

# Overview and Scrutiny Management Board Agenda



**Date:** Wednesday, 27 July 2022

**Time:** 2.30 pm

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

## Distribution:

**Councillors:** Tony Dyer (Chair), Mark Bradshaw (Vice-Chair), Geoff Gollop, Tim Kent, Brenda Massey, Graham Morris, Steve Pearce, Barry Parsons and David Wilcox

Please note:

This particular meeting of the Overview & Scrutiny Management Board will be recorded but will not be webcast live. The video recording of the meeting will be made available on-line as soon as possible after the meeting.

**Issued by:** Lucy Fleming, Democratic Services

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**Date:** Tuesday, 19 July 2022



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 5 - 7)

## 2. Apologies for absence

## 3. Declarations of Interest

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

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

## 4. Minutes of previous meetings

To confirm the following minutes as a correct record:

(Pages 8 - 15)

- a. Overview & Scrutiny Management Board – 29 March 2022
- b. Overview & Scrutiny Management Board – 7 June 2022

## 5. Chair's Business

To note any announcements from the Chair

## 6. Public Forum

Up to 30 minutes is allowed for this item.

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Public Forum items should be emailed to [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 at least 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on **Thursday 21 July 2022**.

Petitions and Statements - Petitions and statements must be received by 12.00 noon 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  
**Tuesday 26 July 2022.**

**7. Annual Business Report**

**(Pages 16 - 33)**

**8. Local Government and Social Care Ombudsman Report - to note**

**(Pages 34 - 41)**

**9. Liveable Neighbourhoods Inquiry Day: Draft Scrutiny Report**

**(Pages 42 - 55)**

**10. Quarterly performance progress report (Quarter 4 2021/22)**

**(Pages 56 - 79)**

**11. Corporate risk management report (Quarter 1 2022/23)**

**(Pages 80 - 126)**

**12. Mayor's Forward Plan (standing item)**

**(Pages 127 - 147)**

**13. Minutes from the WECA Overview and Scrutiny Committee - for information (standing item)**

The minutes of the meetings held on 4 April 2022 and 3 May 2022 are enclosed for information.

**(Pages 148 - 163)**

**14. Work Programme**

To note the work programme.

**(Pages 164 - 167)**



# 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).

## Public meetings

Public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

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

## COVID-19 Prevention Measures at City Hall (from March 2022)

When attending a meeting at City Hall, the following COVID-19 prevention guidance is advised:

- promotion of good hand hygiene: washing and disinfecting hands frequently
- while face coverings are no longer mandatory, we will continue to recommend their use in venues and workplaces with limited ventilation or large groups of people.
- although legal restrictions have been removed, we should continue to be mindful of others as we navigate this next phase of the pandemic.

## COVID-19 Safety Measures for Attendance at Council Meetings (from March 2022)

Government advice remains that anyone testing positive for COVID-19 should self-isolate for 10 days (unless they receive two negative lateral flow tests on consecutive days from day five).

We therefore request that no one attends a Council Meeting if they:

- are suffering from symptoms of COVID-19 or
- have tested positive for COVID-19

## 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](https://www.bristol.gov.uk/about-our-website/privacy-and-processing-notices-for-resource-services)



## Bristol City Council Minutes of the Overview and Scrutiny Management Board

**29 March 2022 at 5.00 pm**

### **Members Present:-**

**Councillors:** Tony Dyer (Chair), Martin Fodor, Geoff Gollop, Tim Kent, Brenda Massey, Steve Pearce and David Wilcox

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

The Chair welcomed all those present.

### **2 Apologies for absence**

Cllr Bradshaw and Cllr Morris sent apologies.

Cllr Hornchen substituted for Cllr Bradshaw.

### **3 Declarations of Interest**

There were no declarations.

### **4 Minutes of the previous meeting**

The minutes of the meeting on the 9 February 22 would be available at the following meeting.

### **5 Chair's Business**

There was no Chair's Business.

### **6 Public Forum**

The Public Forum statement was noted.

## **7 Performance Report Q3 2021-22**

The Head of Insight Performance and Intelligence introduced the report.

- There was a discussion around recycling, and it was noted that communication and clarification around the collection days was needed.
- BCPB225: 'Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases' was discussed and Members requested more information and clarification of the figures and were advised that monthly data was available.
- There was a discussion around citizen satisfaction levels, and it was noted that it was a city-wide measure, and individual service areas carried out their own satisfaction surveys.
- The Chair referred to BPB375 'Reduce the number of empty council properties' and asked for the reasons council homes were empty, and the Board was advised the data would be made available.

### **RESOLVED;**

That;

- Members be provided with further information detailing reasons for empty council homes.
- The report be noted

## **8 Risk Report Q3 2021-22**

The Risk & Insurance Senior Officer introduced the report.

- There was a discussion around how the risk level of CRR36 'SEND' was calculated, and it was noted that the date the risks in the report were analysed to was 21 December 21, and that further information would be requested from the risk owner.
- CRR32 'Failure to deliver enough affordable Homes to meet the City's needs' was referred to and the Board was advised that reasons behind the risk level, and whether the risk level improved after the HRA budget and Goram Homes Business plan were approved, would be requested from the risk owner.
- CRR13 'Financial Framework and Medium-Term Financial Plan (MTFP)' and CRR41 'Long Term Major Capital Projects' were referred to, and the Board requested assurances that there had been proper consideration around how inflation and increasing interest rates would affect the figures. Members were advised that requests for clarification around the wording related CRR13 on the effect of inflation, and for updated information for CRR41, would be passed to the risk owners.

**RESOLVED;**

That;

- Members be provided with further information detailing (i) how the risk level of CRR36 SEND was calculated; (ii) the reasons behind the risk level of CRR32 Failure to deliver enough affordable Homes to meet the City's needs; (iii) whether the risk level of CRR32 improved after the HRA budget and Goram Homes Business plan were approved; (iv) clarification around the wording related CRR13 'Financial Framework and Medium Term Financial Plan (MTFP)' around the effect of inflation, and (v) for updated information for CRR41 'Long Term Major Capital Projects'.
- The report be noted.

**9 Scrutiny Annual Report 2021-22**

The Head of Democratic Engagement introduced the report.

- The Board was advised that the report, subject to agreement, would be brought to Full Council on the 24<sup>th</sup> May.
- There was a conversation around resource allocated to scrutiny, and the Chair stated that there was an opportunity to review how scrutiny operated; and it was agreed that there should be a focus on earlier engagement with topics for scrutiny, and there should be resource allocated which enabled scrutiny to affect policy development.

**RESOLVED;**

That;

- The Business Plan Workshops and Member engagement into the development of the corporate strategy be added to the report as good examples of policy development work.
- The structure of scrutiny be reviewed.

**10 Work Programme**

The Board heard that the Liveable Neighbourhoods Inquiry Day would be scheduled in June/July.

**RESOLVED;**

That the work programme was noted

**11 Bristol City Council Business Plans**

The Head of Policy and Public Affairs and the Head of Insight Performance and Intelligence introduced the report.

- There was a discussion around TC3 ‘Safe and active travel’ within Theme 6 Transport and Connectivity, and whether the related performance indicators were appropriate, the Board was advised that metrics were aligned to priority statements as much as possible.
- There was a discussion about the timeliness of the workshops, and the Board was advised that it was a challenge to identify how to best engage OSMB, with the consideration of the tight timeframe to deliver the workshop between service planning and budget setting; and feedback from Members helped to identify the best time to deliver the workshops.
- Members stated that it had been noted that Key Performance Indicators (KPIs) were not all directly related to the actions, and this was an area for improvement. However, Members were advised that the intention was to tie KPIs back to the high-level Themes and Priorities, and that the new performance framework this year would also report on actions, reflecting the new approach to how performance was measured.

**RESOLVED;**

That the report was noted.

## 12 City Leap

The Executive Director of Growth & Regeneration and the Head of City Leap introduced the report.

- There was a discussion around how City Leap, by way of inward investment and generation of a skills and labour base, aimed for acceleration of decarbonisation across the City. It was noted that City Leap’s focus was on the Council owned estate; but Board agreed that it was important to bring the benefits to everyone across Bristol, including access for people in privately owned homes.
- Members welcomed that grass-roots organisations would not be excluded from the opportunities from City Leap, and Members asked for further assurances and details on how the Partner intended to work with and engage local organisations.
- There was a discussion around the transfer of Council staff from energy services, and Members noted that this would necessitate a TUPE process, undertaken before the transfer was concluded. Members were advised that the council would not duplicate knowledge and expertise which would be within the City Leap Partner, which would be expected to lead on implementation of concepts and ideas; and the role of the Client would be to hold the Partner’s performance to account.
- The Board were advised that a fundamental part of City Leap was that it benefitted the people of Bristol, and Members welcomed the plans to supply jobs and apprenticeships for local people across Bristol, and to uphold equality and diversity policies, including aiming to ensure the workforce is representative of Bristol’s communities.

- There was a discussion around City Leap's projected annual contribution to decarbonisation, and Members were advised the methodology for calculating carbon savings had been verified by an independent third party.
- The Board requested assurances that there has been consideration around how inflation and increasing interest rates would affect the figures as set out in the report; including whether inflation had been considered with regard to the Partner's expected investment.
- There was a discussion around how the current heat network assets would be transferred, and the Board was advised that one company that contained all the assets would be created, which would be the subject of the report scheduled to be brought to OSMB in June.
- There was a discussion about the carbon saving target and the Board was advised that an accurate figure at year 5 and beyond as an annual percentage could be provided.
- The Board were pleased to hear that the Council would retain ownership of its wind and solar assets.
- There was a discussion about the heat network and concerns were raised around consumer protection. Members were advised that the principle was to protect residents and consumers in advance of a developed regulatory regime; and these safeguards would be detailed in future report brought to OSMB.
- The Chair referred to the commitment to local training and jobs opportunities and noted that it was important that areas with high social economic deprivation were prioritised. The Board heard that the Social Value Portal was utilised and deprived parts if the city had a high weighted commitment to jobs and training.
- It was confirmed that the Council would not make a contribution to the running cost of the Joint Venture. There was a discussion about payments the council would receive which was outlined in the report, which was guaranteed.
- Next steps and associated risks were discussed, and Members heard that there was a contingency budget if more time to agree the deal after December was required; there was an expectation that the next steps would meet target dates, and so OSMB would receive a report in June.
- The Board was positive about the proposals, and in principle supported the next steps. Whilst the Board acknowledged that the process to appoint the Partner was commercially sensitive and confidential, Members noted that more information would have been useful for informed overview and scrutiny.

**RESOLVED;**

**That;**

- The Board receives clarification whether there was consideration of inflation with regard to the Partner's commitment to invest to achieve City Leap's projected annual contribution to decarbonisation.

- The Board receives clarification as to whether council homes which had been purchased under the Right-to-Buy scheme would be beneficiaries of City Leap projects.
- The annual percentage of overall carbon reduction of the city as a result of the contribution by City Leap at year 5 and beyond be provided to the Board.
- The Report be noted.

### **13 Exclusion of Press and Public**

There was no exempt discussion.

### **14 City Leap**

There was no exempt discussion.

### **15 Mayor's Forward Plan - Standing Item (for information only)**

The Mayor's Forward Plan was noted.

### **16 Minutes from the WECA Overview and Scrutiny Committee - standing item (for information only)**

The minutes were noted.

# Bristol City Council

## Minutes of the

### Overview and Scrutiny Management Board

7 June 2022 at 1.30 pm



#### **Members Present:-**

**Councillors:** Tony Dyer (Chair), Mark Bradshaw (Vice-Chair), Geoff Gollop, Brenda Massey, Graham Morris, Steve Pearce and David Wilcox

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

The Chair welcomed the attendees to the first Overview and Scrutiny Management Board meeting of the municipal year. The meeting was held to confirm the Annual Scrutiny Work Programme for the 2022 – 2023 year.

#### **2 Apologies for absence**

Apologies were received from Cllr Kent. Cllr Brown attended as a delegate.

#### **3 Declarations of Interest**

No declarations were received.

#### **4 Chair's Business**

The Chair noted that while it had been intended to publish the draft Scrutiny Work Programme in advance of the meeting this had not been possible. It was intended to publish the document shortly after the meeting.

## **5 Public Forum**

No Public Forum was received.

## **6 Annual Scrutiny Work Programme 2022-2023**

Each Commission Chair had worked with their commission members and relevant Bristol City Council Officers to develop an appropriate work programme for the year. The Commission Chairs were invited to present the agreed items as outlined in the Annual Scrutiny Work Programme 2022 / 23.

**RESOLVED; That the Annual Scrutiny Work Programme 2022 – 2023 be approved.**

Meeting ended at 2pm.

## Overview and Scrutiny Management Board



27 July 2022

**Report of:** Director, Legal and Democratic Services

**Title:** Annual Business Report

**Ward:** N/A

**Officer Presenting Report:** Lucy Fleming, Head of Democratic Engagement

**Contact Telephone Number:** 0117 9222483

### Recommendations:

- a. To note the membership of the Board for 2022/2023.
- b. To note dates and times for meetings in 2022/2023.
- c. To note the Scrutiny Terms of Reference.
- d. To note the Mayoral Question Time arrangements.
- e. To establish the Call In Sub-Committee and confirm the chairing arrangements.

### The Significant Issues in the Report

As set out in the report.



## **1. Policy**

N/A

## **2. Consultation**

N/A

## **3. Context**

At the annual meeting on 24 May 2022, Full Council established the following:

- Overview and Scrutiny Management Board
- People Scrutiny Commission (and the Health Sub-Committee of the People Scrutiny Commission)
- Growth and Regeneration Scrutiny Commission
- Communities Scrutiny Commission
- Resources Scrutiny Commission

### **Full Council made the following appointments:**

Chair of OSMB: Councillor Tony Dyer

Vice Chair of OSMB: Councillor Mark Bradshaw

## **4. Proposal**

OSMB is asked to:

- a. Note the membership for 2022/2023

The Board comprises 9 Members (Labour 3; Green 3; Conservative 2; Liberal Democrat 1) as follows:

Councillor Tony Dyer (Chair)  
Councillor Mark Bradshaw (Vice Chair)  
Councillor Geoff Gollop  
Councillor Tim Kent  
Councillor Brenda Massey  
Councillor Graham Morris  
Councillor Barry Parsons  
Councillor Steve Pearce  
Councillor David Wilcox

- b. Agree the proposed dates and times of meetings in 2022/2023

There will be six meetings of the Board during 21/22 – dates and times are proposed as follows:

1. Wednesday 27<sup>th</sup> July 2022, 2.30pm.

2. Thursday 1<sup>st</sup> September 2022, 3.30pm
3. Monday 17<sup>th</sup> October 2022, 2.30pm
4. Date TBC
5. Date TBC
6. Date TBC

**c.** To note the Scrutiny Terms of Reference.

See appendix A.

**d.** To note Mayoral Question Time arrangements preceding OSMB meetings.

OSMB is asked to note the Mayoral Question Time arrangements as set out in Appendix B to this report. The times and dates of meetings is to be revisited in September 2022.

**e.** To establish the Call In Sub-Committee and to note the arrangements:

Where non-executive councillors have evidence which suggests that the Executive did not take a decision in accordance with the principles set out in Article 14 (Decision Making) of part 2 of the Constitution, they may ask the Proper Officer to ‘call in’ the decision for scrutiny.

If the requirements are met the Proper Officer will call-in the item and within five working days of the request give notice as to the date on which the call-in will be considered by a Call-in Sub Committee.

The membership will be 6 (non-executive) Members, the proportionality being 2 Labour, 2 Green, 1 Conservative and 1 Liberal Democrat. The names of Members to serve on each Call In Sub-Committee will be determined by the Whips.

In line with the report to OSMB in October 2020, it is proposed that the Chair of each Call In Sub Committee rotates, and for 2022/23 the following order is proposed; Labour, Conservative, Green, Lib Dem, Labour, Green.

## **6. Other Options Considered**

N/A

## **7. Risk Assessment**

N/A

## **8. Public Sector Equality Duties**

N/A

## 9. Legal and Resource Implications

N/A

### **Appendices:**

Appendix A	Scrutiny Terms of Reference
Appendix B	Mayoral Question Time Procedure Rules (OSR 21)
Appendix C	Call In Sub-Committee Procedure Rules (OSR 17)

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

**Background Papers:** Council constitution

**TERMS OF REFERENCE OF COMMITTEES**

Each committee has delegated authority to undertake all responsibilities and actions falling within its terms of reference.

**COMMITTEE TERMS OF REFERENCE:****A. OVERVIEW AND SCRUTINY COMMITTEES****OVERVIEW AND SCRUTINY MANAGEMENT BOARD****Terms of Reference****Functions**

In accordance with legislation (Local Government Act 2000, Health and Social Care Act 2001, NHS Act 2006, Police and Justice Act 2006, Flood and Water Management Act 2010, Localism Act 2011, Health and Social Care Act 2012) the Board will meet six times a year to discharge the Council's overview and scrutiny function, including but not limited to the following:

**General**

1. Overview and scrutiny of strategic priorities and policy, including the Council's policy framework and review of their impact on service delivery and outcomes for people in Bristol.
2. Work with, inform and hold the Mayor/Executive to account in relation to the development, implementation and review of strategic priorities and policy.
3. Review and scrutinise decisions made, or other action taken in connection with the discharge of any functions which are the responsibility of the Mayor/Executive, functions which are not the responsibility of the Executive, and functions which are the responsibility of any other bodies the Council is authorised to scrutinise.
4. Make reports and recommendations to Full Council, the Mayor/Executive and/or any 'Other Body' on matters within their remit and on matters which affect the authority's area or the inhabitants of that area.
5. Develop the external focus of overview and scrutiny on 'city-wide issues' (and where appropriate sub regional, regional and national issues), in particular through collaborative work with local partner authorities, providers, stakeholders and members of the public.

6. Working with Joint Scrutiny Committees, namely West of England Combined Authority Overview and Scrutiny Committee, Joint Health Committee and Joint Health Overview Scrutiny Committee, to scrutinise the work and effectiveness of partners, where the powers of scrutiny allow, and other local strategic partnerships such as the Local Enterprise Partnership.
7. Scrutinise governance arrangements at strategic and local level (e.g. Area Committees) to ensure these are fit for purpose and deliver good decision making, accountability, transparency and involvement.
8. To consider organisational performance (ICT, legal, financial and HR services) and commission performance reviews through the relevant Scrutiny Commissions.
9. To develop a budget review process and ensure that budget proposals are subject to rigorous challenge (likely to be allocated to the MTFP/Budget Scrutiny Task Group).

### **Management Function**

10. To manage, develop and champion the overview and scrutiny function of the Council:
  - (a) As a vehicle to provide constructive challenge, public accountability and improved outcomes for people in Bristol.
  - (b) As a forum to consider evidence and different views and opinions and respond to public priorities.
  - (c) To promote confidence and greater involvement in local democracy.
  - (d) To set the overall scrutiny work programme, oversee the work programme of each of the Commissions and ensure the effective co-ordination of those programmes within the resource envelope available (to include commission meetings, select committees, sub-committees, working groups and any other forms of scrutiny that may be established by virtue of the Overview and Scrutiny Procedure Rules).
  - (e) To consider requests for scrutiny reviews under the Councillor Call for Action process.
  - (f) To review and evaluate the effectiveness of the overview and scrutiny function and make recommendations to Full Council and propose any changes to the Constitution as necessary.

## **B RESOURCES SCRUTINY COMMISSION**

### **Terms of reference - Overview**

The role of the Commission is the overview and scrutiny in respect of the implementation of policies, decisions, performance and actions relating to the Resources Directorate with functions that include Legal, Finance, HR, ICT, Policy & Strategy, Procurement, Revenue and Benefits and Commercialisation.

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

## **C      PEOPLE SCRUTINY COMMISSION**

### **Terms of reference - Overview**

The role of the commission is the overview and scrutiny of matters relating to the Adults, Children and Education Directorate, including:

Adults: Front Door/ Hospital Social Care teams, Maximising Independence, Safeguarding/ Deprivation of Liberty, Approved Mental Health Act Service, Strategic Commissioning/ Contracts & Quality, Early Intervention/ Targeted support, and Intermediate Care, Reablement and Regulated Services.

Childrens: Early Help, Targeted Support, Safeguarding including Child Protection Social Work Services and Permanency and Specialist Services for children in care, care leavers and disabled children and their families.

Education: HOPE Virtual School, Early Years, School Partnerships, Specialist Education and Access, and Employment, Learning & Skills.

### **Public Health and the Statutory Health Overview and Scrutiny Function**

### **Functions**

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

affect the authority's area or the inhabitants of that area and to monitor the response, implementation and impact of recommendations.

4. To work in collaboration with the Mayor/relevant Executive Member and receive updates from that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.
5. To report to the Overview and Scrutiny Management Board on progress against the work programme and on any recommendations it makes.

## **D GROWTH AND REGENERATION SCRUTINY COMMISSION**

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

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

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

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

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

### **Functions**

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

response, implementation and impact of recommendations.

4. To work in collaboration with the Mayor/relevant Executive Member and receive updates from that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.
5. To report to the Overview and Scrutiny Board on progress against the work programme and on any recommendations it makes.

## **E COMMUNITIES SCRUTINY COMMISSION**

### **Terms of reference - Overview**

The role of the Commission is the overview and scrutiny of matters relating to the Communities Directorate including; Customer Services, Housing & Landlord Services (including housing options, private sector housing, and estate management) Crime and Disorder (including the Statutory Scrutiny Function), recycling, waste and environmental issues, neighbourhoods, sport, leisure and physical activity and Area Committees.

### **Functions**

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

## **F JOINT HEALTH SCRUTINY COMMITTEE**

### **Terms of Reference**

#### **Functions**

1. Where more than one local authority is consulted by a local NHS body in respect of any proposal, which it has under consideration for the substantial development of the health service or the substantial variation of such service, to review and scrutinise such proposal jointly with any other local authority so consulted.
2. Where a matter is referred to it by Healthwatch to consider whether to exercise any powers in relation to the matter, taking into account information supplied by Healthwatch.
3. Where more than one local authority has an interest in the planning, provision and operation of health services which cross geographical boundaries, to review and scrutinise any such matters jointly with any such other local authority.
4. To require the local NHS body to provide information about the proposal under consideration and where appropriate to require the attendance of a representative of the NHS body to answer such questions as appear to it to be necessary for the discharge of its function in connection with the consultation.
5. To prepare a report to the health body and the participating local authorities, setting out any comments and recommendations on any matter reviewed or scrutinised.
6. To report to the Secretary of State in writing where it is not satisfied that consultation on any proposal referred to in paragraph (1) has been adequate in relation to the content or time allowed.
7. To report to the Secretary of State in writing in any case where it considers that the proposal referred to in paragraph 1 above would not be in the interests of the health service in the area of the Joint Committees participating local authorities.

## **G TERMS OF REFERENCE OF THE WEST OF ENGLAND COMBINED AUTHORITY OVERVIEW AND SCRUTINY COMMITTEE (“THE WECA OVERVIEW AND SCRUTINY COMMITTEE”)**

The functions of the Overview and Scrutiny Committee primarily relate to scrutinising the work of the WECA and making appropriate recommendations as to the discharge of its function

The WECA Overview and Scrutiny Committee shall have the power to:-

- (i) Review or scrutinise decisions made or other actions taken, in connection with the discharge of any functions which are the responsibility of the WECA;
- (ii) Make reports or recommendations to the WECA on matters that affect the WECA area or the inhabitants of the area;
- (iii) Make reports or recommendations to the WECA with respect to the discharge of any functions which are the responsibility of the WECA.
- (iv) In so far as the business of the Local Enterprise Partnership Business Board (LEP) relates to the discharge of functions of the WECA, the WECA Overview and Scrutiny Committee shall have the power to scrutinise the LEP as set out in (i) – (iii) above.

Save for the provision in Section A – Standing Orders (Descriptions and Rules of Procedure), that can only apply to a meeting of the West of England Combined Authority, the rules of procedure will apply to meetings of the Overview and Scrutiny.

## **H JOINT OVERVIEW AND SCRUTINY ARRANGEMENT**

Terms of Reference of the Joint Overview and Scrutiny Arrangement comprising of the Constituent Councils of the West of England Combined Authority, the Mayor and North Somerset Council (“The Joint Overview and Scrutiny Arrangement”)

Joint Overview and Scrutiny shall have the power to:-

- (i) Review or scrutinise decisions made or other actions taken, in connection with the discharge of any functions which are the responsibility of the Joint Committee;
- (ii) Make reports or recommendations to the Joint Committee on matters that affect the Joint Committee area or the inhabitants of the area;
- (iii) Make reports or recommendations to the Joint Committee with respect to the discharge of any functions which are the responsibility of the Joint Committee.

Save for the provision in Section A – Standing Orders (Descriptions and Rules of Procedure), that can only apply to a meeting of the West of England Combined Authority; the rules of procedure will apply to meetings of the Voluntary Joint Scrutiny Arrangement.

**OSR 21**

**Mayoral Question Time**

- i) Immediately before four of the meetings of the Board, the Council will hold a Member Mayoral and Executive Question Time for members of Council only.
- ii) The Question Time will be chaired by the Chair of the Board or in his absence the Deputy Chair or by a member elected by the members to preside if neither is present.
- iii) The Question Time will last for no more than one hour.
- iv) A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the proper officer by no later than 12 noon on the working day before the day of the meeting. Each question must give the name of the questioner. Copies of all questions will be circulated to all members and made available to the public attending the meeting by no later than one hour before the meeting.
- v) Questions will be asked in the order notice of them was received, except that the Chair of the Board may group together similar questions.
- vi) Members of Council shall be entitled to ask two questions and two supplementary questions. Questions must concern matters on the agenda of Board meeting. A supplementary question must arise directly out of the original question or the reply.
- vii) Replies to questions will be given verbally. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- viii) The person presiding may rule out questions which in his opinion are defamatory, offensive or frivolous, or which require the disclosure of confidential or exempt information.
- ix) The person presiding shall rule out questions that are not about a matter for which the local authority has a responsibility or which directly affect the city.

**OSR17****What is Call in and How Does it Operate?**

Where non-executive Councillors have evidence which suggests that the Executive did not take the decision in accordance with the principles set out in Article 14 (Decision Making) of part 2 of the Constitution, they may ask the Proper Officer to “call in” the decision for scrutiny.

- (a) When a decision is made by the executive or a key decision is made by an officer with delegated authority from the executive, or under joint arrangements, the decision shall be published, including where possible by electronic means, and shall be available at City Hall normally within two clear working days of the decision being made. Chairs and Members of the relevant Overview and Scrutiny Committee will be sent copies of the records of all such decisions within two clear working days, by the Proper Officer responsible for publishing the decision.
- (b) That notice will bear the date on which it was published and will specify that the decision will come into force, and may then be implemented, on the expiry of five clear working days from the date the decision was taken, unless the decision is ‘called in’.
- (c) During that period, at least five non-executive Members may ask the Proper Officer to call in a decision for scrutiny using the appropriate pro forma. The Proper Officer will first satisfy themselves that the following requirements have been met:
  - (i) the call in notice has been received within the prescribed time scales;
  - (ii) the decision taker’s decision has been properly identified and described;
  - (iii) the Members seeking the call in have identified those principles of Article 14 of the Constitution which they believe have been breached.
- (d) If the requirements are met the Proper Officer will call in the item and within five working days of the request, give notice as to the date on which the call in will be considered by the Call in Sub Committee, which will be held within 10 days of the request for call in being approved by the Proper Officer. If a debate at Full Council is decided by the Call in Sub Committee then this will be held within ten days at an extraordinary meeting of Full Council or at the Lord Mayor’s discretion
- (e) The Call in Sub Committee will decide either:
  - (i) to take no further action in relation to the call in; or
  - (ii) to refer the decision back to the decision taker, setting out in writing the nature of its concerns; or

(iii) to refer the matter for debate at Full Council.

(f) If the Call In Sub Committee:

- (i) meets on the date specified in the notice in (d) above but does not either refer the matter back to the decision maker or refer the matter to the Full Council, then the decision will take effect on the date of the Call in Sub Committee's meeting; or
- (ii) does not meet on the date specified in the notice in (d) above, then the decision will take effect on the first working day after that specified date.

