts of this further. It was noted that a key focus was on waste prevention as well as recycling.

A Members noted that large companies such as Coca Cola are promoting new recyclable packing and asked if there was any change of large business in Bristol supporting the council in reducing waste. It was noted that workshops were taking place with producers to discuss funding for recycling and to encourage behavioural change.

There were concerns around the recycling rates reducing and residual waste rates increasing. The Waste Strategic Client Manager advised that the closure of recycling centres and suspension of services such as garden waste collection during lockdown has impacted the recycling rates. An increase in the number of people working from home, spending more time at home due to Covid-19 have resulted in more waste being produced. Also, it was emphasised that there was a need to address the behavioural change of generating more waste at home as this will impact on BCC reaching its targets in the longer term.

Members asked how Bristol performed in comparison to the Core Cities and were advised that the data on this was not currently available, but the latest figures would come through in early 2022. Nationally, recycling had dropped by 3% in 2020.

A Member asked about the council's overarching plan to tackle street waste specifically for people living in non-standard housing such as flats above shops in central areas where the space isn't available. Also, access to recycling points. The Waste Strategic Client Manager advised that there is a recycling service being rolled out to flats to address this issue but acknowledges that this was not a 'one size fits all' and this may not suit everyone. The team were looking at tidying the streets and getting more convenient ways of recycling for these people but also pushing for behavioural change.

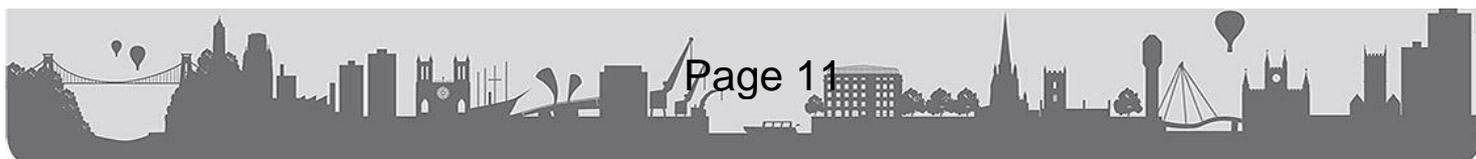
## 14 Bristol Leisure Services

The Public Health Consultant introduced the report and shared a presentation to update Members on sport and physical activity in the city. Key points were as follows:

- Sport and Physical Activity sits within Communities in Public Health and areas of work include: Sport Strategies, Leisure Management Contracts and Sport & Physical Activity Development.
- Currently developing a system approach to healthy weight and physical activity.
- More deprived areas of the city, specifically South Bristol, had highest levels on inactivity with people doing less than 30 minutes of physical activity per week.
- A Sport and Physical Activity Strategy was launched in 2020.

The Senior Sports & Physical Activity Development Officer covered Sport Strategies, Leisure Management Contracts, and development projects in more detail. It was noted that the council's main contract, SLM/Everyone Active, was up for re-procurement in 2022.

Members noted the need for accessible SEND swimming lessons for people that could not afford private lessons which was acknowledged by officers. Also, highlighted was the importance of the link between physical activity and mental health. Officers agreed and said was certainly more to be done in that area. A Member asked if there was any engagement with local sports clubs to encourage more young people to get involved and it was advised that the team were working closely with Westport on promoting sport and physical activity but did not work with individual clubs unless there was a specific need for support.



There was a conversation around accessibility to public transport to enable people to travel to facilities and it was noted that work needs to be done and to specifically address the impact on people living in the more deprived areas of the city.

## **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 Bristol Leisure Services**

This part of the meeting was held in a closed - exempt session. The minutes are not publicly available.

Meeting ended at 8.37 pm

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



# Communities Scrutiny Commission

21<sup>st</sup> February 2022



**Report of: Insight, Performance and Intelligence Team**

**Title: Quarterly Performance Progress Report (Quarter 2 2021/22)**

**Ward: All wards**

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

**Contact Telephone Number:** N/A

## **Recommendation**

That Scrutiny note the progress made against the Key Performance Indicators (KPIs) for Q2 2021/22 (Appendix A1) and that Scrutiny members and relevant managers / 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 the measures reported this quarter:

57% are on or above target

65% 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 Communities 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).

## 2. Performance Summary

Taking the available KPI results this quarter, and noting the BCC / City-wide differentiation:

- **57% of all measures** (with established targets) **are performing on or above target** (12 of 21)
  - 50% of BCC-only measures (7 of 14)
  - 71% of city-wide measures (5 of 7)
  
- **65% of all measures** (with a comparison from 12 months ago) **have remained the same or improved** (13 of 20)
  - 62% of BCC-only measures (8 of 13)
  - 71% of city-wide measures (5 of 7)

### Housing and Landlord Services

- There continues to be a high level of use of temporary accommodation (TA) as an ongoing legacy of COVID-19 and the requirement to move people off the streets, but the situation has worsened as there are more people in TA than compared to the same period last year. Stays of longer than 6 months also remain significantly high and worse than last year, also reflecting the ongoing lack of accommodation and the increasing gap of affordability in the private rented sector when compared to the Local Housing Allowance. This has resulted in continued additional budget pressures which will need addressing in future.
- The overall throughput time for dealing with relets has improved since last year as there is now better access to properties to progress work; however there continue to be issues around supplies and the availability of workforce so performance is below. However despite this, the

situation in respect of loss of gross rental income due to voids has improved and this measure is above target.

- All metrics relating to private housing and accessible homes are showing above target, with improved performance on this time last year, except for private rented sector dwellings returned into occupation.
- The most recent quarterly count of rough sleepers is just below target, but improved when compared to last year when the “Everyone In” emergency housing response to Covid was in place there are now more rough sleepers in the city.

#### Management of Place

- There continue to be high volumes of kerbside collections (household waste) as a direct result of home working which in turn is impacting on overall recycling rates. There are particular challenges currently related to availability of collection teams relating to both national shortages of appropriately qualified drivers as well as staff isolating due to the “pingdemic”.
- Community clean-ups (DGRC194) continue to see an increase in the numbers of people participating with the reopening and the relaxation of distancing and congregation restrictions. The reported number also includes those residents conducting litter picks using equipment given to them on long term loans.

#### Communities and Public Health

- With leisure centres able to open from 12<sup>th</sup> April there has been an initial encouraging return of customers as Covid related restrictions are lifted.
- Engagement with citizens through a range of community development activities continued with increased contacts made; conversations included matters such as social action in neighbourhoods, access to green spaces and place making with economic growth.
- Most measures here are informed by the Quality of Life (QoL) survey; this was carried out in September 2021 with the [Priority Indicators](#) briefing report published in January 2022. More detailed information on the measures pertinent to the remit of this Commission will be presented in the Q3 performance report.

#### Digital Transformation

- The Citizen Services measure on channel shift continues to deliver above target; this reports on the percentage of transactions completed on-line against the number of inbound telephone calls, automated telephony, face to face visits and emails. There is an improvement on the same period last year when suspension of, or changes in service provision as a direct result of Covid-19 meant that existing on-line forms were taken out of service and citizen contact was more often made by telephone. As more standard service provision has been re-established an increased number of citizens have returned to using on-line access as this can await wait times in telephony and other queues.

For all divisions, attention is drawn to the commentaries where the service has indicated exception in delivery, and/or details of plans and activities underway.

### **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 (Q2 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

## Communities Scrutiny Commission – Q2 2021/22 Performance Summary

**OVERALL SUMMARY:**  
 57% (12/21) PIs are on or above target  
 65% (13/20) PIs are better or the same than at Q2 last year

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HOUSING AND LANDLORD SERVICES		
Title	Target status	DoT
BPB308: Increase number of people able to access care & support through the use of Technology Enabled Care	284	↑
BPB353: Increase the number of households where homelessness is prevented	672	↓
DGRB356: Reduce the number of households who were in Temporary Accommodation for more than 6 months	524	↓
DGRB374a: Reduce Average Relet Times	84	↑

MANAGEMENT OF PLACE		
Title	Target status	DoT
BPC541: Increase the percentage of household waste sent for reuse, recycling and composting	42%	↓
BPC542: Reduce the residual untreated waste sent to landfill (per household)	46kg	↑
DGRC194: Numbers of citizens participating in community clear-ups per quarter	2,577	↑

COMMUNITIES AND PUBLIC HEALTH		
Title	Target status	DoT
BPB253: Increase the number of attendances at BCC leisure centres and swimming pools	885,755	↑
BPC311: Levels of engagement with community development work	4,410	↑

DIGITAL TRANSFORMATION		
Title	Target status	DoT
DREB225: Improve the percentage channel shift achieved for Citizens Services overall	33%	↑

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

## Communities Scrutiny - Quarter 2 (1st April - 30th September 2021) Performance Progress Report

Corp Plan KC Ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Management Notes
<b>Growth &amp; Regeneration - Housing &amp; Landlord Services</b>									
<b>Bristol City Council (BCC) owned performance indicators:</b>									
EC2	BPB353	Increase the number of households where homelessness is prevented	+	1,512	1,350	339 (q1 target 338)	672 (q2 target 675)	↓	Marginally below target but on track to meet target for the year.
EC2	BPB357	Reduce the number of households in temporary accommodation	-	1,122	950	893	987	↓	The number of households in Temporary Accommodation is increasing. Homelessness presentations are still high. Supported move on accommodation coming on line during the next few months will have a positive impact.
EC2	BPB358a	Number of households moved on into settled accommodation	+	n/a	1,000	277 (Q1 target 250)	294 (q2 target 250)	n/a	The number of households moved on into settled accommodation is above target.
EC2	DGRB356	Reduce the number of households who were in Temporary Accommodation for more than 6 months	-	469	420	488	524	↓	The number of households in Temporary Accommodation for more than 6 months is significantly below target and is linked to the higher number of households in Temporary Accommodation (BPB357) due to the pandemic.
EC3	BPB307	Increase the number of people enabled to live independently through home adaptations	+	3,120	3,400	843 (q1 target 150)	1,632 (q2 target 600)	↑	Performance well ahead of target. Performance is weighted towards the 3rd and fourth quarter so hopefully the annual target will be exceeded.
F11	BPB375	Reduce the number of empty council properties	-	220	210	264	228	↑	There are monthly meetings to focus on long term major voids to ensure that focus is maintained on keeping the overall numbers of empty properties as low as possible. However, there are continuing issues with internal, external and material capacity that will always influence the ability to deliver to this target.
F11	DGRB374a	Reduce Average Relet Times	-	71	80	68	84	↑	Year to date average time is 74 days (above target). During September 6 long standing voids were completed which has had an impact on the turnaround, however it is expected that this number will increase due to capacity to deliver. The criteria definition for voids is currently under review to ensure allow teams the maximum opportunity to deliver to target. e.g. house conversions where a property becomes two units to have new unique property reference numbers.
F11	DGRB374b	Reduce Average Relet Times for Standard Voids	-	37	35	35	54	↑	Year to date average time is 47 days (significantly below target). The reduction from August is due to the work of the Lettings Team reducing the post letting period. Average standard repair period 12 days but it is expected that this will increase because of resource and supply chain issues.
F1	DGRB734c	Reduce average time of major works relets	-	92	90	79	89	↓	Year to date average time is 89 days ( above target); this figure is unlikely to improve for October as there are additional long term voids being returned this month that will continue to impact the team's ability to reduce completion timescales.

Corp Plan KC Ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Management Notes
WC2	BPB308	Increase number of people able to access care & support through the use of Technology Enabled Care	+	511	753	166 (q1 target 50)	284 (q2 target 263)	↑	Performance slightly ahead of target.
WOP4	DGRB372	Maximise the rent income from council housing (total debt outstanding)	-	£12,790,000	£12,000,000	£12,996,000	£12,961,000	↓	The use of Rentsense and our focused person-centred approach continues to support effective rent management. Processes for effective rent management continue to be under review, including in relation to debt collection. It is important to take a psychologically informed approach on this, and we recognise that in many cases where debt is chased in isolation the consequences are to create additional pressures on housing, social services, welfare support, health agencies and the charity sector. This will be carefully considered as part of the process review
WOP4	DGRB376	Reduce the loss of gross rental income through voids	-	£1,144,000	£1,200,000	£243,000	£559,000	↑	There is a continuing focus on the turnaround of empty homes as this directly impacts on rent loss. Challenges around workforce and materials availability continue to have a negative impact on performance although performance is still above target.

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

Page 19	EC2	BPC352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	-	43	60	59 (q1 target 60)	62 (q2 target 60)	↑	The number of people rough sleeping as measured on our bi-monthly street count in September was 62. An increase from the previous quarter but still significantly lower than the pre-pandemic peak of 130. Additional winter shelter provision will be in place from 1st October.
	EC2	DGRC352a	Reduce the number of people sleeping rough on a single night in Bristol - Annual Count	-	50	60	Annual measure Data not due	Annual measure Data not due	n/a	Annual survey is due in October/November 2021.
	F11	BPC310	Increase the number of private sector dwellings returned into occupation	+	445	450	99 (q1 target 80)	216 (q2 target 210)	↓	Performance slightly ahead of target for the number of empty properties brought back into use.
	F11	DGRC379	Private rented properties improved	+	1,171	1,200	274 (q1 target 200)	740 (q2 target 550)	↑	Performance well ahead of target following a successful recruitment process All vacancies now filled. Inspections of licensed properties and housing complaints now being undertaken in accordance with within the team inspection targets.

**Growth & Regeneration - Management of Place**

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

W2	BPC333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	+	60.3%	60.0%	Annual measure Data not due	Annual measure Data not due	n/a	The value of outdoor spaces rose considerably during the pandemic and the demand for parks and Green Spaces continued. All facilities within parks continue to remain open, with COVID safe measures in place. The Quality of Life (QoL) survey took place in Autumn 2021. Headline results will be issued via the QoL Priority Indicators briefing report in January 2022 followed by a full set of results in March 2022.
W2	BPC540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	-	82.4%	80.0%	Annual measure Data not due	Annual measure Data not due	n/a	A wide range of campaigns and activities are in progress or planned across the year to reduce street litter and deliver overall improvements to the street scene. These include the Great Bristol Spring Clean and the Big Tidy. The Quality of Life (QoL) survey took place in Autumn 2021. Headline results will be issued via the QoL Priority Indicators briefing report in January 2022 followed by a full set of results in March 2022.

Corp Plan KC Ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Management Notes
W2	BPC541	Increase the percentage of household waste sent for reuse, recycling and composting	+	45.0%	50.0%	43.0%	42.0%	↓	Recycling continues to be negatively impacted by the exponential growth in kerbside refuse collected owing to trends in home working. The suspension of green waste collections has reduced the tonnage of garden waste sent for composting and has also having an impacted on the overall recycling rate. Compared to the same period in 2020-21 recycling has decreased by 3% from 46% to 43% whilst residual waste has increased. It is anticipated that next year the garden waste volumes will increase back to pre-covid levels as long as collections are maintain. Analysis is being undertaken to understand why tonnage through the Recycling Centres has dropped. The biggest challenge is to address the behavioural change of generating more waste at home as this will continue to impact on BCC reaching its targets in the longer term.
W2	BPC542	Reduce the residual untreated waste sent to landfill (per household)	-	122.5 kg	100.0 kg	14.2kg	46.0kg (q2 target 50kg)	↑	The Energy Recovery Centre (ERC) treatment contracts have continued to perform despite some commissioning issues at one ERC. The bulky waste contract continues to identify alternative outlets to landfill.
W2	DGRC194	Numbers of citizens participating in community clear-ups per quarter	+	531	750	775	2,577	↑	This quarter's activity has seen an increase in the numbers of people litter picking in line with the reopening and the relaxation of distancing and congregation restrictions. The reported number also includes those residents conducting litter picks using equipment given to them on long term loans. Citizen participation was severely reduced in 2020-21 due to lockdowns and ongoing restrictions on group gatherings.
<b>People - Communities and Public Health</b>									
<b>Bristol City Council (BCC) owned performance indicators:</b>									
2020/21	BPB253	Increase the number of attendances at BCC leisure centres and swimming pools	+	399,343	695,145	385,853	885,755	↑	Business recovery and customer confidence in using leisure centres & swimming pools continues to grow.
<b>City Wide Performance Indicators that BCC contributes to:</b>									
EC4	BPC311	Levels of engagement with community development work	+	4,394	5,000	2,038	4,410	↑	The team has been working on both outbreak management and purposeful conversations with half of the conversations completed this quarter of purposeful outbreak management conversations. We had over 1,200 conversations on building back, and community conversations on wider issues ranging from social action in neighbourhoods to access to green spaces, to conversations on new development such as in Hotwells and also other place making conversations. The team started to refocus on building community and recovery where some conversations were on economic growth and community cohesion. We expect to hit the annual target.
EC4	BPC312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	+	47.2%	47.2%	Annual measure Data not due	Annual measure Data not due	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in January 2022. This year's target is looking to maintain last year's performance. We know that COVID 19 volunteering will go down but community based activity is opening up. Many connections established as a result of COVID 19 referrals are being sustained informally. WhatsApp groups and Facebook pages which facilitate neighbourly acts have also kept going. In terms of more formal volunteering the CanDo Bristol website has over 10,000 members. It is being used by community and voluntary projects all over the city to successfully recruit volunteers.

Corp Plan KC Ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Management Notes
EC4	BPC314	Reduce the percentage of people who lack the information to get involved in their community (QoL)	-	30.5%	30.0%	Annual measure Data not due	Annual measure Data not due	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in January 2022. Social media, free newsletters, noticeboards, public venues such as libraries and shops, online newsletters from community organisations and social and neighbourly networks are all part of the community information exchange. They are all important and generated by communities for communities. The main barriers to accessing information are digital exclusion, not being able to get out and about or printed media being inaccessible to individuals. We know that some people are looking to reconnect whilst others are not ready. A key role for Community Development and the C19 Volunteer Hub has been to connect people to things that are happening in their local area.
FI4	BPC324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	+	62.8%	62.0%	Annual measure Data not due	Annual measure Data not due	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in January 2022. The pandemic has helped to build connections but has also caused real isolation and disconnection for some people. In Hartcliffe the Community Development Team have been working with local residents to welcome new BME residents into the neighbourhoods and make sure there are local connections. The team is looking to formalise systems with Housing and resettlement teams to support a more consistent approach.
WC3	BPC323	Increase % of people who see friends and family as much as they want to (QoL)	+	73.2%	76.0%	Annual measure Data not due	Annual measure Data not due	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in January 2022. Vaccines and end of restrictions will have led to more face to face connectivity. This should lead to an increase. However it is also possible face to face is happening but less often than online or that face to face is happening in addition to online.
W1	BPC255	Increase % of people living in the most deprived areas who do enough regular exercise each week(QoL)	+	55.2%	55.2%	Annual measure Data not due	Annual measure Data not due	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in January 2022. Work is being undertaken including liaison with social prescribing in the most deprived areas of the city
W4	BPC256	Increase the % of adults in deprived areas who play sport at least once a week (QoL)	+	27.5%	27.5%	Annual measure Data not due	Annual measure Data not due	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in January 2022. Partnerships are being explored and strengthened with emphasis on working with seldom heard groups in deprived areas.

**Resources - Digital Transformation**

**Bristol City Council (BCC) owned performance indicators:**

WOP2	DREB225	Improve the percentage channel shift achieved for Citizens Services overall	+	27.8%	30%	33%	33%	↑	The number of citizens that are accessing services online continues to be high, a number of these citizens traditionally would have used traditional methods of contact such as telephone and face to face. Transactional services such as Waste are most popular for self-service.
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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

Polarity	
+/-	This shows whether a higher or lower figure is preferred for a measure i.e. do we hope to see a bigger/increasing or a smaller/reducing number? The title of a measure may also express this e.g. "Increase the number of affordable homes" has a positive (+) polarity; "Road safety: reduce the number of people killed or seriously injured" has a negative (-) polarity.

[Corporate Strategy - Key Commitments](#)

<b>Empowering &amp; Caring</b>	
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.
<b>Fair &amp; Inclusive</b>	
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.
<b>Wellbeing</b>	
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.
<b>Well-Connected</b>	
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.
<b>Workplace Organisational Priorities</b>	
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.

## Definitions and reporting timescales for Performance Indicators

### 2021/22 Growth & Regeneration: Housing & Landlord Services

PI ref	Measure	Frequency/period reported	Method of calculation
<b>Bristol City Council (BCC) owned performance indicators:</b>			
BPB307	Increase the number of disabled people enabled to live more independently through home adaptations	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of a home adaptation. the Home Adaptations Service operates across both the public and private housing sectors.
BPB308	Increase the number of people able to access care and support through the use of adaptive technology	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of the installation of Technology Enabled Care, and is linked to BPB307 which records the number of homes which has received home adaptations are part of enabling independent living.
BPB353	Increase the number of households where homelessness is prevented	Quarterly (Cumulative)	This measure reports the number of households where homelessness is prevented as a result of advice provided through a dedicated Housing Advice service funded by a local authority, or in-house housing advice service, to fulfil the authority's statutory duties under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002.
BPB357	Reduce the number of households in temporary accommodation	Quarterly (Snapshot)	This measure reports on the numbers of households living in temporary accommodation provided under the homelessness legislation.
BPB358a	Number of households moved on into settled accommodation	Quarterly (Snapshot)	The number of single and family households that have moved from any form of temporary or supported accommodation or who have been housed into settled accommodation as a result of being owed a homelessness duty. (This includes households that have not entered temporary accommodation.)
BPB375	Reduce the number of empty council properties	Quarterly (Snapshot)	This is a count of current number of empty properties as at the end of the measuring period. A property is classified as empty when there is no tenancy in force and the property is void. The number includes all standard voids as well as those classed as undergoing major works, or pending a decision to dispose or demolish.
DGRB356	Reduce the number of households who were in Temporary Accommodation for more than 6 months	Quarterly (Snapshot)	This measure reports on the number of households who were in Temporary Accommodation, including B&B, for more than 6 months as a snapshot at the end of each quarter.
DGRB372	Maximise the rent income to housing delivery (total debt outstanding)	Quarterly (Snapshot)	This performance indicator gives a snapshot figure of the total arrears outstanding to the Housing Revenue Accounts (HRA) on a given date.
DGRB374a	Reduce Average Relet Times	Quarterly (Cumulative)	On a year-to-date basis, this measures the average number of calendar days an HRA dwelling spends vacant before it is relet. It is calculated as follows: Where A is the total number of properties relet in period, and B is the total number of calendar days these properties spent void prior to relet. All relet properties should be included, both major/minor works, for the total period spent vacant.
DGRB374b	Reduce Average Relet Times for Standard Voids	Quarterly (Cumulative)	On a year-to-date basis, this measures the number of days an HRA property spends void before relet if it does not require major works. Void Properties requiring major works are not be included in this calculation: Where A is the total number of standard void properties relet in period, and B is the total number of calendar days these properties spent void prior to relet. Only 'standard' voids are included (i.e. those not requiring major works), for the total period spent vacant.
DGRB374c	Reduce Average Relet Times for major work voids	Quarterly (Cumulative)	On a year-to-date basis, this measures the number of days an HRA property spends void before relet where major works are required. Where A is the total number of major work void properties relet in period, and B is the total number of calendar days these properties spent void prior to relet. Only 'major' voids are included (i.e. those not requiring standard works), for the total period spent vacant.
DGRB376	Reduce the loss of gross rental income through voids	Quarterly (Cumulative)	This measure calculates the amount of rent and service charges lost through properties being vacant. Rent lost through voids is the total amount of rent which was not collectable during the period because dwellings were vacant (i.e. with no tenant liable for the rent). Properties where a formal decision to demolish has been taken should be excluded from the rent roll. Properties held for use as temporary accommodation are excluded from the calculation. Service charges include warden alarm, concierge, caretaking, communal cleaning, laundry, CCTV, Supporting People, Youth Project Council Tax

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

BPC310	Increase the number of private sector dwellings returned into occupation	Quarterly (Cumulative)	This measures the number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority.
BPC352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	Quarterly (Snapshot)	The number of people sleeping rough on a single night within the area of the authority. This is a local count done to the same methodology as the annual count and is intended to provide a snapshot each quarter.
DGRC352a	Reduce the number of people sleeping rough on a single night in Bristol - Annual Count	Annual (Snapshot)	The number of people sleeping rough on a single night within the area of the authority. This count is undertaken by all local authorities and is a snapshot of a single night
DGRC379	Private rented properties improved	Quarterly (Cumulative)	This is the cumulative total of all private rented properties improved through property licensing (mandatory and discretionary) and through a range of enforcement actions.

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

PI ref	Measure	Frequency/period reported	Method of calculation
<b>City Wide Performance Indicators that BCC contributes to:</b>			
BPC333	Increase the percentage of residents visiting a park or open space at least once a week (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.
BPC540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (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.
BPC541	Increase the percentage of household waste sent for reuse, recycling and composting	Quarterly (Snapshot)	This measures the percentage of household waste which is sent for reuse, recycling and composting.
BPC542	Reduce the residual untreated waste sent to landfill (per household)	Quarterly (Cumulative)	This indicator is the number of kilograms of residual household waste collected per household. The Numerator (X) for this indicator is total kilograms of household waste less any household waste arisings sent for reuse, sent for recycling, sent for composting, or sent for anaerobic digestion. The Denominator (Y) is the number of households as given by the dwelling stock figures from the Council Taxbase.
DGRC194	Numbers of citizens participating in community clear-ups per quarter	Quarterly (Snapshot)	Numbers of citizens participating in community clear ups per quarter

### 2021/22 People: Communities and Public Health

PI ref	Measure	Frequency/period reported	Method of calculation
<b>Bristol City Council (BCC) owned performance indicators:</b>			
BPB253	Increase the number of attendances at BCC leisure centres and swimming pools	Quarterly (Cumulative)	This measures attendances at BCC leisure centres and swimming pools on a monthly cumulative basis. Occasionally the latest month is delayed and in those instances the month indicated in brackets.
<b>City Wide Performance Indicators that BCC contributes to:</b>			
BPC255	Increase the percentage of people living in the most deprived areas who do enough regular exercise each week(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.
BPC256	Increase the percentage of adults in deprived areas who play sport at least once a week (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.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC311	Maintain levels of engagement with community development work	Quarterly (Cumulative)	This measures the number of residents who actively engage in community building conversations throughout the year. This supports an approach which is based on Asset Based Community Development.
BPC312	Increase the percentage respondents who volunteer or help out in their community at least 3 times a year (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.
BPC314	Reduce the percentage of people who lack the information to get involved in their community (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.
BPC323	Increase the percentage of people who see friends and family as much as they want to (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.
BPC324	Increase the percentage of people who feel they belong to their neighbourhood (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.

### 2021/22 Resources: Digital Transformation

#### Bristol City Council (BCC) owned performance indicators:

DREB225	Improve the percentage channel shift achieved for Citizens Services overall	Quarterly (Snapshot)	This measures the channel migration shift of transactions completed online as a percentage of the overall number received which also include inbound telephone calls, automated telephony, face to face visits and emails.
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Communities  
Scrutiny Commission  
21<sup>st</sup> February 2022



**Title:** Corporate Risk Management Report – Q2 2021/22

**Ward:** Citywide

**Recommendation:**

For the Communities Scrutiny Commission to note the attached Corporate Risks from the Corporate Risk Report Q2 2021/22 and Appendix A – Risk Summary Report that contains a summary of the risks contained within the Corporate Risk Report that went to Cabinet on 14th December 2021.



# Decision Pathway – Report



**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 14 December 2021

<b>TITLE</b>	<b>Corporate Risk Management Report – Q2 2021/22</b>		
<b>Ward(s)</b>	City wide		
<b>Authors: Ben Hooper and Paul Dury</b>	<b>Job title: Risk and Insurance Senior Officers</b>		
<b>Cabinet lead: Councillor Cheney</b>	<b>Executive Director lead: Mike Jackson</b>		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> For noting <b>Decision forum:</b> For noting			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>The report provides an update current significant strategic risks to achieving the Council’s objectives as set in the Corporate Strategy 2018-2023 and summarises progress in managing the risks and actions being taken as at Quarter 22 2021-22.</li> </ol>			
<b>Evidence Base:</b>			
<b>Context</b>			
<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>The CRR summary of risks is attached to this report at Appendix A is the latest position following a review by managers and Directors.</li> </ol>			

**Corporate Risk Report - Summary of Corporate Risks:**

7. Cabinet are asked to note the CRR as a working summary report of the critical and significant risks from the Service Risk Registers as at end of September 2021
8. 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.
9. Members of the EDM’s reviewed the DRRs in October 2021 to form the CRR. Cabinet are asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers.
10. The CRR sets out the significant critical and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the Directorate Risk Reports and the Corporate Risk Report.
11. The Q2 21-22 Corporate Risk Report (CRR) as at 30<sup>th</sup> September 2021 contained:

Threat Risks	Opportunity Risks	External / Contingency Risks
• 2 critical	• 0 significant	• 1 critical
• 18 high	• 1 high	• 1 high
• 3 medium	• 1 medium	• 0 medium
• 0 new	• 0 new	• 0 new
• 5 improving	• 0 improving	• 0 improving
• 2 deteriorating	• 1 deteriorating	• 0 deteriorating
• 1 de-escalating	• 1 de-escalating	• 0 de-escalating
• 0 closed	• 1 closed	• 1 closed

12. A summary of risks (Threat and Opportunities) for this reporting period are set out below.

13. There are two critical threat risks:

- CRR32: Failure to deliver enough affordable Homes to meet the City’s needs. The risk rating being 4x7 (28) critical threat risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR9: Safeguarding Vulnerable Children. The risk rating being 4x7 (28) critical threat risk. This risk is managed on the People Service Risk Registers. The risk detail (including description) has been amended in Q2 and how we present this risk is being further reviewed in Q3.

14. There are 5 improving threat risks:

- CRR41: Long Term Major Capital projects. The risk rating being 4x5 (20) high threat risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR29: Information Security Management System. The risk rating being 3x5 (15) high threat risk. This risk is managed on the Resources Service Risk Registers.
- CRR4: Corporate Health, Safety and Wellbeing. The risk rating being 3x5 (15) high threat risk. This risk is managed on the Resources Service Risk Registers.
- CRR26: ICT Resilience. The risk rating being 2x5 (10) medium threat risk. This risk is managed on the Resources Service Risk Registers.
- CRR23: Adult and Social Care (ASC) Transformation programme 2020/21 – 2021/2022. The risk rating being 3x5 (15) high threat risk. This risk is managed on the People Service Risk Registers.

15. There are two deteriorating threat risks:

- CRR39 Adult and Social Care major provider/supplier failure. The risk rating being 3x7 (21) high threat risk. This risk is managed on the People Service Risk Registers.
- CRR27 Capital Transport Delivery. The risk rating being 3x5 (15) high threat risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

16. There is one opportunity risk de-escalating from the Q2 corporate risk report:

- OPP3 Devolution. The opportunity risk rating being 3x5 (15) high opportunity threat risk. This opportunity risk is managed on the Resources Service Risk Registers. This opportunity risk has been de-escalated to the directorate risk report (DRR) for Resources.

17. There is one closing external Threat Risk:
  - BCC2 Brexit. The risk rating being 2x5 (10) medium threat risk.
18. There is one closing Opportunity Risk:
  - OPP4 – Brexit. The opportunity risk rating being 1x5 (5) medium opportunity risk.
19. There is one de-escalating Threat Risk:
  - CRR42 – Provision of Leisure Service. The risk rating being 3x3 (9) medium threat risk.
20. The closed risks are now reflected within individual risks across the Council's Service Risk Registers.
21. The risk owner for the Covid-19 external risk has been reallocated to the Executive Director People and Director of Public Health from the Executive Director Growth and Regeneration and Director of Management of Place following discussions at EDM's in October 2021.
22. All risks on the CRR have management actions in place.
23. 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.

**Cabinet Member / Officer Recommendations:**

That Cabinet

1. Notes the current strategic risks and mitigating actions being taken to reduce to within tolerance.

**Corporate Strategy alignment:**

Managing risks are an integral element to the achievement of the BCC Corporate Strategy deliverables.

**City Benefits:**

Risk Management aims to maximise achievement of the council's aims and objectives by reducing the risks to those achievements and maximising possible opportunities that arise.

**Consultation Details:** none

**Background Documents:**

<https://democracy.bristol.gov.uk/documents/s28767/10 Appendix A - BD11378 - Risk Management Assurance Policy Jan 2019.pdf>

<b>Revenue Cost</b>	£	<b>Source of Revenue Funding</b>	Insert specific service budget name
<b>Capital Cost</b>	£	<b>Source of Capital Funding</b>	e.g. grant/ prudential borrowing etc.
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council's main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision is made through the budget planning process and reserves. The Council should ensure it has sufficient resource available to implement actions required to bring risks down to a tolerable level.

**Finance Business Partner:** Michael Pilcher, Chief Accountant 02/12/2021

**2. Legal Advice:** The Corporate Risk Register enables the Council to monitor and manage identified risks and mitigations to ensure good governance and compliance with its statutory and other duties. Advice will be given separately in relation to any specific legal issues that may arise from the risks identified.

**Legal Team Leader:** Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer 02/12/2021

**3. Implications on IT:** The Digital Transformation Team remain committed to undertaking the mitigation activities pertaining to the service risks. We are instigating additional dialogue around the Corporate approach to 'roll-up' risks such as Suitability of LOB systems, Cyber Security, and IT Resilience whereby ownership and mitigation activity should be led by the responsible service areas and reported individually. We are working with Risk colleagues to improve

the alignment of different risk registers and approaches and gain a single view of risk within the new risk management software tool.

**IT Team Leader:** Simon Oliver, Digital Transformation Director 02/12/2021

**4. HR Advice:** It is essential that staffing resources are appropriately deployed to manage risks and bring them to a tolerable level and in particular the critical risks that are identified in the report. There are no other HR implications arising from the CRR report.

**HR Partner:** Mark Williams, Head of Human Resources 02/12/2021

<b>EDM Sign-off</b>		<b>27/10/2021</b>
<b>Cabinet Member sign-off</b>		<b>01/11/2021</b>
<b>For Key Decisions - Mayor's Office sign-off</b>		<b>01/12/2021</b>

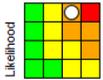
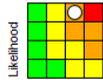
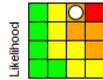
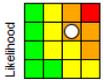
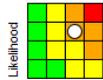
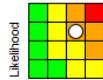
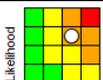
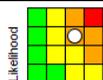
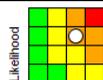
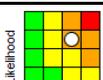
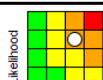
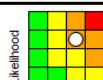
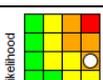
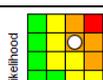
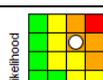
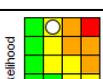
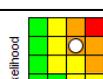
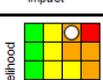
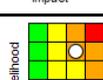
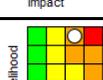
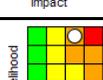
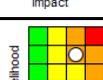
<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
Appendix F – <a href="#">Eco-impact screening/ impact assessment of proposal</a>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

**Corporate risk performance summary for threat risks**

Risk Code and Title	Page Number	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
CRR32 - Failure to deliver enough affordable Homes to meet the City's needs.	6	28 	 Likelihood Impact	28 	 Likelihood Impact	28 	 Likelihood Impact
CRR9 - Safeguarding Vulnerable Children	7	21 	 Likelihood Impact	28 	 Likelihood Impact	28 	 Likelihood Impact
CRR13 - Financial Framework and Medium Term Financial Plan (MTFP)	9	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact
CRR35 - Organisational Resilience	11	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact
CRR10 - Safeguarding Adults at Risk with Care and support needs	13	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact
CRR39 - Adult and Social Care major provider/supplier failure	15	14 	 Likelihood Impact	14 	 Likelihood Impact	21 	 Likelihood Impact
CRR41 - Long Term Major Capital Projects	16	28 	 Likelihood Impact	28 	 Likelihood Impact	20 	 Likelihood Impact
CRR7 - Cyber Security	17	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact

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Appendix A – Corporate Risk Register as at September 2021

Risk Code and Title	Page Number	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
CRR25 - Suitability of Line of Business (LOB) systems.	18	20 -		20 -		20 -	
CRR37 - Homelessness	19	20 -		20 -		20 -	
CRR6 - Fraud and Corruption	20	15 -		15 -		15 -	
CRR12 - Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur	22	15 ↑		15 -		15 -	
CRR5 - Business Continuity and Council Resilience.	23	15 ↑		15 -		15 -	
CRR40 - Unplanned Investment in Subsidiary Companies	25	14 -		15 ↓		15 -	
CRR15 - In-Year Financial Deficit	27	12 -		15 ↓		15 -	
CRR29 - Information Security Management System (ISMS)	28	20 -		20 -		15 ↑	
CRR4 - Corporate Health, Safety and Wellbeing	29	20 -		20 -		15 ↑	

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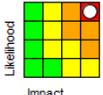
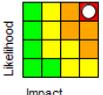
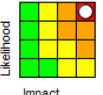
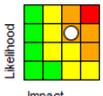
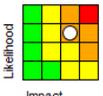
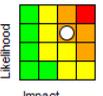
Appendix A – Corporate Risk Register as at September 2021



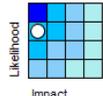
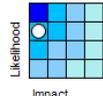
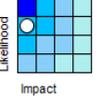
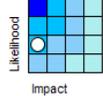
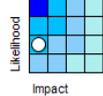
Risk Code and Title	Page Number	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
CRR18 - Failure to deliver enough homes to meet the City's needs.	31	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact
CRR27 - Capital Transport Programme Delivery	32	9 	 Likelihood Impact	9 	 Likelihood Impact	15 	 Likelihood Impact
CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22	36	10 	 Likelihood Impact	20 	 Likelihood Impact	15 	 Likelihood Impact
CRR36 - SEND	34	10 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact
CRR26 - ICT Resilience.	35	14 	 Likelihood Impact	14 	 Likelihood Impact	10 	 Likelihood Impact
CRR34 - Corporate Equalities	38	5 	 Likelihood Impact	5 	 Likelihood Impact	5 	 Likelihood Impact

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**Corporate risk performance summary for external and civil contingency risks**

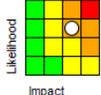
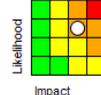
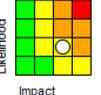
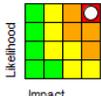
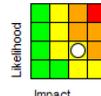
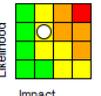
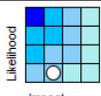
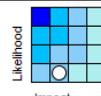
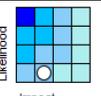
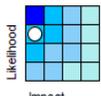
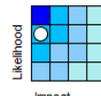
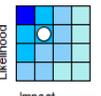
Risk Code and Title	Page Number	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
BCCC3 – COVID-19	40	28		28		28	
BCCC1 – Flooding	42	15		15		15	

**Corporate risk performance summary for opportunity risk**

Risk Code and Title	Page Number	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Risk Matrix	Q2 Rating	Q2 Matrix
OPP1 – One City Approach	45	21		21		21	
OPP2 – Corporate Strategy	44	21		14		14	

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**Corporate risk performance summary for closing/de-escalating risks**

Risk Code and Title	Page Number	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Risk Matrix	Q2 Rating	Q2 Matrix
BCCC2 - Brexit	Closed	15 		15 		10 Closed	
CRR42 – Provision of Leisure Services	De-escalated	28 New		14 		9 De-escalated	
OPP4 - Brexit	Closed	5 		5 		5 Closed	
OPP3 – Devolution	De-escalated	21 		21 		15 De-escalated	



**Corporate Threat Risks**

Threat Risk Title and Description	Performance	Current Risk Level			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></p> <p>Failure of the City to deliver to the Mayoral Target of 1000 affordable homes per year by 2024. 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 planning permissions 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 strategic planning documents</li> </ul>		4	7	28	3	5	15
<b>What we have done</b>	<b>What we are doing</b>						
<p>Continue to deliver a targeted 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> <p>Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.</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 in order to release further housing land.</p>	<p>Provide targeted 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>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Development.</p>	<p>Action Owners: Director Development of Place and Head of Housing Delivery.</p>	<p>Portfolio Flag: Housing</p>			<p>Strategic Theme:</p>	<p>Fair and Inclusive</p>	