If it is agreed that the matter be referred back to the decision maker they shall then reconsider at their next scheduled meeting (or sooner in the event of urgency), amending the decision or not, before adopting a final decision.

- (g) If the matter is referred to the Full Council and the Full Council does not object to the decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Full Council does object, it has no locus to make decisions in respect of an executive decision unless it is contrary to the Policy and Budget Framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Full Council will refer any decision to which it objects back to the decision maker, together with the Full Council's views on the decision. The decision maker shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Mayor / Cabinet / Executive or under joint arrangements, then within seven clear working days of the Full Council request, notice must be given of the date of the meeting to reconsider the decision.
- (h) If the Full Council does not meet, or if it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Full Council meeting or expiry of the period in which the Full Council meeting should have been held, whichever is the earlier.
- (i) Decisions taken by an Area Committee shall not be subject to call in.

## Overview and Scrutiny Management Board

27 July 2022



**Report of:** Tim O'Gara, Director - Legal and Democratic Services

**Title:** Decision of Local Government and Social Care Ombudsman  
(Complaint reference 21 007 446)

**Ward:** N/A

**Presenting Report:** Councillor Tony Dyer, OSMB Chair

### **Recommendation:**

That the Overview and Scrutiny Management Board note the decision report of the Local Government and Social Care Ombudsman as set out at Appendix A.

### **The Significant Issues in the Report**

As set out in the report.



## **1. Policy**

N/A

## **2. Consultation**

N/A

## **3. Context**

- a. On 4 March 2022, the Local Government and Social Care Ombudsman issued a final decision report regarding a complaint against Bristol City Council in relation to delays in the Education, Health and Care process. The full report is set out at Appendix A.
- b. One of the actions requested by the Ombudsman (para. 57) was that the Council agree, within 3 months of the decision, to ‘send a copy of the final decision to the relevant scrutiny committee so there is democratic oversight of the extent of the problems affecting children and families waiting for EHC assessments in Bristol.’
- c. As the Ombudsman’s report was issued/published on 4 March, it was not practicable to formally report the decision to the 7 March meeting of the People Scrutiny Commission. The next meeting of the People Scrutiny Commission is on 12 September 2022. To avoid further delay in meeting the Ombudsman’s request, the Chair of the OSMB and the Chair of the People Scrutiny Commission have agreed that is appropriate for the report to be submitted to this meeting of the OSMB. A copy of the decision report is in the public domain as published by the Ombudsman and was also sent to the members of the People Scrutiny Commission following its publication.

## **4. Proposal**

The Overview and Scrutiny Management Board is asked to note the report of the Local Government and Social Care Ombudsman as set out at Appendix A.

## **5. Other Options Considered**

N/A

## **6. Risk Assessment**

N/A

## **7. Public Sector Equality Duties**

N/A

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

N/A

**Appendices:**

Appendix A –

Local Government and Social Care Ombudsman's final decision in relation to  
complaint ref. 21 007 446

## The Ombudsman's final decision

**Summary:** Ms B complained about delays in the Education, Health and Care (EHC) process. She complained the Council failed to issue her son, C's, final EHC plan within the statutory timeframe. We found fault with the Council. The Council agreed actions to remedy the injustice to Ms B.

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### The complaint

1. Ms B complained about delays in the Education, Health and Care (EHC) process for her son, C.
2. She also complained the Council failed to consult relevant professionals during its assessment.
3. Ms B said the delay caused distress and frustration. She also said C missed out on provision and her right of appeal was delayed.

### The Ombudsman's role and powers

4. We investigate complaints about 'maladministration' and 'service failure'. In this statement, I have used the word fault to refer to these. We must also consider whether any fault has had an adverse impact on the person making the complaint. I refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. (*Local Government Act 1974, sections 26(1) and 26A(1), as amended*)
5. We cannot investigate complaints about what happens in schools. (*Local Government Act 1974, Schedule 5, paragraph 5(b), as amended*)
6. The law says we cannot normally investigate a complaint when someone can appeal to a tribunal. However, we may decide to investigate if we consider it would be unreasonable to expect the person to appeal. (*Local Government Act 1974, section 26(6)(a), as amended*)
7. If we are satisfied with a council's actions or proposed actions, we can complete our investigation and issue a decision statement. (*Local Government Act 1974, section 30(1B) and 34H(i), as amended*)
8. Under the information sharing agreement between the Local Government and Social Care Ombudsman and the Office for Standards in Education, Children's Services and Skills (Ofsted), we will share this decision with Ofsted.

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## **How I considered this complaint**

9. I spoke to Ms B and considered the information she provided with her complaint. I made enquiries with the Council and considered its response along with relevant law and guidance.
10. Ms B and the Council had the opportunity to comment on my draft decision. I carefully considered their comments before making a final decision.

## **What I found**

### **Law and guidance**

#### **Education, Health and Care plans (EHCP's)**

11. The special education needs and disability code of practice 2015 (The Code) provides statutory guidance on the duties Councils have in relation to part three of the Children and Families Act 2014. It relates to children and young people with special education needs (SEN) and disabled children and young people.
12. A child with special educational needs may have an Education, Health and Care plan (EHCP). This sets out the child's needs and what arrangements should be made to meet them. The EHCP is set out in sections. We cannot direct changes to the sections about education, or name a different school. Only the tribunal can do this.
13. The Council is responsible for making sure that arrangements specified in the EHCP are put in place. We can look at complaints about this, such as where support set out in the EHCP has not been provided, or where there have been delays in the process.
14. If parents or a young person disagrees with the content of an EHCP or the proposed placement, they can appeal the First Tier Tribunal Special Educational Needs and Disabilities (SEND) Tribunal.
15. The process of EHC needs assessment and EHC plan development must be carried out in a timely manner. The time limits are the maximum time allowed.
16. The whole process of EHC needs assessment and EHC plan development, from the point when an assessment is requested until the final EHC plan is issued, must take no more than 20 weeks.

### **What happened**

17. What follows is a brief chronology of key events. It does not contain all the information I reviewed during my investigation.
18. C's school asked the Council to assess him for an EHCP in January 2021. The Council agreed to the assessment and told Ms B in February 2021.
19. As part of the assessment the Council asked for information from social care, health and Bristol Autism Service (BAT).
20. Ms B complained to the Council in May 2021. She complained about the delays and the Council had not told her if it had decided whether to issue an EHCP.
21. The final EHCP should have been issued by 3 June 2021, 20 weeks from when the assessment was requested.
22. Ms B complained again in June 2021. She had not received a response to her complaint and the Council had not met the timeframes to issue the final EHCP.

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She also said it had failed to obtain information or advice from the professionals she requested.

23. The Council responded in July 2021. It upheld her complaint about the delays. It partially upheld her complaint about the information and advice from professionals during the assessment. It apologised to Ms B and explained the difficulties it had with the service and some of the steps it was taking.
24. Ms B was not happy with the response. The Council considered the complaint at stage two of its complaint process. It gave its final response in August 2021. It agreed with the stage one response. It said there were other cases that had exceeded the 20-week timeframe and the service was working through them in chronological order. It said it could not prioritise C's assessment as it was not fair on other families. It also said it could not give her a date by which the assessment would be completed.
25. The stage two response explained what services it had requested advice and information from as part of the assessment.
26. In August 2021 the Council chased the response from health about the request for occupational therapy advice and information for the assessment. Health said C was on the waiting list.
27. In November 2021 the Council allocated a case coordinator from the SEN assessment team, officer A.
28. The Council decided to issue an EHCP at its panel in early November 2021. It issued the first draft EHCP the next day.
29. During November and December 2021 officer A and Ms B corresponded about changes to the draft EHCP and schools for consultation.
30. The Council sent Ms B a copy of the revised draft EHCP in January 2022.
31. At the end of January 2022 Ms B agreed for the final EHCP to be issued naming a type of school rather than a specific educational establishment. Ms B agreed and said she was happy with the content of the revised draft EHCP.
32. The final EHCP was issued in February 2022.
33. C remained at his existing school during the period subject of this complaint.
34. Ms B complained to the Ombudsman because she was unhappy with the delays and did not feel the Council's complaint responses properly addressed the issues causing the delays.

## **My findings**

### **Delays**

35. I found fault with the Council for significant delays in the EHC process.
36. The final EHCP for C should have been issued by 3 June 2021. It was issued eight months late.
37. In its response to my investigation the Council explained the SEN team were operating at a reduced capacity from February to July 2021. It recruited additional staff to address the shortfall and a case coordinator was allocated to C in November 2021.
38. The Council said it has made "*considerable progress*" since a joint Ofsted and CQC inspection identified significant concerns about the Council's SEND system

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in 2019. The Council produced a written statement of action in response the concerns.

39. The Council said:

*"The data and feedback from many families, evidence that we have come a long way since the inspection, but we are acutely aware that many more families are yet to experience real change and are still waiting too long for their children and young people's needs to be met effectively".*

40. The information the Council provided during my investigation suggests that many other families are experiencing the same delays as Ms B and her case is indicative of a wider service issue. Although the Council has taken steps to improve its SEND system the EHC process is still letting many children and families down because it is failing to meet the statutory deadlines.

#### **Information and advice from other services and professionals**

41. I found fault with the Council for delays in obtaining information and advice from other services and professionals during the EHC assessment.
42. Section nine of The Code explains the process for gathering information and advice from relevant professionals for the assessment. It sets out the Council's duties.
43. It says the Council must gather advice from relevant professionals about the child's education, health and care needs, desired outcomes and special educational, health and care provision that may be required to meet identified needs and achieve desired outcomes.
44. Advice and information requested by the Council must be provided within six weeks of the request, and should be provided more quickly wherever possible, to enable a timely process.
45. In this case the decision to assess C was made on 23 February 2021. Other than the parental and social care information all the other information the Council requested was not provided within six weeks.
46. Whilst this delay was not because of the Council there was also no evidence of any real effort to progress the case and chase the missing information until Officer A was allocated in November 2021. Officer A actively progressed the case, regularly updated Ms B and replied to all her emails.
47. The occupational therapy information was not provided until February 2022, a year after the decision to assess was made. In cases such as this the Council should consider commissioning its own assessment, if necessary, and recovering the cost from the CCG.
48. The delay obtaining information was fault, but I do not think it was the sole cause of the delay issuing the final EHCP. There were other delays throughout the process that also contributed to a lack of timely progress. Even if the Council had commissioned assessments, I do not think it would have issued the EHCP on time or earlier.

#### **Injustice**

49. I found fault with the Council. I considered whether the fault caused injustice to Ms B or C.

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50. Ms B experienced frustration caused by the significant delays in the EHC process. The Council also delayed responding to her initial complaint in May 2021.
  51. The Council found fault during its own investigation. But it missed an opportunity to remedy the injustice to Ms B. Ms B was put to the additional time and trouble of bringing her complaint to us.
  52. There are other parts of the complaint where I do not think the fault caused an injustice or I cannot assess the injustice.
  53. I cannot say what injustice the delay to Ms B's appeal right caused. This is because I did not know whether Ms B would decide to use her right of appeal.
  54. The final EHCP was not issued in the period of time my investigation considered, so I could not assess the potential injustice to C from the delays. I have addressed potential injustice to C in paragraph 56 below.
  55. Ms B also has a right of appeal to the Tribunal when the final EHCP was issued.

### **Agreed action**

56. Within one month of my final decision the Council agrees to:
  - Compare the provision set out in C's final EHCP with the provision he has had in place since May 2021. If it identifies any gaps in provision the Council should offer Ms B a suitable financial remedy for missing provision during this period.
  - The Council should refer to our Guidance on Remedies to assist its calculation.
  - Pay Ms B £300 to recognise the frustration, time and trouble it caused her.
57. Within three months of my final decision the Council agrees to:
  - Update the Ombudsman with the Council's progress in relation to reducing the number of live EHC assessment case that are over the 20-week statutory timescale.
  - Send a copy of the final decision to the relevant scrutiny committee so there is democratic oversight of the extent of the problems affecting children and families waiting for EHC assessments in Bristol.
58. Within six months of my final decision the Council agrees to:
  - Develop and implement a mechanism to assist it record when it has chased outstanding information from professionals for EHC assessments.
59. The Council should provide the Ombudsman with evidence it has completed the agreed actions.

### **Final decision**

60. I found fault with the Council causing injustice. I completed my investigation.

### **Investigator's decision on behalf of the Ombudsman**

## Overview and Scrutiny Management Board

27 July 2022



**Report of:** Overview and Scrutiny Management Board

**Title:** Liveable Neighbourhoods Inquiry Day: Scrutiny Report

**Ward:** N/A

**Presenting Report:** Councillor Tony Dyer, OSMB Chair

### **Recommendations:**

For OSMB Members to

- a. Note the contents of the Report
- b. Approve the recommendations of the Report
- c. Approve the report for submission to Cabinet

### **The Significant Issues in the Report**

As set out in the report.



## 1. Policy

N/A

## 2. Consultation

N/A

## 3. Context

A Scrutiny Inquiry Day was held by OSMB on 20th June 2022 to consider Liveable Neighbourhoods in light of the Bristol Labour manifesto commitment to test Liveable Neighbourhoods in Bristol, and the concurrent development of a Liveable Neighbourhoods Handbook for local use.

The ultimate objectives of the Liveable Neighbourhoods Inquiry Day were to support Members to understand the aims and purposes of Liveable Neighbourhoods, and to influence the Bristol approach by providing feedback and input on the draft Liveable Neighbourhoods Handbook.

A report of the event has now been completed and submitted to OSMB.

## 4. Proposal

OSMB is asked to:

a. **Note the contents of the Report**

The report contains contextual information on the subject of Liveable Neighbourhoods, a summary of presentations delivered by local and national experts, and the outcomes of a workshop considering the draft Liveable Neighbourhoods Handbook.

b. **Approve the recommendations of the Report**

The Report makes the following recommendations:

- **Additional document.** Bristol City Council to consider and implement the feedback provided by Members on the Draft Liveable Neighbourhoods Handbook regarding the format of the Handbook, specifically to develop the existing Draft Liveable Neighbourhoods Handbook into two separate documents.
- **Additions to content.** Bristol City Council to consider and implement the feedback provided by Members on the Draft Liveable Neighbourhoods Handbook regarding the content of the Handbook. This should include reference to:
  - Parking management
  - Health and wellbeing
  - Application across Bristol
  - Funding
- **Engagement approach.** Bristol City Council to consider and implement the feedback provided by Members on the Draft Liveable Neighbourhoods Handbook regarding the approach to engagement with Bristol communities.

c. **Approve the report for submission to Cabinet.**

## **5. Other Options Considered**

N/A

## **6. Risk Assessment**

N/A

## **7. Public Sector Equality Duties**

N/A

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

N/A

### **Appendices:**

Appendix A	Liveable Neighbourhoods Inquiry Day Report
Appendix B	Liveable Neighbourhoods Inquiry Day: Programme

Please note: The Liveable Neighbourhoods Inquiry Day: Scrutiny Report refers to additional appendices including the draft Liveable Neighbourhoods Handbook and Speaker Presentations. These will be circulated to members as appropriate.



## **BRISTOL OVERVIEW AND SCRUTINY**

### **Report of the Scrutiny Inquiry Day: Liveable Neighbourhoods**

Conclusions of the Overview Scrutiny and Management Board, July 2022

## 1. Introduction

On 20th June 2022 the Overview and Scrutiny Management Board (OSMB) held an Inquiry Day to consider the topic of Liveable Neighbourhoods in light of the Bristol Labour manifesto commitment to test Liveable Neighbourhoods in Bristol, and the concurrent development of a Liveable Neighbourhoods Handbook for local use. The programme for the Liveable Neighbourhoods Inquiry Day can be found in Appendix 1.

The Inquiry Day was attended by Elected Members and supported by relevant Bristol City Council Officers. It was chaired by Councillor Tony Dyer (Chair of the Overview and Scrutiny Management Board) and supported and developed by a cross-party steering group which included Councillor Mark Bradshaw, Councillor Mark Weston, Councillor Martin Fodor, and Councillor Tim Kent.

## 2. Scrutiny in Bristol

Bristol City Council's Scrutiny function supports the development of the Council response to key issues by exploring, with experts and stakeholders, key issues for the city. This work results in recommendations to the Mayor to feed in to corporate priorities.

Scrutiny Inquiry Days enable Councillors to acquire a deeper understanding of complex issues by hearing from expert speakers and engaging in debate with specialists, with the objective of identifying well-informed evidence-based recommendations. Inquiry Days aim to create a balance between information sharing and discussion, thus allowing a broad range of views to be heard and enabling participants to share their particular perspective and experience.

## 3. Background

Liveable Neighbourhoods are areas of a city where improvements are designed in partnership with local communities to achieve a better balance between how streets are used for vehicles and people.

Improvements can vary in scale and may be easy to install, such as planters and signs, or include features such as trees, paving, parklets, or providing more benches and better lighting, and the introduction of measures to reduce through traffic and other infrastructure changes making it easier to catch a bus and to walk or cycle.

All schemes are overseen by Active Travel England, and must meet certain minimum design standards in order to meet funding requirements.

The Mayor of Bristol made a manifesto commitment in 2021 to promote safer neighbourhoods, which extended to the testing of two Liveable Neighbourhoods pilots by 2024; in 2021 a pilot was initiated in East Bristol, with plans for a second pilot in the future. A Liveable Neighbourhoods Strategy is planned to be produced incorporating lessons from these pilots.

In October 2021 it was announced that a Liveable Neighbourhoods Handbook was also being developed prior to establishing a Strategy to ensure that future projects appropriately emphasise community engagement. A draft Handbook was made available to the Inquiry Day participants; this can be found in Appendix 2. The draft Handbook in its circulated form was aimed at all audiences (Bristol communities, Councillors and stakeholder groups), and aimed to provide a common understanding of Liveable Neighbourhoods and their success criteria in order to facilitate local conversations.

## **Objectives**

The ultimate objectives of the Liveable Neighbourhoods Inquiry Day were to support Members to understand the aims and purposes of Liveable Neighbourhoods, and to influence the Bristol approach by providing feedback and input on the draft Liveable Neighbourhoods Handbook.

In order to achieve these objectives, the Inquiry Day aimed to:

- Provide information about what Liveable Neighbourhoods are and what they aim to achieve
- Provide information about the Bristol approach and plans around Liveable Neighbourhoods
- Invite national experts to speak about Liveable Neighbourhoods, how they are constructed and the potential transport, health, and environmental benefits
- Invite representatives of areas which have trialled Liveable Neighbourhoods to share their learning
- Provide an update of the progress of the East Bristol pilot
- Hold a workshop where Members consider the draft Liveable Neighbourhoods Handbook and provide feedback

## **Additional Papers**

In order to ensure that all attendees were able to participate in the Inquiry Day with a baseline knowledge of Liveable Neighbourhoods, a Frequently Asked Questions document was developed by Bristol City Council Officers; this can be found in Appendix 3.

The Draft Liveable Neighbourhoods Handbook was also circulated in advance of the Inquiry Day to allow sufficient time for reading and processing, allowing meaningful participation in the feedback workshops.

## **Inquiry Day Format**

The format for the day consisted of a combination of local and national expert speakers who provided presentations and participated in Question and Answer sessions, and group workshops involving all attendees in discussion. The full programme can be found at Appendix 1.

The event was divided into three sessions. The first session was based on establishing the national picture and local approach, with the following speakers providing their expertise:

- Brian Deegan, Active Travel England, who presented on the national picture of Liveable Neighbourhoods and what they can achieve.
- Dr Adrian Davis, University of West of England, who presented on the health and wellbeing benefits to the communities in Liveable Neighbourhoods.
- Adam Crowther, Bristol City Council, who presented on the Bristol approach to Liveable Neighbourhoods.

The second session involved speakers presenting on specific cases where Liveable Neighbourhoods were being tested, including in Bristol. Speakers were:

- Councillor Clyde Loakes, Waltham Forest.
- Sam Kirby, Bristol City Council.

Question and Answer panels followed both the first and second sessions. The slides used to accompany speaker presentations can be found at Appendix 4.

The third session consisted of an introduction to the Draft Liveable Neighbourhoods Handbook provided by Jacob Pryor (Bristol City Council) and a workshop in which attendees discussed and commented on the draft Handbook.

## **4. Findings**

### **Session 1**

Brian Deegan from Active Travel England delivered a presentation on standards for Liveable Neighbourhoods.

Active Travel England is the executive agency which awards funding to active travel projects which meet the national standards. Reference was made to the development of scoring criteria and guidance for effective Liveable Neighbourhoods.

Measurements including network impact (reduction in vehicle numbers), mesh density (distance to quality active travel options), and permeability (movement from one Liveable Neighbourhood to another), were outlined to demonstrate criteria that projects should consider.

Internal treatment design and placemaking as a means to improve the relevant areas was highlighted as a consideration, and emphasis placed on co-design as good engagement practice.

Dr Adrian Davis from the University of West of England delivered a presentation on the health and wellbeing benefits to the communities in Liveable Neighbourhoods.

The significant physical health benefits as a direct result of active travel were highlighted, and the further benefits of a reduction in air pollution were shown. An increase in

greenspace was shown to be linked to improvements in mental and physical health. The health implications of road casualties were also considered; casualties in Bristol are greater in neighbourhoods in more deprived areas.

As a benefit to communities, social support networks are greater in areas with lighter traffic. Different modes of transport require different amounts of 'space' devoted to it; pedestrians require the least space, while cars require the most.

Adam Crowther, Head of Strategic City Transport in Bristol City Council delivered a presentation on Liveable Neighbourhoods in Bristol.

Extracts of the Joint Local Transport Plan (JLTP4) were shown, including maps of key transport lines (including bus routes, cycle paths, and roads) in Bristol were displayed, and the mass transit corridors highlighted. It was demonstrated that to be effective, Liveable Neighbourhoods should be contained within cells that remain within these corridors. Examples of what this may look like in Bristol were shown.

Funding streams were clarified, and would include £12m from the WECA City Region Sustainable Transport Settlement (CRSTS) which is earmarked for Liveable Neighbourhoods projects between 2022 and 2027. Further funding may be obtained from future ATF rounds, and potentially from income from the Clean Air Zone.

During the Question and Answer Panel, Speakers expanded on how the lower travel rates during the 2020 pandemic lockdown provided an opportunity for residents to see the safety and community benefits to low traffic neighbourhoods. A Liveable Neighbourhood itself can be considered an area where residents are 'free from fear' in terms of travel choices.

Regarding traffic displacement impacts, it was emphasised that wider traffic management must be considered in order to keep 'through traffic' moving on the main transport corridors. It was expected that local traffic overall would reduce, limiting the amount of displacement.

## Session 2

Councillor Clyde Loakes from Waltham Forest delivered a presentation on the outcomes of the Mini-Holland programme 2013-20, which built new sustainable travel infrastructure that prioritised walking and cycling, making the streets safer for residents.

The Mini-Holland programme introduced a range of new features, including improved crossings, trees planted, cycle tracks, pocket parks, and public realm improvements. Pictures demonstrated the improvements made, and data supports the increase in active travel.

The engagement approach was outlined demonstrating a strong emphasis on community input. The use of data to address perceptions was identified as a useful tool; local businesses had assumed a greater proportion of customers travelled by car than was the case. Supporting community led active travel groups helped to encourage the change in behaviours.

It was warned that Liveable Neighbourhoods can be controversial schemes, and that a degree of pushback could be expected. Councillor Clyde Loakes emphasised how strong political support is needed to deliver these schemes.

Sam Kirby, Professional and Technical Officer for Bristol City Council delivered a presentation on the progress of the Liveable Neighbourhoods pilot in East Bristol.

The milestones of the project were outlined, emphasising co-working with the community at each stage. The stages included; Co-Discover (gathering local views), Co-Develop (refining issues and opportunities, Trialling (potential solutions), Co-Design (design and feedback), and Co-Deliver (deliver permanent solutions). The Co-Discover stage had been completed, and the project was entering the Co-Develop stage. Examples of work undertaken during the Co-discover stage included perception surveys of the area, surveys of local businesses, and circulation of 'postcards' to be returned with feedback. Events included roadshows, school visits, door knocking, and drop in sessions. The online feedback tool used in the Co-Discover stage was demonstrated.

During the Question and Answer Panel, Speakers expanded on the impact of free parking close to local facilities which has the potential to undermine active travel efforts. Parking management would be a key factor in a successful Liveable Neighbourhood.

It was emphasised that in light of common initial hesitation it would likely be necessary to move forward even with some objections but, at some point, the authority must make a clear decision. Officers felt the East Bristol pilot was moving ahead at a pace the community trusted.

Barriers to using public transport were raised, including cost and safety at night. Speakers noted the importance of promoting use of bus services, and Bristol City Council Officers recognised the importance in understanding local issues around safety at night.

Members noted the benefits in badging Liveable Neighbourhood interventions in terms of the positive health benefits they could bring to residents, both in relation to physical and mental health.

### Session 3

For the workshop session the Inquiry Day attendees divided into groups to conduct facilitated discussions providing feedback on the draft Liveable Neighbourhoods Handbook. Participants were asked to consider:

- Does the handbook provide a clear description of what a Liveable Neighbourhood is, including the interventions required and the benefits?
- Does the handbook provide a clear description of the co-design process?
- Is there anything missing from the handbook?

All comments were recorded and collected by Bristol City Council officers for consideration. Most feedback fell broadly into the following themes;

- **Document Format**

- The creation of two documents was strongly recommended; one with simpler language for Councillors to use when communicating with residents, and a more technical document to include Active Travel England criteria.
- Less technical language and jargon in general was requested. It was suggested that the Campaign for Plain English may be able to support this. A glossary could also be useful.
- Pictures and other visual aids were strongly recommended.

- **Engagement**

- The focus on community engagement within the document was appreciated. The information from the speaker presentations emphasised the importance of this aspect.
- Promotion of the Liveable Neighbourhoods Handbook through schools and health centres was suggested.
- It was queried how successful engagement would be judged in light of the difficulties of balancing differing ‘voices’; acknowledging and balancing the expectation of a degree of initial negativity while allowing that it should be possible for residents to reject becoming a Liveable Neighbourhood.
- The perception surveys, including of local businesses, were noted and agreed should be built in to the approach.

- **Health and Wellbeing**

- It was suggested that the health and wellbeing benefits of Liveable Neighbourhoods should be central to the Handbook and that the public health aspects should be expanded.
- The benefits for those with mobility constraints (eg dropped kerbs) should be highlighted, and the inclusion of disability advocates within the EQIA should be noted to demonstrate that these views had been considered.
- It was noted that planning in areas outside of transport would be required to recognise the underlying reasons people may favour car travel, for example, limited mobility, limited public transport options, food deserts. Addressing these would be essential to reducing local travel.
- There was an opportunity to demonstrate how Liveable Neighbourhoods can address inequalities through the improvement of local facilities; this should be emphasised.

- **Application across Bristol**

- Members raised a concern that overly detailed descriptions of possible Liveable Neighbourhoods could lead to the impression that a scheme would not be applicable to the wards that do not exactly match this. It should be made clear that Liveable Neighbourhoods could be applied anywhere across Bristol. The use of pictures may support this.
- The outer wards of Bristol may have specific concerns around displaced traffic; assurance around this may be useful.

- It was suggested that routes for active travel should reach across the city and not stop at a Liveable Neighbourhood boundary.
- **Parking Management**
  - A Residents Parking Scheme does not feature as part of the existing pilot, although information provided by speakers suggests some form of parking control will be a key factor in success. Officers were asked to consider how this may work.
- **Funding**
  - A request was made to elaborate on the available funding streams, and details of the funds being utilised
  - An explanation of the economic return would be useful.