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR9 - Safeguarding Vulnerable Children</b></p> <p>The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Demand for services exceeds its capacity and capability.</li> <li>• Inadequate controls result in harm.</li> <li>• Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation.</li> <li>• Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID</li> <li>• Placement failure due to COVID infection across children’s home or fostering households.</li> <li>• An increase in demand of up to 5% is anticipated as a result of Covid and economic downturn, with some children more vulnerable to exploitation and abuse as a result of lost safe, stable and nurturing relationships.</li> <li>• Increased destitution in families, impacting on mental ill health, managing increased infection within children and young people population and their parents.</li> </ul>		4	7	28	1	7	7
<p><b>What we have done</b></p> <p>We regularly analyse performance against key causes and report to Cabinet Members and Directors regarding safeguarding performance and progress. A children's safeguarding assurance report updates senior leaders on a quarterly basis.</p> <p>The Keeping Bristol Safe Board provides independent scrutiny of children’s safeguarding arrangements in the city and holds BCC and partner agencies to account. This includes delivery of Safer Communities and the Prevent Duty.</p> <p>BCC works with partners to effectively identify victims and perpetrators of extra-familial abuse including Child Sexual exploitation, Criminal Exploitation and Serious Violence, taking action to disrupt and protect.</p> <p>Multi Agency Public Protection Arrangements are in place (MAPPA) with BCC contributors at every level to support family safeguarding.</p> <p>Additional capacity has been committed to the Local Authority Designated Officer for allegations against people who work with children.</p> <p>Bristol’s published policies and procedures, comprehensive training and development and monthly professional supervision help ensure safe practice and adequate control of risks. This is monitored and tested through a performance and quality assurance framework.</p> <p>September 2018 Ofsted ILACS single inspection identified that, ‘services have improved substantially for care</p>	<p><b>What we are doing</b></p> <p>We are reviewing and reassessing information sharing arrangements with the aim of improving our ability to understand and respond to children at risk of criminal exploitation and going missing following CSE/Missing National Working Group recommendations. Working with University of Bedfordshire as part of the Contextual Safeguarding Scale Up Project to develop improved responses to contextual safeguarding risks. In response to an identified and increasing risk of serious youth violence and criminal exploitation a multiagency plan is being implemented under the Serious Youth Violence Exec Group. Service Delivery Plans set out further actions to mitigate risks identified and deliver on our ambitions for children and families.</p> <p>Since the easing of Covid restrictions on 12 April face to face visiting is expected unless in exceptional circumstances. Risk assessments are undertaken if face to face visiting is not undertaken, and these are required to be signed off by a Tier 3 manager. As vaccinations are being rolled out this is improving sufficiency within our foster carers and Children’s Homes.</p> <p>We have not yet seen an increase in referrals as a result of Covid and the economic downturn, but we are monitoring this closely with our partners under KBSP and are developing early intervention responses.</p>						

Appendix A – Corporate Risk Register as at September 2021

<p>leavers, children in care and children in need of help and protection’ and that ‘children identified as being at immediate risk of harm receive timely support and interventions.</p> <p>Bristol has invested in Early Help and targeted services through an integrated localities and team around the school and family approach. The aim is to meet the needs of children and families at the earliest point, build family resilience, reduce demand for specialist services and maintain capacity within the system.</p> <p>Children and Families’ Services invests in its workforce and has a career progression policy and workforce strategy focussed on attracting, recruiting, retaining, and developing excellent social workers. Senior leaders monitor social work vacancies and caseload levels to ensure the system operates as safely as possible for children and families. Competent agency social workers and managers are used on a temporary basis to fill vacancies.</p> <p>Information sharing protocols are in place with partners. Services take action to comply with GDPR (General Data Protection Regulation) where sensitive data is stored/processed.</p> <p>Children’s strategic commissioning team have a priority work plan in place and are working to increase placement sufficiency through regional framework arrangements. BCC commissioners work closely with operational services to identify need and ensure appropriate services are commissioned.</p> <p>Developed a dynamic multi agency sharing information hub (MASH) to enable information to be shared between agencies and risk for children identified at the earliest opportunity.</p> <p>Developed a Domestic Abuse daily triage with colleagues in Police, Nextlink and our IDVA's to ensure support is provided at the earliest opportunity and timely referrals are made to First Response if appropriate. (FT)</p>		<p>We are investing in systemic practice approach and training staff members at all levels of Children and Families Services.</p>	
<p>Risk Owners: Executive Director People, Director Children’s and Families Services.</p>	<p>Action Owners: Director Children’s and Families Services.</p>	<p>Portfolio Flag: Children and Young People</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR13 - Financial Framework and Medium Term Financial Plan (MTFP)</b></p> <p>Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites (in budget setting).</li> <li>• Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income.</li> <li>• Brexit - the general uncertainty affecting the financial markets, levels of trade &amp; investment.</li> <li>• Governments spending review 2020.</li> <li>• Review of local Government funding through fair funding formula and business rates retention.</li> <li>• Impact of Covid-19 on key income sources.</li> <li>• Inadequate budgeting &amp; budgetary control/Financial Settlements &amp; wider fiscal policy changes:-</li> <li>• The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services.</li> <li>• Embedding of the new national funding formula for schools and High Needs.</li> <li>• Political failure to facilitate the setting of a lawful budget.</li> <li>• Unable to agree a deliverable programme of propositions that enable the required savings to be achieved.</li> <li>• Insufficient reserves to mitigate risks and liabilities and provide resilience.</li> <li>• Rising inflation could lead to increased costs.</li> <li>• Judicial review.</li> </ul>		3	7	21	2	3	6
<p><b>What we have done</b></p> <p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Clear roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets are in place.</p> <p>2021 Budget presented and approved by Council February 2021.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> <li>• The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions.</li> <li>• The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial/economic risk and the adequacy of general reserves is determined as part of this exercise.</li> <li>• Financial Regulations and Financial Scheme of Delegation is in place.</li> <li>• Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered.</li> <li>• Changes to savings in year are monitored by delivery executive.</li> <li>• Planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development.</li> </ul>	<p><b>What we are doing</b></p> <p>The impact of Covid-19 has had a significant impact on the financial sustainability of the organisation in the short term and long term. There is a significant immediate reduction in some of the Council's key income streams and also significant costs associated with the response. The 2021/22 set an indicative balanced position for the medium term, however due to imminent changes in local government funding and also significant uncertainty about medium term impact on Covid-19 there remains significant risk to the on-going financial position.</p> <p>All underlying assumptions in the financial outlook will be reviewed as any economic downturn will significantly impact Council Tax growth and receipts as well as business rates retention.</p> <p>A review will be ongoing to identify a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</p> <p>CIPFA Financial Management Code for Local Authorities has been released for full</p>						

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· Ensuring that Bristol City Council is engaged with or receiving timely feedback from the range of Government working groups exploring future local funding. Refreshed of the MTFP and Capital Strategy and expanded our model to take in a longer-term view.		implementation from April 2021.	
Risk Owners: Chief Executive and Director of Finance (S151 Officer).	Action Owners: Director of Finance (S151 Officer), Chief Accountant.	Portfolio Flag: Finance, Governance and Performance	Strategic Theme: Our Organisation

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR35 - Organisational Resilience</b></p> <p>Emerging risks, disruptions and disturbances can threaten the operations and reputation of the Council. Acute shocks and the impact of chronic stresses result in crises which are becoming an everyday occurrence. The landscape in which the council operates is rapidly and continually changing, often unpredictably.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Environmental hazards, Economic and social change, Geo-political change, Natural disasters, Climate change, Health/ disease risk, Terrorism, Cyber-crime</li> </ul>		3	7	21	2	5	10
<p><b>What we have done</b></p> <p>In the past quarter we have reviewed Recovery progress (including receiving an internal audit report on its governance) and also a wide evidence base as part of preparing for an update of the Council’s medium term Corporate Strategy and Medium-Term Financial Plan. We have added ‘Resilience’ as a key design principle for the council within the refreshed draft Corporate Strategy 2022-27, and planned sessions for engaging senior managers and staff in this.</p> <p>We have identified a need to review business continuity planning to gain assurance on its effectiveness, ensure lessons from Covid-19 response are built in, and that in key business areas these plans are actively rehearsed. This has been embedded within Service Planning for 2022/23.</p> <p>Plans to create a Strategic Crisis Management Plan are on hold whilst the Corporate Resilience Group is re-scoped and relaunched, enabling it to take on board Covid-19 response learning as part of developing this Plan.</p> <p>We have continued to respond to emerging external threats and issues, including monitoring, horizon scanning and planning through several forums, including the Local Resilience Forum/ResCG multi-agency work, reconvening the council’s internal Business Continuity Group and holding a preparatory meeting of the internal Severe Weather Group ahead of winter 21/22.</p>	<p><b>What we are doing</b></p> <p>Work will continue to complete, approve, launch and embed a new Corporate Strategy which includes design principles for the organisation and what its priorities are for the coming 3-5 years, making it central to both resilience and recovery planning as they become part of 'business as usual' within the context of the so-called 'new normal'.</p> <p>Response to Covid is continuing and as further easing of restrictions occurs it is possible new or additional business continuity risks or issues will emerge.</p> <p>We are reviewing energy prices and provision in light of national issues.</p> <p>Business continuity plans are being reviewed and more testing of these undertaken as part of a longer-term programme to provide assurance on continuity arrangements. Given the scale of services the Council provides, this will need to be undertaken in a prioritised and targeted way.</p> <p>We are continuing to prepare for emergency situations, including a planned COMAH exercise in November 2021, a counter-terror exercise in late November / December 2021, and supporting an NHS mass casualty exercise and Bristol Airport exercise before Christmas 2021.</p> <p>Work is also being done to reinvigorate the Corporate Resilience Group and take on-board learning from the prolonged Covid-19 response in how we manage resilience and plan for the future.</p> <p>We are mapping compound pressures affecting us and considering threats as we approach winter 21/22, including holding a discussion with city partner representatives to compare threats and issues facing us all. The ongoing Covid crisis alongside the oncoming seasonal flu continues to present health risks to citizens and staff, and alongside well</p>						

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		publicised national issues affecting supply chains and fuel/energy prices, presents an ongoing high level of risk to the organisation.		
Risk Owners:	Chief Executive	Action Owners:	Director Policy, Strategy & Partnerships	Portfolio Flag: Finance, Governance and Performance
				Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR10 - Safeguarding Adults at Risk with Care and support needs.</b></p> <p>The council fails to ensure adequate safeguarding measures are in place, Adults at risk.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Adequacy of controls.</li> <li>• Management and operational practices.</li> <li>• Demand for services exceeds capacity and capability.</li> <li>• Poor information sharing.</li> <li>• Lack of capacity or resources to deliver safe practice.</li> <li>• Failure to commission safe care for adults at risk.</li> <li>• Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities.</li> <li>• Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19)</li> <li>• Increased isolation. (COVID19)</li> <li>• Carer strain / resilience. (COVID19)</li> <li>• Absence of building based services whilst we have reduced community solutions. (COVID19)</li> </ul>		3	7	21	1	7	7
<p><b>What we have done</b></p> <p>Bristol has the Keeping Bristol Safe Partnership (KBSP), which covers Adult Safeguarding, Children’s Safeguarding and Community Safety. The Board has senior executive representation and ensures a strong focus on matters of strategic concern. The Keeping Bristol Safe Board provides independent scrutiny of adult safeguarding in the city and holds BCC and partner agencies to account. The Keeping Adults Safe board reports into the KBSP and has oversight of adult safeguarding priorities. KBSP business plan priorities are agreed and being actioned and regularly reviewed.</p> <p>The Adult Social Care Transformation programme has been established to implement policy objectives of delivering financial sustainability and ‘right positioning’ care delivery in the Bristol health, care, and wellbeing system.</p> <p>An active strategy is in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. Regular strategies and campaigns support the recruitment and retention of high calibre social workers and managers, with competent agency social workers and managers used on temporary basis to fill vacancies.</p> <p>All key staff working with people directly at risk are trained in the essentials of safeguarding and BCC has an ongoing awareness-raising ‘Prevent’ training programme.</p>	<p><b>What we are doing</b></p> <p>Social workers and other social care practitioners are working with multi-agency partners supporting adults and older people to live safely within their families and communities.</p> <p>Planning placed based approaches to include working with micro providers.</p> <p>The Adults Delivery Group is up and running and a new Transitions theme has also been instituted. Whilst the Covid-19 situation has changed the complexion of adult safeguarding, it is anticipated that the likelihood and impact of incidence will be similar This is being monitored through Power BI and reported to DMT by exception.</p> <p>Services operating within Covid guidance and are provision a near to normal to pre Covid. Business Continuity response enacted to manage increased demand, potential gaps in workforce or services.</p> <p>Development and delivery of an Adults Multi-agency Safeguarding Hub as a priority for the partnership</p>						

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<p>Community Finance Support Scheme meets regularly to respond to provide financial protection to adults with Care and Support needs who are unable to protect themselves and have no one willing or unable to act on their behalf.</p> <p>Annual report shared with Elected Members to allow for scrutiny of progress of the KBSP.</p> <p>The quality assurance and performance visits to teams</p> <p>Corporate safeguarding policy in draft and going to Cabinet to be agreed and signed off.</p> <p>Regular attendance at Channel, MARAC (Multi Agency Risk Assessment Conference) and Multi Agency Public Protection Arrangements are in place (MAPP) with BCC contributors to support risk management.</p> <p>Safeguarding Discussion Forum set up to ensure complex or stuck cases are addressed in a timely manner.</p> <p>Improving Performance-Developed a new data collection with Power BI which is entering its testing phase.</p> <p>Focused work is being undertaken to address the backlog in safeguarding referrals due to reduced capacity and an action plan is in place. Agency staff agreed to increase capacity within the safeguarding adults team. Flow and capacity issues in the First teams have an action plan being constructed for sign off at Director level.</p> <p>Commissioning capacity has increased this to lead on monitoring and assuring quality in the care sector with clear links to adult safeguarding. Provider failure process is enacted to support and manage whole service risks.</p> <p>Corporate safeguarding policy in draft and going to CLB to be agreed and signed off procedures being written to accompany this for publication on the Source. Strategic Safeguarding Leads Group Meeting set up.</p> <p>Improving Performance-Developed a new data collection with Power BI which tested and is live.</p>		<p>Power BI data set being used to monitor performance, trends, timeliness alongside auditing.</p>	
<p>Risk Owners: Executive Director People, Director Adult Social Care.</p>	<p>Action Owners: Director Adult Social Care.</p>	<p>Portfolio Flag: Adult Social Care</p>	<p>Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR39 - Adult and Social Care major provider/supplier failure</b></p> <p>Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Major national care home provider goes into liquidation or starts to sell care homes.</li> <li>• Major local provider/unable to meet demand due to recruitment / workforce/ or organisational issues.</li> </ul>		3	7	21	2	7	14
<p><b>What we have done</b></p> <p>As of 11/10/2021 ASC supply of key forms of care is in crisis due primarily to workforce shortages. Homecare, services to access the community and supported living are the key services at risk of not enough supply of care (in-house or externally commissioned) to meet needs. Daily review of supply and sustainability issues and x3 week business continuity meetings across operations, commissioning and brokerage and wider system calls on hospital demand and OOH flow. All document in an ASC business continuity risk log and plan and overall supply picture is documented in a weekly SITREP provided by commissioning. Strong contract and performance management including quarterly corporate reporting on quality. Cost pressures increasing and seeking investment from health to join up approaches and support supply and flow in all care pathways. Provider Financial sustainability process in place working alongside procurement colleagues. Work on managing market prices albeit this is challenging in current climate.</p>	<p><b>What we are doing</b></p> <p>1) sourced PH Covid money to support investment in supply of care for vulnerable people 2) funding VCSE organisations such as Age Uk Home Support service and other organisations to deliver care at home 3) continuing incentive schemes and block contracts to try to better ensure/ guarantee supply of care, mainly homecare and 4) provider crisis meetings to work through these wicked issues, mainly workforce related, and solutions as they see them.</p> <p>Timely distribution of Government funding (e.g., Infection Control Fund) and use of LA (Local Authorities) discretionary payments to support providers. Innovative use of Workforce Capacity fund to support bank staff project and wellbeing and resilience training for care workers, funding for Proud to Care projects.</p> <p>Continued and increased QA (Quality Assurance) team intervention and prevention work with providers. Fortnightly liaison meetings with CQC and CCG reps and closer working with neighbouring authorities. Fortnightly meetings with Care Provider association and key city providers to assess and plan risks to the sector and wider monthly provider forum.</p> <p>Review of Provider Financial Sustainability process- updating of paperwork and process more transparent and collaborative with providers as new factors emerging (e.g. rising insurance costs, Brexit). Updating of continuity plan and Provider Failure policy to address impact of pandemic.</p>						
<p>Risk Owners: Executive Director People, Director Adult Social Care.</p>	<p>Action Owners: Director Adult Social Care</p>	<p>Portfolio Flag: Adult Social Care.</p>	<p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>				



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR41 - Long Term Major Capital Projects</b></p> <p>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, The project is delivered later than planned, The operating and maintenance cost of the asset exceeds expectations, Strategic, geographic, social, financial and economic conditions changing over time, Oversight of Project Interdependencies not well managed, Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment, Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure</li> </ul>	↑	4	5	20	1	7	7
<p><b>What we have done</b></p> <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>	<p><b>What we are doing</b></p> <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>						
<p>Risk Owners: Executive Director Growth and Regeneration.</p>	<p>Action Owners: Executive Director Growth and Regeneration and Director Economy of Place.</p>	<p>Portfolio Flag: Mayor and Finance, Governance and Performance.</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR7 - Cyber Security</b></p> <p>The Council's risk level in regard to Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Lack of investment in appropriate technologies.</li> <li>• Reliance on in-house expertise, and self-assessments (PSN).</li> <li>• Lack of formal approach to risk management (ISO27001).</li> <li>• Historic lack of focus.</li> </ul>		4	5	20	1	5	5
<p><b>What we have done</b></p> <p>As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.</p> <p>The Information Governance (IG) and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security.</p> <p>The IG Team are continuing to work with ICT and Microsoft on the delivery of technical controls.</p>	<p><b>What we are doing</b></p> <p>Further technical controls are being implemented with support from ICT colleagues.</p> <p>External Audit has been undertaken to provide assurance and help with direction of travel for mitigating activities. These are being managed by InfoSec team and reported via the IG Board.</p> <p>Team continue to upskill via training and other means.</p> <p>Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken</p> <p>Audit work by external partners has confirmed the direction of travel and mitigating actions required for this Risk. IG continue to work on implementing those actions, oversight being provided by the IG Board.</p>						
<p>Risk Owners: Chief Executive, Senior Information Risk Owner (SIRO).</p>	<p>Action Owners: Head of Information Assurance, Information Governance.</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Strategic Theme: Our Organisation</p>				



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR25 - Suitability of Line of Business (LOB) systems.</b></p> <p>The Council has reliance on legacy software systems which cause a number of risks due to;                      1. Supportability from internal IT resource 2. The supportability of the hardware utilised 3. Lack of alignment to strategy and therefore a blocker to Digital Transformation 4. Within an appropriate support contract 5. Legacy data used for current work (GDPR) 6. Lack of Information (Cyber) Security controls 7. High cost where alternative core Council solutions exist</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Sovereignty within service areas, and a lack of motivation to change.</li> <li>• Cost of transition.</li> <li>• Lack of knowledge of which systems are problematic and the impacts of these.</li> <li>• Lack of understanding of impact.</li> <li>• Lack of ownership from Information Asset Owners.</li> <li>• Lack of documentation pertaining to software systems and ownership of strategy.</li> <li>• Cost avoidance of replacing systems.</li> </ul> <p>This is seen as an IT problem, not one for the software system owners.</p>		4	5	20	2	5	10
<p><b>What we have done</b></p> <p>Initiated audit of all council Line of Business (LoB) systems.</p>	<p><b>What we are doing</b></p> <p>Undertake comprehensive review of all software systems and identify potential risks (as per threat risk description). Place all risks into an Operational Risk format. Risks will be scored and any known mitigation noted. This will be presented to CLB for further review and to agree action plan.</p> <p>IT Services continue to highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership whilst the on-going formal review continues. We continue to work with Information Assurance colleagues regarding those systems which may perpetuate a Cyber Security or Information Management risk. Ensure that Line of Business (LOB) systems that pose a Cyber Security, Procurement or Resilience/Recovery risk are identified and service areas understand the risks to their services.</p> <p>Where appropriate ensure that these risks are articulated to Risk, BCP and procurement colleagues, and to the SIRO, as appropriate.</p>						
<p>Risk Owners: Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.</p>	<p>Action Owners: Director, Digital Transformation.</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Strategic Theme: Our Organisation</p>				



Threat Risk Title and Description	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>• 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>		4	5	20	3	5	15
<p><b>What we have done</b></p> <p>Continuing to progress the One City move on project, which is delivering additional move on accommodation for people that are homeless. This includes:                      Securing funding through the first two rounds of the rough sleeper accommodation programme and have submitted a bid for the third round                      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 960.                      Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.                      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.                      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.                      We have been working closely with commissioners of domestic abuse services and providers to support move on from refuge accommodation.</p>	<p><b>What we are doing</b></p> <p>The number of households in Temporary Accommodation is 960 compared with 650 before COVID and is not reducing.                      Introduce longer term contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC.                      Ongoing work with the broader homelessness sector, advice agencies and key partners to develop proposals and opportunities to work collaboratively around early intervention and prevention of homelessness.                      We continue to progress the Move On Project. Bringing online additional supported move on accommodation funded from our successful bids.                      BCC is working with partners in developing and delivering its changing futures scheme.                      Prioritise the use of Discretionary Housing Payments for homelessness prevention/tenancy sustainment.</p>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Housing.</p>	<p>Action Owners: Director Housing.</p>	<p>Portfolio Flag: Housing</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				

Appendix A – Corporate Risk Register as at September 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR6 - Fraud and Corruption</b></p> <p>Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic.</li> <li>• Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement.</li> <li>• Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.</li> <li>• Not keeping up to date with developments, in new areas of fraud.</li> <li>• Insufficient risk assessment of new emerging fraud issues.</li> <li>• Lack of clear management control of responsibility, authorities and / or delegation</li> <li>• Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response.</li> <li>• Under investment in fraud prevention and detection technology and resource.</li> </ul>		3	5	15	3	3	9
<p><b>What we have done</b></p> <p>The Council's exposure to fraud has increased due to Covid and the uncertainty with the pandemic coupled with another national lockdown means that more proactive and reactive work needs to be undertaken to support the business to ensure that fraud losses are minimised. As the government continues to avail large support grants to businesses and individuals, we are using analytic tools and increased resource to undertake both pre-payment fraud checks and post payment fraud assurance checks.</p> <p>Strengthening our arrangements for collating, sharing and analysing intelligence through joint prepayment checks involving West of England Combined Authority Councils and North Somerset</p> <p>Recognising the economic impact of the pandemic and other potential recessionary pressures, we are monitoring and reassessing all other types of fraud ensuring that appropriate prevention and detection controls are in place.</p> <p>Given the increased threat of cybercrime we are strengthening our fraud and cyber controls to ensure they are adequate to meet the challenge.</p> <p>Continuously participating in anti-fraud exercises including the National Fraud Initiative</p>	<p><b>What we are doing</b></p> <p>We are continuing to undertake post-payment checking against Covid grants to identify and investigate potential fraudulent claims.</p> <p>Output from the National Fraud Initiative data matching exercise is being reviewed including new reports relating to Covid grants.</p> <p>Work continues to improve the Whistleblowing process and awareness of it. We are implementing the Cabinet Office Fraud Hub as a short-term solution to enable more frequent and regular matching of the data.</p> <p>Work continues through the Bristol Fraud Hub Project to develop an Outline Business Case for consideration by CLB by end of Quarter 2.</p> <p>We are reviewing the costing model for fraud related activities across the Council.</p>						

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<p>Establishment of a regional fraud hub that will maximise the use of advanced analytics and more datasets is progressing and will be key in tackling fraud as this risk increases.</p> <p>Commissioning an independent review of our whistleblowing arrangements to obtain assurance on the adequacy and effectiveness of arrangements.</p>					
<p>Risk Owners: Chief Executive and Director of Finance (S151 Officer).</p>	<p>Action Owners: Director of Finance, Chief Internal Auditor.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>



Threat Risk Title and Description	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></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>	■	3	5	15	1	5	5
<p><b>What we have done</b></p> <p>CPU have supported the Covid response and responded effectively to concurrent incidents including fatal industrial accidents, residential fires, water and utility outages and protests.</p> <p>BCC has a leading role within the Local Resilience Forum.</p> <p>Severe weather incidents are monitored via the SWIMS system.</p> <p>Emergency planning training with multi-agency exercising in place. Duty director rota in place.</p> <p>24/7 Operations Centre provides effective monitoring for the city and a coordinator role in response and recovery.</p> <p>Recruitment of a fixed term Civil Protection Officer to support Covid response.</p> <p>Covid emergency has stretched BCC's emergency response capacity and created additional strains and pressures. Managed through BAU and business continuity planning and escalation.</p> <p>BCC took receipt of the South West's share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place.</p> <p>Review of COMAH (Control of Major Accident Hazards) Plan complete</p>	<p><b>What we are doing</b></p> <p>Restarted the Corporate Resilience Group, directorate leads in place.</p> <p>Continuing to work closely with the LRF.</p> <p>Held our winter preparation weather meeting</p> <p>Horizon scanning internally and LRF on the overlapping risk this winter and the mitigations needed.</p> <p>Corporate exercise being planned for Autumn 2021.</p> <p>Introduction to Emergency Planning e-learning package will soon be available for all staff.</p>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Management of Place.</p>	<p>Action Owners: Director Management of Place, and Civil Protection Manager.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation, Wellbeing.</p>		

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR5 - Business Continuity and Council Resilience.</b></p> <p>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 maybe 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 (Covid - illness and self-isolation) and influenza.</li> <li>• Loss of suppliers / supply chain disruption.</li> <li>• Loss of accommodation to deliver key services.</li> <li>• Loss of equipment / infrastructure, including utilities.</li> <li>• Any event which may cause major disruption - e.g. severe weather</li> <li>• Unavailability of IT and/or Telecoms.</li> <li>• Knowledge loss.</li> <li>• Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment.</li> </ul>		3	5	15	1	5	5
<p><b>What we have done</b></p> <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><b>What we are doing</b></p> <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> <p>BIA and BCPs are required to be submitted as part of the service planning process.</p>						

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Risk Owner:	Executive Director Growth and Regeneration Chief Executive, Director Management of Place.	Action Owner:	Director Management of Place and Civil Protection Manager.	Portfolio Flag:	Finance, Governance and Performance	Strategic Theme:	Our Organisation, Wellbeing.
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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR40 - Unplanned Investment in Subsidiary Companies</b></p> <p>BCC'S investments in subsidiaries may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Failure to have effective corporate governance arrangements in place in one or more of the companies.</li> <li>• Failure to ensure the right leadership with the right skills across the Companies.</li> <li>• Business Failure due to severe economic downturn caused by external factors (incl. Pandemic &amp; Brexit).</li> <li>• Service delivery failure as a result of specific market changes (e.g., recycle market, housing market, lack of HGV drivers), failure to secure planning etc.</li> <li>• Delivery of BE2020 wind up within financial envelope.</li> <li>• Legislation changes.</li> <li>• Cyber Security - risk that key systems are compromised and that sensitive data is stolen</li> <li>• Failure to develop and grow commercial trading activities</li> </ul>	■	3	5	15	1	7	7
<b>What we have done</b>	<b>What we are doing</b>						
<p>A Governance Review has been commissioned to consider the governance arrangements in respect of the companies and any potential amendments that may be required to the associated governance documents.</p> <p>The Terms of Reference for the Shareholding Group (SHG) have been updated.</p> <p>Audit &amp; Risks Committee (ARC) established across the companies to review internal controls, governance and risks management and have along with the SHG overseen the establishment of a risk management framework.</p> <p>Annual business plans have been submitted for BHL, BWC and Goram Homes outlining their financial position, outlook and 21/22 investment requirements. 21/22 plans have been approved by Cabinet and delivery against plan reviewed by BHL and SHG.</p> <p>Shareholder support has been secured for key appointments and reserved matters published.</p> <p>Pandemic financial pressures are managed over the medium term for eligible response expenditure.</p> <p>Effective engagement is occurring with BHL re reserved matter decisions and wider engagement with BCC Client</p>	<p>Business plan for Bristol Heat Network BHN is in the process of being finalised for Cabinet approval - Q4 21/22.</p> <p>Business plans for other BHL subsidiaries are also in the process of being reviewed and presented to Cabinet for approval - Q4 21/22.</p> <p>BCC / BHL continue to monitor risks and improve the alignment of risk management arrangements - ongoing at this time.</p> <p>BCC's latest Capital Strategy for 2022/23-2031/32 regarding loans to subsidiary organisations now limits BCC's maximum exposure to the lower of 10% of the Council's general fund capital financing requirement or to £70m - November 2021</p>						

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<p>teams to review performance of the companies and set clear KPIs.</p> <p>Working capital facilities (repayable loans) are in place as agreed within the relevant business plans and provision available to support the assumptions for winding up of BE2020. Cashflow are monitored in line with the agreement for requesting draw downs.</p> <p>Specialist advisors are working alongside BE2020 and BHL to finalising the windup of the company.</p> <p>The governance review in respect of the Council’s companies has now been completed and an implementation plan agreed.</p> <p>The early engagement with the Council’s Holding Company and subsidiaries will continue as part of the 2022/23 business planning process.</p> <p>SHG will regularly review delivery of agreed actions from the governance review.</p> <p>ARC will report annually to BCC Audit Committee on the effectiveness of internal controls, governance and risks – in line with BCC Audit Committee workplan.</p> <p>Board Effectiveness reviews to be part of BHL annual workforce planning – ongoing.</p> <p>Continued monitoring of the impact of Covid / Brexit on the business and adaptive approach being proposed for optimising emerging opportunities and mitigating pressures – ongoing.</p> <p>Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs – ongoing.</p> <p>Weekly progress review provided and regular review of assumptions, cash flow and risks – ongoing.</p>			
<p>Risk Owners: Chief Executive and S151 Officer.</p>	<p>Action Owners: Director Finance, Director Legal and Democratic Services.</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR15 - In-Year Financial Deficit</b></p> <p>The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p> <p>Key potential causes are: • A failure to appropriately plan and deliver savings. • Unscheduled loss of material income streams. • Increase in demography, demand and costs for key council services. • The inability to generate the minimum anticipated level of capital receipts. • Insufficient reserves to facilitate short term mitigations, risks and liabilities. • Interest rate volatility impacting on the council’s debt costs. • Impairments in our commercial Investments are realised.</p>	-	3	5	15	1	5	5
<p><b>What we have done</b></p> <p>BCC’s Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet.</p> <p>The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and Executive continues to be captured and monitored in the reports to Cabinet.</p> <p>The Policy and Budget Framework provides clear guidance in relation to the approval process for supplementary funding both capital and revenue.</p> <p>We have continual oversight and ongoing management of the council’s financial risks and deep dives in areas reported of non-containable pressures.</p> <p>Regular reviews have been undertaken on the level and appropriateness of the earmarked reserves and where redirections have been south reported to Cabinet.</p>	<p><b>What we are doing</b></p> <p>The latest budget monitoring indicates significant risks to achieving a balanced position in 2021/22. The impact of Covid-19 has been offset in part by additional Government funding and there are corporate mitigations for the residual pressures, however this must be closely managed to ensure spend remains within approved resources.</p> <p>Any risks not related to Covid will require individual mitigations and recovery plans which are to be developed in the coming months to reduce the likelihood of unplanned drawdown from reserves at year end.</p> <p>Ensuring engagement at local, regional and national level in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long-term financial planning and strategic planning.</p> <p>Ensure that there are sufficient reserves available to provide the Council with some resilience to material variations in spend forecasting and economic shocks.</p> <p>We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves.</p>						
<p>Risk Owners: Director of Finance (S151 Officer).</p>	<p>Action Owners: Director of Finance (S151 Officer), Chief Accountant.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>		



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR29 - Information Security Management System (ISMS)</b></p> <p>There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</li> </ul>	↑	3	5	15	1	5	5
<p><b>What we have done</b></p> <p>Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System. Plans for implementation, supported by internal audit will be built in to the 21/22 service plan.</p> <p>A number of policies have already been rolled out, new policies continue to be developed.</p>	<p><b>What we are doing</b></p> <p>New and updated policies are being rolled out with oversight from IGB Information Governance Tool will support the roll out and wider awareness and communications.</p> <p>Gap analysis and roll out have been included as a workstream within GDPR Phase 2 project.</p> <p>Online tool is being used to roll out policies, alongside further guidance and awareness campaigns, supported by the regular phishing campaigns.</p> <p>Audit work by external partners has confirmed the direction of travel and mitigating actions required for this Risk. IG continue to work on implementing those actions, oversight being provided by the IG Board.</p>						
<p>Risk Owners: Senior Information Risk Owner (SIRO).</p>	<p>Action Owners: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>		<p>Strategic Theme: Our Organisation</p>			

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR4 - Corporate Health, Safety and Wellbeing</b></p> <p>If the City Council does not meet its wide range of Health &amp; Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• If services do not have sufficient staff numbers to carry out work plans in a safe way.</li> <li>• If services are not able to order appropriate equipment required for staff safety.</li> <li>• Lack of appropriate equipment.</li> <li>• Lack of appropriate training.</li> <li>• Lack of oversight and control by local management.</li> <li>• Lack of information on the potential or known risks.</li> <li>• Inadequate contract management arrangements.</li> <li>• Lack of effective processes and systems consistently being applied Policies are not kept up to date.</li> </ul>		3	5	15	3	5	15
<p><b>What we have done</b></p> <p>The Corporate Health, Safety and Wellbeing Team continue to provide general, targeted and specialist health, safety and wellbeing advice, guidance and provide assurance to the Council on compliance. This team is the owners of all policy and procedure and continue to undertake a programme of review and revision. The 5-year health, safety and wellbeing strategy sets the direction of travel and the yearly work plan. This has just been revised. The new Fire Safety Management system has been developed and piloted and is currently being published (October 2021) and rolled out across the Council. The CHaSMs monitoring system has been reviewed and is currently being updated to ensure it provides better assurance. This is in response to the Audit report and audit action plan.</p> <p>The new integrated OH, EAP and Physiotherapy contract is working well and provides a good service across the Council.</p> <p>Continue to ensure that buildings remain COVID secure.</p> <p>New Accident Incident Reporting System will go live October 2021</p> <p>CDM, Legionella and Asbestos procedures have been revised and will go out for consultation in November 2021.</p>	<p><b>What we are doing</b></p> <p>Responding to the Actions required from the Health and Safety Audit.</p> <p>Set an audit programme for key areas of risk taken from MI (CHaSMs OH referrals, EAP, ) this includes stress and musculoskeletal.</p> <p>Developing a new training and development programme for health, safety and wellbeing. This includes online, face to face and blended training.</p> <p>Continuing to deliver mandatory training including stress risk assessment, fire safety, lone working, legionella and asbestos awareness. Delivering face to face refresher for MHFA and Team Teach.</p> <p>The health and wellbeing plan continues to support the workforce organisational strategy and key actions including reasonable adjustments training which is currently being revised with a plan to roll out to all managers during 2021/2022.</p> <p>A document plan has been developed to review all health and safety procedures to ensure they are user friendly and meet legal requirements.</p> <p>Reviewing arrangements for CDM across the Council including developing a robust policy and procedure.</p>						

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				Reorganising the Corporate Health Safety and Wellbeing Team to be able to respond effectively to the key priorities.			
Risk Owners:	Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.	Action Owners:	Director of Workforce Change, Head of Health Safety and Wellbeing.	Portfolio Flag:	Finance, Governance and Performance	Strategic Theme:	Our Organisation

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Threat Risk Title and Description	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>Failure of the City to deliver to the Mayoral Target of 2000 new homes per year by 2024. 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 planning permissions granted</li> <li>• Insufficient housing land identified in strategic 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>	-	3	5	15	1	3	3
<p><b>What we have done</b></p> <ol style="list-style-type: none"> <li>1. Granted planning permissions.</li> <li>2. Secured additional grant funding for infrastructure.</li> <li>3. Released land.</li> <li>4. Issued grants to Registered Providers (RPs).</li> <li>5. Established a Local Housing Company (Goram Homes).</li> <li>6. Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land.</li> <li>7. Manage a targeted grant funding programme to subsidise the delivery of affordable homes.</li> <li>8. Introduced the Affordable Housing Practice Note.</li> <li>9. Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</li> <li>10. Required a minimum of 30% affordable housing on land released by the Council.</li> <li>11. Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.</li> </ol>	<p><b>What we are doing</b></p> <ol style="list-style-type: none"> <li>1. We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes).</li> <li>2. We are have completed a Service Review of Housing Delivery Team and have recruited to new posts.</li> <li>3. Significant land release programme to Registered Partners (RPs).</li> <li>4. External funding bids have secured infrastructure funding to accelerate delivery.</li> <li>5. Monitoring the impact of a coronavirus and Brexit on the Housing Market</li> <li>6. Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.</li> <li>7. Working Closely with Homes England to ensure additional subsidy is secured</li> <li>8. Pipeline of site approved for Goram Homes to deliver around 1700 new homes</li> <li>9. New working arrangements between Housing Delivery Team and Development Management focussing on unlocking barriers to determination and accelerating permissions.</li> </ol>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Development of Place.</p>	<p>Action Owners: Director Development of Place.</p>	<p>Portfolio Flag: Housing</p>		<p>Strategic Theme: Fair and Inclusive</p>			



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR27 - Capital Transport Programme Delivery</b></p> <p>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> <li>• Loss of resource and inability to recruit</li> </ul>		3	5	15	2	3	6
<p><b>What we have done</b></p> <p>Transport Programme Team and Delivery Board established.                      Shared paperwork and highlight reporting process initiated.                      Regular briefings and reporting to senior management and cabinet members.                      5-year capital programme mapping process underway.                      Regular reviews with directors taking place, workshop carried out to examine governance and further improvements to processes.</p>	<p><b>What we are doing</b></p> <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> <p>We have recently commissioned a piece of work through the strategic partner Arcadis to assess capital programme delivery working with the PMO and linked to CA work. This work will assess issues and set a base line to enable potential solutions to be bought forward and implemented</p>						

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Risk Owners:	Executive Director Growth and Regeneration, Director Economy of Place.	Action Owners:	Director Economy of Place.	Portfolio Flag:	Transport	Strategic Theme:	Our Organisation, Wellbeing.
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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR36 - SEND</b></p> <p>Delivery of the recovery plan with agreed priorities and actions and clear milestones forming the Written Statement of Action (WSOA) following the SEND local area OFSTED inspection in October 2019.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Covid-19 delaying ability to complete actions and creating increased pressure across the locality partnership.</li> <li>• Increasing demands for services outweighing current capacity to clear the backlog on statutory assessments.</li> <li>• Judicial Review or similar legal actions causing attention to be diverted from BAU.</li> <li>• Unprecedented national and local demand for Statutory assessment.</li> <li>• Recruitment and retention including national shortage of Educational Psychologists.</li> </ul>		3	5	15	1	5	5
<p><b>What we have done</b></p> <p>Independently chaired SEND improvement Board meets bi-monthly to oversee improvement progress. Multi agency delivery group 'SEND Partnership Group' (SPG) includes social care, health, and schools meets monthly and reports to the improvement Board.</p> <p>Delivered the 1st phase of the SEND improvement journey through the Written Statement of Action to its formal conclusion in July 2021. 89% of July milestones were achieved or on track for the autumn. The 11% not achieved are all underway and have new timeframes agreed through the Local Area SEND governance arrangements. DFE monitoring of WsoA concluded and overall impressed with achievements and how well the council and its partners are working together to address all areas of weakness.</p> <p>Implemented quality assurance activity, including routine service user feedback and improved data capture and quality, enabling the development of robust data sets that have enhanced operational and strategic performance management and enabled better service planning to meet demand.</p> <p>Investment in key priority areas such as additional staff in statutory SEND and EP team. Re-structured and re-focused the work of the statutory SEND team. All EHCP systems and processes reviewed and remodelled with parent carers, including co-production of a new EHCP template and child centred model of assessment.</p> <p>Focused on early identification and intervention to reduce demand for statutory EHC Plans e.g. training and guidance for schools staff and leaders relating to their responsibilities for meeting the needs of children and young people with SEND.</p>	<p><b>What we are doing</b></p> <p>Developing the next iteration of the SEND action plan taking account of:</p> <ul style="list-style-type: none"> <li>- other programmes of work / strategic developments and initiatives</li> <li>- the progress made and what still needs to be done to address the five significant areas of weakness identified in the SEND inspection</li> <li>- other areas for improvement identified through ongoing analysis of data and service user feedback.</li> </ul> <p>Ongoing work with stakeholders and partners across the local area to continue to improve services and the service user experience.</p> <p>Ongoing governance and monitoring activity including Scrutiny. Inviting the DFE and NHSE advisers to continue to act as critical friends regarding progress made against the inspection findings and the new SEND action plan.</p> <p>Developing a service user engagement and co-production framework to align partnership activity, reach seldom heard voices and embed a sustainable BAU model of engagement and co-production at a strategic level.</p> <p>Preparing for the re-inspection which is likely to take place between Autumn – Spring 2021/22.</p>						
<p>Risk Owners: Director Adult and Social Care, Service Director Education and Skills</p>	<p>Action Owners: Service Director Education and Skills</p>	<p>Portfolio Flag: Education and Skills</p>		<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>			