## 5. Recommendations

The Overview Scrutiny and Management Board has made the following recommendations:

- **Additional document.** Bristol City Council to consider and implement the feedback provided by Members on the Draft Liveable Neighbourhoods Handbook regarding the format of the Handbook, specifically to develop the existing Draft Liveable Neighbourhoods Handbook into two separate documents in order to tailor the content and language used to different audiences and to achieve different purposes. These two documents should consist of a strategy focused document with the greater technical detail required by Active Travel England, and a brief document written without jargon targeting Bristol communities, which will support Members in discussions with residents. Visual aids are strongly encouraged for both documents.
- **Additions to content.** Bristol City Council to consider and implement the feedback provided by Members on the Draft Liveable Neighbourhoods Handbook regarding the content of the Handbook. This should include reference to:
  - Parking management
  - Health and wellbeing
  - Application across Bristol
  - Funding
- **Engagement approach.** Bristol City Council to consider and implement the feedback provided by Members on the Draft Liveable Neighbourhoods Handbook regarding the approach to engagement with Bristol communities on the issue of Liveable Neighbourhoods in order to ensure community buy-in.

## **6. Next Steps**

The Overview Scrutiny and Management Board Commission will consider the draft report on 27<sup>th</sup> July 2022, following which it will be referred to the Mayor at a Cabinet meeting. Where recommendations are accepted by the Mayor, an action plan for implementation will be produced and progress monitored by a standing committee of council members and by the OSMB on an annual basis.

### **Cross Party Steering Group Members**

Councillor Tony Dyer (Chair)

Councillor Mark Bradshaw

Councillor Martin Fodor

Councillor Tim Kent

Councillor Mark Weston

### **Appendices**

Appendix 1 – Liveable Neighbourhoods Inquiry Day Programme

Appendix 2 – Draft Liveable Neighbourhoods Handbook

Appendix 3 – Frequently Asked Questions

Appendix 4 – Speaker Presentations

# Liveable Neighbourhoods Scrutiny Inquiry Day

Liveable  
Neighbourhoods

Scrutiny Inquiry  
Day

Bristol City  
Council

1.30pm – 4.30pm

Monday 20th June  
2022

Bordeaux Room

City Hall



Dear Members,

A Scrutiny Inquiry Day will be held on 20<sup>th</sup> June 2022 to examine Liveable Neighbourhoods; what they can achieve, and what is happening in Bristol.

Liveable Neighbourhoods are areas of a city that undergo improvements to be people-centred and more ‘liveable’. The improvements can be small scale, such as planting trees and providing more benches, or may involve larger scale traffic calming measures.

The Mayor of Bristol made a manifesto commitment to test Liveable Neighbourhoods in Bristol and in 2021 a pilot was initiated in East Bristol, with plans for a second pilot in the future. A Liveable Neighbourhoods Strategy will be produced incorporating lessons from the pilots. In October 2021 it was announced that a Liveable Neighbourhood Handbook was also being developed prior to establishing a Strategy to ensure that future projects appropriately emphasise community engagement.

The objective of the Liveable Neighbourhood Inquiry Day is to support Members to understand the aims and purposes of Liveable Neighbourhoods, and to influence the Bristol approach by providing feedback and input on the proposed Handbook. In order to achieve this the Inquiry Day will:

- Be hearing from national experts about Liveable Neighbourhoods
- Be hearing from representatives of areas which have trialled Liveable Neighbourhoods to share their learning
- Provide an update of the progress of the East Bristol pilot
- Hold a workshop where Members can consider the draft Liveable Neighbourhoods Handbook and provide feedback

We look forward to your input on the day.

# Liveable Neighbourhoods Inquiry Day Programme

1.30-4.30pm, Monday 20<sup>th</sup> June, Bordeaux Room, City Hall

1.15 – 1.30pm	Teas and Coffees on arrival		
1.30pm	<b>START</b> Introduction	Cllr Dyer, Chair of the Overview and Scrutiny Management Board	5 min
<b>Session 1</b>			
1.35pm	Liveable Neighbourhoods; what is possible	Brian Deegan, Active Travel England	10 min
1.45pm	Health, Safety and the Environment	Dr Adrian Davis, UWE	10 min
1.55pm	Liveable Neighbourhoods in Bristol	Adam Crowther, Head of Strategic City Transport	10 min
2.05pm	Q&A Panel	Session 1 Speakers	15 min
2.20pm	<b>BREAK</b>		10 min
<b>Session 2</b>			
2.30pm	Waltham Forest Liveable Neighbourhood	Cllr Clyde Loakes, Waltham Forest	10 min
2.40pm	East Bristol Pilot Update	Sam Kirby, Professional and Technical Officer	10 min
2.50pm	Q&A Panel	Session 2 Speakers	15 min
3.05pm	<b>BREAK</b>		5 min
<b>Session 3</b>			
3.10pm	Introduction to Draft Handbook	Jacob Pryor, Transport Policy Manager	5 min
3.15pm	Breakout groups	Groups	40 min
3.55pm	Feedback	Groups	20 min
4.15pm	Closing remarks and next steps	Cllr Dyer, Chair of OSMB	15 min
4.30pm	<b>CLOSE</b>		

# Overview and Scrutiny Management Board

Wed 27 July 2022



**Report of:** Tim Borrett, Director: Policy, Strategy and Digital

**Title:** **Quarterly Performance Progress Report (Quarter 4 2021/22)**

**Ward:** All wards

**Officer Presenting Report:** Tim Borrett, Director: Policy, Strategy and Digital

**Contact Telephone Number:** 0117 9220000

## **Recommendation**

That OSMB note the year-end results for the Key Performance Indicators (KPIs) for Q4 2021/22 (Appendix A1) designed around the themes in the Corporate Strategy 2018-23 and Business Plan 2021/22, 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 the overall measures reported this quarter:

45% are on or above target

50% are performing better or the same compared to this period 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.

This report, with its focus on Corporate Strategy 2018-23 and Business Plan 2021/22 themes, is the high level, Council-wide product designed for senior officers and sharing with Cabinet leads and OSMB. It is complemented by additional sets of KPIs for each directorate and shared with cabinet leads and directorate scrutiny commissions. A list of short definitions for each measure is in Appendix A2.

**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. Summary

### Performance summary:

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

- **45% of all Business Plan measures** (with targets) **are performing on or better than target** (29 of 64)
  - 38% of BCC-only measures (9 of 24)
  - 50% of city-wide measures (20 of 40)
- **50% of all Business Plan measures** (with a comparison from 12 months ago) are **improved or same** (30 of 60)
  - 45% of BCC-only measures (10 of 22)
  - 53% of city-wide measures (20 of 38)

Note – final end-of-year summary figures are slightly improved on Q3 (40% on or better than target / 53% improved or same), but worse than earlier in the year (Q2: 46% on target / 59% improved; Q1: 61% on target / 64% improved).

### Corporate Strategy Themes:

#### Empowering & Caring:

Whilst the percentage of people who “contact Adult Social Care and then receive Tiers 1 & 2 services” remained well below target (c47% as has been the case most of this year), this is in large part the result of positive work with our Voluntary Community and Social Enterprise (VCSE) providers to promote their services, so people contact their local VCSE services directly without being signposted by the council. This is a better outcome, but this KPI doesn't take those contacts into account. For 2022/23 a new metric is planned to better measure how we are managing demand.

There was positive work to support independence through home adaptations throughout the year, but

the indicator ended the year below target. A performance improvement plan is in place with additional contractors now working.

The percentage of children becoming the subject of a Child Protection (CP) plan for a second/subsequent time ended worse than target but improved on recent quarters; a focus on improving the quality of work with families affected by domestic abuse in the CP process, supported through Safe and Together, may be contributing to improvements.

The number of households in Temporary Accommodation remained significantly worse than target, and worse than last year, as numbers presenting as homeless continued to increase during 2021/22. Access to sufficient move on accommodation is a significant issue with low social housing lettings and private sector rents at an all-time high. This is despite the “number of households moved on into settled accommodation” exceeding target of 1,000 in the year. Conversely, the number of people rough sleeping (45 at end of the year) is the lowest number reported for some time; likely to have been positively affected by winter pressure funding and the "protect and vaccinate" programme.

We have significantly exceeded our target for “increase experience of work opportunities for priority groups”, which reflects the demand from schools. Part of the exceed in target is due to the expansion of the WORKS project and also the increase of delivery officers in the team. This quarter was exceptionally high due to a coordinated plan for National Careers Week in March which accounted for over 1800 experiences of work.

#### Fair & Inclusive:

The percentage of final Education, Health & Care Plans (EHCs) issued within 20 weeks (excluding exception cases) remained significantly below target, ending the year around 34%. Overall between Jan and Dec 2021 there were 546 EHC plans finalised, of which 185 were within the 20-week timescale, equating to 33.9% on time. Reasons for the poor performance include an increase in requests, coinciding with recruitment and retention issues in the SEND and EP teams; a further growth bid for the team has been successful and recruiting new staff is underway to support improved performance. We recognise that previous recruitment was not sufficient to secure the progress required.

The amount of BCC Apprenticeship Levy spent exceeded the £1M target, and is significantly ahead of last year, which is all excellent news. 272 BCC apprenticeships are active, an increase of 93% on 2021. In addition the Council is supporting apprenticeships for other employers including Health & Social Care, Police and SMEs.

The number of empty council properties ended significantly worse than target, at the highest it has been all year. Issues meeting this target in Q4 included a significant increase in new voids as people who'd held off moving decided to do so as we started to emerge out of Covid, and we struggled to meet the increased demand due to capacity limitations within both our internal and external workforce/contractors.

The percentage of young people (academic age 16 -17 years) who are not in employment, education or training (NEET) or destination unknown ended at 5.9%, down from 7.8% in Q3 but still worse than target. Throughout the year there was an increase in Year 13's who dropped out of education and the team work hard to get them re-engaged back into EET. Those that are year 12 and NEET we are contacting to ensure they have a place for Sept.

The number of affordable housing completions exceeded target, with 474 affordable homes in 2021/22. Despite concerns throughout the year that the impact of Covid and Brexit on the construction sector were a risk to delivery, our Affordable Housing Partners were able to secure 180 completions in Q4. BCC's own delivery saw the completion of 15 affordable homes in Q4.

### Wellbeing:

Since leisure centres & swimming pools could open in April '21, the number of attendances has steadily increased. Public confidence has grown and to hit over 2 million attendances for 2021/22 is a greater achievement than anticipated, and the work that leisure operators have put in to achieve this has been commendable. In addition, the number of visitors to Bristol Museums, Galleries and Archives significantly exceeded the revised target of 300,000.

The rate of hospital admissions due to alcohol has risen over the last year and is worse than target. This is a concern, and the harms from alcohol increased significantly during the pandemic. There are initiatives underway to reduce and/or prevent harm caused by alcohol, including encouragement of no or low alcohol options.

The percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide was 95.6% for 2021 (calendar year), which is above target. This is slightly below 2020, reflecting increasing NO<sub>2</sub> as traffic levels rose again over the last year, but overall continues the existing reducing trajectory reported since 2005.

The percentage of household waste sent for reuse, recycling and composting (44%) remained significantly below target, and worse than last year, although has improved on previous performance this year. There continue to be high volumes of kerbside collections (household waste) as a result of home working which impact on overall recycling rates, and the suspension of garden waste collections during the year contributed to this figure being below target. There are still challenges related to the availability of collection teams relating both to national shortages of qualified drivers as well as general staff turnover. A number of interventions are planned for 2022-23 to encourage citizens to recycle more, particularly relating to facilities for flats and other shared housing.

### Well Connected:

The “Ratio of consultation response rate” is significantly better than target, continuing an improving trend towards parity in response rates (target value of 1) between people in the most deprived 20% and least deprived 20% areas of the city. The Q4 figure was positively impacted by a very high response rate to paper surveys targeting deprived communities with a survey on advertising of alcohol, gambling and unhealthy food.

The percentage of adults with learning difficulties known to social care who are in paid employment (6.4%) has exceeded both target and last year's outturn. The impact of our WE WORK for Everyone employment support programme is having an impact, and we have a strong list of participants who are about to enter employment.

Overall bus passenger numbers ended the year well above the post-Covid target, as usage increased after the Christmas period. Passenger numbers are now around 70% of equivalent pre-Covid levels. However, journeys on park and ride services are still well below target, as there has not been a major return to city centre workplaces.

The latest employment rate for the working age population is 78.1% (October-December 2021), a 2.3% increase on the previous period. This is not only significantly above the target aimed for, but the highest it has been for some time; the employment rate in Bristol is currently the highest of the UK core cities and above the national rate (74.8%).

### Organisational Priorities:

Continuing financial pressure caused by the Covid-19 pandemic has meant that Council Tax collection rates (as with Business Rates) is worse than last year and Council Tax collection is 3.3% below target, equivalent to a deficit of £9.4m. It has been a challenging year for many and we continue to support

households as they recover from the pandemic and face a rise in living costs; letters have been sent to every household in arrears explaining that recovery actions are resuming, whilst also offering support for those who are struggling.

55.9% of BCC's supplier spend in 2021/22 was with organisations identified as Small-Medium size Enterprises (SMEs). This is greater than the percentage of UK business's total turnover attributed to SMEs (51.9%, from 2021 ONS figures) suggesting that BCC is not disfavouring SMEs.

The average number of working days lost to sickness this quarter saw another significant increase, now at 10 days, the highest seen for some time. However, when excluding Covid-19 sickness from the calculation average days lost decreases to 8.4 days, only 5% worse than target and an improvement on 2019/20. We continue to take preventative measures to reduce sickness absence through our Health and Wellbeing Plan and revised Workforce Strategy.

The annual rate of staff turnover has increased to 15.3%, exceeding the healthy target range of 10-15% and double last year. The number of leavers has now exceeded 1,000. This is partly due to the labour market returning to pre pandemic levels with higher levels of vacancies in the wider economy, following the huge reduction in staff leavers during 2020/21 due to Covid and future economic uncertainty.

The percentage of job offers made to employees in the most deprived areas decreased slightly to 2.9%, similar to Q3 and significantly worse than target. We continue to see an increase in job offers to applicants who live outside of Bristol. Apprentices make up a large number of job offers to employees in the most deprived areas, and as part of the Common Activities programme it is planned that BCC apprenticeship activity moves into HR alongside all other recruitment and talent development activity. Detailed feasibility work is currently taking place.

**Note** - For all themes, 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), Corporate Leadership Board (CLB) 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 (Q4 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

## BRISTOL CITY COUNCIL - Q4 2021/22 Performance Summary

**OVERALL SUMMARY:**

45% on or better than target (29 of 64)  
50% same or better than Q4 last year (30 of 60)

EMPOWERING & CARING			
	Title	Target status	DoT
BCC-only	BPB280: Increase the % of people who contact Adult Social Care and then receive Tiers 1 & 2 services	47.7%	⬇️
	BPB307: Increase the number of people enabled to live independently through home adaptations	3,302	⬆️
	BPB357: Reduce the number of households in temporary accommodation	1,137	⬇️
City-wide	BPC216: Percentage children becoming the subject of a child protection plan for a second/subsequent time	23.9%	⬇️
	BPC270: Increase experience of work opportunities for priority groups	6,192	⬆️

FAIR & INCLUSIVE			
	Title	Target status	DoT
BCC-only	BCPB225: Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases	33.9%	⬆️
	BPB265a: Increase the amount of Bristol City Council Apprenticeship Levy spent	£1,077,821	⬆️
	BPB375: Reduce the number of empty council properties	288	⬇️
City-wide	BPC263a: Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	5.9%	⬆️
	BPC425: Increase the number of affordable homes delivered in Bristol	474	⬆️

WELLBEING			
	Title	Target status	DoT
BCC	BPB253: Increase the number of attendances at BCC leisure centres and swimming pools	2,026,406	⬆️
	BPC251: Reduce the rate of alcohol-related hospital admissions per 100,000 population	886	⬇️
	BPC480: Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	95.6%	⬇️
City-wide	BPC541: Increase the percentage of household waste sent for reuse, recycling and composting	44%	⬇️

WELL CONNECTED			
	Title	Target status	DoT
BCC	BPB636: Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	1.07	⬆️
	Increase % of adults with learning difficulties known to social care who are in paid employment	6.4%	⬆️
	BPC475: Increase the number of passenger journeys on buses	29,850,196	N/A
City-wide	Improve the overall employment rate of working age population	78.1%	⬆️

WORKPLACE ORGANISATIONAL PRIORITIES			
	Title	Target status	DoT
BCC	BPB501b: Forecast level of Bristol City Council general financial reserves	9.43%	⬇️
	BPB503: Council Tax collected as a percentage of budgeted collectible debit	92.67%	⬇️
	BPB505: Percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	55.9%	⬆️
	BPB522: Reduce the average number of working days lost to sickness (BCC)	10 days	⬇️
	BPB523: Maintain appropriate staff turnover	15.3%	⬆️
	BPB528: Increase the percentage of employment offers made to people living in the 10% most deprived areas	2.9%	⬇️



## CLB / Cabinet / OSMB - Quarter 4 (1st April - 31 March '22) Performance Progress Report

Appendix A1

Business Plan ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	Comparison over last 12 months	Management Notes	Directorate
<b>2021/22 Business Plan: Empowering &amp; Caring</b>												
Bristol City Council (BCC) owned performance indicators:												
EC2	BPB353	Increase the number of households where homelessness is prevented	+	12	1,350	339	672	941	1,282	⬇️	Performance in Q4 was consistent with Q3. Fewer housing options due to high rents in the private rented sector and continued low level of social housing lettings have made prevention of homelessness challenging.	G&R
EC2	BPB357	Reduce the number of households in temporary accommodation	-	1,122	950	893	987	1,053	1,137	⬇️	There has been an increase in the number of households in Temporary Accommodation (TA) compared with previous quarter. The number of households presenting as homeless has continued to increase during 21/22. Access to move on accommodation is a significant issue with historic low level of social housing lettings and private rented sector rents at an all time high.	G&R
EC2	BPB358a	Number of households moved on into settled accommodation	+	New KPI 2021/22	1,000	277	294 (Q2)	228 (Q3)	1,048 (299 q4)	n/a	Total number of households moved on into settled accommodation for the year was 1048, which is above the annual target of 1,000.	G&R
EC3	BPB280	Increase the % of people who contact Adult Social Care and then receive Tier 1 and 2 services	+	55.9%	56.0%	55.9%	47.0%	47.8%	47.7%	⬇️	We have worked with our Voluntary Community and Social Enterprise (VCSE) providers a lot to promote their services and so now mainly people contact their local VCSE services directly without needing to be signposted by the council at all. This is actually a good outcome for the person and us in terms of the cost of redirecting to the VCSE and this KPI doesn't take that work into account. As outlined in the Q3 comments we are trying to develop a better measure to capture how we manage contacts effectively. We are looking at the amount of contacts that we address effectively without the need for a long term state funded care services through finding alternative strength based solutions. The new KPI being developed for 2022/23 would be something like 'The % of contacts each quarter that results in a Tier 3 (long term) care service'. We think this is a better measure of how we are managing demand and addresses contacts as they come into our front door.	PE
EC3	BPB281	Reduce the number of service users aged 65+ in permanent Residential & Nursing Care [Snapshot]	-	New KPI 2021/22	Establish benchmark	1,039	1,032	1,041	1,020	n/a	In order to reduce service user placements made to residential and nursing homes, community alternatives need to both developed and put in place. We have focused our efforts on gaining a better understanding of where the opportunities are within our existing community commissioned offer to provide a community and asset based alternative to bedded placements. We have recently co-produced a framework for tighter governance as part of the assessment and support planning process, to ensure that all alternatives (new and emerging) are considered before bedded placements are considered (as early as possible and during the options appraisal phase) and that when placements are made in exceptional cases, we adhere to our costing parameters and quality controls. When the staff vacancy issues are resolved, we can progress our aim to reduce bedded placements and develop our community alternative offer, still further.	PE
EC3	BPB285	Increase the number of people receiving home care	+	New KPI 2021/22	Establish benchmark	1,349	1,295	1,256	1,290	n/a	As part of our work underway to transform our community offer home care is central. Currently the following developments are underway; •Work alongside voluntary and community sector enterprises to support care act eligible citizens whom do not require care quality commissioned support. •Work with in-house provision leads, health colleagues and local citizens to co -design an integrated offer that offers a preventative, enabling, person centred and health and social care offer for those requiring short to medium term support to remain well and supported at home and to prevent hospital or a care home admission. The transformation of home care is expected to increase the number of citizens receiving home care and to extend to citizens, who would have traditionally been offered a care home placement, support at home.	PE
EC3	BPB307	Increase the number of people enabled to live independently through home adaptations	+	3,120	3,400	843	1,632	2,399	3,302	⬆️	Performance slightly behind target as a result of the backlog of cases and limited contractor capacity for the first three quarters of the year. A performance improvement plan is in place additional procured contractors are now working. Performance will improve going forward over the coming months.	G&R

City Wide Performance Indicators that BCC contributes to:												
EC1	BPC200	Increase number of in-house Foster Care placements (not including kinship) [snapshot]	+	New KPI 2021/22	Establish Baseline	526	560	526	579	n/a	Total Number of Current numbers of places = 445 + 134 (kinship) = 579 Children in placement = 335 Actual vacancies are 12. The other places are staying put alternative carers carers currently on hold. We continue to have a reduction of vacancies as a result of COVID. However having increased our fees for our foster carers we have launched a campaign across the city to invite new applicants to foster. We will continue to work with our carers on hold to support them to return to fostering at the earliest possibility.	PE
EC1	BPC216	Percentage children becoming the subject of a child protection plan for a second/subsequent time	-	20.4%	22.0%	22.6%	25.6%	25.2%	24.5%	⬇️	347 Child Protection Plans started between 01/04/2021 and 31/03/2022. Of these, 85 had a previous plan at any time. There has been a decrease in the number of children with a repeat child protection plan compared to the previous three quarters. There has been focus on improving the quality of work with families affected by domestic abuse in the CP process supported through Safe and Together in this period which may be contributing to improvements.	PE
EC1	BPC222	Increase the take-up of free early educational entitlement by eligible 2 year olds	+	62.0%	66.0%	57.0%	n/a	n/a	n/a	⬇️	The January 2022 headcount data showed that 71% of eligible 2 year olds were taking up a place. This was made up of 1046 (69%) of children living in Bristol and a further 37 children (2%) who attend a Bristol setting but live in another LA. The financial sustainability of 2 year old provision remains an issue and affects sufficiency of places in some parts of the city. Alongside Covid absence and increasing recruitment and retention issues, sufficiency pressures are increasing. Currently there are 97 eligible children who are on a waiting list.	PE
EC2	BPC352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	-	43	60	59	62	68	45	⬇️	This is the lowest number reported for some time; likely to have been positively affected by winter pressure funding and "protect and vaccinate" programme	G&R
EC3	BPC270	Increase experience of work opportunities for priority groups	+	2,570	2,800	1,672	2,098	2,997	6,192	⬆️	We have exceeded our target this quarter and this academic year. The number we have exceeded it by is slightly unexpected but reflects the demand from schools and provisions to provide opportunities for those most in need and to access meaningful experiences of work. Part of the exceed in target is due to the expansion of the WORKS project and also the increase of delivery officers in the team. This term was exceptionally high due to a coordinated and planned for National Careers Week in March which accounted for over 1800 experiences of work. Similarly all projects have expanded and typically this is a busy period of delivery each year. For our core WORKS sessions this quarter has included workshops work experience tasters dream big project and a range of roadshow and curriculum masterclasses. As part of the numbers this quarter this reflects: 2921 experiences of work in schools 112 of these supporting young people with an education and health care plan 138 experiences of work through our delivery partner Sixteen who have delivered workshops weekly and created a sensory discovery box for learners 108 young people have been supported through our curriculum work (22 of these are pre 16 with an EHCP) 37 young people being supported as part of career coach and we offered 2 work experience placements..	PE
EC4	BPC311	Maintain the levels of engagement with community development work	+	4,394	5,000	2,038	4,410	7,117	10,149	⬆️	This records engagement by the City Council's Community Development Team. The team have been at the heart of the COVID 19 response: reaching out to communities experiencing the greatest inequity to build confidence lateral flow test and vaccination take up. As emergency volunteer support was coming to an end the team worked one to one with hundreds of people to connect them from emergency volunteers to more sustainable community connections. The team has grown a highly successful network of community champions. In the latter part of the year the team has been able to resume face to face community building work. This outcome is exceptional made possible by a deeply committed team going above and beyond and additional temporary staffing to support the COVID response.	PE
EC4	BPC312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	+	47.2%	47.2%	Annual - data not due	Annual - data not due	45.9%	n/a	⬇️	We are no longer seeing the high levels of neighbourhood /community action seen at the start of the pandemic. There is evidence that WhatsApp groups and neighbourhood connections continue and reflect the new connections that were made. As the pandemic goes on and we all respond to changing requirements it has not been possible to develop and sustain community activity & community action.	PE
EC4	BPC314	Reduce the percentage of people who lack the information to get involved in their community (QoL)	-	30.5%	30.0%	Annual - data not due	Annual - data not due	30.8%	n/a	⬇️	There has been much less community activity because of the pandemic particularly opportunities to come together face to face. As the pandemic has gone on and the wider health and economic impacts are felt there has been a sense of weariness. The high levels of communication and connection we saw early in the pandemic has not been sustained and there has not been the opportunity to rebuild community activity although lots of really good work continues it is not at the same levels as pre pandemic. However we are now seeing things opening up and community noticeboards have news to share.	PE

## 2021/22 Business Plan: Fair & Inclusive

Bristol City Council (BCC) owned performance indicators:

FI1	BPB124a	% of major residential planning applications processed within 13 weeks or as otherwise agreed	+	87.2%	92.0%	57.1%	75.0%	81.3%	<b>81.8%</b>		The improved performance since Q1 has been largely sustained with 10/11 decisions issued in time during Q4. However performance for the year has been below target following a below par Q1. The number of decisions (44) for the year to date are down on 2020-21 when 38 had been issued.	G&R
FI1	BPB375	Reduce the number of empty council properties	-	220	210	264	228	239	<b>288</b>		Our ability to meet this target was hampered initially by Covid which resulted in lengthy delays as both the workforce and possible new residents became infected; secondly as we started to emerge out of Covid there was significant increase in new voids as people who'd held off moving made decisions to do so and we struggled to meet the increased demand due to capacity within both our internal and external workforce/contractors. The year end figure of 288 units is slightly inflated as it was not possible to create new rent accounts during the last week of the year due to CX (system) issues.	G&R
FI2	BPB225e	Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases *	+	20.8%	60.0%	42.1%	42.7%	33.6%	<b>33.9%</b>		During the period January to December 2021 there were 546 EHC plans finalised, of which 185 were within the 20 week timescale, which equates to 33.9%. 164 new EHC plans were finalised in Q4 (October to December) of which 58 were within the 20-week timescale (35.4%). This is the DfE cohort excluding plans with a mediation and/or tribunal before the final plan is issued and excludes exception cases (those cases when a decision is made not to issue a plan/reconsidered/changes and subsequently a plan is issued). The number of EHCPs produced in the 20-week period has increased in comparison to Q3. Whilst we are reporting a slight increase, this is against the back drop of an increase in requests experienced, coinciding with recruitment and retention issues in the SEND and EP teams, the subsequent time needed to invest in training and development for new starters, and the ongoing effects of the pandemic. A further growth bid for the team has been successful and recruiting new staff is underway. This new recruitment will be reflected in improved performance as the year progresses. We recognise that previous recruitment was not sufficient to secure the progress required; this is related to further increases in demand for services.	PE
FI3	BPB265a	Increase the amount of Bristol City Council Apprenticeship Levy spent	+	£647,299	£1,000,000	£227,285	£485,776	£774,270	<b>£1,077,821</b>		Council staff take up of apprenticeship opportunities have escalated with Departments and Teams developing their understanding and reliance on the scope and benefit of the offer 272 apprenticeships are active this is an increase of 93% on same period 2021. In addition the Council is supporting apprenticeships for other employers including Health & Social Care Police Force and SME through apprenticeship levy share which creates social value from our intervention. It is expected levy spend will increase to £1.25m in 2022/23 so that all funds invested are fully spent during £ year	PE
City Wide Performance Indicators that BCC contributes to:												
FI1	BPC310	Increase the number of private sector dwellings returned into occupation	+	445	450	99	216	287	<b>397</b>		Annual target missed. Given the number of long term empty private properties in the City has been reducing over the last 10 years and number approx. the outcome was not unexpected. Target for 2022-23 will reflective how many of the 1400 empty properties can be brought back into use.	G&R
FI1	BPC430a	Increase the number of new homes delivered in Bristol	+	1,350 (2019/20)	1500 (2021-22)	Annual - data not due	<b>1,589 (2020-21) (Target 2,000)</b>	n/a	<b>n/a</b>		The number of new homes delivered in Bristol for 2020-21 is reported as 1,589 (1,368 plus 221 student accommodation units), this is a positive improvement of 18% on the previously reported number for 2019-20. The completions for 2020/21 have been affected by COVID-19 and Brexit-related disruptions to the construction industry as noted against the Affordable Homes metric (BPC425) above. This measure is reported a year in arrears.	G&R
FI1	BPC425	Increase the number of affordable homes delivered in Bristol	+	400	450	87	164	280	<b>474</b>		The out-turn affordable housing completions for the city have exceeded the 450 target for 2021/22, seeing 474 affordable homes completed. Despite concerns throughout the year that the impact of both Covid and Brexit on the construction sector were a risk to delivery, and that a number of significant scheme completions have slipped into 2022/23, our Affordable Housing Provider Partners were able to secure 180 completions in q4, with one Registered Provider delivering 75 units ahead of schedule which compensated for other slippage. Bristol City Council's own delivery saw the completion of 15 homes in q4.	G&R