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR26 - ICT Resilience.</b></p> <p>The Councils ability to deliver critical and key services in the event of ICT outages and be able to recover in the event of system and/or data loss.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Poor Business Continuity (BCP) planning and understanding of key system architecture.</li> <li>• Untested Disaster Recovery (DR) arrangements including data recovery.</li> <li>• Untested network reconfiguration to alleviate key location outage.</li> <li>• Untested recovery schedules in terms of order and instructions.</li> <li>• Lack of resilience available for legacy systems (single points of failure - people and technology).</li> <li>• Services undertaking their own IT arrangements outside of the corporate approach.</li> </ul>	↑	2	5	10	2	5	10
<p><b>What we have done</b></p> <p>Some DR/BCP actions are covered by Future State Assessment (FSA)/ IT Transformation Programme (ITTP).                      We have moved critical systems to the cloud with more effective DR.                      Application audit have commenced with a view to highlighting those systems with the highest risk.</p>	<p><b>What we are doing</b></p> <p>We are continuing to review Disaster Recovery (DR) options for any systems which will not be moved to the cloud.</p> <p>Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning.</p>						
<p>Risk Owners: Chief Executive, Director, Digital Transformation, Service Area Leads.</p>	<p>Action Owners: Director, Digital Transformation.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>		

Appendix A – Corporate Risk Register as at September 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22</b></p> <p>Failure to deliver the required outcomes and savings from the new 2020/21 ASC Transformation Programme.</p> <p>Key potential causes are:</p> <p>Wider factors impacting on demand</p> <ul style="list-style-type: none"> <li>• Rapid increased demand and complexity due to COVID-19.</li> <li>• Increase of needs due to more health services being delivered in the community without appropriate funding following the patient.</li> <li>• Increased complex needs across our demographics that must be met under the Care Act</li> </ul> <p>Wider factors impacting on supply.</p> <ul style="list-style-type: none"> <li>• Financial pressures on an already vulnerable provider market during sustained changes forced on provider during COVID-19.</li> <li>• Time to commission and embed alternative Tier 3 services as another option to traditional care homes, such as Extra Care Housing, supported Living, shared lives</li> <li>• Time to commission and develop genuine step up/ step down alternatives to Tier 3 long term care (Home first, HSE, reablement for all).</li> <li>• Ability to joint fund this supply using the BCF with NHS (National Health Service) partners working in an Integrated Care System model.</li> <li>• Ability to prioritise the programme under one city plans and to have the corporate support and investment needed alongside ASC staff to deliver on the proposed solutions</li> </ul>	↑	3	5	15	1	5	5
<p><b>What we have done</b></p> <p>Established Transformation programme board chaired by Cabinet Member for Adult Social Care with the Chief Executive and Executive Director and DASS meet monthly to keep the focus and impetus on the aims and objectives of the programme.</p> <p>A set of ASC POWERBI accelerators have been developed delivering a detailed understanding of activity and cost across the services delivered to support DMT in building the right solutions and having the evidence of the impact their decisions are having on service numbers and cost.</p> <p>Improving Pricing Control - Procured Care Cubed and written to providers to notify them that we will be negotiating rates based on the national care funding calculator. New processes are just being established for how care cubed will be used operationally.</p>	<p><b>What we are doing</b></p> <p>Following a Deep Dive review with corporate services as the Transformation team, the programme was taken out of exception and Delivery Executive approved a revised savings proposal and new approach to the ASC transformation work, which aims to increase delivery confidence</p> <p>The revised programme is made up of three key workstreams:</p> <ul style="list-style-type: none"> <li>• In-house service review (Rehab Centres)</li> <li>• Developing the Strengths based model of care</li> <li>• Knowledge Function</li> </ul> <p>Other priorities will be service-led BAU workstreams which include</p> <ul style="list-style-type: none"> <li>• Commissioning &amp; Market Management</li> <li>• Strengths based practice</li> </ul>						

## Appendix A – Corporate Risk Register as at September 2021

<p>Improving Business Intelligence - ASC are leading the corporate objective to move our performance management onto PowerBI. Working with the Intelligent-I team the transformation team are creating a number of sophisticated ASC dashboards which will open ASC data to staff. Giving staff the tools, they need for proactive performance management to become everybody's business. Work is planned to be ongoing with intelligent-I until August.</p> <p>Improving ASC process issues - To drive the right behaviour, we are working on a new Standard Operating Process (SOP) which can start to increase strengths based practice, greater use of community assets and avoid use of Tier 3 services.</p> <p>Making change everybody's business - New 'change Agent' roles have been established across the business to champion change.</p> <p>Realignment of operations - Care management have now completed a consultation with staff about the realignment of teams into the wider system 'Integrated Care Partnerships' (ICP) model for community health and care delivery. This will go live in November. This will help ASC align closer to community health partners such as Sirona and Primary care Networks but also start to develop a more robust locality model offering a greater range of Tier 1 and 2 services working closely with the VCS.</p> <p>In-house services reviewed - ASC commissioned Mutual Ventures to review our £15m of in-house service provision. Each service is unique and brings different benefits. This created 'road maps' for each service to be taken through the key decision pathway to get authority to proceed with the modernisation of these services. The first of which is a recommendation for the re-provision of Rehab centres going to cabinet in December.</p> <p>Dashboards created - The team have worked with commissioning and care management to pull out the top priorities for transformation work over the next 12 months. These will be shared with staff and be the golden thread for ASC that link the more detailed business cases to a clear set of actions.</p> <p>We took the programme into Exception in August due to non-delivery of agreed savings caused by additional COVID pressures, increased demand, business continuity and care supply and workforce challenges. In October Delivery Exec agreed a re-modelled savings plan and re-prioritised set of programme workstreams/ priorities and associated capacity/ support required to deliver.</p>		<ul style="list-style-type: none"> <li>• Knowledge Function</li> </ul> <p>In addition, we are developing future service priorities:</p> <ul style="list-style-type: none"> <li>• Care Providers Strategic Partnerships</li> <li>• Housing access to General Needs Housing (delivered through Better Lives at Home programme and in partnership with G&amp;R Directorate)</li> <li>• Fair price of care</li> <li>• In-house Services phase 2</li> </ul> <p>In the interim a number of immediate actions have been taken to address the budget pressures on ASC:</p> <ul style="list-style-type: none"> <li>• All new cases to be referred to Reablement before a longer-term package of care is agreed, increasing the amount of cost avoidance as a result of delaying or avoiding the need for more long-term care</li> <li>• Brokerage to take up to 5 days to secure best value care packages (for non-urgent needs)</li> <li>• Authorisation of high-cost packages:</li> <li>• Additional scrutiny from Deputy Directors for Commissioning and Operations for all placements over £1000</li> <li>• SM to sign off and quality control of cases to be booked into Case Discussion Forum (including ensuring that practitioners have explored all alternative care options before referral to CDF)</li> <li>• Prioritise reviews of all relevant packages that have been set up during COVID, with additional COVID related spend</li> <li>• Increase referrals to the TEC team (based on specific targeted cohorts e.g. night time care in Supported Living)</li> <li>• Single point of coordination for all CHC joint funded and single funded packages</li> <li>• Ensuring that brokerage and commissioning staff work closely with Care Management when agreeing care packages, which will be further embedded when locality model is introduced (from September)</li> </ul>					
Risk Owners:	Director Adult Social Care	Action Owners:	Director Adult Social Care	Portfolio Flag:	Adult Social Care	Strategic Theme:	Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.

Appendix A – Corporate Risk Register as at September 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR34 - Corporate Equalities</b></p> <p>The Council does not meet its ambitions or legally required standards for good practice on equality and inclusion. The Council fails to meet its statutory duties under the Equality Act 2010.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Lack of consistent council-wide knowledge on the Public Sector Equality Duty and how to take equalities into consideration.</li> <li>• Gaps in available data and analysis to understand potential impacts of decision making.</li> <li>• Compliance driven rather than understanding based on good analysis.</li> <li>• High turnover of staff resulting in loss of knowledge/institutional memory.</li> <li>• Institutional racism and structural inequality in the council, city, and society as a whole.</li> <li>• Under-representation of key demographics in the workforce, particularly within senior roles.</li> </ul>		1	5	5	1	5	5
<p><b>What we have done</b></p> <p>The work of mainstreaming and embedding equality &amp; inclusion is well underway. Good teamwork across Bristol City Council. The two teams with an equality &amp; inclusion focus within Policy, Strategy and Partnerships and Human Resources have now been aligned and are working closely together.</p> <p>However, there is still more to do corporately to tackle institutional racism and improve equality and inclusion practice, an issue brought into even sharper focus by Covid-19, the global Black Lives Matter movement and the findings of DWC Consulting from their work supporting the council with various HR cases and Staff Led Group relations. The disproportionate impact of Covid-19 on Black, Asian and minority ethnic groups has been recognised and is managed by a focused race equality group within the council's governance structure for managing the impacts of the pandemic.</p> <p>We are:</p> <ol style="list-style-type: none"> <li>1. Implementing various new initiatives in Equality and Inclusion proposals approved by CLB in June 2020, including strengthening leadership, policy reviews, updates in HR practice and more. Progress is being tracked and has been audited in Q4 20/21.</li> <li>2. Having on-going city conversations on race equality.</li> <li>3. Reviewed the E&amp;I learning and development offer for employees at BCC to ensure that their E&amp;I awareness is improving throughout their employee journey</li> <li>4. A steering group are developing a new approach to positive action for under-represented groups.</li> <li>5. We received the report and recommendations from the LGA Equality Framework for Local Government.</li> </ol>	<p><b>What we are doing</b></p> <ul style="list-style-type: none"> <li>• Continuing to implement the recommendations from the LGA Equality Framework for Local Government, including mapping out an E&amp;I programme in line with Corporate Strategy.</li> <li>• Completing the Positive Action Toolkit.</li> <li>• Holding Race Equality Gatherings.</li> <li>• Holding meetings of the Strategic E&amp;I Governance Group.</li> <li>• Recruitment of the Commissioners for the Disability Equality Commission.</li> <li>• Embed the Equality and Inclusion calendar and link to ongoing engagement from the Mayor's Office.</li> <li>• Further develop the Champions Network</li> </ul>						

Appendix A – Corporate Risk Register as at September 2021



<ol style="list-style-type: none"> <li>6. Taken the Annual Report for the E&amp;I Strategy to Full Council and published it in July- along with a completion report in the Advancing Equality and Inclusion action plan.</li> <li>7. Recruited the first Chair and the support organisation for the Disability Equality Commission and a new Chair for the Commission on Race Equality.</li> <li>8. Rolled out updated training on Rights and Responsibilities.</li> <li>9. Launched a reverse mentoring programme.</li> <li>10. Developed an Equality &amp; Inclusion calendar for the whole organisation.</li> <li>11. Created a network of Champions and Director Sponsors.</li> <li>12. Recruited a temporary consultant to support with strategic migration issues.</li> </ol>			
Risk Owners:	Director Policy, Strategy & Partnerships.	Action Owners:	Director Policy, Strategy & Partnership, Head of Equality and Inclusion.
Portfolio Flag:	Finance, Governance and Performance	Strategic Theme:	Our Organisation

**Corporate external and civil contingency risks**

External/Civil Contingency Risk Title and Description	Performance	Current Risk Level			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, create additional social anxiety, 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>• 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>		4	7	28	2	7	14
<p><b>What we have done</b></p> <ul style="list-style-type: none"> <li>• The Council has moved at pace to change the way that it works across every Directorate and Service area:                             <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> </ul> </li> </ul>	<p><b>What we are doing</b></p> <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>						

Appendix A – Corporate Risk Register as at September 2021



<ul style="list-style-type: none"> <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>			
Risk Owners: CLB	Action Owners: Director Resilience, Public Health Service Director	Portfolio Flag: Corporate Wide	Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.

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Appendix A – Corporate Risk Register as at September 2021

External/Civil Contingency Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>BCCC1 - Flooding</b></p> <p>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>		3	5	15	3	3	9
<p><b>What we have done</b></p> <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>	<p><b>What we are doing</b></p> <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> <p>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.</p> <p>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.</p> <p>Promote minor sized schemes and green infrastructure to reduce local flood risks.</p> <p>Actively managing flood risk infrastructure.</p> <p>Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change.</p> <p>Working with South Gloucestershire and the Environment Agency to deliver a programme of innovation to increase communities resilience to flooding.</p>						

Appendix A – Corporate Risk Register as at September 2021



Risk Owners:	Executive Director Growth and Regeneration, Director Economy of Place.	Action Owners:	Director Economy of Place, Flood Risk Engineer.	Portfolio Flag:	Energy, Waste and Regulatory Services	Strategic Theme:	Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.
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**Corporate Opportunity Risks**

Opportunity Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>OPP2 - Corporate Strategy</b></p> <p>The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Approved Corporate Strategy provides the foundation and direction for the organisation.</li> </ul>	-	2	7	14	4	7	28
<p><b>What we have done</b></p> <p>We have approved and adopted the Corporate Strategy, Business Plan 2021/22 and associated Performance Frameworks through appropriate Decision Pathways.</p> <p>Commenced work on reviewing the corporate strategy for approval of refreshed strategy during the year.</p> <p>Reviewed organisational design principles and ways of working as part of thinking ahead to a 2021/22 update to the Corporate Strategy.</p> <p>Drafted a refreshed Corporate Strategy 2022-27 and briefed Heads of Service; also beginning staff engagement sessions and embedding within annual Service Planning for 22/23.</p>	<p><b>What we are doing</b></p> <p>The current Corporate Strategy is well embedded and whilst capacity to deliver all outcomes is limited, there is a much greater focus on project prioritisation against the Strategy and commensurate improvements in public satisfaction year-on-year since its inception.</p> <p>In light of performance outturn reporting of 2020/21, the likelihood of this opportunity has been downgraded to reflect the results – which were clearly impacted by Covid-19 and pivoting our organisational focus towards managing the pandemic response and recovery.</p> <p>Overall, our level of preparedness for this opportunity is reduced due to many external factors – including the pandemic, EU Exit and national policy – having changed the environment in which we work. This is a key driver to update the overall Corporate Strategy and look ahead to our needs over the next five years, which will help strengthen our level of preparedness and the likelihood of this opportunity manifesting. Work has begun on this process, including early engagement and a desktop review of evidence.</p>						
<p>Risk Owners: Director Policy, Strategy and Partnerships.</p>	<p>Action Owners: Director Policy, Strategy and Partnerships.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>		

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Opportunity Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>OPP1 - One City Approach</b></p> <p>The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes are:</p> <ol style="list-style-type: none"> <li>1. Mayoral aspiration and widespread partner sign-up to principles</li> <li>2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan</li> </ol>		3	7	21	4	7	28
<p><b>What we have done</b></p> <p>As part of the response to Covid-19, a One City Approach has been used to coordinate a 'One City' response, helping to bring together leaders from key city institutions around shared priorities, using relationships developed through the work of the City Office to improve stakeholder engagement and communications.</p> <p>We have worked closely with all Boards to update the One City Plan timelines ahead of a v3 Plan launch in June 2021, and also continue to collaborate on a city-wide approach to Covid-19 Recovery. We have reviewed longer term funding and governance options and are taking forward conversations with partners in January 2021 about v3.</p> <p>We have produced v3 of the One City Plan and produced our second annual report available on the One City Website from 12 June 2021. A new culture board and Children and Young People's Board have been established. Conversations have been had with all anchor institutions over funding. More formalised working arrangements with City Funds have been established. City Office continues to support the Covid 19 response and Recovery.</p>	<p><b>What we are doing</b></p> <p>We are working on sustainable long-term funding models and a more ambitious 'core' City Office offer and resource to maximise benefits of the One City Approach.</p> <p>We continue to:</p> <ul style="list-style-type: none"> <li>• Set up a Partnership Board to oversee the work of the City Office and developing MOUs with wider range of partners to further formalised working arrangements.</li> <li>• Negotiate with partners on funding arrangements.</li> <li>• Create a One City Digital Board.</li> <li>• Produce a City Office team mandate to outline the functions of the team for partners.</li> </ul> <p>Develop more detailed metrics for impacting tracking of activity.</p>						
<p>Risk Owners: Director Policy, Strategy and Partnerships.</p>	<p>Action Owners: Director Policy, Strategy and Partnerships.</p>	<p>Portfolio Flag:</p>	<p>Mayor</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>		

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain	Opportunity Likelihood
	Likely	3	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely	
	Unlikely	2	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely	
	Rare	1	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.

**LIKELIHOOD AND IMPACT RISK RATING SCORING**

**Likelihood Guidance**

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
<b>Description</b>	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
<b>Numerical Likelihood</b>	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.

# Communities Scrutiny Commission

## 21 February 2022



**Report of:** Safer Communities Manager

**Title:** Bristol Community Safety Partnership Overview 1<sup>st</sup> April 2021 to 31<sup>st</sup> January 2022

**Ward:** City-wide

**Officers Presenting Report:** Clare Sims, Safer Communities Manager

### **Recommendation:**

That Scrutiny notes this report into Bristol's Community Safety Partnership activity from 2020 to 2021 and delivers any observations and/or recommendations to both the Bristol City Council Senior Leadership Team and the Keeping Bristol Safe Partnership Executive Board.

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

The Keeping Bristol Safe Governance arrangements have continued to evolve and in doing so the City's Community Safety Partnership has become effectively embedded within this new structure. The impact of Covid has indeed perturbed this process inhibiting partner collaboration and resource, yet this Scrutiny report serves to outline the achievements made by Bristol's Community Safety Partnership throughout 2021 and demonstrates how Bristol City Council has contributed to driving this work forward.

The Partnership has refreshed its priorities, strengthened its governance and delivery arrangements and is excited to be going into 2022 driven to deliver on these priorities and continue to make Bristol a safer place for our citizens and visitors.



**Contents:**

- 1 – Purpose of Report
- 2 – Background
- 3 – Current Keeping Bristol Safe Partnership Structure
- 4 – Bristol Community Safety Partnership work programme and priorities
- 5 – Office of Police and Crime Commissioner grant funding and projects
- 6 – Home Office grant funding and projects
- 7 - Other Bristol City Council and Community Safety Partnership activity in 2021
- 8 – Forward plan for 2022

**1. Purpose**

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- 1.1. This report provides an overview of Bristol Community Safety Partnership activity and impact during 2020-2021 for the purpose of scrutiny. As requested by the Communities Scrutiny Commission, this report will endeavor to report on Community Safety themes that are not subjected to scrutiny through other spaces within the Council.
- 1.2. Additional and more detailed information can be provided to the Committee on individual areas of business, if required.

**2. Background**

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- 2.1. Section 19 of the Police and Justice Act 2006 sets out that every local authority shall ensure that it has a crime and disorder overview and scrutiny committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge of crime and disorder functions and to make reports or other recommendations to the local authority or its executive with respect to the discharge of those functions. The Bristol Communities Scrutiny Commission is responsible for discharging responsibilities relating to the scrutiny of crime and disorder matters. The item to report on is as follows 'Keeping Bristol Safe Partnership (Keeping Communities Safe)'.
- 2.2. Under the Crime and Disorder Act (1998) each local authority in England and Wales was given the responsibility to formulate and implement a strategy to reduce crime and disorder in their area. The Act also requires the local authority to work with every police authority, strategic health authority, social landlords, the voluntary sector and residents and businesses - known as Community Safety Partnerships (CSPs). In Bristol, this partnership now sits within the Keeping Bristol Safe Partnership and its duties are discharged to the Keeping Communities Safe (KCS) Delivery Group.

**3. The current KBSP structure**

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- 3.1. This 'Keeping Communities Safe Delivery Group annual overview' is the first of its kind following the restructuring of the Keeping Bristol Safe Partnership arrangements in September 2019. The Committee will be aware that this arrangement brought the Bristol Children's Safeguarding Board, the Bristol Adult Safeguarding Board, and the Bristol Community Safety Partnership (BCSP) together under one Keeping Bristol Safe Partnership Executive Board. As stated above, the functions and duties of the Bristol Community

Safety Partnership sit with the Executive Board and are discharged to the Keeping Communities Safe (KCS) Delivery Group.