FI2	BPC246	Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases) (OCP)	+	79%	86%	79%	79%	81%	<b>81%</b>		The proportion of schools judged good or better remained at 81% at the end of Quarter 4. Inspections have continued and the vast majority of schools have been judged good with a continued acknowledgement of the development of curriculum and leadership. However, many schools were already judged good prior to their most recent inspection so has not affected the overall percentage. There are still a number of requires improvement schools awaiting inspection that we anticipate will be good on re-inspection.	PE
FI3	BPC217	Improve the % of 17 - 18 year old care leavers in EET (statutory return - recorded around birthday)*	+	71.0%	72%	76%	74%	<b>74%</b>	See Qtr 3		Of the 57 Care Leavers aged 17 and 18 whose birthdays fell in the report period 1 Apr 2021 to 31 Dec 2021 42 were ETE at the time of the 'Birthday Contact'. This measure does not include 8 young people who are recorded as being Returned Home or Deceased. This represents very good performance and is in the top quartile nationally and significantly better than the national average (65%).	PE
FI3	BPC263a	Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	-	6.9%	4.9%	7.4%	9.6%	7.8%	<b>5.9%</b>		No data quality issues - figures remain steady reflecting activities in the Participation team to track and improve EET figures. Throughout the year we have seen an increase in the number of year 13's who have dropped out of education and the team are working hard to get them re-engaged back into EET. Those that are year 12 and NEET we are making contact now to ensure that they have a place secured for Sept or if they need additional help and support. The percentage of CSNK has been the lowest it has been due to the data clean work the teams have done. Currently this rests at 1.33%.	PE
FI3	BPC103	Increase the number of Black, Asian and minority ethnic-led businesses supported	+	134	50	87	157	311	<b>372</b>		The target has been substantially over-achieved for the year, as, in addition to the Covid Emergency support project, the main enterprise support programmes have also been successful in engaging and supporting BAME entrepreneurs across the spectrum of minoritised communities.	G&R
FI4	BPC248	Number of hate crimes reported to Avon & Somerset Police	OFF	1,940	1,950	614	1,315	1,818	<b>2,353</b>	n/a	535 hate crimes reported in this period bringing the total figure for the year to 2353. This data shows reporting trends and an increase of 32 reports from previous quarter. Bristol North and Central LPA accounted for 39.9% of all reports, followed by Bristol East (31%) and Bristol South (29.1%). The most common offence type was Public Order (53.8%), followed by Violence Against the Person (37%). The most common type of hate crime reported was Racial (64.1%), followed by Sexual Orientation (13.5%) and Disability (12.4%). Drawing analysis from this data remains challenging and changes in patterns of reporting can be reflective of shifts in present community tensions. The Strategic Partnership Against Hate Crime continues to analyse the data and address themes at a partnership level.	PE
FI4	BPC324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	+	62.8%	62.0%	Annual - data not due	Annual - data not due	<b>63.1%</b>	n/a		This is good news. Through the pandemic particular the first year we have seen a tremendous community response with connection between neighbours and people reaching out to their communities - both their local neighbourhood communities and communities of culture faith and shared experience. We have seen people reaching out to help and support meeting people from different neighbourhoods and backgrounds and building connections across difference. Many of the CanDo Bristol volunteers have gone on to make lasting friendships with the people they met.	PE
FI4	BPC327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	-	24.70%	25.0%	Annual - data not due	Annual - data not due	<b>33.4%</b>	n/a		This is the third year running where there has been an increase in those considering gentrification has negative impacts. For the 10% most deprived areas in Bristol (based on the 2019 Index of Multiple Deprivation) this was 41% of respondents. Negative effects tend to be increased living costs, house and rent prices and cultural disconnect/feeling excluded, changes in the local amenities.  In terms of changes in local amenities the City centre and High streets recovery programme aims to address some of these issues in the City Centre and 9 priority highstreets, through supporting local businesses, marketing and promotion, bringing vacant properties back into use, street scene improvements and greening, and local cultural projects and events. High street action plans are being developed through consultation with residents, businesses, cultural organisations and other stakeholders.	G&R

## 2021/22 Business Plan: Wellbeing

Bristol City Council (BCC) owned performance indicators:

W4	BPB253	Increase the number of attendances at BCC leisure centres and swimming pools	+	399,343	695,145	385,853	885,755	1,392,225	<b>2,026,406</b>		Attendances at leisure centres across Bristol continue to recover and swimming lessons in particular are at an all time high. Fitness attendances are at around 75% of pre Covid figures but are heading in the right direction. To hit over 2 million attendances for 21/22 is a greater achievement than anticipated and the work that leisure operators have put in to achieve this has been commendable. We continue to have a good working relationship and hope that 22/23 improves further.	PE
W4	BPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	+	28,917	300,000	31,301	153,473	256,425	<b>379,252</b>		There has been a gradual return of visitors over the year to the city's museums as restrictions have lifted although booking is still being encouraged as running at reduced capacity. Blaise, Red Lodge and Georgian House are now closed until April 2022.	G&R

City Wide Performance Indicators that BCC contributes to:												
W1	BPC250	Reduce the percentage of people in Bristol who report below national average Mental Wellbeing (QoL)	-	19.7%	20.0%	Annual - data not due	Annual - data not due	20.5%	n/a	⬇️	We continue to work with high risk communities and groups to support mental health, working with partners such as schools, universities, workplaces and VCSE.	PE
W1	BPC251	Reduce the rate of alcohol-related hospital admissions per 100,000 population	-	845	839	833	859	Data not available	886	⬇️	The rate of hospital admissions due to alcohol has risen in the last 5 years, with fluctuations over this period. It is known that the harms from alcohol have been rising nationally and Bristol is no exception. The harms from alcohol increased significantly during the pandemic. There are a number of pieces of work ongoing including reviewing the alcohol liver disease pathway and working with the night time economy in encouraging no/low alcohol options. We need clear ownership within the ICS and to address this target.	PE
W1	BPC255	Increase % of people living in the most deprived areas who do enough regular exercise each week(QoL)	+	55.2%	55.2%	Annual - data not due	Annual - data not due	60.9%	n/a	⬆️	Work is being undertaken including liaison with social prescribing in the most deprived areas of the city	PE
W2	BPC419	Reduce the council's carbon dioxide equivalent emissions (in tonnes)	-	9,528 tonnes (2019-20)	7,300 tonnes	Annual - data not due	Annual - data not due	5,918 tonnes (2020-21)	n/a	⬆️	The Mayor has set a new target for the Council to be carbon neutral by 2025 for its emissions as defined by the Greenhouse Gas Protocol Scope 1 and 2. This is a different dataset and will be reported from 22/23.	G&R
W2	BPC433	Reduce the total CO2 emissions in Bristol City (k tonnes)	-	1,447 K Tonnes (2018)	1,488 K Tonnes (2019)	Annual - data not due	Annual - data not due	1,390 K Tonnes (2019)	n/a	⬆️	The City has reduced emissions by 42% from 2005 to 2019 compared to the target of 40% by 2020 set in 2008. This measure is reported at around 18 months after the end of the calendar year so the 21/22 reported outturn is for the calendar year 2019.	G&R
W2	BPC434	Reduce the proportion of deaths attributed to particulate air pollution	-	5.0% (2019)	4.3%	Annual - data not due	Annual - data not due	Annual - data not due	Data not available	n/a	This indicator is based on Public Health England (PHE) data and calculations. It is based on the fraction of very small particles (<2.5 micro metres) arising from human action. The main sources of this within the city are traffic and combustion.  Data for 2020 (due in Q4) has not yet been released by PHE.	G&R
W2	BPC480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	+	98% (2020)	94.0%	See Q4 2020/21	Annual - data not due	Annual - data not due	95.6% (2021)	⬇️	In 2020, 98% of monitoring sites had an annual NO2 concentration below 40µg/m3 when analysed in accordance with Local Air Quality Management exposure criteria. However these improved levels were largely a result of Covid lockdowns and reductions in traffic. The level for 2021 is likely to still have been affected by the changes in travel as a consequence of Covid, albeit by not as much as in 2020. It was therefore not unexpected that compliance levels went down in 2021. The compliance level was better than the target set and remains on track for predicted 100% compliance for the calendar year 2023 following the introduction of the Clean Air Zone. In 2021 there was a substantial increase in the number of NO2 diffusion tube monitoring locations in the city compared to 2020, up to 182 from 102. This is a result of the increased pollution monitoring required as part of the Clean Air Zone implementation.  Note - previously there has been a data lag with this indicator, with previous calendar year reported after official verification in Q1 of the next year, as is the case here. For 2021 onwards, this indicator will be reported in Q4 as unverified data for the calendar year just finished (see definition).	G&R
W2	BPC333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	+	60.3%	60.0%	Annual - data not due	Annual - data not due	59.0%	n/a	⬇️	Performance has dropped very slightly but remains higher than the previous five years. This is likely to reflect the continuing influence of the Covid pandemic on lifestyles and the enhanced importance of the outdoors to residents. However in 2021 there was greater freedom to travel to green space out of the city than in the previous year. The view of Parks Service managers is that visitor numbers remained high in our main sites with some peripheral sites continuing to see a growth in visitors e.g. Eastwood Farm. There may have been both positive and negative factors influencing performance: positive factors include a general uplift in the Parks cafe service offer, whilst a negative factor is that small changes to mowing regimes and reduction in pesticide use did contribute to some spaces appearing more 'untidy' and possibly less welcoming.  There has been a small decrease on last year (2020), but 6% points increase on 2019 when 53% was reported. For the 10% most deprived areas in Bristol (based on the 2019 Index of Multiple Deprivation) 42% of respondents had visited parks and open spaces, but this has improved since by 5% points on 2020.	G&R

W2	BPC540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	-	82.4%	80.0%	Annual - data not due	Annual - data not due	<b>81.7%</b>	n/a	⬆️	There has been a small improvement on last year, but overall this has remained static for the last three years. 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 incremental service improvements such as the Great Bristol Spring Clean and the Big Tidy. However, for the 10% most deprived areas in Bristol (based on the 2019 Index of Multiple Deprivation) 95.6% of respondents consider street litter a problem locally.	G&R
W2	BPC541	Increase the percentage of household waste sent for reuse, recycling and composting	+	45.0%	50.0%	43.0%	42.0%	43.0%	<b>44.0%</b>	⬇️	Recycling rates continue to be impacted by a drop in garden waste collected earlier in the year, this was over a 3 month period when priority was given to general household waste and recycling collections as Bristol Waste Company (BWC) was experiencing considerable shortages of drivers. There has been a gradual upward trend following the reintroduction of the garden waste service which is expected to support a continuing positive trend into 2022/23. Residual household collections as a proportion of total waste collected remains higher than pre pandemic level. Compared to the same period in 2020-21 recycling has decreased by 2% from 46% to 44% whilst residual waste has increased 2% from 54% to 56%.  There is also specific work underway to encourage improvements in recycling including ongoing roll out of recycling facilities in flats across the city, reviewing collection arrangements and trialling new services to suit tight space properties and flats above shops, as well as targeted behaviour change to encourage participation in recycling.	G&R
W2	BPC542	Reduce the residual untreated waste sent to landfill (per household)	-	122.5 kg	100.0 kg	14.2kg	46.0kg	76.0 kg	<b>83kg</b>	⬆️	The Energy Recovery Centre (ERC) treatment contracts have continued to perform and the bulky waste contract continues to identify alternative outlets to landfill. There was been a 2% increase in residual waste contributing to a higher than expected kgs per household from post processing landfill.	G&R
W3	BPC258	Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)	-	4.2%	7.2%	n/a	n/a	<b>4.6%</b>	n/a	⬇️	This measure is updated annually through the Quality of Life survey. Challenges remain in ensuring food security for the residents of Bristol due to ongoing impacts of COVID-19, and there has been significant work across the city to support those worst affected. Headline results for 2021/22 show little change over the past 2 years in this figure. A Food Equality Strategy has been developed and currently work is underway on the action plan to achieve the goals set out in this strategy. Food Equality Champions are also being recruited to encourage co-design and community ownership of this work.	PE
W3	BPC259	% of households in the most deprived areas using a food bank or charity in the last year (QoL)	-	8.4%	6.0%	Annual - data not due	Annual - data not due	<b>4.8%</b>	n/a	⬆️	This measure is updated annually through the Quality of Life survey. [Note - target was previously published incorrectly at the City-wide level of 2% this has been corrected to 6% target for the most deprived areas]. Challenges remain in ensuring food security for the residents of Bristol due to ongoing impacts of COVID-19 and there has been significant work across the city to support those worst affected. Headline results for 2021/22 (2%) show little change over the past 2 years in the City-wide average figure but do show a significant reduction in use of food banks in the most deprived areas (4.8%) compared to last year (8.4%).  A Food Equality Strategy has been developed and currently work is underway on the action plan to achieve the goals set out in this strategy. Food Equality Champions are also being recruited to encourage co-design and community ownership of this work.	PE
W3	BPC334	Reduce the percentage of the population living in Fuel Poverty	-	9.8%	9.0%	Annual - data not due	Annual - data not due	Annual - data not due	<b>13.8%</b>	n/a	13.8% refers to 2019 and is the latest data available. This a changed method of calculating the performance, as it now records (low income, low energy efficiency) as opposed to the low income, high cost methodology. Therefore trend data is not comparable. [National average was 13.4%]	PE
W4	BPC256	Increase the % of adults in deprived areas who play sport at least once a week (QoL)	+	27.5%	27.5%	Annual - data not due	Annual - data not due	<b>36.3%</b>	n/a	⬆️	Partnerships are being explored and strengthened with emphasis on working with seldom heard groups in deprived areas.	PE
W4	BPC411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	+	33.4%	35.0%	Annual - data not due	Annual - data not due	<b>31.9%</b>	n/a	⬇️	This is the third year running where there has been a decrease in those taking part in cultural events at least once a month, down from 43% in 2019. For the 10% most deprived areas in Bristol (based on the 2019 Index of Multiple Deprivation) this drops to 21.6%, although there has been increase from 18% the previous year.  The culture sector had gradually re-opened over summer 2021 although with greatly reduced capacity in many cases and new programmes developed to encourage participation. However the overall return to attending cultural events has been more hesitant than had been expected when	G&R

W4	BPC412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	+	40.3%	50.0%	Annual - data not due	Annual - data not due	<b>39.6%</b>	n/a		There has been a slight reduction in satisfaction from residents in the 10% most deprived areas of the city with the range and quality of outdoor events. However across the whole city there was a greater drop overall (51.6% down from 57%). Outdoor events were gradually being re-established with the easing of restrictions from July 2021 although the usual big scale events for the city, such Harbour Festival and the Balloon Fiesta were either not held, or took place with a revised offer. Work continued with events organisers to encourage them to broaden the events offer beyond the city centre to the wider city to enable more people to feel able to participate.	G&R
<b>2021/22 Business Plan: Well Connected</b>												
Bristol City Council (BCC) owned performance indicators:												
WC2	BPB308	Increase number of people able to access care & support through the use of Technology Enabled Care	+	511	753	166	284	445	<b>657</b>		Performance behind target even though there has been an increase in the installation of TEC products by 28% since 2020-21 through targeted work. Additional TEC installers being recruited to increase pace of delivery in 2022-23 to meet an 80% increase in installations in 2022-23	G&R
WC4	BPB636	Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	-	1.91	1.70 (Q4)	1.91	2.18	1.21	<b>1.07</b>		The Q4 actual is much lower (better) than target and continues an improving trend towards parity in response rates (target value of 1) between people in the most deprived 20% and least deprived 20% areas of the city. The Q4 figure is affected (positively) by a very high response rate to paper surveys targeting deprived communities with a survey on advertising of alcohol, gambling and unhealthy food.	RE
City Wide Performance Indicators that BCC contributes to:												
WC1	BPC470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	-	70.4%	73.0%	Annual - data not due	Annual - data not due	<b>73.6%</b>	n/a		There has been an increase in those who think congestion is problem locally; this may in part due to changes in overall traffic volumes since the previous year's survey. In the 10% most deprived areas of the city 61.7% consider congestion a problem locally. This has risen from 56% the previous year. Ongoing work across the year is intended to consolidate on reductions in congestion achieved during 2020; it should be noted however that the target for 2021 reflects the previous trajectory from 2019 as the 2020 result was better than expected as there were lower traffic levels overall due to lockdowns, home working and education closures.	G&R
WC1	BPC474	Increase the number of single journeys on Park & Ride into Bristol	+ Suspended 2020/21 (2019-20 1,687,558)	930,000	109,604	265,192	463,578	<b>647,936</b>	n/a	General bus passenger numbers overall have grown to a current level of around 70% of equivalent pre-Covid levels. Although capacity restrictions have been lifted on public transport, the return to normal levels of patronage will be dependent on a significant return to office working across the city. The commuter demand, previously a very significant proportion of overall bus usage, has yet to return, with many people continuing to work at home full time. This is particularly affecting Park & Ride usage, which also had a proportionately high level of peak hour (commuter) usage as part of its overall use. (This measure was suspended in 2020-21.)  There is no in-year target for this measure due to the continuing distortion to activity across public transport. This measure was suspended during 2020-21 but by this point in 2019-20 there had been 1,687,558 journeys made.	G&R	
WC1	BPC475	Increase the number of passenger journeys on buses	+ Suspended 2020/21 (2019-20 40,776,023)	26,505,000	5,978,530	13,139,056	21,926,053	<b>29,850,196</b>	n/a	General bus passenger numbers overall have grown to a current level of around 70% of equivalent pre-Covid levels. Although capacity restrictions have been lifted on public transport, the return to normal levels of patronage will be dependent on a significant return to office working across the city. The commuter demand, previously a very significant proportion of overall bus usage, has yet to return, with many people continuing to work at home full time. This is particularly affecting Park & Ride usage, which also had a proportionately high level of peak hour (commuter) usage as part of its overall use. (This measure was suspended in 2020-21.)  There is no in-year target for this measure due to the continuing distortion to activity across public transport. This measure was suspended during 2020-21 but by this point in 2019-20 there had been 40,776,023 journeys made.	G&R	
WC2	BPC438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	+	92.0%	92.0%	Annual - data not due	Annual - data not due	<b>91.3%</b>	n/a		This forms part of the Digital Inclusion agenda set by the One City Digital Board, and will be delivered through large-scale Digital Place and smaller-scale Council initiatives. Currently, we have delivered a pilot project broadband into high-rise buildings, and we actively promote discount schemes currently available via broadband/mobile providers to our citizens. We are looking longer-term for potential opportunities/partnerships to provide subsidised access to broadband using Council assets to our tenants and the wider communities.	RE

WC3	BPC266	Increase % of adults with learning difficulties known to social care who are in paid employment	+	5.3%	6.0%	6.3%	6.1%	6.8%	<b>6.4%</b>		The impact of our WE WORK for Everyone employment support programme is slowly having an impact upon this KPI. The inability to see our client base face to face during the pandemic severely effected our progress. We currently have a strong pipeline of participants who are about to enter employment and this will begin to filter through in the first quarter. The most important thing is to make sure that the movement into employment is captured in the right place within the Adult Social Care CRM system to ensure that the into work trend is reported upon. We have discussed this with the Adult Social Care Teams before but need to ensure that frontline teams are constantly reminded about the importance of accurate reporting.	PE
WC3	BPC268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	+	845	850	203	315	512	<b>881</b>		Our Future Bright in work support programme has continued to grow over the year and after being effected by the pandemic has now returned to profile. The impact of the current economic crisis is having a profound impact upon many people and families across the City. It is key that we work across the Council Teams to deliver programmes of support. By connecting with Housing, Welfare rights and money advice service, Community Development Revenues and Benefits etc we can make Bristol Citizens aware of our services.	PE
WC3	BPC323	Increase % of people who see friends and family as much as they want to (QoL)	+	73.2%	76.0%	Annual - data not due	Annual - data not due	<b>77.0%</b>	n/a		This is good news. This is likely the result of the vaccine take up and for many the relief and joy of people catching up after lock down. Other contributory factors include the bonus of social contact over zoom family being more involved with practical help such as shopping. This is a strong indicator for wellbeing and the health of the city in broad terms.	PE
WC3	BPC041	Improve the overall employment rate of working age population	+	75.8%	70.0%	77.1%	74.4%	77.6%	<b>78.1%</b>		Data for the period October-December 2021 shows the employment rate in Bristol was 78.1% meaning 255,100 working age residents were in employment. This represents a 2.3% increase compared to the previous period (July-September 21). The employment rate in Bristol is currently the highest of the UK core cities and above the national rate at 74.8%. Cardiff has the second highest rate at 74.9%. As restrictions have been gradually lifting over the last year, the UK economy has been recovering with UK monthly Gross Domestic Product (GDP) has been steadily increasing since May 21. National data shows that all of the main economic sectors were at or above pre-pandemic levels of output by February 2022, and this includes the sectors most impacted by Covid-19.	G&R
WC4	BPC533	Increase the percentage of people who feel they can influence local decisions (QoL)	+	21.1%	22.6%	Annual - data not due	Annual - data not due	<b>20.6%</b>	n/a		The 2021/22 figure is 2 percentage points worse than target and is 0.5 percentage points below the 2020/21 outturn, however is still 3 percentage points higher than the low-point value in 2018/19. This PI is likely to be influenced by a wide range of factors, and the reduction in 2021/22 mirrors trends in other PIs observed in the Quality of Life survey. The positive response in 2020/21 was tentatively attributed to the council's work with communities in its response to the COVID-19 pandemic, plus the 'Your City Our Future' programme leading to Bristol's first citizens' assembly. The worsened perception in 2021/22 may reflect the return to more 'business as usual' conditions with the negative legacy of COVID-19 still impacting many people.	RE

## 2021/22 Business Plan: Workplace Organisational Priorities

Bristol City Council (BCC) owned performance indicators:

WOP1	BPB530	Increase the satisfaction of citizens with our services (QoL)	+	47.4%	48.5%	Annual - data not due	Annual - data not due	39.2%	n/a	⬇️	Satisfaction with council services dropped to 39.2%, falling to a three year low after the increased positivity expressed during the pandemic. This is largely in line with an overall drop in positive sentiment expressed in the Quality of Life 2021 survey across a range of indicators.	RE
WOP1	BPB523	Maintain appropriate staff turnover	-	6.8%	10%-15%	11.3%	13.0%	13.8%	15.3%	⬆️	The annual rate of turnover has increased from 13.8% in Q3 to 15.3% in Q4. The number of leavers has jumped from 908 to 1,003. We have seen an increase in turnover rate to 15.3% (6.8 % at 31 March 2021). This is due to the labour market returning to pre pandemic levels with higher levels of vacancies in the wider economy as well. A healthy staff turnover ratio is between 10%-15% which enables fresh skills, ideas and experience to be incorporated into the workforce. Covid resulted in a huge reduction in staff leavers as future economic certainty was unknown, however we have now reverted back to pre pandemic levels.	RE
WOP2	BPB518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	+	86.0%	85.0%	85.3%	87.6%	88.4%	88.1%	⬆️	Performance remains at its highest level since 2018, at 88.1% for the Q4 period. The focus going forward, in addition to continued levels of response timeliness, is quality. In 2022 we will target services with training courses aimed at officers who deal with complaints, that should have a positive impact on the number of case escalations.	RE
WOP2	BPB524	Increase the percentage of staff with a completed annual appraisal	+	new KPI	75.0%	Annual - data not due	Annual - data not due	Annual - data not due	77.0%	n/a	Over the last 18 months we have taken a light touch approach to performance reviews due to colleagues focusing on Covid response or redeployed to other work to keep essential services running. Although we have encouraged managers to continue regular conversations with their employees and undertake reviews where they can. Earlier this year there was a technical problem with the reporting system for performance appraisals which means that the data is incomplete. This has now been resolved, and we will be able to report at the end of the annual performance reporting cycle.  In the meantime, a pulse survey was run over summer 2021 to ask staff about the frequency and quality of conversations with their manager about performance and development needs. 77% of respondents reported that they had a performance review in the last 12 months and 66% of respondents felt their review was helpful.	RE
WOP3	BPB522	Reduce the average number of working days lost to sickness (BCC)	-	7.6 days	8 days	7.8 days	8.3 days	9.2 days	10 days	⬇️	Sickness has seen an increase from 9.2 days in Q3 to 10.0 days in Q4. However, when excluding COVID-19 sickness from the calculation average days lost decreases to 8.4, which is only 5% worse than target and an improvement on 2019/20. We continue to take preventative measures to reduce sickness absence through our Health and Wellbeing Plan and revised Workforce Strategy. We are actively monitoring sickness absence patterns for services relating to COVID-19 to ensure we act swiftly to any areas of increased risk.  Our health and wellbeing plan sets out the actions we will be taking this year to support our employees: - Adapt mental health training for colleagues and utilise Mental Health First Aiders to spot the signs and offer support for those working remotely for a prolonged period of time. Introduce listening events and toolkits on how to have conversations. - Equip managers to support their teams whilst working remotely – with resilience and mental health support, linked to the five pillars of resilience model. - Raise awareness and increase take-up of mental health support mechanisms for colleagues, and adapt to meet needs arising through Covid lockdown. This includes stress risk assessments, Mental Health First Aiders, Employee Assistance Programmes. As part of a new Health and Wellbeing strategy, we maintain a rigorous and proactive approach to protecting the health, safety and wellbeing of our workforce for those who return to the workplace and those who continue to home-work.	RE
WOP4	BPB501b	Forecast level of Bristol City Council general financial reserves	+	9.57%	5%-6%	9.17%	9.17%	9.17%	9.43%	⬇️	The general reserve balance at the end of 2021/22 is £40m, this represents 9.43% of the net revenue budget for 21/22. Of this balance £4m is planned to be drawdown in 2022/23 to balance next year's budget, which will reduce the general reserve to 8.6% of the 2022/23 net revenue budget.	RE

WOP4	BPB502	Increase the percentage of invoices paid on time	+	85.95%	86.0%	84.57%	84.10%	82.3%	<b>78.5%</b>		The current KPI calculation is based on invoice date (date given on the invoice). Were the calculation to be based on 'invoice received' date (when we actually get the invoice) the target has been exceeded with year to date performance at 93.33%. For consistency during 2021/22, the KPI will continue to be calculated using invoice date. As we continue to review opportunities under the new Supplier Incentive Scheme, such as e-Invoicing, there is the potential for performance against this KPI to improve further. From April 2022 the KPI calculation will be based on invoice received date.	RE
WOP4	BPB503	Council Tax collected as a percentage of budgeted collectible debit	+	95.20%	96.0%	26.70%	51.95%	78.01%	<b>92.67%</b>		End of year collection is 3.3% below target, equivalent to a deficit of £9.4m. It has been a challenging year for many and we continue to support households as they recover from the pandemic and face a rise in living costs. Letters have been sent to every household in arrears explaining that recovery actions are resuming, whilst also offering support for those who are struggling. Additional contacts will be made when households miss instalments in future to engage early and agree affordable repayment plans.	RE
WOP4	BPB504	Non-domestic rates collected as a percentage of budgeted collectible debit	+	92.24%	93.5%	18.40%	44.67%	72.15%	<b>91.25%</b>		Collection over February and March was higher than originally profiled as many businesses had moved their instalments to pay over 12 months, but overall, year end collection was 2.2% below target, equivalent to a deficit of £4.5m. We are offering repayment plans to businesses that are struggling, and are continuing to award appropriate rate reliefs which will reduce their liabilities.	RE
WOP4	BPB505	Percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	+	52.0%	52.2%	Annual - data not due	Annual - data not due	Annual - data not due	<b>55.9%</b>		55.9% of BCC's supplier spend in 21/22 was with organisations identified as Small-Medium size Enterprises (SMEs). This is greater than the percentage of UK business's total turnover attributed to SMEs (51.9%, from 2021 ONS figures), suggesting that BCC is not disfavouring SMEs.  In FY21/22, Strategic Procurement and Supplier Relations Service consulted on ways in which procurement processes can be made more accessible to a more diverse range of businesses and VCSEs. These initiatives have already resulted in changes to commissioning processes and social value evaluation, and further actions will continue to be implemented in FY22/23. Note that a further 3.6% of BCC's spend was with suppliers whose size could not be determined, and if this spend is excluded, the SME spend was 58.0% of the remaining total.	RE
WOP4	BPB528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	+	4.7%	6.5%	4.8%	3.6%	3.0%	<b>2.9%</b>		As part of the Common Activities programme, it is planned that apprenticeship activity related to Bristol City Council moves into HR and L&D alongside all other recruitment and talent development activity. Detailed feasibility work is currently taking place.  The percentage of job offers being made to employees in the most deprived areas has decreased to 2.89% (39 applicants) in Q4 from 3% in Q3 (39 applicants). During Q4 we have seen an increase in the total number of job offers this has reduced % of offers being made to employees from deprived areas. We continue to see an increase in job offers being made to applicants who live outside of the Bristol Boundary. Apprentices make up a large number of the job offers being made to employees in the most deprived areas.  Work is being undertaken by the apprentices team to attract greater number of apprentice applicants, that would give an apprentice exposure to many services; <ul style="list-style-type: none"><li>• Providing a meaningful experience which would enable the individual to attain knowledge and skills.</li><li>• Opening doors to careers/functions that an individual may not have considered.</li><li>• Enabling teams to participate and attract new talent to the business and open the eyes of what they do, to apprentices.</li></ul>	RE



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>WORSENCED</b> compared to same period in the previous year

Directorate	
PE	People
G&R	Growth and Regeneration
RE	Resources

#### [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.

## Appendix A2 - Definitions and reporting timescales for Performance Indicators

### 2021/22 Corporate Plan: Empowering & Caring

1: 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.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC200	Increase the number of in-house Foster Care placements (not including Kinship)	Quarterly (Snapshot)	This records the total number of foster care placements that can potentially be available at maximum capacity in-house excluding any that are approved for kinship placements. This number is larger than the number of foster households as it records 'placements' on any given date, as a snapshot.
BPC216	Percentage children becoming the subject of a child protection plan for a second/subsequent time	Quarterly (Cumulative)	The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council regardless of how long ago that was.
BPC222	Increase the take-up of free early educational entitlement by eligible 2 year olds	Annual (Previous Financial Year)	Take up of free educational provision for 2 year olds. Data provided by the DfE and relates to the previous financial year: <a href="https://www.gov.uk/government/statistics/education-provision-children-under-5-years-of-age-january-2019">https://www.gov.uk/government/statistics/education-provision-children-under-5-years-of-age-january-2019</a>

2: Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.

PI ref	Measure	Frequency/period reported	Method of calculation
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.)
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.

3: 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.

PI ref	Measure	Frequency/period reported	Method of calculation
BPB280	Increase the percentage of people who contact Adult Social Care and then receive Tiers 1 & 2 services	Quarterly (Snapshot)	There is a count of requests for Adult Social Care support requests and also a record of how many were either signposted to alternate support or provided with lower level support. The inverse percentage being the percentage of requests for support that went onto receive the higher levels of support. Performance is reported on a quarter by quarter basis e.g. Q1 - 55%, Q2 58% etc
BPB281	Reduce the number of service users aged 65+ in permanent Residential & Nursing Care (Snapshot)	Quarterly (Snapshot)	This records the total number of service users who are in a permanent Residential or Nursing setting who are 65 years or older at the end of the quarter, as a snapshot figure. The formula is: N = X - Y Where x = Number of service users at the end of the quarter who were 65 years and older who are receiving a care home service of either Nursing or Residential Care Where y = Number of service users at the end of the quarter who were 65 years and older who are receiving a care home service of either Nursing or Residential Care who are a carer or receives long-term inhouse service
BPB285	Increase the number of people receiving home care	Quarterly (Snapshot)	This indicator is being measured to demonstrate how BCC commission and utilise alternative Tier 3 (long term care) provision to continue to maximise people's independence at home. This ultimately will reduce the reliance on more traditional Tier 3 care home service which have the highest unit cost. It records the total number of service users who receive externally commissioned home care at the end of the quarter (Excluding carers & in house services) and is reported as a snapshot figure.
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.
BPC270	Increase experience of work opportunities for priority groups	Quarterly (Cumulative)	This measures the number of people who gain experiences of work for identified priority groups - Young people at risk of and currently not engaging in education, employment and training, Children in care or Care leavers (CIC/CL), people with a Learning difficulty and/or disability, people with a disability, Black, Asian and other non-white minority backgrounds ( BAME), Returning to work, living in the 25% most deprived lower super output areas over 55'.

4: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC311	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.

### 2021/22 Corporate Plan: Fair & Inclusive

1: Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020

PI ref	Measure	Frequency/period reported	Method of calculation
BPB124a	Increase the percentage of major residential planning applications processed within 13 weeks or as otherwise agreed	Quarterly (Cumulative)	Percentage of major residential planning applications by type determined in a timely manner (within 13 weeks) n.b. this includes the category of "applications for prior approval" which are NOT included as part of the statutory returns PS1 and PS2.
BPB375	Reduce the number of empty council properties	Quarterly (Snapshot)	The 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 should include all standard voids as well as those classed as undergoing major works, or pending a decision to dispose or demolish.
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.
BPC425	Increase the number of affordable homes delivered in Bristol	Quarterly (Cumulative)	This records the numbers of social rented and intermediate housing units added to the city's overall housing stock during the year. Affordable housing is defined in the Planning Policy Statement 3 (PPS3) from the Ministry for Housing Communities & Local Government (MHCLG).
BPC430a	Increase the number of new homes in Bristol	Annual (1 year lag)	This measures the net increase in dwelling stock over one year and is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions.

2: Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process

PI ref	Measure	Frequency/period reported	Method of calculation
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BPB225e	Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases *	Quarterly (Cumulative & 3 months in arrears)	<b>*(this is reported with a 3-month data lag)</b> Number of Education Health Care Plans in the last quarter that were issued within 20 weeks,excluding exception cases, as a percentage of all such statements issued throughout the calendar year. The reported data aligns with the SEN Census reporting (ie a Calendar year).... This means that this KPI is reporting cumulatively and 3 months in areas: Q1 reports Jan – Mar / Q2 reports Jan – June / Q3 reports Jan – Sept / Q4 reports Jan - Dec
BPC246	Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)	Quarterly (Snapshot)	This records the present percentage of schools, across all phases, where the Ofsted inspection rating is 'Good' or better. The DfE published this information at: <a href="https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes#history">https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes#history</a>
<b>3: Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.</b>			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB265a	Increase the amount of Bristol City Council Apprenticeship Levy spent	Quarterly (Cumulative)	This measure the amount of budgeted levy money spent on apprenticeships by Bristol City Council as an organisation.
BPC103	Increase the number of Black, Asian and minority ethnic-led businesses supported	Biannual	The number of Black, Asian and minority ethnic-led businesses supported through work commissioned with Black South West Network.
BPC217	Improve the % of 17 - 18 year old care leavers in EET (statutory return - recorded around birthday)*	Quarterly (Cumulative & 3 months in arrears)	<b>*(this is reported with a 3-month data lag)</b> Performance is reported with a 3 month data lag owing to the way the statutory measure is recorded. The percentage of former care leavers aged 17 - 18 who were looked after under any legal status (excl V3 or V41) on 1 April in their 17th year, who were in education, employment or training. These figures also include those care leavers who we are not in contact with.
BPC263a	Reduce the percentage of young people of academic age 16 to 17 years who are NEET & destination unknown	Quarterly (Snapshot)	This measures the percentage of 16 to 17 year olds who are not in education, employment or training (NEET). AND Destination Unknown. Whilst this records data quarter by quarter, unusually the DfE return (and therefore the Q4 figure) is the snapshot for the 3 month period 1st December - last day of February.
<b>4: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.</b>			
PI ref	Measure	Frequency/period reported	Method of calculation
BPC248	Number of hate crimes	Quarterly (Cumulative)	Hate Crime data recorded by Avon & Somerset Police
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.
BPC327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
<b>2021/22 Corporate Plan: Well Connected</b>			
<b>1: Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.</b>			
PI ref	Measure	Frequency/period reported	Method of calculation
BPC470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC474	Increase the number of single journeys on Park & Ride into Bristol	Quarterly (Cumulative)	This measures the number of journeys made on Park and Ride (P&R) services in Bristol. Data is supplied by the various commercial operators of P&R designated services
BPC475	Increase the number of passenger journeys on buses	Quarterly (Cumulative)	This measures the number of journeys made on all services which has a boarding point in Bristol. Data is supplied by the various commercial operators of P&R designated services
<b>2: Make progress towards being the UK's best digitally connected city.</b>			
PI ref	Measure	Frequency/period reported	Method of calculation
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 have received home adaptions are part of enabling independent living.
BPC438	Increase the percentage of people living in deprived areas who have access to the internet at home (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.
<b>3: Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.</b>			
PI ref	Measure	Frequency/period reported	Method of calculation
BPC041	Improve the overall employment rate of working age population	Quarterly (Snapshot)	This is the proportion of the working age population (16-64) who are in employment according to the International Labour Organisation (ILO) definition.
BPC266	Increase the percentage of adults with learning difficulties known to social care, who are in paid employment	Quarterly (Cumulative)	The measure shows the proportion of adults with a learning disability who are "known to the council", who are recorded as being in paid employment. The information would have to be captured or confirmed within the reporting period 1 April to 31 March. The definition of individuals 'known to the council' is restricted to those adults of working age with a primary support reason of learning disability support who received long term support during the year. The measure is focused on 'paid' employment. Voluntary work is excluded from the measure. Paid employment is measured using the following two categories: <ul style="list-style-type: none"><li>• Working as a paid employee or self-employed (16 or more hours per week); and,</li><li>• Working as a paid employee or self-employed (up to 16 hours per week).</li></ul>
BPC268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	Quarterly (Cumulative)	This is a cumulative count to show the growth of the Future Bright in work support programme and the new Get Well - Get On programme which focusses on supporting people in work who have mental health of muscle, joint or bone conditions.
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.
<b>4: 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>			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB636	Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	Quarterly (Snapshot)	Ratio of the consultation response rate per 10,000 citizens from people living in the 20% least deprived parts of the city (quintile 5) and the response rate from the 20% most deprived areas (quintile 1). Calculated as the mean of responses for all city-wide consultations with 500 or more respondents, which closed during the year ending in the reporting quarter.
BPC533	Increase the percentage of people who feel they can influence local decisions (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.
<b>2021/22 Corporate Plan: Wellbeing</b>			
<b>1: Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.</b>			
PI ref	Measure	Frequency/period reported	Method of calculation
BPC250	Reduce the percentage of people in Bristol who report below national average Mental Wellbeing (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.

BPC251	Reduce the rate of alcohol-related hospital admissions per 100,000 population	Quarterly (Rolling year 3 months in arrears)	This indicator measures the rate of alcohol related admissions per 100,000 population using Hospital Episode Statistics. The rate is calculated using data on those finished in-year admissions that are classified as ordinary or day cases and that have a primary or subsidiary diagnosis code. Q1 covers April to March, Q2 = July to June, Q3 = October to September, Q4 = January to December.
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.

## 2: 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.

PI ref	Measure	Frequency/period reported	Method of calculation
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.
BPC419	Reduce Bristol City Council's own carbon dioxide equivalent (CO2e) emissions	Annual	Carbon Dioxide equivalent emissions from: 1. Council buildings (corporate buildings, leisure centres, council housing (landlord supplies and heating), schools and other operational sites); 2. Street lighting;
BPC433	Reduce carbon dioxide (CO2) emissions across the Bristol local authority area	Annual (18 month lag)	This measures the annual amount of end user CO2 emissions across an agreed set of sectors (housing, roadtransport and business).
BPC434	Reduce the proportion of deaths attributed to particulate air pollution	Annual (2 year lag)	This measure is reported by Public Health England
BPC480	Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide	Annual (Calendar year)	This measures the percentage of monitoring sites across the city which achieve the air quality target of an annual NO2 concentration below 40µg/m3, when analysed in accordance with Local Air Quality Management exposure criteria. It is published at Q4 as unverified data for the calendar year just finished, prior to sign-off by DEFRA (i.e. calendar year 2021 data to be reported at Q4 2021-22)
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.

## 3: Tackle food and fuel poverty.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC258	Reduce the percentage of households which have experienced moderate or worse food insecurity (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.
BPC259	Percentage of households in the most deprived areas who have used a food bank or charity in the last 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.
BPC334	Reduce the percentage of the population living in Fuel Poverty	Annual (2 year lag)	Fuel poverty in England is measured using the Low Income High Costs (LIHC) indicator where a household is considered to be fuel poor if: - They have required fuel costs that are above average (the national median level) and were they to spend that amount, they would be left with a residual income below the official poverty line. The data for this measure is supplied by the Department of Business, Energy and Industrial Strategy

## 4: Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.

PI ref	Measure	Frequency/period reported	Method of calculation
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.
BPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	Quarterly (Cumulative)	This measures visitors to Bristol Museums, Galleries and Archives and is taken from automated counters as well as snap shot surveys.
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.
BPC411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

## 2021/22 Corporate Plan: Workplace Organisational Priorities

### 1: Redesign the council to work effectively as a smaller organisation.

PI ref	Measure	Frequency/period reported	Method of calculation
BPB523	Maintain appropriate staff turnover	Quarterly (Cumulative)	This measures staff turnover by considering the numerator as the total number of leavers; including those who retire, or leave involuntarily due to dismissal or redundancy over the period; and the denominator as the average total number of staff employed over the period....The aim is to keep the level at between 10-15%
BPB530	Increase the satisfaction of citizens with our services (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.

2: Equip our colleagues to be as productive and efficient as possible.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	Quarterly (Snapshot)	The percentage of stage 1 non-statutory complaints that were respond to within 15 days.
BPB524	Increase the percentage of staff with a completed annual appraisal	Annual	This indicator is based on figures for the latest performance lifecycle (i.e. at least one face-to-face appraisal must have taken place in that 12 month period), and calculated using headcount of staff eligible for a performance review. Apply to permanent and temporary staff only. Casual staff (i.e. those not employed on a regular basis but when a particular need arises) and those employed by outside contractors (e.g. private companies), are not to be counted.
3: Make sure we have an inclusive, high-performing, healthy and motivated workforce.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB522	Reduce the average number of working days lost to sickness (BCC)	Quarterly (Rolling year)	<p>This performance indicator measures the levels of sickness each quarter is reported on a 'rolling year' basis and the last quarter will reflect the whole year's performance - The quartley reports are presented:</p> <ul style="list-style-type: none"> <li>• 2020/21 Q1 will report the 1 Jul 20 - 30 Jun '21 figure</li> <li>• 2020/21 Q2 will report the 1 Oct '20 - 30 Sept '21 figure</li> <li>• 2020/21 Q3 will report the 1 Jan '21 - 31 Dec '21 figure</li> <li>• 2020/21 Q4 will report the 1 Apr '21 - 31 Mar '22 figure</li> </ul>
BPB528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	Quarterly (Snapshot)	This measures the percentage of employment offers made to people living in the 10% most deprived areas as a percentage of all offers made
4: Be responsible financial managers and explore new commercial ideas.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB501b	Forecast level of Bristol City Council general financial reserves	Quarterly (Snapshot)	<p>The level of general reserves (which is the £20m) as a percentage of the net General Fund Budget – and shouldn't fall under 5%.</p> <p>(a/b)*100, where:  a= General reserve  b= Net revenue budget</p>
BPB502	Increase the percentage of invoices paid on time (BCC)	Quarterly (Cumulative)	This measures the percentage of undisputed invoices for commercial goods and services paid to external contractors and suppliers during the year by the authority within mutually agreed terms or 30 days if such terms do not exist, as a percentage of all such invoices paid by the authority in the year. Authorities may exclude invoices sent to schools and paid from delegated school budgets if they wish. Time starts from the date the authority (not the payment section) receives the invoice.
BPB503	Council Tax collected as a percentage of budgeted collectible debit	Quarterly (Cumulative)	This measures the percentage of the estimated net collectable debit for council taxes net of benefit. Against the total receipts council taxes; net of refunds granted in respect of the present year only.
BPB504	Non-domestic rates collected as a percentage of budgeted collectible debit	Quarterly (Cumulative)	This measures the percentage of the estimated net collectable debit in respect of non-domestic. Against the total receipts of non-domestic rates, net of refunds granted in respect of the present year only.
BPB505	Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	Annual	This PI measures the percentage of Bristol City Council's overall procurement expenditure committed to SME's. The aim is to support BCCs policy to ensure that SMEs have the opportunity to bid for and win council contracts. The calculation is: (SME procurement spend / Total procurement spend)*100.

## Performance Reports – how to read and interpret them

This is a brief guide to reading Bristol City Council (BCC) performance reports, explaining the reporting process and terms used for the 2021/22 financial year.

It accompanies the [2021/22 Performance Framework](#) and the [Business Plan 2021/22](#).

This is for use by members of the public and of BCC Scrutiny Commissions. Each Commission receives a suite of measures to show progress of activities related to the [role of the commission](#).

<b>Heading on the report</b>	<b>Explanation</b>
<b>Corp Plan KC ref</b>	“Corporate Plan Key Commitment reference”. The current <a href="#">Corporate Strategy 2018-23</a> sets out our priorities and vision for Bristol. It has 4 themes (and a 5 <sup>th</sup> section on Organisational Support) that help us to achieve this, and each has 4 “key commitments” within them. The themes and key commitments structure the framework for the Business Plan.
<b>Code</b>	Measures of success have been identified for each key commitment, and each is given an individual reference code.  We differentiate between Business Plan measures wholly owned by BCC which are direct measures of <i>our</i> performance – given the prefix “ <b>BPB</b> ” - and “City-wide” measures where we are a key player, but performance may be dependent on other partners or external factors – given the prefix “ <b>BPC</b> ”.  Scrutiny Commissions may also see Directorate performance indicators prefixed DRE, DGR or DPE, providing additional context for Business Plan measures.
<b>Title</b>	A concise, short title is shown which often gives the headline intention of the measure e.g. “ <i>Increase the percentage of xx</i> ”, “ <i>Reduce the number of yy</i> ”.
<b>+/-</b>	This indicates the ‘Polarity’ of an indicator, to show whether a <i>higher</i> or <i>lower</i> figure is preferred for this specific measure; i.e. are we trying to get an increasing or a reducing figure? The title may also express this e.g. “ <i>Increase the number of affordable homes</i> ” will have a positive (+) polarity whilst “ <i>Reduce the number of people sleeping rough</i> ” will have a negative (-) polarity.
<b>Previous year's Outturn</b>	The end-of-year result for the previous year is shown where available. For measures where reporting is delayed the most recent year available is shown.
<b>Current year's Target</b>	There are annual discussions with managers when measures of success are reviewed, and targets set for the forthcoming year (done once the outturns for the previous year are known). Determining factors for target setting include: <ul style="list-style-type: none"> <li>- delivering ongoing improvements i.e. the new year target will exceed the previous year's outturn.</li> <li>- ensuring that legislative requirements are met e.g. payment of invoices.</li> <li>- incremental steps working towards long-term targets in strategies i.e. the new year target will be somewhere on the trajectory to the long-term goal. [NB The long-term target may not to be split into equal parts each year, as delivery may be weighted to the latter years]</li> <li>- maintaining activity levels in the context of changes in resource available or re-prioritisation of activity i.e. the new year target may be the same or even lower than the previous year's outturn, but with reduced funding</li> </ul> Some new measures may not have a target; this is because we are establishing a baseline of activity for a new area of work.

<b>Quarterly Progress</b>	<p>As the year progresses additional “quarter progress” columns are added to the report. Quarterly / in-year targets are determined in various ways:</p> <ul style="list-style-type: none"> <li>- a straight four-way split across the year.</li> <li>- quarterly target is the same as the annual target; this is often the default for transactional measures e.g. % complaints responded to on time.</li> <li>- target is profiled across the year to reflect known activity levels e.g. bus passenger numbers have a greater % of the annual target due at Q3 (Oct to Dec), reflecting the rise in passengers after the summer holidays.</li> <li>- some measures may not have an in-year target as activity levels are dynamic or don’t follow a regular enough pattern to inform meaningful quarterly targets. These should be by exception only.</li> </ul> <p>The latest quarter column will be colour coded (RAG rating: red, amber, green) to show current performance against the target for that quarter (plus blue to show “On target” – see <b>Progress Key</b> below).</p> <p>NB green indicates “better” not “higher”, so if lower is better then green is used to show a figure lower than target (and red or amber for a higher figure where the polarity is negative). Each target has a tolerance level set which provides the threshold for <i>significantly</i> worse / better (default is over 10% of target).</p>
<b>Comparison over last 12 months</b>	<p>This column compares the current performance to the <i>same period</i> in the previous year i.e. it compares progress to 12 months ago, not to last quarter.</p> <p>Icons used are: <b>better</b> (↑), <b>worse</b> (↓) or <b>unchanged</b> (=).</p> <p>NB the green arrow indicates “better” not “higher”, so if lower is better then ↑ is still used to show a reducing figure (and ↓ used to show a higher figure if the polarity is negative) - see <b>Improvement Key</b> below.</p>
<b>Management Notes</b>	<p>This section shows commentary from the manager responsible for the measure and may include any of the following:</p> <ul style="list-style-type: none"> <li>- What factors have contributed to the reported performance be that positive or negative?</li> <li>- When performance is below target and/or worse than last year, what is planned to get performance back on track to hit target?</li> <li>- As the year progresses managers will be in a better position to comment on whether annual performance targets are likely to be met.</li> </ul>

All reports have a key to Progress and Improvement after the main appendix which are shown here:

Progress Key		Improvement Key	
Significantly better than target		↑	Direction of travel <b>IMPROVED</b> compared to same period in the previous year
Better than target		=	<b>SAME</b> as previous same period in the previous year
On Target		↓	Direction of travel <b>WORSENED</b> compared to same period in the previous year
Worse than target			
Significantly worse than target			

## Overview and Scrutiny Management Board (OSMB)



27<sup>th</sup> July 2022

**Report of:** Mike Jackson, Chief Executive

**Title:** Corporate Risk Management Report – Q1 2022/23

**Ward:** Citywide

**Officer Presenting Report:** Paul Dury, Risk & Insurance Officer

**Recommendation:**

For the Overview and Scrutiny Management Board to note the attached Q1 2021/22 Corporate Risk Management Report and Appendix A - Corporate Risk Report (CRR) summary of risks that went to Cabinet on 12<sup>th</sup> July 2022.





# Decision Pathway – Report

**PURPOSE:** For reference

**MEETING:** Cabinet Board

**DATE:** 12 July 2022

<b>TITLE</b>	Corporate Risk Management Report – Q1 2022/23			
<b>Ward(s)</b>	City wide			
<b>Authors:</b> Risk and Insurance Senior Officers	<b>Job title:</b> Risk and Insurance Senior Officers	<b>Cabinet lead:</b> Councillor Cheney <b>Executive Director lead:</b> Mike Jackson		
<b>Cabinet lead:</b> Councillor Cheney				
<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>1. 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 1 2022-23.</li></ol>				
<b>Evidence Base:</b> <b>Context</b> <ol style="list-style-type: none"><li>1. The Corporate Risk Report (CRR) is a key document in the council's approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision making about business planning, budget setting, transformation and service delivery.</li><li>2. The CRR provides assurance to management and Members that Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that 'risk' by definition includes both threats and opportunities, which is reflected in the CRR.</li><li>3. The Accounts and Audit Regulations 2015 require that 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>4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed effectively to minimise the impact.</li><li>5. The CRR summary of risks is attached to this report at Appendix A and is the latest position following a review by managers and Directors.</li></ol>				

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

6. 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 June 2022.
7. The CRR sets out the critical, significant and high rated threats and opportunity risks. All other business risks reside on the Service Risk Registers.
8. Members of EDM's reviewed the DRRs in June 2022 to form the CRR, the CRR was reviewed by the Corporate Leadership Board on 21<sup>st</sup> June 2022. Cabinet are asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers.
9. The Q1 22-23 Corporate Risk Report (CRR) as at 1<sup>st</sup> June 2022 contained:

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

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

### Threat Risks:

11. There is one critical threat risk:
  - 'CRR46 - Increased costs, restrictions and uncertainty of future sufficient insurance cover for higher risk properties'. The risk rating being 4\*7 (28) critical threat risk. This risk is managed on the Resources Service Risk Register.
12. There are two new threat risks:
  - 'CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery target'. The risk rating is 3\*7 = 21 'High' risk. This risk has been created to replace CRR32 as a more appropriate way to measure the risk associated with the council's performance. This risk is managed on the Growth and Regeneration Service Risk Register.
  - 'CRR49 - Workforce resilience'. The risk rating is 3\*7 = 21 'High' risk. This risk is managed on the Resources Service Risk Register. The mitigating controls and actions are currently in progress and will be added for Q2.
13. There are two improving threat risks:
  - 'CRR10 - Safeguarding Adults at Risk with Care and support needs'. The risk rating improved from 3\*7 = 21 'High' risk to 3\*5 = 15 'High' risk in Q1. This risk is managed on the People Service Risk Register.
  - 'CRR29 - Information Security Management System (ISMS)'. The risk rating improved from 3\*5 = 15 'High' risk to 2\*5 = 10 'Medium' risk in Q1. This risk is managed on the Resources Service Risk Register.
14. There are two deteriorating threat risks:
  - 'CRR15 - In-year Financial Deficit'. The risk rating deteriorated from 3\*5 = 15 'High' risk to 3\*7 = 21 'High' risk. This risk is managed on the Resources Service Risk Register.
  - 'CRR40 - Unplanned Investment in Subsidiary Companies'. The risk rating deteriorated from 3\*5 = 15 'High Risk' to 4\*5 = 20 'High' Risk in Q1. This risk is managed on the Resources Service Risk Register.
15. There are two closing Threat Risks:
  - 'CRR32 - Failure to deliver enough affordable Homes to meet the City's needs'. This risk has been replaced by the new CRR48 risk to better reflect the Council's scope and control to influence the delivery of affordable housing to meet the City's needs.
  - 'CRR35 - Organisational Resilience'. This risk has been closed due to being similar in nature to CRR5 and CRR12 and being too broad in nature. A specific workforce resilience risk has been created and is being developed for full reporting in Q2.
16. There is one new external risk:

- 'BCCC5 - Cost of Living Crisis impact on Citizens and Communities'. The risk rating is  $4*7 = 28$  'Critical' risk. This risk is managed on the People Service Risk Register.

In Progress Risks:

17. There are two risks that are currently in progress and workshops will be held in Q2 to draft these for consideration for inclusion on the corporate risk report:
  - New Risk in Progress - Failure to achieve the commitment of carbon neutrality for the council's direct emissions by 2025
  - New Risk in Progress - Failure to support the delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030.
18. For more detail on individual risks and their management, please see the attached Appendix A.
19. The closed risks are now reflected within individual risks across the Council's Service Risk Registers.
20. All risks on the CRR have management actions in place.
21. 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.