- 3.2. The structure under the KBSP Executive has continued to evolve with the introduction of an additional fourth delivery group - Domestic Abuse and Sexual Violence, which has been set up to support Bristol City Council in meeting its duty under Part 4 of the Domestic Abuse Act. This fourth group compliments the Keeping Children Safe, Keeping Adults Safe and the Keeping Communities Safe Delivery Groups. The responsibilities of this group include domestic abuse victim support delivery, oversight of Multi-Agency Risk Assessment Conference process (MARAC) and the commissioning of Domestic Homicide Reviews. The Keeping Communities Safe delivery group is closely aligned with the Domestic Violence Delivery Group and continues to hold the portfolio for domestic abuse perpetrator intervention, under crime reduction. For an overview of the current KBSP structure detailing the subgroups that are aligned and those which report directly into the Keeping Communities Safe Delivery group, refer to Appendix A.
- 3.3. The KBSP Executive Board is accountable for the work of the Keeping Communities Safe delivery group (Bristol Community Safety Partnership). Longstanding subgroups which coordinate partnership delivery and activity for Prevent (Building the Bridge Prevent Board) and Hate Crime (Strategic Partnership Against Hate Crime) remain in situ and both are currently undergoing a re-fresh throughout 2021 & 2022.
- 3.4. The arrangements are supported by a central Safeguarding Business Unit. This is funded through Bristol City Council, Avon and Somerset Police and the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG). The Bristol City Council Safer Communities Team also supports the Partnership by providing specific community safety strategic leads for the various groups and thematic priorities.

#### **4. Bristol Community Safety Partnership work programme & priorities**

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- 4.1. The Bristol Community Safety Partnership (hosted by the KCS Delivery Group) has responsibility for the following statutory requirements:
  - Work together to form and implement strategies to prevent and reduce crime and anti-social behaviour, and the harm caused by drug and alcohol misuse. This will include producing an annual plan
  - Produce plans to reduce reoffending by adults and young people
  - Manage the Community Trigger process (see 7.17)
  - To work in partnership to reduce serious violence (this duty is led by the Bristol Serious Violence Prevention Board which oversees the Violence Reduction Unit/Safer Options Hub). A paper was taken to People Scrutiny Commission on 13<sup>th</sup> December 2021 so will not be fully addressed here in this report. Please refer to Appendix B for the Safer Options Extract (Dec 21)
  - Consult and engage with the community

- 4.2. In addition to the above, the BCSP (KCS) will also support partner organisations to discharge their legal duties for Prevent and Modern Slavery.
- 4.3. Until late 2021, the Bristol Partnership Community Safety Plan has been embedded into the KBSP three-year Strategic Plan (agreed and signed off in September 2020). Objectives specific to the CSP were as follows:
- Improve systems to join up regulatory and anti-social community safety powers to improve disruption
  - Focus on prevention of hate crimes while providing support and guidance to victims and action against perpetrators
- 4.4. On 17<sup>th</sup> September 2021, the Bristol CSP met to explore and agree on the crime and disorder priorities for 2022. Partners used a Crime and Disorder Strategic Needs Assessment produced by our data analyst from within the Safer Communities Team and local knowledge and expertise in the room to confirm the following **7 priority thematic workstreams** and draft objectives:

1	Drugs & Alcohol	Improving support for those who need it, reducing drug related crime and disrupting drug supply
2	Anti-Social behaviour	Reducing ASB, particularly where it impacts on the vulnerable and communities and ensuring we have a joined up and effective delivery model
3	Modern Slavery	Raising awareness, improving support for victims, and increasing disruption of serious offenders
4	Serious Violence	Reducing serious violence with a continued focus on young people and knife crime
5	Violence Against Women and Girls	Education and challenge, support for victims, intervention for perpetrators, disruption, and prosecution of offenders
6	Child Sexual Exploitation	Education and challenge, reducing offending through information sharing, safeguarding and the prosecution of offenders
7	Hate Crime	Raising awareness of all forms of hate crime. Increase reporting and convictions and continue to improve support for victims. Ensure we have joined up and effective partnership arrangements to identify and respond to hate crime.

Partners also agreed the following **4 underpinning principles** to underpin all we do as a Partnership:

1	Place Based Locational Problem-Solving Plans – where do we focus our resources?
2	Public Health Approach – how can we make sustained change and improvements?
3	Effective Partnerships – how can we improve how we work together?
4	Listening to our Communities – how can we improve this and better engage our communities?

## 5. Office of Police and Crime Commissioner (OPCC) grant funding and projects

- 5.1. The Police and Crime Commissioner’s **Grant Fund** seeks to support organisations and projects whose work helps to prevent offending, protect communities and support victims of crime to cope, recover and move forward. Bristol Community Safety Partnership received £284,490 funding from the OPCC for 2021-22, which the Keeping Communities Safe Delivery Group allocated to support the following projects:

Project
Youth Offending Team
Domestic Homicide Review
Multi-Agency Risk Assessment Coordination (Coordinator)
Youth Alcohol and Drug Diversion (YADD)
Various community safety projects

- 5.2. **Bristol Youth Offending Team** is a multiagency team that works to support young people who have committed offences and divert them away from crime. They provide services at police stations, in Court and provide information to Courts to assist in decision making. The Youth Offending Team also supervises young people who are subject to Community Orders and works with young people serving custodial sentences. They provide interventions to assist young people to understand the effects of their crimes, work with parents/support networks and offer the opportunity to engage in restorative justice.
- 5.3. During the period between 01/04/21-03/09/21, there were 144 interventions started for 102 young people and 128 interventions ended (started in previous quarters). These totals refer to the out of court processes. There were 80 out of Court disposals for 79 young people from which 64 disposals had an outcome. The vast majority (38% of these received a youth Conditional Caution followed by No Further Action (25%) and Fast Track Immediate Charge/Police prosecution (11%).

- 5.4. Between 01/04/21 – 03/09/21 Bristol had 11 **Domestic Homicide Reviews** (DHRs). Two have recently been approved by the Home Office and will be published very soon. Another has been concluded. Of the eleven ongoing reviews, three are near completion and will be submitted to the Home Office for quality assurance.
- 5.5. A **Multi-Agency Risk Assessment Conference** is a meeting that is held to discuss the most high-risk cases of domestic abuse and sexual violence to share information and to safeguard the victim. This grant part funds the MARAC coordinator who manages MARAC referrals and coordinates the panel meetings. Between 01/04/21 and 30/09/21 there were 27 MARAC meetings.
- 5.6. The Youth Drug and Alcohol Diversion (YADD) is delivered by Bristol Drugs project to deliver support to young people who enter the criminal justice system and are experiencing drug and/or alcohol problems. During the period between 01/04/21 & 03/09/21 there were 19 young people referred into YADD. During this same period 25 young people were receiving assessment and intervention. Of the referrals in, 10 young people were referred onto other services following YADD intervention.
- 5.7. A number of smaller community safety projects have been considered for receipt of funding to support situational crime prevention and prevention of ASB. To date, Netham Park at Barton Hill has received funds to install railings as a long-term solution.

## 6. Home Office grant funding and projects

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- 6.1. Bristol City Council has also been successful in securing Home Office Safer Streets funding in two instances during 2021.
- 6.2. The first being that of Safer Streets Fund 2 awarded in July 2021 which aims to prevent acquisitive crime in areas of the City that have been identified as having high rates of such crimes. £400,000 was provided to focus on the St Pauls and St Judes areas and works have included: additional CCTV, target hardening of properties, secure bicycle storage, street marshals, property marking and community engagement. We are currently halfway through delivery of this project and anticipate being fully complete within the deadline and within budget by end of March 2022.
- 6.3. The second successful Home Office bid secured £282,319 for the Safety for Women at Night (SWAN) fund in December 2021. This project aims to tackle sexual harassment and misogynistic behaviour which is acknowledged as being a precursor to more serious sexual offences. This is a high profile and exciting project of which includes the following workstreams:
  - An anti-sexual harassment training programme for Night-Time Economy (NTE) venues
  - A Bristol Women's Safety Charter for organisations who employ females at night between 6pm-6am
  - A city-wide awareness raising campaign
  - A reinforcement of Bristol's tackling drink spiking campaign.

The bid for this funding was underpinned by the following police data and survey conducted by the Bristol@Night Board:

- 138 reported drink Spiking offences between 2018-2021
  - 997 sexual assaults on female aged 13 and over between 2016/17 and 2020/21
  - 952 rape offences (female aged 16 and over) between the same period as above
  - 97 out of 100 people interviewed had been or had witnessed a female being harassed
  - When asked about bad experiences on nights out, most women named harassment or being spiked as their worst experiences.
- 6.4. Delivery of the SWAN project is underway and expected to be completed within budget by end of March 2022. Both the SSF2 and SWAN projects will be subject to evaluation post-delivery.
- 6.5. The Home Office have indicated that there will be further opportunities to bid for future Safer Streets Grants throughout 2022. Further details are yet to be published and on behalf of the partnership, BCC Safer Communities Service will endeavour to win funding to further tackle anti-social behaviour, crime, and sexual harassment of women in the city.

## 7. Other BCC & Community Safety Partnership activity in 2021

- 7.1. **Purple Flag** is an annual accreditation awarded by the Association of Town Centre Managers. The accolade is given to areas who fit the criteria and can demonstrate that they have a well-managed night-time economy. Bristol has held the kitemark award for 10 years. The city centre is assessed on a number of key themes and are seen to be successful in the following:

Place	Areas are alive during the day, as well as in the evening. They contain a blend of overlapping activities that encourage people to mingle and enjoy the place. They reinforce the character and identity of the area as well as flair and imagination in urban design at night.
Appeal	Areas offer a vibrant choice of leisure and entertainment for a diverse range of ages, groups, lifestyles, and cultures.
Movement	Areas offer safe ways of getting home after a night out, as well the ability to move around on foot with ease.
Wellbeing	Areas are safe and welcoming with all sectors playing their part in delivering high standards of customer care.
Policy Envelope	Areas must exhibit after-hours policies that show clear strategies are based on sound research, integrated public policy and a successful multi-sector partnership.

- 7.2. Bristol has further strengthened its night-time management by appointing its first NTE (Night-Time Economy) Advisor and in doing so continues to improve its engagement and coordination of organisations who operate, or employ people, at night.
- 7.3. The Councils [Quality of Life Survey 2020/21](#) (for the city centre) shows the 3 year trends for the following perception questions:

Perception Survey Question	2018/19	2019/20	2020/21	Change last year	3-year trend
% Whose fear of crime affects their day-to-day lives	18%	16%	16%	0	↓
% Who feel police & public services successfully tackle crime & ASB locally	25%	28%	30%	+2	↑
% Who think street litter is a problem locally	82%	81%	82%	+1	=

- 7.4. **Place based multi-agency problem solving plans** have featured in both the BCC Safer Communities workstream and under the KCS Delivery Group. During the first lockdown the Harbourside area of Bristol became a very popular destination. The combination of visitors and residents did not always strike a happy combination and the area experienced an increase in crime and antisocial behaviour.
- 7.5. In 2019/2020, there were 5 recorded crimes, in the following year (2020/2021) there were 26. These crimes included a combination of assaults, robberies, and public order offences. There were also 40 incidents of anti-social behaviour recorded over the same period. An increase in both crime and ASB over the summer months is expected but this rise in crime and ASB were cause for concern for stakeholders in the area.
- 7.6. The Harbourside Project was convened as a multi-agency task and finish group which coordinated the following interventions:
- Increased police foot patrols
  - Presence of the BCC Covid marshals
  - Improved public toilets
  - Youth Outreach engagement was under-taken in the Lloyds amphitheatre
- 7.7. Evaluation post project showed a substantial decrease in incidents in the area however, whether this was due to the end of lockdown restrictions and/or an increase in uniformed presence we cannot be sure. Further information is available with regards to interventions applied should the Communities Scrutiny Commission require this.
- 7.8. The KBSP has a **Domestic Abuse and Sexual Violence Delivery Group** which is a partnership group that is responsible for supporting Bristol City Council in meeting its duty under Part 4 of the Domestic Abuse Act 2021. The Bristol City Council Public Health Team

oversees victim support commissioning and delivery. For a report covering domestic abuse and sexual violence delivery in Bristol in 2020-2022 please refer to Appendix C.

- 7.9. Bristol City Council's first **Modern Slavery** Transparency Statement was developed in 2021 and published September 2021. The Statement outlines the Council's actions to understand and address all potential modern slavery risks and to put in place steps that are aimed at ensuring that this does not occur in our own business and supply chains. Modern slavery includes slavery, human trafficking, forced and compulsory labour, servitude, and organ harvesting for profit.
- 7.10. As part of the Statement there was also approval for the adoption of the MSAT (Modern Slavery Assessment Tool) which is a procurement modern slavery risk identification and management tool. It has been designed to help public sector organisations work in partnership with suppliers to improve protections and reduce the risk of exploitation of workers in their supply chains. It also aims to help public sector organisations understand where there may be risks of modern slavery in the supply chains of goods and services they have procured.
- 7.11. In addition, under the work of the Statement, a high-level/cross council action plan was approved and is overseen by the BCC Strategic Safeguarding Leadership Group that reports direct to the Corporate Leadership Board. A snapshot of the planned work includes the development of a mandatory e-learning training module, a review of internal policies to align with the statutory duties associated with modern slavery and a commitment to multiagency led disruption activity. BCC has also refreshed and updated the BCC webpage on modern slavery providing bespoke pages for the public and professionals.
- 7.12. BCC Safer Communities Team along with internal partners such as Public Health, regularly attend and contribute to the Avon & Somerset Anti-Slavery Partnership (A&S ASP). Bristol City Council has for the past two years pledged an annual financial contribution of £8000 to sustain the ASP Coordinator role. BCSP has coordinated Bristol's activity with A&S Police to support the National Crime Agency's quarterly targeted campaigns called 'Operation Aidant'. Bristol City has featured as a focus of much of this targeted disruption work through campaigns tackling sex working and sex exploitation, child exploitation and trafficking, labour exploitation and servitude. Typically, where and when appropriate, BCC officers have worked in partnership with the Police to aid disruption and/or intelligence gathering.
- 7.13. Modern Slavery features as one of the BCSP's thematic priorities. BCC is one of our partner organisations which has a statutory duty as Modern Slavery First Responder. National Referral Mechanism (NRM) data for Bristol City Council is one indicator of the prevalence of modern slavery in Bristol, but as a partnership we are actively working to improve our data collection. Increasing data collection through consistent recording over time will enable BCC to better understand the scale and nature of Modern Slavery in Bristol. A Partnership Modern Slavery Task and finish group will be set up to ensure that the BCSP is working as effectively as it can at a local level to feed into the KCS delivery group and the A&S ASP.

7.14. The graph below shows an overall reduction in **Anti-Social Behaviour (ASB)** from 2020 to 2021, particularly in the higher prevalence ASB types of Nuisances and Street ASB. Yet formal ASB activity (as shown in tables below) has significantly increased for 2021. Whilst some of this could be due to the changes wrought by the pandemic, qualitative evidence from; BCC Safer Communities formal ASB team, Street Intervention Service, Neighbourhood Police Teams and BCC Tenants suggests that ASB is still prevalent and very much a priority issue for communities. There is some concern that the suggested downturn in ASB incidents represents a decrease in reporting and accessing support in relation to ASB.

7.15. Further insight and analyses are required to establish if that concern is genuine and the ASB team are working closely with our data analyst to improve the BCC ASB dashboard and quality assurance framework to this end. Additionally, various workstreams are already underway to improve the Partnership’s response to ASB. This includes the development of a new BCC ASB Policy, a proposed adoption of a KBSP commitment to tackling ASB and an improvement in the ASB process and procedure (currently in Safer Communities and Housing & Landlord Services with the intention of rolling out the same across other linked BCC departments).

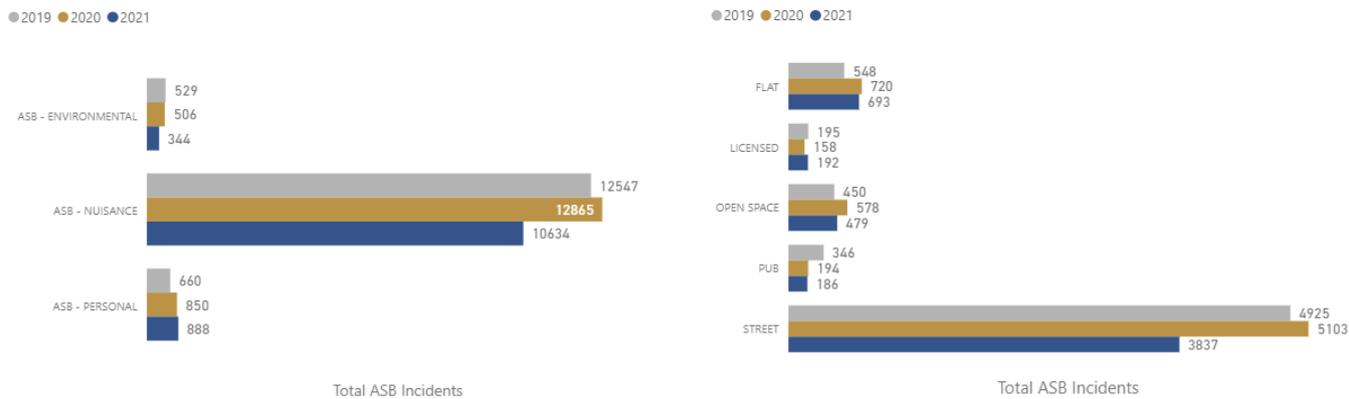


Figure 1– Police ASB incidents by ASB Type (Source: Avon & Somerset Constabulary)



Figure 2– Police ASB activity 2021 (Source: BCC)



Figure 3: Police ASB activity 2020 (Source: BCC) Blank = 0

7.16. The **Anti-Social Behaviour Community Trigger** (also known as an ASB Case Review) is a mechanism that allows members of the community to request a review of their ASB case when a threshold of three or more reports over a six-month period have been received by agencies. This process gives victims of persistent anti-social behaviour that has been reported to any of the main responsible agencies (such as the council, police, housing provider) the right to request a multi-agency case review of their case where a local threshold is met. This process ensures that all reports of ASB are investigated adequately and those reporting it are heard. The data shows a relatively steady picture year on year as the team continues to deliver this statutory function on behalf of the partnership.

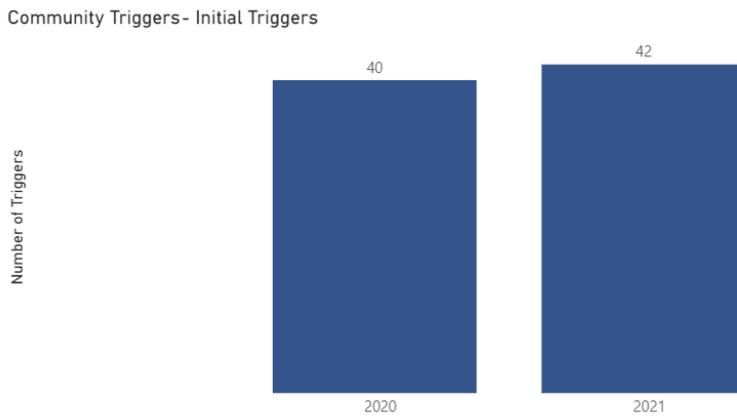


Figure 4- Community Triggers- Initial Triggers (2020 vs 2021) (Source: APP)



Figure 5- Community Trigger Activity 2021 (Source: APP)



Figure 6- Community Trigger Activity 2020 (Source: APP)

7.17. The data below gives some insight into the work of the **Street Intervention Service** who take a holistic approach to dealing with street-based ASB (e.g. begging, nuisance rough sleeping and street drinking). The service identifies individuals through proactive patrols and reacting to referrals. It then engages with those individuals and assesses their needs in terms of housing, health, behaviour, finance and alcohol/substance misuse before putting interventions in place to meet those needs. The structure of the service reflects these principles by having housing, police, BCC ASB Team and substance misuse workers all co-located to provide support and services. The Service has worked hard to build effective working relationships with a range of partners such as St Mungoes, Bristol Drugs

Project and the Mental Health Trust. A key piece of work planned for 2022 is to complete the commissioning of a Mental Health Worker.

7.18. The graphs below show the volume of work carried out by the team and a decrease in street based ASB between 2020 and 2021 (although some of this may be attributed to the impact of the pandemic). As with the other ASB work, the team are working with a data analyst to develop the data sets to allow us to better shape the work over the next year.