Additional Information:

22. The reporting template has been amended for Q4. Internal Controls and Actions have been added to the CRR Appendix template, replacing the 'What we have done' and 'What we are doing' section – there is ongoing work to accurately capture and review these controls and actions over the next quarters. Actions will include a due date and progress status. In addition, a 'summary of progress' has been included to capture the quarterly update in the management of the Corporate risks.
23. The forming of a Corporate Risk Management Group has been agreed at Resources EDM in February 2022. The Terms of Reference have been drafted and an initial session will be launched for Q2 2022-2023.
24. An assessment of the Council's Risk Maturity, Risk Culture and Risk Appetite is underway which will feed into a review of the Council's Risk Assurance Policy and Framework over the coming quarters.

**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](https://democracy.bristol.gov.uk/documents/s28767/10_Appendix_A_-_BD11378_-_Risk_Management_Assurance_Policy_Jan_2019.pdf)

<b>Revenue Cost</b>	<b>£</b>	<b>Source of Revenue Funding</b>	Insert specific service budget name
<b>Capital Cost</b>	<b>£</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 01/07/2022

**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 01/07/2022

**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:** Gavin Arbuckle, Head of Service Improvement and Performance 01/07/2022

**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.

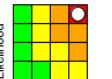
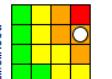
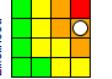
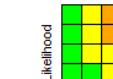
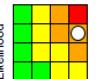
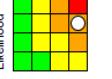
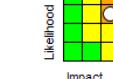
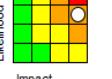
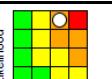
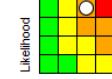
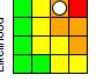
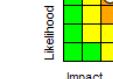
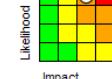
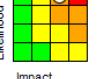
**HR Partner:** Mark Williams, Head of Human Resources 01/07/2022

EDM Sign-off	Resources EDM	08/06/2022
Cabinet Member sign-off	Cllr Cheney, Deputy Mayor and Cabinet member for City Economy, Finance and Performance	27/06/2022
For Key Decisions - Mayor's Office sign-off	N/A – information report for noting	

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

## Appendix A – Corporate Risk Register as at June 2022

Threat Risk Performance Summary

Risk	Page Number	Q2 Rating	Q2 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
CRR46 - Increased costs, restrictions and uncertainty of future sufficient insurance cover for higher risk properties	7					28 NEW RISK	Likelihood  Impact	28	Likelihood  Impact
CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery target	8							21 NEW RISK	Likelihood  Impact
CRR49 – Workforce Resilience	10							21 NEW RISK	Likelihood  Impact
CRR9 - Safeguarding Vulnerable Children	11	28 -	Likelihood  Impact	21 ↑	Likelihood  Impact	21	Likelihood  Impact	21	Likelihood  Impact
CRR39 - Adult and Social Care major provider/supplier failure	12	21 ↓	Likelihood  Impact	21	Likelihood  Impact	21	Likelihood  Impact	21	Likelihood  Impact
CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council	13	15 -	Likelihood  Impact	15	Likelihood  Impact	21 ↓	Likelihood  Impact	21	Likelihood  Impact
CRR7 - Cyber Security	14	20 -	Likelihood  Impact	20	Likelihood  Impact	20	Likelihood  Impact	20	Likelihood  Impact
CRR25 - Suitability of Line of Business (LOB) systems	15	20 -	Likelihood  Impact	20	Likelihood  Impact	20	Likelihood  Impact	20	Likelihood  Impact
CRR37 - Homelessness	16	20 -	Likelihood  Impact	20	Likelihood  Impact	20	Likelihood  Impact	20	Likelihood  Impact

## Appendix A – Corporate Risk Register as at June 2022

Risk	Page Number	Q2 Rating	Q2 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
CRR41 – Capital Portfolio Delivery	17	20 	Likelihood  Impact	20 	Likelihood  Impact	20 	Likelihood  Impact	20 	Likelihood  Impact
CRR43 - Lack of progress for Mass Transit Impact on city	19	20 	Likelihood  Impact	20 	Likelihood  Impact	20 	Likelihood  Impact	20 	Likelihood  Impact
CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)	20	21 	Likelihood  Impact	21 	Likelihood  Impact	21 	Likelihood  Impact	21 	Likelihood  Impact
CRR10 - Safeguarding Adults at Risk with Care and support needs	21	21 	Likelihood  Impact	21 	Likelihood  Impact	21 	Likelihood  Impact	15 	Likelihood  Impact
CRR27 – Failure to deliver the Capital Transport Programme Delivery	22	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact
CRR5 - Business Continuity and Operational Resilience.	23	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact
CRR18 - Failure to deliver enough homes to meet the City's needs.	24	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact
CRR15 - In-Year Financial Deficit	25	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	21 	Likelihood  Impact
CRR4 - Corporate Health, Safety and Wellbeing	26	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact
CRR6 - Fraud and Corruption	28	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact

## Appendix A – Corporate Risk Register as at June 2022

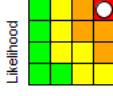
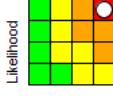
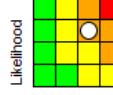
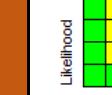
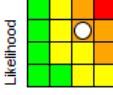
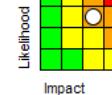
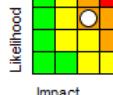
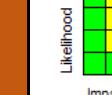
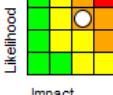
Risk	Page Number	Q2 Rating	Q2 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	
CRR40 - Unplanned Investment in Subsidiary Companies	30	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	20 	Likelihood  Impact	
CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22	31	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	
CRR26 - ICT Resilience.	33	10 	Likelihood  Impact	10 	Likelihood  Impact	14 	Likelihood  Impact	14 	Likelihood  Impact	
CRR29 - Information Security Management System (ISMS)	32	15 	Likelihood  Impact	15 	Likelihood  Impact	15 	Likelihood  Impact	10 	Likelihood  Impact	
CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection	34	10 	Likelihood  Impact	10 	Likelihood  Impact	10 	Likelihood  Impact	10 	Likelihood  Impact	
CRR45 - Failure to deliver statutory duty in respect of the safeguarding of Children	35				9  NEW RISK	Likelihood  Impact	9 	Likelihood  Impact	9 	Likelihood  Impact

## Opportunity Risk Performance Summary

Risk	Page Number	Q2 Rating	Q2 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
OPP1 - One City Approach	36	21 	Likelihood  Impact	21 	Likelihood  Impact	21 	Likelihood  Impact	21 	Likelihood  Impact
OPP2 - Corporate Strategy	37	14 	Likelihood  Impact	14 	Likelihood  Impact	21 	Likelihood  Impact	21 	Likelihood  Impact

## Appendix A – Corporate Risk Register as at June 2022

## External and Civil Contingency Risk Summary

Risk	Page Number	Q2 Rating	Q1 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
BCCC5 - Cost of Living Crisis impact on Citizens and Communities	38				Likelihood  Impact			28 NEW RISK	
BCCC4 - COVID-19 – Population Health	39			15 NEW RISK	Likelihood  Impact	15 -	Likelihood  Impact	15 -	
BCCC1 - Flooding	40	15 -	Likelihood  Impact	15 -	Likelihood  Impact	15 -	Likelihood  Impact	15 -	

 P  
R

Risk In Progress

Risk	Page Number	Q2 Rating	Q1 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
New Risk in Progress - Failure to achieve the commitment of carbon neutrality for the council's direct emissions by 2025	TBC							In Progress	In Progress
New Risk in Progress - Failure to support the delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030.	TBC							In Progress	In Progress

## Appendix A – Corporate Risk Register as at June 2022

### Closing/De-Escalating Risks

Risk	Page Number	Q2 Rating	Q1 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
CRR32 - Failure to deliver enough affordable Homes to meet the City's needs.	N/A	28 	Likelihood  Impact	28 	Likelihood  Impact	28 	Likelihood  Impact	Risk Replaced By CRR48	Risk Replaced By CRR48
CRR35 - Organisational Resilience	N/A	21 	Likelihood  Impact	28 	Likelihood  Impact	21 	Likelihood  Impact	Risk Closed	Risk Closed

### Risk Trend Key

Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

**Threat/External Risk Matrix Summary**

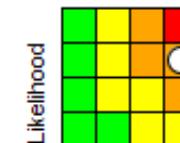
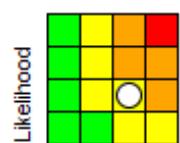
		4 - Low	12 - Med	20 High	28 Critical
Likelihood	4 - Almost Certain	CRR40	CRR7	CRR25	CRR46
	3 - Likely	CRR45	CRR10  CRR6	CRR27  CRR5	CRR48 - NEW
	2 - Unlikely	CRR29  CRR36	CRR23  BCCC1	CRR18	CRR39
	1 - Rare	CRR4	CRR15	CRR12	CRR13
		BCCC4	CRR15	CRR15	CRR49 - NEW
		1 - Minor	3 - Moderate	5 - Major	7 - Critical
		<b>Impact</b>			

**Threat Risks**

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level											
<b>Risk Title:</b> CRR46 - Increased costs, restrictions and uncertainty of future sufficient insurance cover for higher risk properties <b>Description:</b> The risk of increased costs and difficulty placing cover in a hardening market for property insurance. This is particularly relevant to properties with long term ongoing works, waste sites and properties with cladding.	<b>Constant</b> 	<b>28</b> Likelihood = 4 Impact = 7		<b>9</b> Likelihood = 3 Impact = 3										
<b>Risk Causes:</b> Hardening insurance market in general Increased scrutiny on cladding in the UK insurance market Lack of suppliers and capacity in the public sector property insurance market	<b>Existing Controls</b> <table border="1"> <thead> <tr> <th>Control</th> <th></th> </tr> </thead> <tbody> <tr> <td>1. Appointment of Insurance Brokers to assist in advising on market conditions</td> <td>1. Develop action plan with our insurance brokers and key teams such as procurement and housing for placement of our future property portfolio</td> </tr> <tr> <td>2. Housing colleagues have worked closely with Avon Fire to improve fire safety at high rise blocks</td> <td>2. Ensure actions identified in fire risk assessments at Waste sites are completed</td> </tr> <tr> <td></td> <td>3. Ensure Risk Improvement Actions are completed at City Hall to improve risk at this location</td> </tr> <tr> <td></td> <td>4. Enrolment of our schools into the Department of Education's Risk Protection Arrangement</td> </tr> </tbody> </table>	Control		1. Appointment of Insurance Brokers to assist in advising on market conditions	1. Develop action plan with our insurance brokers and key teams such as procurement and housing for placement of our future property portfolio	2. Housing colleagues have worked closely with Avon Fire to improve fire safety at high rise blocks	2. Ensure actions identified in fire risk assessments at Waste sites are completed		3. Ensure Risk Improvement Actions are completed at City Hall to improve risk at this location		4. Enrolment of our schools into the Department of Education's Risk Protection Arrangement	<b>Mitigating Actions</b>		
Control														
1. Appointment of Insurance Brokers to assist in advising on market conditions	1. Develop action plan with our insurance brokers and key teams such as procurement and housing for placement of our future property portfolio													
2. Housing colleagues have worked closely with Avon Fire to improve fire safety at high rise blocks	2. Ensure actions identified in fire risk assessments at Waste sites are completed													
	3. Ensure Risk Improvement Actions are completed at City Hall to improve risk at this location													
	4. Enrolment of our schools into the Department of Education's Risk Protection Arrangement													
<b>Risk Consequences:</b> Higher costs for insurance cover Restrictions on insurance cover Increased costs as a result of additional management measures required for property insurance Reputational Damage			<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>									
<b>Risk Owner(s):</b> Chief Executive, Director of Finance (S151 Officer).			August 2022	30%										
<b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> Meetings have occurred with incumbent insurers and our insurance brokers around mitigation measures that can be taken to improve property risk in the short, medium and long term. In addition, surveys have occurred at some of our waste, unoccupied and sites with ongoing works.													
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing														

## Appendix A – Corporate Risk Register as at June 2022



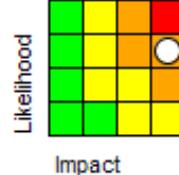
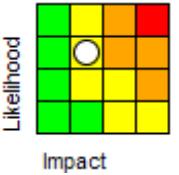
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery targets.</p> <p><b>Description:</b> Failure of the City to deliver to the Mayoral Target of 1000 affordable 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>	NEW RISK	<b>21</b> Likelihood = 3 Impact = 7	 <b>Impact</b>	<b>10</b> Likelihood = 2 Impact = 5	 <b>Impact</b>
Risk Causes:	Existing Controls		Mitigating Actions		
	Control	Action Title		Due Date	Progress
- Availability of public subsidy from Homes England and challenges in meeting their funding viability and value for money assumptions	Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery.	Bid for second round funding through OPE BFLR fund to unlock a second CLH site.		July 2022	100%
- Reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers	Requiring a minimum of 30% affordable housing on land released by the Council.	Develop the Housing Delivery Plan 2022-25.		December 2022	100%
- The complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery.	Working collaboratively with Homes England to maximise subsidy in schemes	Review & amend the Affordable Housing Practice note in 2021/22.		July 2022	95%
Insufficient land available Continued impact of Covid 19 on the delivery programme of developments in the City Not enough planning applications submitted - Not enough planning permissions granted and delays within the planning process - Inability of the housebuilding industry to deliver at this level to meet need through the planning system - Increased uncertainty in the market due to Brexit - Lack of capacity within the council's delivery system and the local market - Insufficient housing land identified in strategic planning documents	Project 1000 and Housing Delivery Boards	Revised Affordable Housing Funding Policy 2022-2025		March 2022	100%
Risk Consequences:	KPI Targets for affordable housing delivery		Secure Homes England Affordable Housing Programme Funding	March 2022	5%
1. Reputational damage 2. Increased levels of homelessness 3. Increased demand from the private rented sector, (non-affordable), by those in highest need 4. Residentialisation of lower value areas of the city 5. Economic deprivation, poorer health and lower educational attainment of households living in poverty in poor housing conditions with limited tenancy sustainability	Develop new practice notes on affordable housing delivery through Build to Rent and First Homes		Plan and establish a monthly Project 1000 working group to oversee all affordable housing development activity, monitor and manage risk and unblock internal barriers to delivery	April 2022	95%
				August 2022	35%

## Appendix A – Corporate Risk Register as at June 2022

6. balance between addressing need for family homes V increased viability of delivering smaller units			
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Development.	Develop a new framework of appraisal parameters and agree a clear funding programme approach for HRA delivery	October 2022	25%
	Review structure and capacity of current Construction Development Team, re-organise and create new / amend posts as needed to ensure the team has the ability to meet Project 1000 and HRA Business plan targets for direct delivery	December 2022	5%
	Maximise capital funding from Homes England, WECA and DLUHC to address the complexities and additional costs of delivering an affordable housing programme on brownfield sites, including looking at ways of developing a strategic approach with key funding partners to meet infrastructure and abnormal costs.	March 2025	10%
<b>Portfolio Flag:</b> Housing Delivery and Homes	<b>Summary of Progress:</b> The previous affordable housing focussed risk CRR32 has been archived and a new risk, CRR48, redefined to make it better reflect the Council's scope and control to influence the delivery of affordable housing to meet the City's needs, setting it in the context of Project 1000 and a new, stronger corporate delivery-driven approach to the development of affordable homes in Bristol.		
<b>Strategic Theme:</b> Fair and Inclusive	<p>Project 1000 is the Council's newly adopted Housing Delivery Plan for 2022-2025. It sets out the roadmap for affordable housing providers to meet the Mayoral ambition of delivering 1000 new affordable homes a year from 2024. The Delivery plan focuses on 3 key routes to delivery: The Council's direct Council House building programme, the Goram Homes delivery programme and delivery by third party providers including Registered Providers, Specialist Housing providers, Community Led housing Organisations, Build to Rent and other providers. Project 1000 drives the delivery of a wide range of affordable tenures and affordable housing products, including the more traditional delivery of social rented homes and shared ownership, through to solutions to address specialist and supported housing needs and addressing the need for more Temporary Accommodation for homeless households.</p> <p>Project 1000 is being supported by a risk management approach to delivery, based on robust and detailed monitoring of key delivery milestones of all affordable housing projects in the city and a focus on actively unblocking barriers to delivery where this is in the Council's gift to do so. New systems to support this unlocking focus are being established at both an officer level but also with the continuation of the Project 1000 Board, the scrutiny of the monthly Housing Delivery Board and a monthly Project 1000 Working Group that is being established, made up of all representatives of all service areas who are involved in the delivery of new homes through planning and into construction.</p> <p>In light of this new focus for CRR32 and the focus of Project 1000, the assessment of the risk has been reviewed and now sits as a High Risk at 21. This acknowledges that there are still many challenges to meeting the ambitions set out in Project 1000 but that there is a strong focus on risk management to address and unblock delivery and a strong pipeline of affordable housing that is already identified and with more than 1500 affordable homes already currently in construction and due to complete in 2022/23 and beyond.</p> <p>Delivery is still strongly reliant on the provision by 3rd party RPs and other organisations, which means we have less control than for a programme delivered directly by the Council.</p>		

## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level												
<b>Risk Title:</b> CRR49 - Workforce Resilience  <b>Description:</b> A lack of workforce resilience or capacity to provide statutory services and achieve strategic aims and objectives	New Risk	21 Likelihood = 3 Impact = 7	 <b>Likelihood</b> <b>Impact</b>	9 Likelihood = 3 Impact = 3	 <b>Likelihood</b> <b>Impact</b>											
<b>Risk Causes:</b> Failure to recruit – particularly in specialist areas where the market is highly competitive COVID-19 impact in labour market and workforce sickness High levels of staff turnover High staff sickness levels Ineffective prioritisation of workloads  <b>Risk Consequences:</b> Key services fail – inability to meet service demands Statutory and/or regulatory obligations are not delivered Strategic priorities and aims are not delivered. The council becomes unfocused and demand led. Increasing levels of sickness absence Higher staff turnover and loss of talent HSE/Legal action Reputational damage Poor customer satisfaction leading to complaints and requests for compensation	<b>Existing Controls</b> <table border="1"> <thead> <tr> <th>Control</th> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> <li>Agreements in place with employment businesses for the supply of contingent workforce; agency and statement of works</li> <li>Promotion of apprenticeships and internal progression opportunities</li> <li>Regular and close review of management information (through HR Dashboards and leavers survey) to monitor turnover, staff starters/exports to enable targeted actions to be taken</li> <li>Stress risk assessments, supporting attendance policy, occupational health advice and Employee Assistance Programme are in place to minimise the incidence and length of sickness absence</li> <li>Support for managers with future workforce planning and succession planning, with bespoke action plans to target diversity and skills gaps</li> </ul> </td> <td>Analysis of staff feedback (from surveys and team discussions) to take targeted action to support the resilience and wellbeing of the workforce. This includes the introduction of workshops, e-learning resources, training courses, coaching and advice, in addition to the Employee Assistance Programme</td> <td>Ongoing</td> <td>Ongoing</td> </tr> <tr> <td></td> <td>Workforce Strategy is currently being refreshed and will have workforce resilience and wellbeing as a primary theme</td> <td>Ongoing</td> <td>Ongoing</td> </tr> </tbody> </table>	Control	Action Title	Due Date	Progress	<ul style="list-style-type: none"> <li>Agreements in place with employment businesses for the supply of contingent workforce; agency and statement of works</li> <li>Promotion of apprenticeships and internal progression opportunities</li> <li>Regular and close review of management information (through HR Dashboards and leavers survey) to monitor turnover, staff starters/exports to enable targeted actions to be taken</li> <li>Stress risk assessments, supporting attendance policy, occupational health advice and Employee Assistance Programme are in place to minimise the incidence and length of sickness absence</li> <li>Support for managers with future workforce planning and succession planning, with bespoke action plans to target diversity and skills gaps</li> </ul>	Analysis of staff feedback (from surveys and team discussions) to take targeted action to support the resilience and wellbeing of the workforce. This includes the introduction of workshops, e-learning resources, training courses, coaching and advice, in addition to the Employee Assistance Programme	Ongoing	Ongoing		Workforce Strategy is currently being refreshed and will have workforce resilience and wellbeing as a primary theme	Ongoing	Ongoing	<b>Mitigating Actions</b>		
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<b>Risk Owner(s):</b> Chief Executive, Director of Workforce and Change  <b>Portfolio Flag:</b> City Economy, Finance & Performance  <b>Strategic Theme:</b> Our Organisation	<b>Summary of Progress:</b> The Council's staff turnover rate is currently at a reasonable level. The council is susceptible to occupations where there are national skills shortage (e.g., social care, social work) and take targeted actions to fill gaps using agency staff where necessary.															

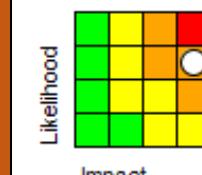
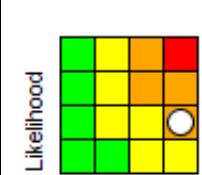
## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR9 - Safeguarding Vulnerable Children	<b>Constant</b> 	<b>21</b> Likelihood = 3 Impact = 7		<b>7</b> Likelihood = 1 Impact = 7	
Risk Causes:	Existing Controls		Mitigating Actions		
-Demand for services exceeds service capacity and capability. -Inadequate controls result in harm. -Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. -Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID -Placement failure due to COVID infection across children's home or fostering households. -An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care	Control	Action Title	Due Date	Progress	
<b>Risk Consequences:</b> -Harm - serious injury or death of a children -Regulatory enforcement action -Litigation -Other unpredicted financial cost to the Local Authority	<ul style="list-style-type: none"> <li>DCS quarterly assurance report to Corporate Leadership Board</li> <li>Inspections and Peer Reviews</li> <li>Quality assurance and performance framework in place – which has been strengthened over the past quarter.</li> <li>The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account.</li> <li>Strategic Risk assurance</li> </ul>	<p>Reviewing areas of specific vulnerability and implementing improvements</p> <p>Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements</p> <p>Additional training in relation to professional curiosity</p> <p>New Quality Assurance Processes – including targeted mentoring and training for social workers</p> <p>Mapping Gaps on service provision – working with Police to address capacity issues identified in targeted services</p>	December 2022	Ongoing	
<b>Risk Owner(s):</b> Executive Director People, Director Children's and Families Services.					
<b>Portfolio Flag:</b> Children's Services, Education & Equalities	<b>Summary of Progress:</b> Quality Assurance and performance framework in place and reported on at regular intervals through to cabinet members and Scrutiny. Independent Audit undertaking review of our QA and performance framework. Drafting action plan to respond to the findings. DCS quarterly assurance report to Corporate Leadership Board and action taken to address areas for improvement. The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account. Services and structure aimed at ensuring delivery of a safe system of work for safeguarding children and communities. Recent inspection activity (Inspection of Local Authority Children's Services) and peer review indicates that progress has been made across services in ensuring children/adults are safeguarded. (Sep 2018 and Dec 2021)				
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.					

## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR39 – Adult and Social Care major provider/supplier failure	<b>Constant</b> 	<b>21</b> Likelihood = 3 Impact = 7		<b>14</b> Likelihood = 2 Impact = 7	
Risk Causes:	Existing Controls		Mitigating Actions		
Risk Consequences:	Control	Action Title	Due Date	Progress	
-Provider goes into liquidation or ceases operations -Provider unable to meet demand due to recruitment / workforce/ or organisational issues.	<ul style="list-style-type: none"> <li>Daily review of supply and sustainability issues and x3 week business continuity meetings across operations</li> <li>Twice weekly Operational Business continuity meetings</li> <li>Weekly ASC Business continuity meeting – DMT level</li> <li>Weekly produced Sit Rep with information on Covid Outbreak Management, supply, demand, provider quality</li> <li>Regular information received from D&amp;B Credit ratings to help assess financial risk</li> <li>Each major contract (Home Care, Care Homes, Community Support Services, ECH) has a multi-disciplinary Business Relations team which assess risks to those provisions and plan response whether QA or Commissioning</li> <li>Provider Sustainability Panel is a forum where ASC can assess the financial issues facing individual provider and consider support options</li> <li>Regular meetings with a) key Strategic Providers in the city b) all provider forums and regular dialogue with Care and Support West Care Association</li> <li>Daily assessment of supply - via Brokerage team, Business relationship team and Contracts</li> <li>Strategic Planning and information sharing with CCG, other LAs and other key stakeholders - Great integration across BNSSG and joint problem solving, sharing of information and resources.</li> </ul>	Review of Provider Financial Sustainability process  Proud to Care Programme  Fair Cost of Care exercise	December 2022  March 2023  October 2022	25%  50%  10%	
<b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.					
<b>Portfolio Flag:</b> Adult Social Care & Integrated Care System	<b>Summary of Progress:</b> Since March there has been care providers handing back contracts but in a planned way so whilst there has been service interruption has been mitigated. The council has received significant number of communications from providers outlining their financial difficulties particularly with significant recent energy cost rises on top of underlining difficulties.				
<b>Strategic Theme:</b> Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.					

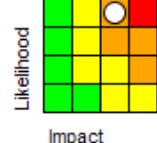
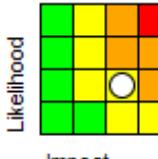
## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level																																					
<p><b>Risk Title:</b> CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council</p> <p><b>Description:</b> A Major Incident or emergency which exceeds the response capacity of the council and partner responding organisations leading to mass fatalities, excess deaths, damage to property and infrastructure and an ability to deliver key service to the community. In addition, further consequences could be litigation and reputational damage to the council.</p>	<p><b>Constant</b></p>	<p><b>21</b> Likelihood = 3 Impact = 7</p>		<p><b>5</b> Likelihood = 1 Impact = 5</p>																																				
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Emergency risks not identified and prepared for.</li> <li>-Lack of trained and available responding staff.</li> <li>Emergency roles and responsibilities not embedded.</li> </ul>		<p><b>Existing Controls</b></p> <table border="1"> <thead> <tr> <th>Control</th> </tr> </thead> <tbody> <tr> <td>1.24/7 Operations Centre provides effective monitoring for the city and a coordinator role in response and recovery.</td> </tr> <tr> <td>2.Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties</td> </tr> <tr> <td>3.Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising</td> </tr> <tr> <td>4.Emergency Plans</td> </tr> </tbody> </table>	Control	1.24/7 Operations Centre provides effective monitoring for the city and a coordinator role in response and recovery.	2.Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties	3.Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising	4.Emergency Plans	<p><b>Mitigating Actions</b></p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1.Emergency training – rest centres, humanitarian assistance and training for Marshals currently running</td> <td>April 2022</td> <td>70%</td> </tr> <tr> <td>2.Plan and Deliver Corporate exercise</td> <td>October 2022</td> <td>50%</td> </tr> <tr> <td>3.Development and sign off of Strategic Crisis Management Plan</td> <td>May 2022</td> <td>90%</td> </tr> <tr> <td>4.Development and roll out of the Emergency Planning e-learning package</td> <td>October 2022</td> <td>40%</td> </tr> <tr> <td>5.Duty Director rota in place</td> <td>May 2022</td> <td>100%</td> </tr> <tr> <td>6.Duty Civil Protection Officer and other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)</td> <td>May 2022</td> <td>80%</td> </tr> <tr> <td>7.BCC emergency plan training and exercising in place</td> <td>June 2022</td> <td>95%</td> </tr> <tr> <td>8.Monitoring of severe weather events</td> <td>May 2022</td> <td>100%</td> </tr> <tr> <td>9.Close working with Safety Advisory Group for Events</td> <td colspan="2" rowspan="2"></td> </tr> <tr> <td>9.Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)</td> </tr> </tbody> </table>		Action Title	Due Date	Progress	1.Emergency training – rest centres, humanitarian assistance and training for Marshals currently running	April 2022	70%	2.Plan and Deliver Corporate exercise	October 2022	50%	3.Development and sign off of Strategic Crisis Management Plan	May 2022	90%	4.Development and roll out of the Emergency Planning e-learning package	October 2022	40%	5.Duty Director rota in place	May 2022	100%	6.Duty Civil Protection Officer and other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)	May 2022	80%	7.BCC emergency plan training and exercising in place	June 2022	95%	8.Monitoring of severe weather events	May 2022	100%	9.Close working with Safety Advisory Group for Events			9.Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)
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<p><b>Risk Consequences:</b></p> <p>Increased risk of:</p> <ul style="list-style-type: none"> <li>- Disruption of public services</li> <li>- Disruption of transport networks</li> <li>- Death/injury</li> <li>- Displacement of people</li> </ul>																																								
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Management of Place.</p> <p><b>Portfolio Flag:</b> City Economy, Finance &amp; Performance</p> <p><b>Strategic Theme:</b> Our Organisation, Wellbeing</p>	<p><b>Summary of Progress:</b> This risk refers to low likelihood / high impact events. Up until recently the likelihood score for this risk would have been lower. However, in the face of a global pandemic the ongoing climate crisis, war in the Ukraine and the associated impacts of these events we do not feel the likelihood can be reduced. The impact of such events will likely be critical with the likelihood increasing, there is an increasing risk of the Council is not able to respond effectively.</p> <p>No material change for Q1 to the above. Service has presented to CLB on current position - 3rd May 2022</p>																																							

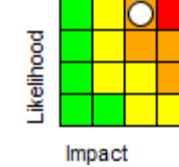
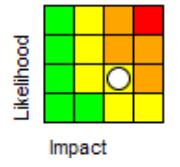
## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level					
<b>Risk Title:</b> CRR7 – Cyber Security  <b>Description:</b> The Council's risk level in regard to Cyber-security is higher than should be expected.		<b>20</b> Likelihood = 4 Impact = 5		<b>10</b> Likelihood = 2 Impact = 5					
<b>Risk Causes:</b> • Lack of investment in appropriate technologies. • Reliance on in-house expertise, and self-assessments (PSN). • Lack of formal approach to risk management (ISO27001). • Historic lack of focus.  <b>Risk Consequences:</b> a. Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. b. Safeguarding data breach impacting on safety of vulnerable child or adult. c. Risk of breaching the regulations and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros or 4% of global turnover, enforced by the Information Commissioners Office on behalf of the European Union. d. Increased litigation. e. Reputational damage.  <b>Risk Owner(s):</b> Chief Executive, Senior Information Risk Owner (SIRO).	<b>Existing Controls</b>		<b>Mitigating Actions</b>						
	<b>Control</b>			<b>Action Title</b>	<b>Due Date</b>				
	1. Phishing attack exercises	1. Review and implement actions following audit by external partner		July 2022	25%				
	2. Targeted Training of employees – developed by IG and ICT Teams	2. Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken		July 2022	10%				
	3. Technical controls	3. Implement audit actions with oversight by IG Board		June 2022	0%				
	4. Security team training								
<b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> Ever present risk, the impact still remains significant posing a major threat to the Council - specifically at this time with recent incidents at neighbouring local authorities, and heightened threat due to the situation in Ukraine (guidance from NCSC) No change to the score at this time, will be reviewed again next quarter with potential to move due to work undertaken, providing external threat landscape has stabilised								
<b>Strategic Theme:</b> Our Organisation	Significant work is ongoing, including external assurance being conducted, however there are key elements required before this risk can be reduced In reviewing the risk, satisfied that the threshold for a Critical Impact is not met, therefore risk score remains unchanged.								

## Appendix A – Corporate Risk Register as at June 2022



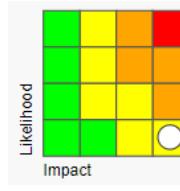
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level											
<b>Risk Title:</b> CRR25 – Suitability of Line of Business (LOB) Systems  <b>Description:</b> The Council has reliance on legacy software systems which cause a number of risks due to; 1. Supportability from internal IT resource 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	<b>Constant</b> 	<b>20</b> Likelihood = 4 Impact = 5	 <b>Likelihood</b> <b>Impact</b>	<b>10</b> Likelihood = 2 Impact = 5	 <b>Likelihood</b> <b>Impact</b>										
<b>Risk Causes:</b> Sovereignty within service areas, and a lack of motivation to change. Cost of transition. Lack of knowledge of which systems are problematic and the impacts of these. Lack of understanding of impact. Lack of ownership from Information Asset Owners. Lack of documentation pertaining to software systems and ownership of strategy. Cost avoidance of replacing systems. This is seen as an IT problem, not one for the software system owners.	<b>Existing Controls</b> <table border="1"> <thead> <tr> <th>Control</th> </tr> </thead> <tbody> <tr> <td>1. Auditing of all councils Line of Business (LOB systems)</td> </tr> <tr> <td>2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership</td> </tr> <tr> <td>3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.</td> </tr> </tbody> </table>	Control	1. Auditing of all councils Line of Business (LOB systems)	2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership	3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.	<b>Mitigating Actions</b> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1.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.</td> <td>December 2022</td> <td>100%</td> </tr> </tbody> </table>				Action Title	Due Date	Progress	1.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.	December 2022	100%
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<b>Risk Consequences:</b> Lack of resilience and continuity in event of an incident/failure High-cost applications without appropriate support. Inability to improve service delivery through digital transformation. May feed into Information (Cyber) Security risks.															
<b>Risk Owner(s):</b> Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.															
<b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> Sub-risks of the individual applications that make up this overarching risk are continuing to be added by the Risk team and each of those need mitigating individually.														
<b>Strategic Theme:</b> Our Organisation	A list of the application sub-risks has been shared with Agilisys and will be shared with the Digital Strategic Partner to help formulate an application roadmap.														

## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																										
<b>Risk Title:</b> CRR37 - Homelessness  <b>Description:</b> The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.	<p>Constant</p> <p>20</p> <p>Likelihood = 4 Impact = 5</p>	20	<p>Likelihood</p> <p>Impact</p>	6	<p>Tolerance Likelihood</p> <p>Tolerance Impact</p>																									
<b>Risk Causes:</b> -The ending of the eviction ban -Unemployment and cost of living rising leading to an increase in evictions. -A recent sharp increase in the number of households partly or wholly reliant on welfare benefits [UC claimant households in Bristol have risen from 17,000 in number in April 2020 to 38,000+ in Feb. 2022]. For most welfare benefits recipients, particularly those living in the private rented sector, housing and essential household costs are not met by their benefits entitlements'. Impact of the pandemic leading to an increase in mental health issues, family relationship breakdown and domestic violence & abuse. Supply of affordable rented housing reducing increasing popularity of Bristol as a city to move to, and associated increased pressure on demand and cost of private rented accommodation	<b>Existing Controls</b> <table border="1"> <thead> <tr> <th>Control</th> <th></th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> <li>Joint commissioning of services</li> <li>Effective Commissioning</li> <li>Effective cost - New supplier contracts - successfully introduced new block contracts for some Temporary Accommodation, reducing the cost of TA to the Council. Planning to bring more block contracts on-line this financial year</li> </ul> </td> <td></td> </tr> </tbody> </table>	Control		<ul style="list-style-type: none"> <li>Joint commissioning of services</li> <li>Effective Commissioning</li> <li>Effective cost - New supplier contracts - successfully introduced new block contracts for some Temporary Accommodation, reducing the cost of TA to the Council. Planning to bring more block contracts on-line this financial year</li> </ul>		<b>Mitigating Actions</b> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Changing Futures Programme</td> <td>March 2024</td> <td>5%</td> </tr> <tr> <td>Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC</td> <td>July 2022</td> <td>50%</td> </tr> <tr> <td>Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention and prevention of homelessness</td> <td>Ongoing</td> <td>Ongoing</td> </tr> <tr> <td>Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.</td> <td>Ongoing</td> <td>Ongoing</td> </tr> <tr> <td>Homelessness prevention - increase access to private rented - Review our approach to working with the Private rented sector and produce spend to save proposals which will increase access to accommodation and reduce TA use</td> <td>Ongoing</td> <td>Ongoing</td> </tr> <tr> <td>Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022</td> <td>March 2024</td> <td>5%</td> </tr> </tbody> </table>				Action Title	Due Date	Progress	Changing Futures Programme	March 2024	5%	Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC	July 2022	50%	Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention and prevention of homelessness	Ongoing	Ongoing	Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.	Ongoing	Ongoing	Homelessness prevention - increase access to private rented - Review our approach to working with the Private rented sector and produce spend to save proposals which will increase access to accommodation and reduce TA use	Ongoing	Ongoing	Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022	March 2024	5%
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<b>Risk Consequences:</b> Increase in homelessness and the number of households in Temporary Accommodation. Expenditure on Temporary Accommodation does not return to pre-pandemic levels and could continue to increase.																														
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Housing																														
<b>Portfolio Flag:</b> Housing Delivery and Homes	<b>Summary of Progress:</b> The number of households presenting to Bristol City Council as homeless is continuing to increase as are the number of households being placed in Temporary Accommodation. We had 1162 households in temporary accommodation by end Feb 22, which has increased to 1215 by April 22. There are a number of initiatives with the aim of reducing homelessness, Temporary Accommodation use and the cost of Temporary Accommodation. However, we will not feel the full benefit of all of these within the current financial year. Therefore, there is likely to be a significant financial pressure for 22/23. Following on from approval at cabinet on 14/12/21, we have made good progress in implementing new block contracts for TA and have high confidence in meeting the savings target of £725k due in 22/23, with our current estimate of savings giving us headroom of £153k above the target.																													
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.																														

## Appendix A – Corporate Risk Register as at June 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR41 – Capital Portfolio Delivery	<b>Constant</b> 	<b>20</b> Likelihood = 4 Impact = 5		<b>7</b> Likelihood = 1 Impact = 7	
<b>Description:</b> Risk that the Capital portfolio is not delivered on time, within budget and does not deliver One City Plan and Corporate Strategy objectives.					
<b>Risk Causes:</b> 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	<b>Existing Controls</b>	<b>Mitigating Actions</b>			
	<b>Control</b>	<b>Action Title</b>		<b>Due Date</b>	<b>Progress</b>
	Introduction of enhanced highlight and exception reporting at the G&R Board - Change Services PMO have regular Highlight reports submitted to G&R Board from key and/or large capital programmes and projects. This is now ongoing	Deliver workshops on the review and refresh of the capital programme and review of Capital receipting/disposal.		31 August 2022	0%
	Internal/External comms factored in into all resource requests to reduce reputational risks	Collaboration with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard		Ongoing	Ongoing
	Additional headroom in MTFP assumptions to manage inflationary and supply chain issues	Developing of a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway.		Ongoing	Ongoing
		Design and Implement a Capital PMO Function		Ongoing	Ongoing
		Commissioned capital strategic partner		February 2021	100%
<b>Risk Consequences:</b> The cost is higher than expected The capital portfolio is delivered later than planned The operating and maintenance cost of assets exceeds expectations Benefits not delivered resulting in failure to deliver outcomes to secure strategic objectives					
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration.					
<b>Portfolio Flag:</b> Mayoral Portfolio and City Economy, Finance & Performance	<b>Summary of Progress:</b> In this note the key areas of risk with high impact scores are set out and discuss management plans / mitigation strategies and why they are scored a such: <b>Communities / Social Impact</b> The capital portfolio contains works that if delayed could have a severe but manageable negative impact on vulnerable groups/individuals				

(school places, affordable homes, transport infrastructure etc). Management responses to risk areas below will help manage the impact on this.

**Environmental Impact** The capital portfolio is a high waste creator and polluter. It also offers significant opportunity to construct and install tech and infrastructure essential to meeting strategic aims and reducing its negative impact on the environment in the delivery phase.

Delivering sustainable projects within policy is now more prevalent but there is significant opportunity to improve. Capital Projects Service is collaborating with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard. This will set out a strategic plan for environmental sustainability across the whole of Bristol City Council's capital portfolio. It contains objectives for the portfolio as a whole and guidance to help project delivery staff understand the relevance to their projects. It will provide a set of metrics to track the sustainability performance of the capital portfolio. It will provide advice on what individual projects should report on to feed into these metrics. It will provide an approach to addressing sustainability across the lifecycle of a capital project.

This is being piloted currently in Capital Strategic Partnership commissions.

I feel we should also consider adding the capital portfolio as a **strategic opportunity** to support attainment of strategic environmental goals. Public realm, building asset operation, energy creation & distribution, sustainable transport, ways of working, modern methods of construction can all make significant contributions if embedded **consistently** in the portfolio with good structures, process and management.

Financial Impact is 5 as the capital portfolio is currently operating within its 'assumptions'. In short there is sufficient capital to meet its liability. Inflation and the impact on labour and material due to geopolitical factors will place significant strain on budgets and will likely require use of portfolio contingency and may require headroom to be created to protect the ability to meet contractual obligations and high-level aspirations.

An iteration of this was completed in Dec 21 to create additional headroom in the MTFP to manage this kind of issue.

**Programme & Project Management Impact** The capital programme was rated as 'Limited' when internally audited in 2021. Head of Capital Projects developed a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway. This was internally audited at the same time and was given a 'Reasonable' assurance level with the steps to make it Substantial being to roll it out for all capital projects, not just Strategic Partner commissions. This is now an Audit management action allocated to the Head of Capital Projects.

All Strategic Partner commissions are using the framework and SOS's. City Transport are adopting as part of the organisational refresh with 5 projects trialling already. Housing Delivery are currently considering pilot schemes for the framework as well.

The need for a Portfolio Management Office set up has been recognised by the organisation to coordinate the portfolio's programmes and sub projects. This will allow far greater level 2 assurance, understanding interconnected risks and issues and the application of the framework across the majority of the portfolio. This will improve reporting, decision making, control and risk management. Capital Projects is working with Change Services to design and implement this capital PMO function.

Resource has been a continual issue in delivery of capital programmes and projects. In Feb 21 the Capital Strategic Partner was commissioned. This has enabled quick call off for professional services required for capital delivery. The take up of the Partnership by officers has been greater than initially anticipated. This indicates that key projects and programmes are benefiting from this resource particularly in PM and Programme Management.

**Reputation Impact** External and internal comms are being factored into all resource requests (mandate, OBC, FBC). There is significant risk capital delivery (Bristol Beacon as an example).

The Council's reputation in the market is also very important. The construction market is volatile and unpredictable at the moment. The Council needs to be considered a client of choice that suppliers want to work with or there is a significant risk that tender responses will be limited with poor value for money implications. Behaviours of commissioners and how the Council communicates its aspiration and values is key to manage this.

**Likelihood** The likelihood has been against the scoring criteria and believe there is some justification in considering reducing to a Likely level due to the management actions we have in place and the steps we have taken to address PM and Programme Management deficiencies and resource issues. However, it is recommended we keep at Almost Certain for review in 6 months' time. We will have had more time to assess the impact of the strategies/actions and have evidence in tangible outputs (completed projects & programmes) that will evidence the reduction rather than the improvement being only anticipated

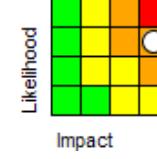
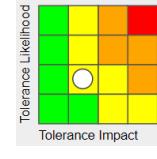
## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level							
<b>Risk Title:</b> CRR43 - Lack of progress for Mass Transit Impact on city  <b>Description:</b> Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.	<b>Constant</b> 	<b>20</b> Likelihood = 4 Impact = 5	 Impact	<b>10</b> Likelihood = 2 Impact = 5	 Impact						
<b>Risk Causes:</b> 1. Resourcing Business Case development 2. Lack of political consensus 3. Viability of Business Case 4. Lack of DfT support	<b>Existing Controls</b> <table border="1"> <thead> <tr> <th>Control</th> </tr> </thead> <tbody> <tr> <td>Mass Transit Directors Board</td> </tr> <tr> <td>Regular internal briefings</td> </tr> </tbody> </table>		Control	Mass Transit Directors Board	Regular internal briefings	<b>Mitigating Actions</b> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> </table>			Action Title	Due Date	Progress
Control											
Mass Transit Directors Board											
Regular internal briefings											
Action Title	Due Date	Progress									
<b>Risk Consequences:</b> Reputational impact. Long term congestion and air pollution increase. Regional productivity reduced. Threat to investment across the city.											
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.											
<b>Portfolio Flag:</b> Public Health and Communities	<b>Summary of Progress:</b> Risk still very high of failure to progress this project. Consultation has been proposed for some time but not been agreed or taken forward by the combined authority. This has now delayed the whole project. The SOBC is now due to report October 22 meaning the previous September committee date will not be met and the project will be aiming to go to committee in early 23. It is highly likely that this date will be missed as there is significant risk that agreement will not be reached in a timely fashion on the content of the report.										
<b>Strategic Theme:</b> Our Organisation, Wellbeing.											

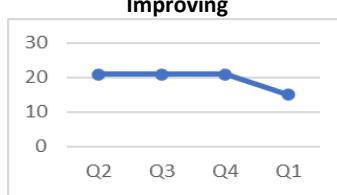
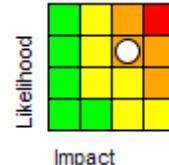
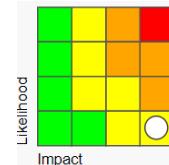
## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level	
		Likelihood	Impact	Tolerance
<b>Risk Title:</b> CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)		<b>21</b> Likelihood = 3 Impact = 7		<b>6</b> Likelihood = 2 Impact = 3
<b>Description:</b> 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.				
<b>Risk Causes:</b> Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites		Existing Controls		Mitigating Actions
Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income.		Control	Action Title	Due Date
The general economic uncertainty affecting the financial markets, levels of trade & investment		Budget Preparation, Setting and Budget Accountability Framework	Implementation of CIPFA Financial Management Code	June 2022
Local Government finance settlement from spending review		Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth	Review of financial outlook assumptions	June 2022
Continued Impact of Covid-19 on key income sources.			Undertake annual financial resilience assessment - Links to CIPFA Action	June 2022
Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:-				0%
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.				
Embedding of the new national funding formula for schools and High Needs.				
Political failure to facilitate the setting of a lawful budget.				
Failure to agree a deliverable programme of propositions that enable the required savings to be achieved.				
Insufficient reserves to mitigate risks and liabilities and provide resilience.				
Rising inflation could lead to increased cost.				
Impact of Adult Social Care reform and sufficient funding available to meet increased cost				
<b>Risk Consequences:</b> Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provide services and the council's reputation locally and nationally in terms of investor confidence.				
That the budget is unlikely to reflect council priorities and objectives.				
That the budget may not adequately resource pressures and increases in demand.				
That the budget includes savings which are not deliverable.				
That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience.				
Negative impact on front line services.				
A negative opinion from external audit.				
Secretary of State intervention.				
<b>Risk Owner(s):</b> Chief Executive and Director of Finance (S151 Officer).	Continued uncertainty over funding and impact of inflation, Adult Social Care reform leave significant risk regarding medium term impact of public sector finances.			
<b>Portfolio Flag:</b> City Economy, Finance & Performance				
<b>Strategic Theme:</b> Our Organisation				

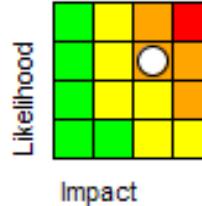
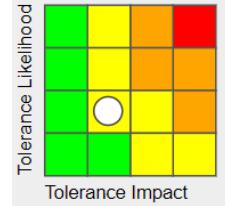
## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
Risk Title: CRR10 - Safeguarding Adults at Risk with Care and Support Needs		15 Likelihood = 3 Impact = 5		7 Likelihood = 1 Impact = 7		
Risk Causes:	Existing Controls		Mitigating Actions			
Adequacy of controls. Management and operational practices. Demand for services exceeds capacity and capability. Poor information sharing. Lack of capacity or resources to deliver safe practice. Reduction in or lack of supply of commissioned care. Failure to commission safe care for adults at risk. Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities. Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19) Increased isolation. (COVID19) Increase identification of self-neglect and complexity. Carer strain / resilience. (COVID19)	Control	Action Title	Due Date	Progress		
<ul style="list-style-type: none"> <li>Annual report shared with Elected Members to allow for scrutiny of progress of the Keep Bristol Safe Partnership (KBSP).</li> <li>Training for all key staff in the essentials of safeguarding.</li> <li>Twice weekly business continuity meeting around supply of commissioned care and active management of waiting list.</li> <li>Improved Data through PowerBI – capturing safeguarding concerns feeding into monthly management operational meetings</li> <li>Safeguarding Discussion Forum – multi-agency held monthly – sharing information on high risk/complex cases</li> </ul>	<p>Development and delivery of Safeguarding Hub as a priority for the partnership.</p> <p>Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.</p> <p>Internal Audit Actions – feeding into existing controls</p> <p>Developing a Risk Enablement Tool</p> <p>Develop Self-neglect pathway – providing training, tools to better escalate cases of neglect</p>					
<b>Risk Consequences:</b> Financial damage Legal liability Death/Injury Reputational damage						
<b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.						
Portfolio Flag: Adult Social Care & Integrated Care System	<p><b>Summary of Progress:</b> Significant progress made – as such risk rating has reduced.</p> <p>Launched Standard Operating procedures - releasing new forms and webinars around the new standard operating procedures.</p> <p>Launched guidance on capture of safeguarding concern, launched guidance on protection planning meetings, releasing the webinars of self-neglect, filmed webinar on domestic abuse and focused inter-familial harm. Launched management operational meeting which utilises improved performance data allowing for better management and oversight of caseloads.</p>					
Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.						

## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR27 – Failure to Deliver the Capital Transport Programme	Constant 	15 Likelihood = 3 Impact = 5	Likelihood Impact 	6 Likelihood = 2 Impact = 3	
<b>Description:</b> Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.					
<b>Risk Causes:</b>		Existing Controls		Mitigating Actions	
<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>		Control		Action Title	Due Date
		6 Monthly reviews with directors		Develop proposals for management of capital programme (working with Transport Planning Team)	31/05/2022
		PMO Capital Programme Process Review		Strategic partner to complete assessment of capital delivery	31/05/2022
		Regular briefings and reporting to senior management and cabinet members.			
		Biweekly capital programme review board - reviewing timescales and status of the relevant projects.			
<b>Risk Consequences:</b>					
<ul style="list-style-type: none"> <li>- Financial impact</li> <li>- Failure to progress schemes or delays to schemes impact on productivity of city and aims to reduce congestion, air pollution and inequality</li> <li>- Reputation Impact</li> </ul>					
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.					
<b>Portfolio Flag:</b> Public Health and Communities		<b>Summary of Progress:</b> Risk reviewed recently with risk management team. No change to rating, risk still high due to lack of resource. PMO review work paused while final state design agreed as part of common activities work. Recruitment currently on hold awaiting understanding/agreement of future setup. Programme Manager procured to assist with Strategic Corridors Programme.			
<b>Strategic Theme:</b> Our Organisation, Wellbeing					

## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																																	
Risk Title: CRR5 - Business Continuity and Operational Resilience	<p><b>Constant</b></p> <p>20 10 0</p> <p>Q2 Q3 Q4 Q1</p>	<b>15</b>	<p>Likelihood</p> <table border="1"> <tr><td>Green</td><td>Yellow</td><td>Orange</td><td>Red</td></tr> <tr><td>Green</td><td>Yellow</td><td>Orange</td><td>Red</td></tr> <tr><td>Green</td><td>Yellow</td><td>Orange</td><td>Red</td></tr> <tr><td>Green</td><td>Yellow</td><td>Orange</td><td>Red</td></tr> </table> <p>Impact</p>	Green	Yellow	Orange	Red	Green	Yellow	Orange	Red	Green	Yellow	Orange	Red	Green	Yellow	Orange	Red	<b>5</b>	<p>Likelihood</p> <table border="1"> <tr><td>Green</td><td>Yellow</td><td>Orange</td><td>Red</td></tr> <tr><td>Green</td><td>Yellow</td><td>Orange</td><td>Red</td></tr> <tr><td>Green</td><td>Yellow</td><td>Orange</td><td>Red</td></tr> <tr><td>Green</td><td>Yellow</td><td>Orange</td><td>Red</td></tr> </table> <p>Impact</p>	Green	Yellow	Orange	Red												
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Risk Causes:	Existing Controls		Mitigating Actions																																		
Reduced chances of preventing/responding to incidents due to a lack of forward planning or investment.	Control		Action Title		Due Date																																
	A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota.		1. Align BC Planning with Service Delivery Planning		May 2022																																
	Corporate Business Continuity Framework, including BC escalation process - Framework to be presented at CRG on 11th July 2022.		2. Review Corporate Business Continuity Framework Doc		Ongoing																																
	Corporate Business Continuity Group, bringing owners of 'cross cutting business support services' together (IT, FM, Procurement, HR) to horizon scan and risk manage - BC Group has met several times since March 2022 - Formalise reporting arrangements and governance required.		3. Review Service-level Business Continuity Plan template		Ongoing																																
	Corporate Resilience Group overseeing, corporate preparedness, including BC capability - CRG hosted power outage exercise on 22nd March, allowing key services to test business continuity arrangements. Learning from this exercise will shape a corporate power outage plan. The CRG will seek assurances from key service areas regarding the robustness of continuity arrangements against local risk.		4. Lead IT Resilience / Business Continuity project, including developing battle boxes, an IT Resilience Plan, understanding DR arrangements across BCC delivered IT services and SaaS, improving service-level BC plans for managing IT outages, testing arrangements		December 2022																																
	Service Level Business Continuity Planning - Services will be developing their BC plans in Q3, aligned to service planning.		5. Workshops to support services to complete BC templates		Ongoing																																
			6. Embed CRG and BC Group into corporate governance framework, including alignment with corporate risk group		Ongoing																																
Risk Consequences:			7. IT Disaster Recovery / Business Continuity project – understanding critical IT requirements, understanding disaster recovery capacity, improving IT outage planning at corporate and service levels, increasing resilience to IT outages, power failures and other risks - FBC for the project is being developed and will be presented to Resources EDM on 11th July 2022.		December 2022																																
Risk Owner(s):	Executive Director Growth and Regeneration Chief Executive, Director Management of Place.																																				
Portfolio Flag:	City Economy, Finance & Performance																																				
Strategic Theme:	Our Organisation, Wellbeing.																																				
Summary of Progress: No material change to overall scoring. However, see update detail in 'internal controls'.																																					

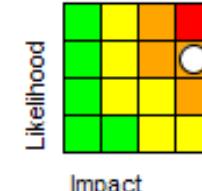
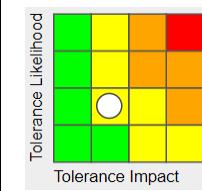
## Appendix A – Corporate Risk Register as at June 2022



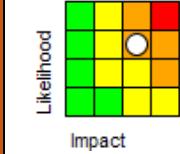
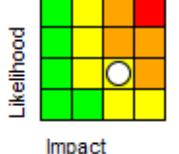
Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level	
<b>Risk Title:</b> CRR18 - Failure to deliver enough homes to meet the City's needs	<b>Constant</b> 	<b>15</b> Likelihood = 3 Impact = 5		<b>3</b> Likelihood = 1 Impact = 3
<b>Description:</b> Failure of the City to deliver to the Mayoral 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.				
<b>Risk Causes:</b> -Not enough planning applications submitted -Not enough planning permissions granted -Insufficient housing land identified in strategic planning documents -Inability of the housebuilding industry to deliver at this level -Increased uncertainty in the market due to Brexit and Covid-19.	<b>Existing Controls</b>		<b>Mitigating Actions</b>	
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>
	1.Created a single multi-disciplinary Housing Delivery Team		Secure Homes England Affordable Housing Programme Funding	April 2022
	2.Established a Local Housing Company (Goram Homes).		Revised Affordable Housing Funding Policy 2022-202	April 2022
	3.Introduced the Affordable Housing Practice Note.			
	4.Issued grants to Registered Providers (RPs).			
<b>Risk Consequences:</b> -Reputational damage -Fail to deliver inclusive growth -Increased housing need / homelessness -Increased cost of housing -Failure to retain economically active residents. -Widening gap on demand -Growth of student accommodation retracting	5.Manage a targeted grant funding programme to subsidise the delivery of affordable homes.			
	6.Required a minimum of 30% affordable housing on land released by the Council.			
	7.Secured additional grant funding for infrastructure.			
	8.Secured funding from Homes England			
	9.Service Review of Housing Delivery Team			
	10.Worked collaboratively with Homes England			
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Development of Place.	11. Strategic City Planning monitor housing completions and future pipeline of consents			
<b>Portfolio Flag:</b> Housing Delivery and Homes	<b>Summary of Progress:</b> Site de-risking of BCC land for residential development by Goram Homes and third-party providers continues. HRA 30 Yr Business Plan identifying future programme of new council house building in the city Project 1000 approved Strategic discussions with Homes England to improve access to infrastructure funding to unlock sites and Regeneration areas			
<b>Strategic Theme:</b> Fair and Inclusive	Continued work with WECA around allocation of infrastructure to unlock key sites Closer working internally between Housing Delivery Team, Development Management, Strategic City Design and Regeneration to support strategic residential delivery in the City Work at the strategic planning policy development level continues to deliver the WofECA SDS and BCC Local Plan During 2020/21 a Housing Delivery Action Plan (HDAP) was published; this sets out the Council's planning policy response to failing to pass the Housing Delivery Test. A further iteration of the HDAP will be prepared shortly.			