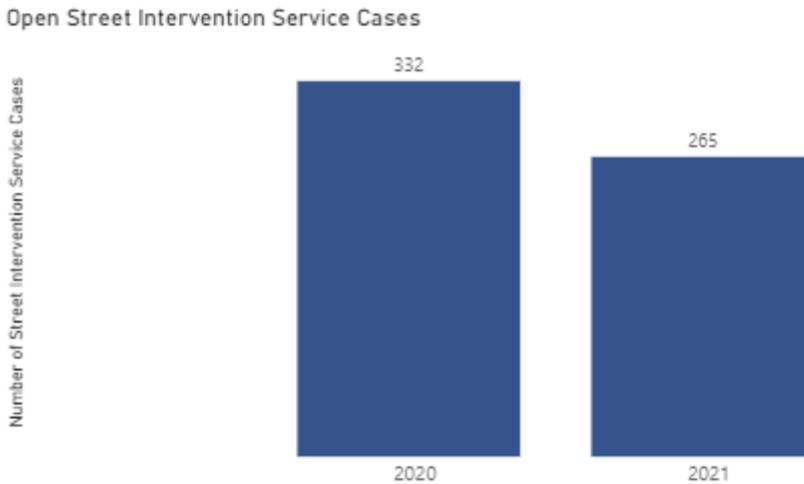


Figure 7– Total Open Street Intervention Service Cases– 2020 vs 2021 (Source: APP)

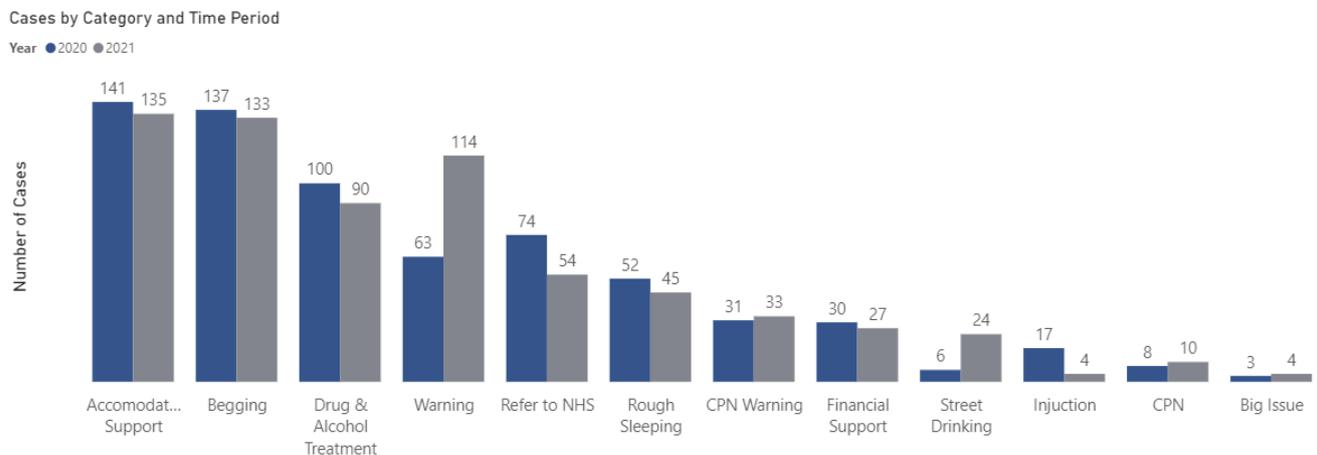


Figure 8– Open Street Intervention Service Cases by Category– 2020 vs 2021 (Source: APP)

7.19. Delivery of the **Prevent Strategy** in Bristol continues as business as usual in line with our Statutory Duty. The Building the Bridge Prevent Board continues to meet quarterly under the KBSP, and Bristol City Council continues to oversee and lead on the Channel process. Data related to Prevent and Channel referrals remains restricted and are therefore not referred to in this report.

7.20. The Bristol Prevent Board oversees Channel delivery and supports its partners with and those without a statutory duty to Prevent. On behalf of the BCC Executive, Safer Communities Team delivers the Channel process in Bristol and in complying with Home

Office Quality assurance, we submit an annual Channel Assurance Statement. Improvements in channel delivery in 2021 has included that addition of a Channel Chair (also a current Child Protection Case Conference Chair), a refresh of all Channel documentation to include a comprehensive operational guidance.

- 7.21. To date, Bristol has been a non-Prevent funded Local Authority and our activity and delivery has reflected this. In December 2021, Bristol City Council were invited by the Home Office to submit a bid for funding based on their prioritisation exercise undertaken over recent months. In January 2022, the BCC Safer Communities Team submitted a bid for one year of funding (for 2022) and are currently awaiting the outcome. A successful bid will see funds that will enable the recruitment of two specialist Prevent posts – a Prevent Coordinator and a Prevent Education Officer. This resource and additional support and quality assurance from the Home Office will have a significant impact on our Prevent Duty and in turn will enhance the awareness raising and safeguarding provisions in the City.
- 7.22. The **Strategic Partnership Against Hate Crime** continues to meet quarterly and chairing has recently been taken over by the A&S Police Chief Inspector with lead for Hate Crime across the Force along with the CEO of SARI. Police hate crime statistics are reported on quarterly to internal senior leaders at BCC and Police share their quarterly hate crime analysis with the SPAHC. The SPAHC took part in the Hate Crime Awareness Week in October 2021 and Partnership activity going forward will focus on the refresh of this Partnership and improvement to effective partnership working to drive up activity under this theme.

## 8. Forward Plan for 2022

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- 8.1. 2020 & 2021 has been a challenging time for communities and organisations alike grappling with the impact of Covid 19 and subsequent impact on crime rates, community tensions and service delivery of professionals working in this field. The Keeping Bristol Safe Partnership as a whole and specifically the Keeping Communities Safe Delivery Group that hosts the Bristol Community Safety Partnership, has undergone transformation and change in key personnel leading on this. The current refresh of the various strategic groups key to tackling crime and disorder, the funding opportunities from central government and the drive from partners across the City are indicators of an exciting and impactful year ahead. Plans are underway to carry out a comprehensive annual Crime and Disorder Strategic Assessment later in the year to inform a review of the 2022 Community Safety Plan going into 2023. The Bristol Community Safety Partnership will complete a full annual report to appraise data analytics and Partnership activity over 2022 which will be available to this Scrutiny Commission and the BCSP Executive Board next year.

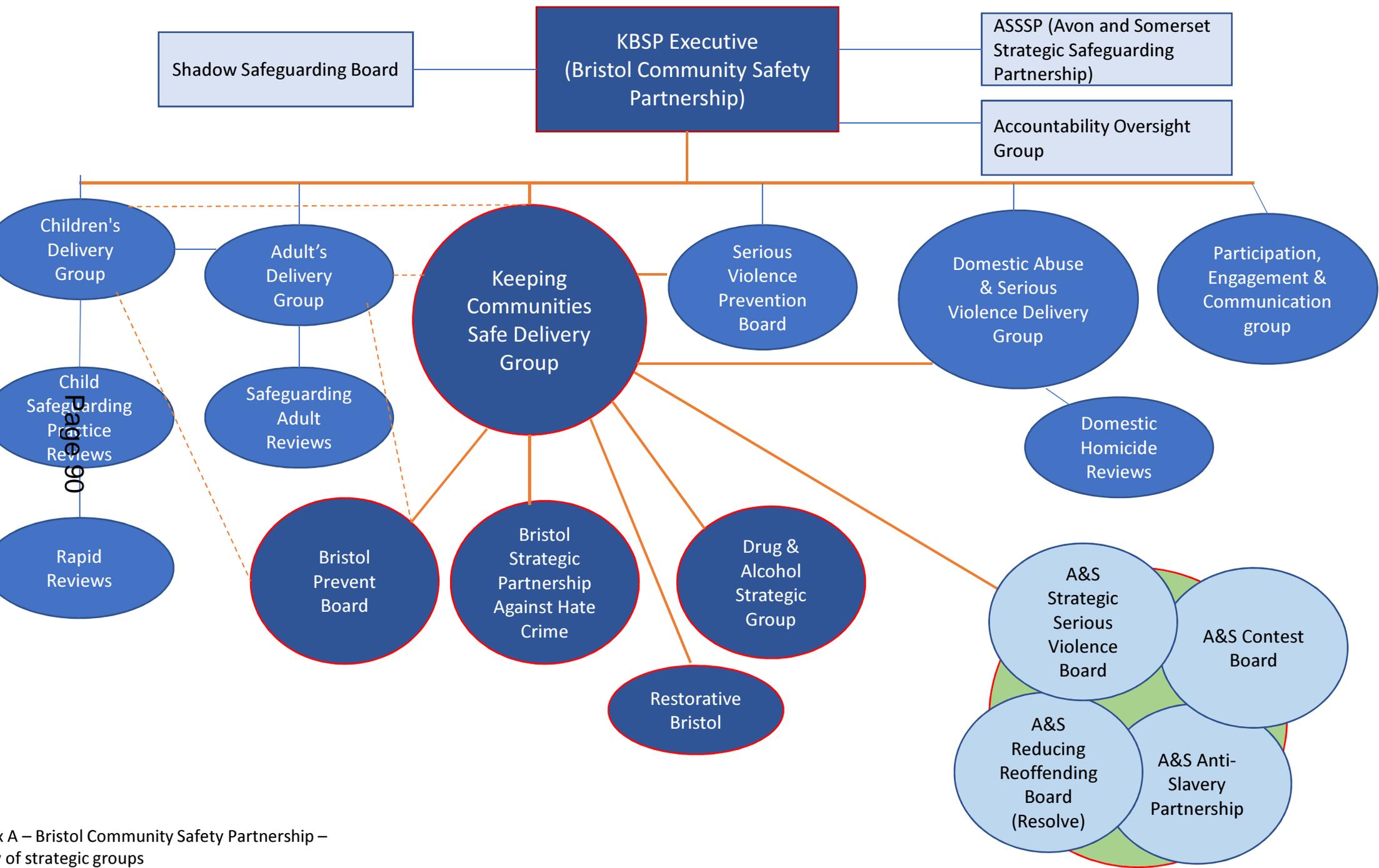


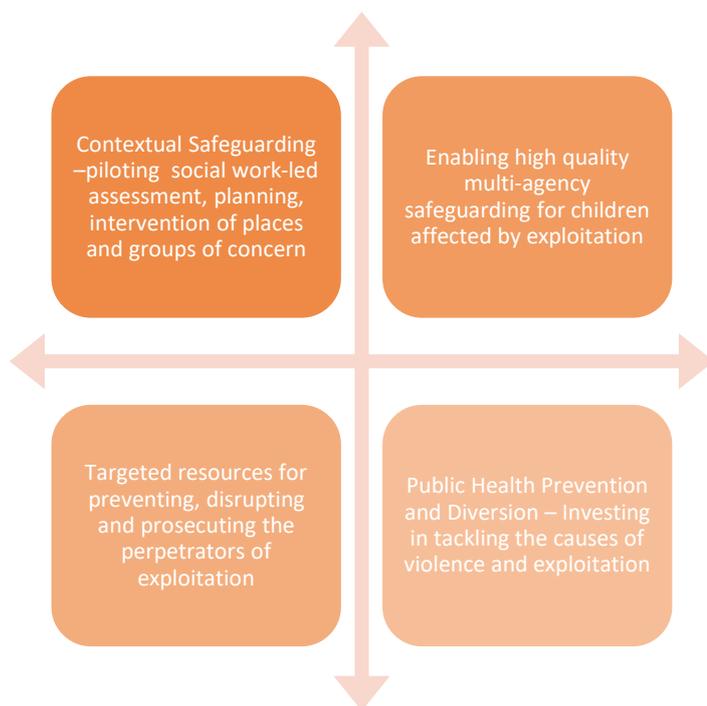
Figure A – Bristol Community Safety Partnership –  
 Structure of strategic groups

1. Our Response to Extra-familial Harm

*“Tackling extra familial harm including exploitation and knife crime is a priority for the local authority and its partner agencies. Strong working relationship with the police have resulted in a shared culture of collaborative and child-focussed working. Children’s welfare is at the centre of practice and they are considered primarily as victims. Initiatives linked to drugs and the carrying of knives in education settings have resulted in fewer children being excluded.”*

Ofsted Focused Visit, Dec 2021

**Safer Options Approach**



Safer Options is the name we give to a coordinated whole system response to prevent serious violence and exploitation.

Safer Options provides an umbrella under which new initiatives are brought together to enable a coherent response to extrafamilial harm.

Safer Options is Bristol’s devolved violence reduction unit which is part of the Avon and Somerset-wide violence

reduction partnership. In Bristol we have decided that our approach will span all forms of extrafamilial harm’

What this looks like in Bristol	
<b>Coordination</b>	Multi-disciplinary team (Safer Options Hub) bringing together Violence Reduction practitioners and exploitation practitioners focused on workforce development; capacity-building; piloting new approaches; coordinating information; brokering bespoke support for children

<b>Assessment</b>	Maintained single early help and social care assessment framework for all types of abuse and neglect. No duplicate assessment process. Single assessment includes contextual safeguarding prompts and contextual safeguarding triangles to aid balancing extra-familial harm and familial harm. Training roll-out commenced following pilots with University of Bedfordshire.
<b>Multi-agency leadership</b>	Weekly multi-agency meetings in each of the three localities coordinating the areas operational strategic response to exploitation and serious violence. Chaired by social care Deputy Service Manager. Dynamic information sharing with increasing focus on contextual pathways for assessment and intervention with groups and places
<b>Dynamic data products</b>	Safer Options app; Police Violence Reduction app; Exploitation app. Live-time multi-agency Qlik apps which model known risk and use predictive analytics to enable strategic targeting of resource
<b>Education inclusion</b>	Multi-year investment in Education Inclusion Managers focused on delivering projects supporting schools to reduce educational exclusion. Recently scaled up force-wide as recognition of good practice model by Home Office.
<b>VCSE Capacity Building</b>	Commissioning and supporting attraction of external funding for targeted, proactive and specialist services working with children, their peers, and their families.

Participation and Community	Prevention	Proactive Rapid Response	Specialist
<ul style="list-style-type: none"> <li>•Contextual safeguarding Tier 2 assessments</li> <li>•Peer Influencers</li> <li>•"It takes a village" community meetings</li> <li>•Community guardianship training</li> <li>•Training for taxis, hotels and businesses</li> </ul>	<ul style="list-style-type: none"> <li>•1:1 and group youth and community work</li> <li>•New Leaf Cannabis Project</li> <li>•Targeted schools work programmes</li> <li>•Detached and in-reach youth work</li> <li>•Peer mental health workers</li> <li>•Community mentoring programme</li> </ul>	<ul style="list-style-type: none"> <li>•Weapons and/or Drugs in Schools 24-hour rapid education inclusion project</li> <li>•Hospital rapid response to victims of knife crime</li> <li>•Late night outreach in hotspots</li> <li>•Virtual conflict resolution team</li> </ul>	<ul style="list-style-type: none"> <li>•Barnardo's CSE/CCE Service with co located CAMHS nurse; sexual health services</li> <li>•Independent Child Trafficking Guardians</li> <li>•Deferred charging diversion programme (Call-in)</li> <li>•Operation Topaz CSE/CCE Police team</li> </ul>

While COVID-19 has significantly disrupted children's experiences in the community key impacts from our work with young people include:

#### Implementing Contextual Safeguarding - Progress

- Implemented pathway and process for location and peer group assessments and interventions
- Review of the Bristol Inclusion Panel
- Production of national practitioner briefings
- Contextual Safeguarding webinars and training
- Increased investment in contextual safeguarding interventions including: increased detached and in-reach youth services outreach; family support groups; girls groups; conflict resolution; and new peer mental health support services which are in development.

*"There was a young person I was working with and he kept getting raised at Safer Options alongside a number of other young people. What we did was gathered up all of the workers and we had a separate meeting where we did peer mapping and figured out where they were hanging out and what they were doing. I think if Safer Options wasn't there that wouldn't have been an option, I don't think we would have even figured out that that network was quite so large"*

University of Bedfordshire Contextual Safeguarding Research into Safer Options

## **Domestic Abuse and Sexual Violence work in Bristol in 2020-2022**

### **Service provision during Covid**

Domestic abuse services remained open to referrals throughout the pandemic and also increased their online provision. Next Link our main provider of domestic abuse services in Bristol reported an increase of 35% in contact with their services. All providers reported an increase in the complexity of referrals, with mental health and drug & alcohol issues prevalent. Bristol City Council's emergency fund paid for a specialist BAME worker, and a temporary Safe House (during the first wave of the pandemic) Domestic Abuse Services also received additional funding from the Ministry of Justice which has been distributed via the Office of the Police and Crime Commissioner.

### **Awareness raising work**

The Keeping Bristol Safe Partnership developed the 'Are you ok?' campaign in response to the pandemic. As part of this social media posts were developed with details about domestic abuse services in Bristol and posters/ leaflets were sent to pharmacies, food banks and housing blocks. Digital posters were shared with vaccination centres. In the wake of the Sarah Everard case, work was done to adapt the campaign and share information about where victims of sexual violence could access support.

### **The Mayoral Commission on Domestic Abuse**

The Mayoral Commission on Domestic Abuse was first formed in 2020, by Councillor Helen Godwin and Councillor Asher Craig, as a response to the impact of lockdown on those affected by domestic abuse and sexual violence.

Twenty-eight local and national organisations took part in five themed workshops. These workshops produced the following series of principles which are listed in the report:

- We will start with you and what's right for you.
- There are a range of support services available and ways in which we can build safety with you. There will always be a person available to talk to you and help.
- If you have children, we will work with you to support you, to help you care for your children and keep them safe.
- It's your home and we want you to be able to stay in your home, which means if you want the person who is hurting, scaring or controlling you to be told to leave and not return, we will take action so that you can be safe.
- If staying in your home isn't right for you, or you need a safe home to go to, we will do everything we can to help you to make that happen. Your physical and psychological safety are important to us.
- In every corner of our city, we will work to eliminate sexual violence and abuse, and we will support survivors to feel safe, to recover, and to thrive.

- Domestic abuse and sexual violence are everybody's business – we all have a role to play in making sure Bristol is a zero-tolerance city where domestic abuse and sexual violence are not tolerated, and victims and survivors are supported.

There are 35 recommendations in the report and work on developing and implementing actions in response to them is ongoing.

The full report can be found here

[:https://www.bristol.gov.uk/documents/20182/5134107/The+Mayoral+Commission+on+Domestic+Abuse+report.pdf/9f85d232-fbb0-b91a-4d19-e093ca9546b6?t=1615542794441](https://www.bristol.gov.uk/documents/20182/5134107/The+Mayoral+Commission+on+Domestic+Abuse+report.pdf/9f85d232-fbb0-b91a-4d19-e093ca9546b6?t=1615542794441)

### **The Domestic Abuse Act 2021**

The Domestic Abuse Bill went through parliament and received Royal Assent on the 29<sup>th</sup> April 2021. The passing of the DA Act brings new statutory duties to Local Authorities which are supported by some 'new burden funding' – Bristol's allocation for 2021/22 was £1,079,426. In response to the requirements of the Act we have formed a Domestic Abuse and Sexual Violence multiagency partnership board which sits under the Keeping Bristol Safe Partnership and has responsibility for assessing need, developing a strategy and advising on the commissioning of services. The additional funding has enabled the development of new and existing services including work with children in Safe Houses, 24hr staff cover in the Complex Needs Safe House, a specialist worker to support those affected by domestic abuse from the LGBTQ+ communities and a specialist co-located worker who will be based in our housing teams.

### **Respite Rooms**

Bristol City Council was successful in bidding for some funding from the Department of Levelling Up Communities and Housing (DLUCH) for an emergency accommodation and support service for women who have slept rough and who are- or have been- at risk of abuse and violence. The Bristol Respite Rooms opened on the 1<sup>st</sup> October 2021 it is run on behalf of Bristol City Council by St Mungo's and Next Link. It is a 24hr service with 10 bed spaces. Specialised, trauma and gender informed support and accommodation is provided for up to six weeks with a focus on strengths-based recovery and appropriate, safe move-on.

### **Commissioning of domestic abuse and sexual violence services October 2022- March 2027**

Work on recommissioning these important services from October 2022 is underway and the consultation on this which closed on the 23<sup>rd</sup> January received 189 responses and over 46% of respondents identified as being someone affected by domestic abuse or sexual violence. We are currently reviewing all the information received with a view to going out to tender in early March. More information is available in the [draft commissioning strategy](#).

# Communities Scrutiny Commission

22 February 2022



**Report of:** Mike Jackson, Resources Executive Director

**Title:** Overview of Citizen Services

**Ward:** All

**Officer Presenting Report:** Rizwan Tariq – Head of Citizen Services  
/ Darin Hedges – Citizen Services Manager

**Contact Telephone Number:** 0117 92 23363

## Recommendation:

Members to note and comment the information contained in the report.

## **1. Summary**

An overview of the contact volume dealt within Citizen Service has been provided.

## **2. Context**

This Report sets out, as requested at the Communities Scrutiny Commission held on 20 January 2022, an overview of customer service provision through the council's Citizen Service Centre (CSC) and the Citizen Service Point (CSP).

### **2.1 Citizen Service Centre**

The main purpose of the CSC is to primarily handle calls made by citizens on 30+ services including Benefits & Council Tax, Care Direct, Housing and Waste Management. Advisors are cross trained to handle up to 10 different services depending on complexity of the services. The CSC is open between 0830 and 1800 Monday to Friday (except for Wednesday when the CSC is closed for training between 1200 - 1330).

When citizens call, their calls are automatically routed to the correct advisor based on the options selected. The telephone system will inform the caller of how long they are likely to wait and then put them through to the next available advisor. If there is a queue, the caller will be offered the option of having a call back. If they take this option, they can hang up and wait for the system to call them back and automatically connect them to the advisor who can help.

On connection to an advisor, the citizen is greeted by the advisor who will establish the reason for the call and will either offer self-serve options or aim to resolve the query at the first point of contact. If the query is complex or it requires input from the service area, then it will be referred to the relevant teams. If the citizen's needs suggest that a face-to-face appointment is needed, this will be booked in for the CSP.

Advisors use a range of systems during the call, the initial contact is logged within the Microsoft Dynamics system, for some services the advisor will also use other line of business systems to raise a task or submit a request. The aspiration is to integrate the line of business systems with Microsoft Dynamics to reduce the number of systems advisors currently use to introduce more efficient processes.

Work is currently underway to develop a knowledge database within Microsoft Dynamics to improve the consistency of advice provided, enable further cross skilling, and reduce hand offs for the citizen thus increasing the first contact resolution.

At the onset of the pandemic, the CSC was able to switch from working from the office to home working overnight, enabling the telephone service to be maintained throughout the pandemic. The calls and emails through We Are Bristol were and continue to be handled by CSC advisors, working very closely with Public Health and Community Engagement teams.

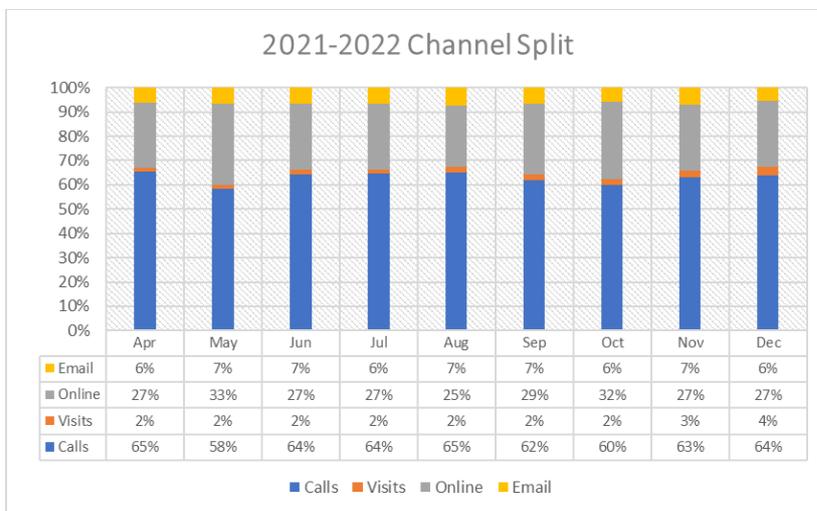
### **2.2 Citizen Service Point (CSP)**

The face-to-face service operates a triage system which enables citizens to be seen by an advisor who can assist them or to self-serve at various self-service terminals located within the CSP. Before the pandemic the CSP would see over 500 citizens on busy days and ensure they all receive the best possible service.

During the pandemic, the face-to-face service was restricted to priority services (such as homelessness and financial crisis) and vulnerable citizens. Screens were installed and number of visitors and appointments were limited to accommodate social distancing, enabling the service to continue functioning (unlike several other local authorities who closed their face-to-face provision during the pandemic).

### 2.3 Demand

Citizens use a number of channels to request services, the most popular channel between April 2021 and December was telephone (63%), followed by fully integrated online (28%), email (7%) and face to face (2%). The biggest shift has been the reduction of face to face which has reduced from ~12% to ~2% due to changes made in the CSP to enable services to be delivered during and since the pandemic.

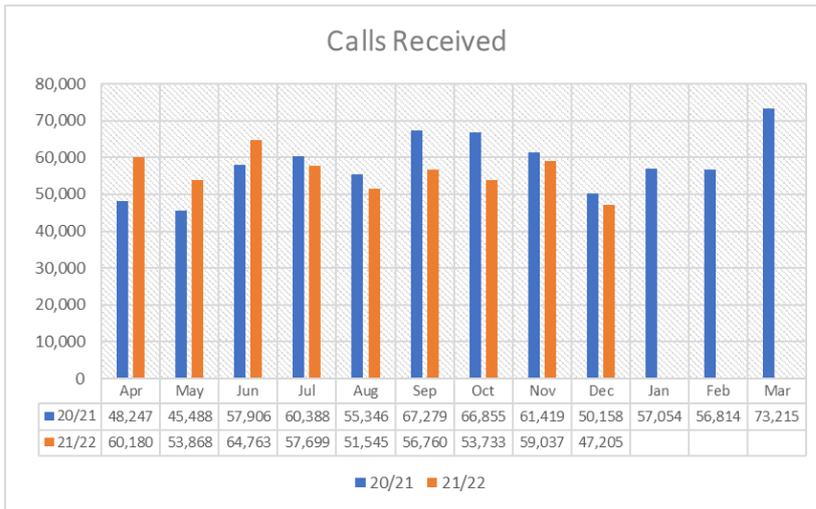


#### 2.3.1 CSC volumes

The CSC received 700,169 calls during 2020-21, whilst there are some variations between individual months, the call volumes between April and December for both years are very similar:

<b>April to December</b>	<b>2020 – 21</b>	<b>2021 – 22</b>
<b>Calls received</b>	513,086	504,970

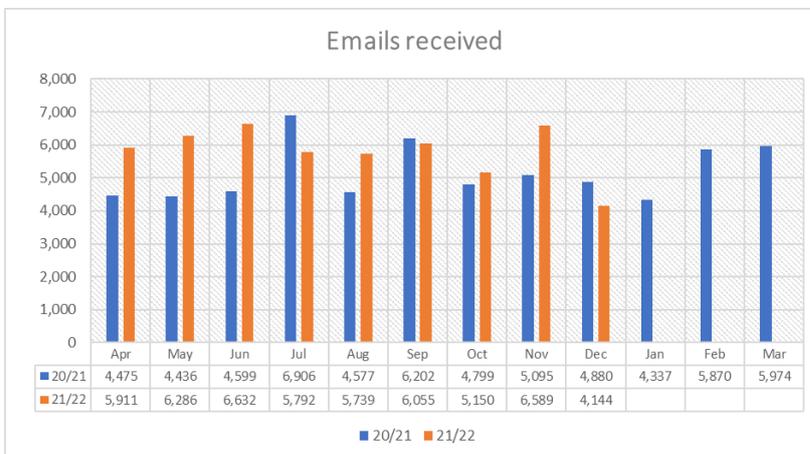
Call volumes will vary from month to month and between services for several reasons e.g., garden Waste and Waste Management tend to be busier during the summer whereas services such as Housing Repairs will receive more calls during the winter as often the query is weather/temperature related. Services such as Council Tax tend to be busier before and after annual billing.



Emails for several services are dealt by advisors working in the CSC. Last year 62,150 emails were received. For comparison the emails received between April and December were:

April to December	2020 – 21	2021 – 22
Emails received	45,969	52,298

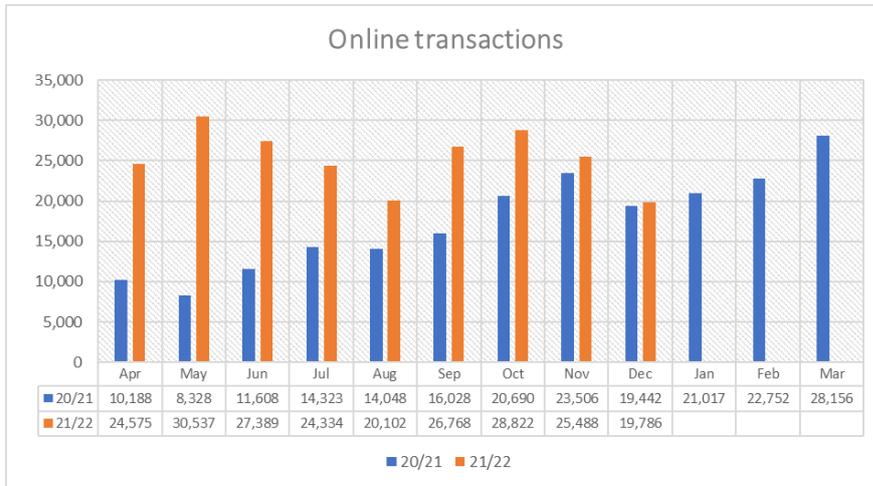
There has been a steady increase in email this year. The service is currently analysing emails to establish why citizens are using email, where there is an online form available on the website, they are signposted to the correct page so that they can log the request directly. The main benefit of this is that for some services the citizen will be able to track their request directly without having to contact an advisor in the CSC.



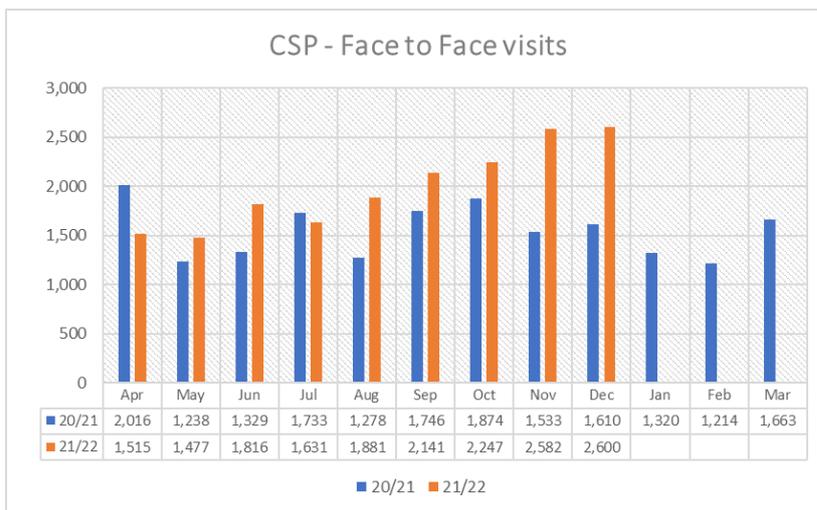
Where there isn't an online option and citizens do have to email, the CSC team is looking at introducing webforms which may still be received as an email in the CSC but will ask the citizen to complete mandatory information required to complete their request. The CSC has noticed that where citizens send a free form email there are usually number of transactions between the advisor and citizen before the complete information is received to allow the advisor to fulfil the request.

Online requests make up 33% of the requests year to date, this has been increasing month on month as citizens become more aware of what is available online. There was a slight dip in online services for a period of time last year where some service areas suspended their services temporarily during the

pandemic e.g., the ordering of replacement waste boxes online was put on hold to prioritise weekly collections whilst there was a national shortage of drivers.



### 2.3.2 CSP volumes



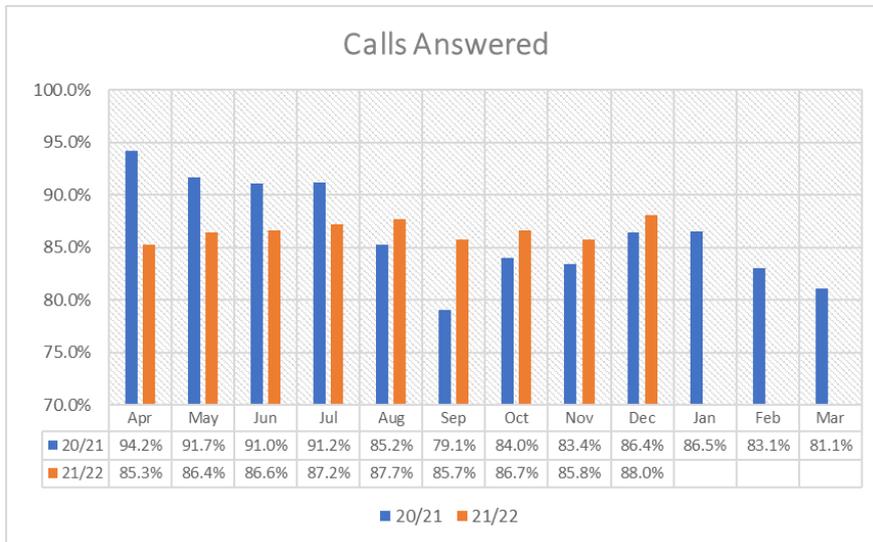
Whilst CSP volumes are significantly lower than the pre-pandemic, the volumes have steadily been increasing since June 2021. The CSP is now dealing with more complex queries and an average transaction is significantly higher than previously. Homelessness triages continue to be the most complex service delivered through the CSP with some transactions taking up to 2 hours.

The CSP continues to prioritise those that are vulnerable or are at risk of harm providing a wraparound support covering a range of services including benefits and local crisis support.

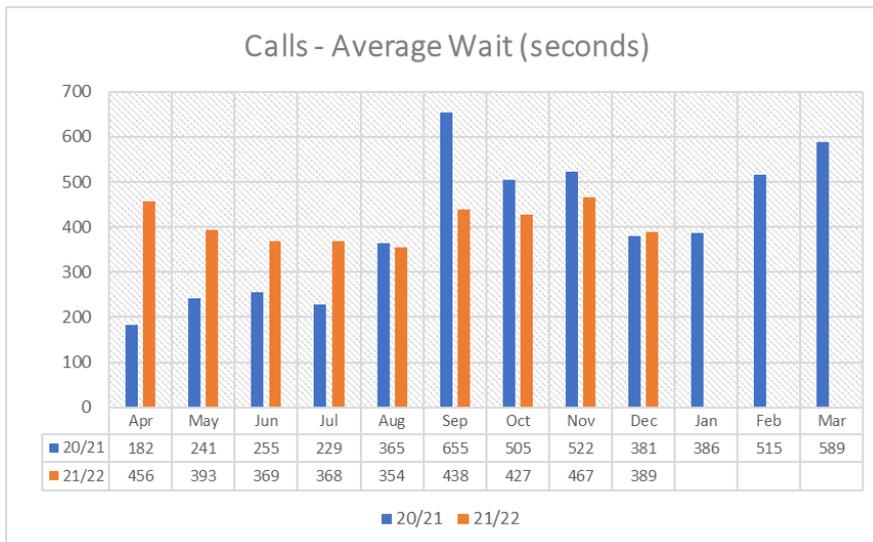
The CSP advisors are also trained to take calls and will log into the telephony system to support the CSC during any downtime in volume.

## 2.4 Performance

The two main quantitative performance measures for the CSC are percentage of calls answered and the average wait time.



The CSC has a target of answering 85% of calls or more and was able to achieve 86.0% last year and has answered 86.5% of calls between April 21 and December 21.



The CSC aims to answer calls within 120 seconds, the average wait time has been significantly higher over the last 2 years due to the nature of calls. The average handle time across most services has increased which does mean that during some periods of the day the average wait time is significantly higher than 120 seconds.

The CSC is able to analyse the busy periods and where possible schedules more staff during the busier periods, there are however, still times where the demand for service far exceeds the available resource.

During busy period, citizens are offered a call back or are signposted to online services which are available 24 hours a day, 7 days a week.

## 2.5 Challenges

The main challenges for the CSC and CSP have been adapting to the Covid arrangements, whilst the CSC and CSP were able to function through the pandemic, several adaptations need to be made such as the installation of protective screens in the CSP.

Recruitment and training of staff was also difficult during the pandemic, the services delivered by the CSC and CSP are complex and training before the pandemic took place in phases – classroom training followed by taking calls followed by classroom training etc., however replicating this virtually was not always as effective and, some newer staff took longer to become proficient in the new services.

The CSP has seen an increase in more vulnerable citizens presenting at the CSP, the advisors spend longer with these citizens than previously which means they are unavailable to see other visitors during this time.

## **2.6 Looking forward**

The CSC will be procuring a new telephony system to improve the citizen experience when they call. The new telephony will also allow newer features such as chat bots and more self-serve options to be introduced which citizens now expect when they call a contact centre.

Subject to approval of the Digital Transformation Programme 2 (DTP2), the Citizen Services team is looking to improve the online offering for citizens for those that can self-serve as part of the programme as well as integrate more services into the current Microsoft Dynamics CRM. Both of these initiatives will not only improve the customer experience but will also improve the efficiency of advisors so that they can focus their time assisting more vulnerable citizens.

From February 2022, changes are being made to the Microsoft Dynamics CRM to allow accurate measuring of first contact resolution and avoidable contact to facilitate process improvement.

## **3. Policy**

*Not applicable*

## **4. Consultation**

### **a) Internal**

Not applicable

### **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)

**Appendices:**

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

**Background Papers:**

*None*

## 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	18 <sup>th</sup> November, 5pm
	Annual Business Report	Annual Business Report	Annual Business Report	Clean Air Zone
Page 105	Q1 Performance Report	Liveable Neighbourhoods <i>(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)	
	Bristol Leisure Services	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 – Adult Social Care				
Sufficiency of placements – children’s homes, foster carers.				
Contextual Safeguarding				
Performance (Q2)				
<b>January 2022</b>				
			<b>25<sup>th</sup> January, 5pm</b>	
			Budget Scrutiny Meeting (Part 1 of 2)	
<b>February 2022</b>				
	<b>21<sup>st</sup> Feb, 3pm</b>	<b>28<sup>th</sup> Feb, 5:30pm</b>	<b>1<sup>st</sup> February, 3.30pm</b>	<b>9<sup>th</sup> February 22</b>
	Keeping Bristol Safe Partnership (Keeping Communities Safe)	Temple Quarter/Temple Island	Budget Scrutiny Meeting (Part 2 of 2)	Companies Business Plans
	Trees Working Group Report	Western Harbour		

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People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
	Waste Report	River Avon Flood Strategy		
	Citizens Services	Bristol Flood Risk Strategy (Statutory)		
	Q2 Performance Report	Q2 Performance Report		
		Q2 Risk Report		
<b>March 2022</b>				
7 <sup>th</sup> March, 10am	<b>March / April (TBC)</b>	<b>Date TBC</b>	<b>TBC</b>	<b>March TBC</b>
Adult Social Care Transformation Programme	Homelessness, temporary housing options and initiatives	Highways Maintenance	Council Tax Reduction Scheme (CTRS) – potential further scrutiny March and May 2022	BCC Business Plans – (note – an informal workshop will take place prior – Feb/March TBC)
Transition between child and adult social care	Community Buildings Usage, Community Asset Transfers, Community Facilities	Strategic Transport Plans		Scrutiny Annual Report to Full Council
Sir Stephen Bubb Report – Review and further response	Ecological Emergency Action Plan	Parking strategy and management of parking		One City Plan
Written Statement of Action (SEND) – Progress	Q3 Risk Report			
Performance (Q3)	Q3 Performance Report			
<b>April 2022</b>				
	<b>As above</b>			<b>Meeting Date TBC</b>

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
<b>Provisional items / to be scheduled</b>				
Inclusive Mainstream Educational Practice – Possible Task & Finish group (March / Apr)	Housing Revenue Account (HRA) <i>(Possible Joint with G&amp;RSC)</i>	Spatial Development Strategy	Finance Monitoring Reports (Standing Item)	Twice Yearly Risk Reports
LGA Peer Review – Child protection and children in need. Outcome and response (briefing to be scheduled February)	Area Committees	Bristol Beacon	Capital Spend against the Budget (end of year)	Gender Identity and Transition Policy (approx. March 22)
		Carbon Reduction	Quarterly Performance Reports	Quarterly Performance Reports
Page 108		Property Strategy and Community Buildings Usage <i>(possible joint item with CSC)</i>	Twice Yearly Risk Reports	Standing Items: <ul style="list-style-type: none"> <li>• Forward Plan</li> <li>• Work programme</li> <li>• WECA- JS Minutes</li> </ul>
			Digital Transformation Programme (DTP) March TBC	City Leap
			Commercialisation & Income Generation	

<b>Health Scrutiny</b>	
<b>Topic</b>	<b>Date</b>
<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 2021, 10am
Community Mental Health Framework	
Healthy Weight	Meeting 2 – 14 <sup>th</sup> March 2022, 10am
Urgent and Emergency Care – Minors Programme	
System working and pressures - Status update	
AWP Patient reconfiguration – For Information	
<b>To be Scheduled / Working Group</b>	
Health Inequalities	
<b>Joint Health Overview &amp; Scrutiny Committee (JHOSC)</b>	
Stroke Programme – substantial variation	Monday, 15 November 2021, 10.30am
Integrated Care System	