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Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level	
<b>Risk Title:</b> CRR15 – In-Year Financial Deficit	<b>Deteriorating</b> 	<b>21</b> Likelihood = 3 Impact = 7		<b>6</b> Likelihood = 2 Impact = 3
<b>Description:</b> 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.				
<b>Risk Causes:</b> 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. Response to inadequate SEND inspection in 2019, Increased demand for EHCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.	<b>Existing Controls</b>	<b>Mitigating Actions</b>		
	<b>Control</b>			
1. BCC Financial Framework	1. DSG - Analysis for Further Mitigations			August 2022
2. Deep Dives on non-containable pressure areas	2. DSG - Phase 2 Programmes			April 2022
3. Ensuring engagement at local, regional and national level	3. DSG - Proposal for Phase 3 Educations Transformation Programme			August 2022
4. Policy and Budget Framework				
5. Re-assessment of service delivery risks and opportunities and risk and other reserves.				
6. FIN01 Savings Management				
7. DSG - Detailed Management Plan Based on DfE Framework				
8. DSG - Early Years Block Task and Finish Group				
<b>Risk Consequences:</b> 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.				
<b>Risk Owner(s):</b> Director of Finance (S151 Officer).				
<b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> Latest budget monitoring shows significant risk of overspend and at present mitigations and actions aren't in place to mitigate. Plans will be developed to address this which will seek to reduce this risk next quarter.			
<b>Strategic Theme:</b> City Economy, Finance & Performance				

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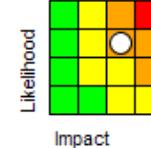
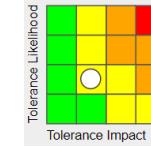
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																																
<b>Risk Title:</b> CRR4 – Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework  <b>Description:</b> To deliver an effective management framework in place to ensure that the workplace and work environment is free from health and safety hazards. The framework the Council will use to achieve this is based on the Health and Safety Executives guidance Managing for Health and Safety (HSG65) 'Plan, Do Check Act' approach. The framework will apply to all employees who work at the Council whether on a permanent or temporary basis, Schools, contractors agency staff visitors and other parties who have a business relationship with BCC.	<b>Constant</b>  <p>The chart shows a horizontal line with four data points at approximately 15 on a scale from 0 to 20. The x-axis is labeled Q2, Q3, Q4, Q1.</p>	<b>15</b> Likelihood = 3 Impact = 5		<b>10</b> Likelihood = 2 Impact = 5																																
<b>Risk Causes:</b> If services do not have sufficient staff numbers to carry out work plans in a safe way. If services are not able to order appropriate equipment required for staff safety. Lack of appropriate equipment. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied Policies are not kept up to date.	<b>Existing Controls</b> <table border="1"> <thead> <tr> <th>Control</th> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1. 5 Year Health and Safety Strategy - The strategy has 5 key themes - Leadership and Commitment, Risk Control, Communication and Engagement. Learning and development and Performance Management</td> <td>1.Audit of key areas of risk</td> <td>March 2022</td> <td>100%</td> </tr> <tr> <td>2. CDM, Legionella and Asbestos procedures have been revised</td> <td>2.New Accident Incident Reporting System</td> <td>March 2022</td> <td>100%</td> </tr> <tr> <td>3. CHaSMs Monitoring System Reviewed - CHaSMs completed in November and reported on to EDMs in January. Action plans in place and on the SHAREPOINT. Discussion with internal audit over the future of CHaSMs. Will become a yearly assessment September for Corporate Estate and October for Schools, will be linked to service and financial planning cycles to better embed the process. Work will continue on ensuring SMART action plans and better understanding of operational health and safety risks.</td> <td>3.Review Health and Safety Procedures</td> <td>March 2023</td> <td>20%</td> </tr> <tr> <td>4. Fire Safety Management System - Fire Safety Management System is in place and has been piloted. Is ready to be published on SOURCE by 30th March 2022. Once published a number of information sessions will take place to ensure managers and key responsible people understand how to implement system.</td> <td>4.Training and Development Programme for Health, Safety and Well-being</td> <td>December 2022</td> <td>10%</td> </tr> <tr> <td>5. Health and Wellbeing plan in place and being implemented</td> <td></td> <td></td> <td></td> </tr> <tr> <td>6. New integrated OH, EAP and Physiotherapy contract - New contract in place for a year. Overall is working well there are some red spots (health surveillance) which is currently being contract managed due to delivery.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>7. Reorganising the Corporate Health Safety and Wellbeing Team - New job and paper work completed with business plan and EIA. Currently out for consultation with staff group and TU. Consultation end on 21st March 2022. Jobs will go to evaluation panel on Tuesday 29th , appointment to internal post during April onwards.</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Control	Action Title	Due Date	Progress	1. 5 Year Health and Safety Strategy - The strategy has 5 key themes - Leadership and Commitment, Risk Control, Communication and Engagement. Learning and development and Performance Management	1.Audit of key areas of risk	March 2022	100%	2. CDM, Legionella and Asbestos procedures have been revised	2.New Accident Incident Reporting System	March 2022	100%	3. CHaSMs Monitoring System Reviewed - CHaSMs completed in November and reported on to EDMs in January. Action plans in place and on the SHAREPOINT. Discussion with internal audit over the future of CHaSMs. Will become a yearly assessment September for Corporate Estate and October for Schools, will be linked to service and financial planning cycles to better embed the process. Work will continue on ensuring SMART action plans and better understanding of operational health and safety risks.	3.Review Health and Safety Procedures	March 2023	20%	4. Fire Safety Management System - Fire Safety Management System is in place and has been piloted. Is ready to be published on SOURCE by 30th March 2022. Once published a number of information sessions will take place to ensure managers and key responsible people understand how to implement system.	4.Training and Development Programme for Health, Safety and Well-being	December 2022	10%	5. Health and Wellbeing plan in place and being implemented				6. New integrated OH, EAP and Physiotherapy contract - New contract in place for a year. Overall is working well there are some red spots (health surveillance) which is currently being contract managed due to delivery.				7. Reorganising the Corporate Health Safety and Wellbeing Team - New job and paper work completed with business plan and EIA. Currently out for consultation with staff group and TU. Consultation end on 21st March 2022. Jobs will go to evaluation panel on Tuesday 29th , appointment to internal post during April onwards.				<b>Mitigating Actions</b>		
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<b>Risk Consequences:</b> Risk of injury Staff, visitors, contractors, citizens. Risk of injury to our tenants. Staff put under undue pressure leading to staff taking sick leave, or leaving the organisation. Risk of legal action/penalties against the Council and individual managers, including possibility of Corporate Manslaughter. Impact on the reputation of the City Council. Lack of compliance with Health and Safety policies and safe practices, due to pressures of work or lack of training. Reputational damage	4. Fire Safety Management System - Fire Safety Management System is in place and has been piloted. Is ready to be published on SOURCE by 30th March 2022. Once published a number of information sessions will take place to ensure managers and key responsible people understand how to implement system.	4.Training and Development Programme for Health, Safety and Well-being		December 2022																																

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<b>Risk Owner(s):</b> Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.	
<b>Portfolio Flag:</b> City Economy, Finance & Performance <b>Strategic Theme:</b> Our Organisation	<b>Summary of Progress:</b> No change to existing scores but the risk itself has been redefined to reflect the current health and safety risk at a strategic level.

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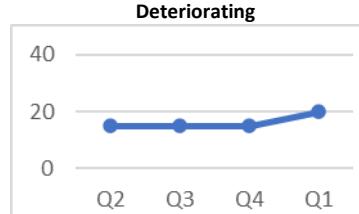
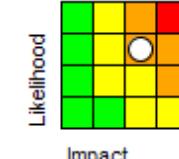
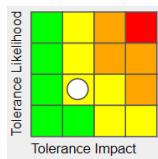


Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<b>Risk Title:</b> CRR6 Fraud and Corruption  <b>Description:</b> Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.		<b>15</b> Likelihood = 3 Impact = 5		<b>6</b> Likelihood = 2 Impact = 3	
Risk Causes	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
<b>Risk Causes:</b> Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic and current cost of living increases. Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement. Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. Not keeping up to date with developments, in new areas of fraud. Insufficient risk assessment of new emerging fraud issues.  Lack of clear management control of responsibility, authorities and / or delegation  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.  Under investment in fraud prevention and detection technology and resource.	1. A dedicated Counter Fraud and Investigation team - BCC has a dedicated Counter Fraud and Investigation team with varied skills (investigation, accountancy, audit and data analysis skills). 2. Audits - Internal Audit reviews will sometimes include an assessment of fraud controls. In addition, the Counter Fraud team undertake 'Fraud Prevention reviews or Frauds'. 3. Continued use of analytic and additional resources to perform payment checks. Pre-payment checking of Covid support grants continue, including bank account validation, Company House checks, duplicate claim checks and IP address checks.		1. Fraud Risk Assessments	December 2022	0%
			2. Improve Whistleblowing process	June 2022	60%
			3. NFI Fraud Hub Implementation	October 2022	30%
<b>Risk Consequences:</b> Losses to fraud under emergency measures is inevitable. Potential increase in financial losses due to increase in scams. Failure to prevent or detect acts of significant fraud or corruption could result in financial loss for the Council. Reputational damage could be suffered if fraud occurs.	4. National Fraud Initiative (NFI) fraud hub App - The NFI/Cabinet Office Fraud Hub is in use, with a limited number of datasets uploaded. In addition, Appcheck has been rolled out to Housing Options team.		4. Review National Fraud Initiative Data Matching	March 2023	50%
	5. On-going improvement plan for Whistle-blowing - Whistle-blowing arrangements have been informally assessed against Protect - benchmarking assessment tool. An improvement plan has been developed and is being implemented.		5. Establish a long term more technologically advanced fraud hub	October 2022	35%
	6. Participation in anti-fraud exercises - BCC takes part in the biennial Cabinet Office National Fraud Initiative exercise, the annual Council Tax Single Persons discount exercise and have been involved in pilot exercises of data matching with HMRC/Covid grants. In addition BCC Counter Fraud team				

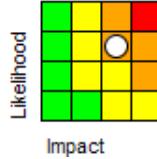
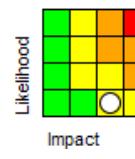
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	undertake a planned programme of data analytic work.	
	7. Planned programme of proactive fraud detection and prevention work - BCC Counter Fraud team develop an annual programme of planned work based on known and increasing fraud risks.	
Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).	8. Whistleblowing procedure - New internal procedure developed. HR advisor assigned to each Whistle-blow.	
Portfolio Flag: City Economy, Finance & Performance	<b>Summary of Progress:</b> Fraud is an inherent high risk and the score remains the same. The level of fraud is likely to increase due to the economic crisis and geopolitical environment currently prevailing in the country. A number of key mitigating actions such as the full implementation of the NFI fraud hub and increased use of enhanced analytic tools are progressing well. Once these key actions are fully implemented the risk score will likely reduce to the tolerance level.	
Strategic Theme: Our Organisation		

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<b>Risk Title:</b> CRR40 – Unplanned Investment in Subsidiary Companies  <b>Description:</b> BCC'S investments in subsidiaries may require greater than anticipated capital investment.		<b>20</b> Likelihood = 4 Impact = 5	 <b>Likelihood</b> <b>Impact</b>	<b>6</b> Likelihood = 2 Impact = 3	 <b>Tolerance Likelihood</b> <b>Tolerance Impact</b>	
<b>Risk Causes:</b> Failure to have effective corporate governance arrangements in place in one or more of the companies. Failure to ensure the right leadership with the right skills across the Companies. Business Failure due to severe economic downturn caused by external factors (incl. Pandemic & Brexit). Service delivery failure as a result of specific market changes (e.g., recyclate market, housing market, volatility in gas and electric market prices, delays in timing of income from customer heat network connections), failure to secure planning etc. Delivery of BE2020 wind up within financial envelope. Legislation changes. Cyber Security - risk that key systems are compromised and that sensitive data is stolen Failure to develop and grow commercial trading activities	<b>Existing Controls</b>		<b>Mitigating Actions</b>			
	<b>Control</b>	1. Audit and Risk Committee 2. Board Effectiveness Reviews to be annual workforce planning 3. Continued monitoring of the impact of External issues such as COVID 4. Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs 5. Shareholding Group 6. Weekly progress review provided and regular review of assumptions, cash flow and risks	1. Align Risk Management Arrangements Between BCC/BHL		September 2022 10%	
<b>Risk Consequences:</b> - Financial Loss - Reputational damage to the council - Impact to service provision provided by subsidiary companies			2.BCC Capital Strategy limits BCC exposure to loans 3.Business Plan for Bristol Heat Network 4.Business Plan for Holding Companies 23/24 5.Business Plan for Holdings Companies 6. Capital Programme	December 2021 100%	100%	
<b>Risk Owner(s):</b> Chief Executive and S151 Officer.						
<b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> The likelihood has increased for Q1 22/23. The procurement status of each of the Shareholder companies (whether BGPL, Teckal, non BGGPL) has a bearing on the extent to which those companies have recourse to BCC and, therefore, the extent of BCC's potential investment liability. Shareholder Group met May 2022 to consider potential revisions to the Shareholder companies' governance arrangements. These options have also been considered at other associated meetings. The revisions take in to account feedback from recent Navigo audit and risk review. Any consequent change in structure should aim to maintain/improve operational efficiency and value for money. The Tolerance Likelihood/Impact assessment has been reviewed. It is assessed that tolerance likelihood continues to be low.					
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing						

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Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level			
<b>Risk Title:</b> CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22		<b>15</b> Likelihood = 3 Impact = 5	Likelihood  Impact	5 Likelihood = 1 Impact = 5		
<b>Description:</b> Failure to deliver the required outcomes and savings from the new 2020/21 ASC Transformation Programme			Likelihood  Impact	Impact		
<b>Risk Causes:</b>		Existing Controls	Mitigating Actions			
Wider factors impacting on demand: Rapid increased demand and complexity due to COVID-19. Increase of needs due to more health services being delivered in the community without appropriate funding following the patient. Increased complex needs across our demographics that must be met under the Care Act		Control	Action Title	Due Date		
Wider factors impacting on supply: Financial pressures on an already vulnerable provider market during sustained changes forced on provider during COVID-19. 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 Time to commission and develop genuine step up/ step down alternatives to Tier 3 long term care (Home first, VCSE, reablement for all). Ability to joint fund this supply using the BCF with NHS (National Health Service) partners working in an Integrated Care System model. 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		Change Agent roles created to champion change	Additional priorities workstreams for revised programme	January 2023		
		Improving Business Intelligence - ASC PowerBI accelerators developed	Future Service Priorities Developed	July 2023		
		Inhouse services reviewed by Mutual Ventures	Key Workstreams for Revised Programme	December 2022		
		Transformation Programme Board established - New transformation programme board to be chaired by Executive Director of People. Each workstream will have a Senior Responsible Officer (SRO) to ensure ownership of progress. This will be at Deputy Director (DD) and Head of Service (HoS) level.	Various actions taken to address budget pressures	December 2022		
<b>Risk Consequences:</b> Agreed programme outcomes are not met and citizens are not supported with the right care and support which maximises independence. Programme savings are not delivered causing Adult Social Care to overspend on agreed budget. Programme has gone into exception and now considering more radical savings options under the corporate 5% savings plan		Procure Care Cubed to improve pricing control of providers				
		Realignment of operations				
		Interim Actions to Address Budget Pressures				
<b>Risk Owner(s):</b> Director Adult Social Care						
<b>Portfolio Flag:</b> Adult Social Care & Integrated Care System		<b>Summary of Progress:</b> The Transformation programme has continued with delivery of in-house service redesign, strength-based practice, developing a knowledge function, and also market testing to secure a Learning Disability and Autism strategic partner. This is alongside a number of service-led transformation projects. In recognition of the scale of the financial challenges facing the service, the need to develop a more preventative and personalised model of care, and the scale of change within the Social Care White Papers, the transformation programme is being re-set for 2022/23 onwards. An interim Director of ASC Transformation has been appointed for 12 months, and a revised mandate and resourcing plan is being developed. This is alongside the continued delivery of the existing programme, as well as additional savings-focused projects.				
<b>Strategic Theme:</b> Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.						

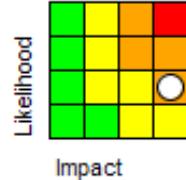
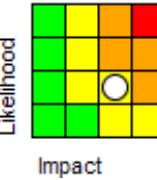
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level													
<b>Risk Title:</b> CRR29 - Information Security Management System (ISMS)	<p>Improving</p> <p>20</p> <p>10</p> <p>Q2 Q3 Q4 Q1</p>	<b>10</b> Likelihood = 2 Impact = 5	<p>Likelihood</p> <p>Impact</p>	<b>5</b> Likelihood = 1 Impact = 5	<p>Likelihood</p> <p>Impact</p>												
<b>Risk Causes:</b> Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.	<b>Existing Controls</b> <table border="1"> <thead> <tr> <th>Control</th> </tr> </thead> <tbody> <tr> <td>1. MetaCompliance tool online to track compliance/engagement of policies</td> </tr> <tr> <td>2. Guidance and awareness campaigns supported by regular phishing campaigns.</td> </tr> </tbody> </table>	Control	1. MetaCompliance tool online to track compliance/engagement of policies	2. Guidance and awareness campaigns supported by regular phishing campaigns.	<b>Mitigating Actions</b> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1. Continue roll out of Policies with oversight from ICBG Information Governance Tool</td> <td>July 2022</td> <td>25%</td> </tr> <tr> <td>2. Implementing external audit actions with oversight provided by IG Board</td> <td>TBC</td> <td>TBC</td> </tr> </tbody> </table>				Action Title	Due Date	Progress	1. Continue roll out of Policies with oversight from ICBG Information Governance Tool	July 2022	25%	2. Implementing external audit actions with oversight provided by IG Board	TBC	TBC
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1. Continue roll out of Policies with oversight from ICBG Information Governance Tool	July 2022	25%															
2. Implementing external audit actions with oversight provided by IG Board	TBC	TBC															
<b>Risk Consequences:</b> Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. Safeguarding data breach impacting on safety of vulnerable child or adult. Risk of breaching the regulations, and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover. Increased litigation. Reputational damage.																	
<b>Risk Owner(s):</b> Senior Information Risk Owner (SIRO).																	
<b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> Final policy work on the ISMS, has lead to likelihood decrease.  Policies continue to be rolled out, and MetaCompliance tool online to track compliance/engagement of policies, however further engagement with comms needed. Tool has been demonstrated to both comms and policy colleagues.  Targeted engagement and awareness due to begin next quarter to embed new policies and identify potential gaps																
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing																	

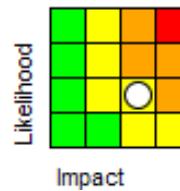
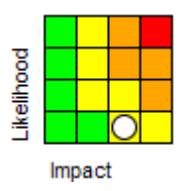
## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<b>Risk Title:</b> CRR26 – ICT Resilience		<b>14</b> Likelihood = 2 Impact = 7		<b>10</b> Likelihood = 2 Impact = 5		
<b>Description:</b> The Council's 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.						
<b>Risk Causes:</b> Poor Business Continuity (BCP) planning and understanding of key system architecture. Untested Disaster Recovery (DR) arrangements including data recovery. Untested network reconfiguration to alleviate key location outage. Untested recovery schedules in terms of order and instructions. Lack of resilience available for legacy systems (single points of failure - people and technology). Services undertaking their own IT arrangements outside of the corporate approach.		<b>Existing Controls</b>			<b>Mitigating Actions</b>	
		<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
		1. Connection to BCC systems protections		1. Application/system risk log	September 2021	100%
		2. Highlight to service areas vulnerable applications		2. IT Resilience and BCP Phase 2	January 2023	0%
		3. Moved critical systems to the cloud with more effective DR.		3. IT Resilience and Business Continuity Project Phase 1	March 2022	100%
		4. Resilience workshops for most critical systems		4. Project to move Shared Drives to Cloud	August 2022	50%
		5. Supplier run order in the event of multiple system outage		5. Removal of legacy hardware from estate	August 2024	50%
		6. Weekly testing of individual systems restore				
<b>Risk Consequences:</b> Inability to deliver services						
<b>Risk Owner(s):</b> Chief Executive, Director, Digital Transformation, Service Area Leads.						
<b>Portfolio Flag:</b> City Economy, Finance & Performance		<b>Summary of Progress:</b> Work has continued to scope Business Continuity / Disaster Recovery project, including deeper exploration of interdependencies with Digital Transformation Programme and other major IT projects, including recommissioning of major systems in Housing.				
<b>Strategic Theme:</b> Our Organisation		Focus on resilience within new Digital Strategy 22-27, which is recommended for Cabinet approval 7 June 2022. Major mitigations contained within DTP and Housing system replacement, but both subject to Cabinet approval and with 2+ year implementation periods.				

## Appendix A – Corporate Risk Register as at June 2022



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level							
<b>Risk Title:</b> CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection	<b>Constant</b> 	<b>10</b> Likelihood = 2 Impact = 5		<b>5</b> Likelihood = 1 Impact = 5							
<b>Description:</b> 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.											
<b>Risk Causes:</b> Covid-19 delaying ability to complete actions and creating increased pressure across the locality partnership. Increasing demands for services outweighing current capacity to clear the backlog on statutory assessments. Judicial Review or similar legal actions causing attention to be diverted from BAU. Unprecedented national and local demand for Statutory assessment. Recruitment and retention including national shortage of Educational Psychologists.		<b>Existing Controls</b> <b>Control</b> Committed to further follow up monitoring visits, beyond the life of the WSoA, with DfE and NHS advisers Focus on early identification and intervention Ongoing governance and monitoring activity including Scrutiny. SEND Improvement Board Established			<b>Mitigating Actions</b> <b>Action Title</b> Develop next iteration of SEND action plan Develop separate accelerated action plan Developing a service user engagement and co-production framework Phase 1 SEND Improvement		<b>Due Date</b> December 2022 April 2022 June 2022 July 2021	<b>Progress</b> 0% 100% 0% 100%			
<b>Risk Consequences:</b> The OFSTED reinspection resulting in requirement for accelerated improvement plan Worsening of parental confidence in Bristol's SEND system and associated reputational damage / increased potential litigation / Judicial Reviews					Quality Assurance Activity Re-structured and re-focused the work of the statutory SEND team and invested in key areas All EHCP systems and processes reviewed and remodelled		July 2021 June 2022 August 2022	100% 100% 100%			
<b>Risk Owner(s):</b> Director Adult and Social Care, Service Director Education and Skills											
<b>Portfolio Flag:</b> Children's Services, Education & Equalities		<b>Summary of Progress:</b> The SEND Improvement work continues beyond the end date (July 2021) of the Written Statement of Action, along with continued monitoring visits from the DfE and NHS England. Work is underway on the SEND Partnership Plan, which is being developed through a co-produced model with key stakeholders. The window for an Ofsted re-visit has been open since early Spring. However, this has not prevented a continued focus on systemic improvement.									
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing											

## Appendix A – Corporate Risk Register as at June 2022

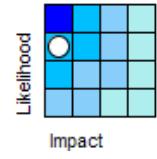
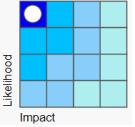


Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level	
<b>Risk Title:</b> CRR45 - Failure to deliver statutory duty in respect of the safeguarding of children	<b>Constant</b> 	<b>9</b> Likelihood = 3 Impact = 3	Likelihood 	Impact 
<b>Description:</b> Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority			<b>6</b> Likelihood = 2 Impact = 3	 Tolerance Impact
<b>Risk Causes:</b> Staffing failure: recruitment and retention COVID failure: business continuity plans fail due to higher infection/isolation Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk	<b>Existing Controls</b>		<b>Mitigating Actions</b>	
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>
	1. Benchmarking salaries with regional levels		Commissioned independent peer review of the statutory safeguarding arrangements to ensure that the council's statutory officers are executing their responsibilities and undertaking due diligence in a legal and appropriate way.	May 2022
	2. Investing in training and development		Revising recruitment and retention strategy	May 2022
	3. Over-recruiting where required			100%
	4. Reviewing system pressures and taking action on a weekly basis			
	5. Systemic unit model and integrated locality arrangements			
	6. Skilled and stable workforce with low use of agency workers			
	7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements			
	8. Scrutiny of statutory safeguarding partners			
<b>Risk Owner(s):</b> Executive Director People, Director Children's and Families Services.				
<b>Portfolio Flag:</b> Children's Services, Education & Equalities	<b>Summary of Progress:</b> We are: Revising the recruitment and retention strategy in response to evidence of turnover and vacancies in areas of particular pressure (front door, experienced social workers and frontline managers). Benchmarking salaries with regional levels. Over-recruiting where required. Investing in training and development. Proposed business case to increase apprenticeships. Reviewing system pressures and taking action on a weekly basis.			
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.				

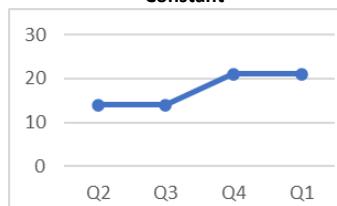
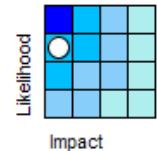
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Q2

## Opportunity Risks

Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level																		
<b>Risk Title:</b> OPP1 - One City Approach  <b>Description:</b> The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.	 <p>Constant</p> <table border="1"> <tr><td>20</td></tr> <tr><td>10</td></tr> <tr><td>0</td></tr> <tr><td>Q2    Q3    Q4    Q1</td></tr> </table>	20	10	0	Q2    Q3    Q4    Q1	<b>21</b> Likelihood = 3 Impact = 7	 <p>Likelihood</p> <p>Impact</p>	<b>28</b> Likelihood = 4 Impact = 7	 <p>Likelihood</p> <p>Impact</p>													
20																						
10																						
0																						
Q2    Q3    Q4    Q1																						
<b>Risk Causes:</b> 1. Mayoral aspiration and widespread partner sign-up to principles  2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan  	<b>Existing Controls</b> <table border="1"> <tr> <th>Control</th> <td>1. V3 One City Plan Produced</td> </tr> </table>		Control	1. V3 One City Plan Produced	<b>Mitigating Actions</b> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1. One City Digital Board</td> <td>June 2022</td> <td>0%</td> </tr> <tr> <td>2. One City Plan refresh process</td> <td>July 2022</td> <td>0%</td> </tr> <tr> <td>3. Set up Partnership Board</td> <td>October 2022</td> <td>0%</td> </tr> <tr> <td>4. City Office Team Mandate</td> <td>June 2022</td> <td>0%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	1. One City Digital Board	June 2022	0%	2. One City Plan refresh process	July 2022	0%	3. Set up Partnership Board	October 2022	0%	4. City Office Team Mandate	June 2022	0%
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<b>Risk Consequences:</b> 1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities which already have partner buy-in 2. Potential to make financial and efficiency savings and/or deliver better services and/or reduced demand for service, reducing costs whilst improving citizen outcomes. <small>Update April 2020: 3. Relationships already built can accelerate communication, collaboration and effective delivery of a coherent plan for the city's recovery from Covid-19</small>																						
<b>Risk Owner(s):</b> Director Policy, Strategy and Partnerships.																						
<b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> One City continues to be an opportunity for the local authority through the One City Approach to partnership working. Arising opportunities includes taking a One City Approach to the cost of living crisis, the food equality strategy and the second Voluntary Local Review of the SDGs for which Bristol is viewed as a world leader in our tracking and embedding of the SDGs in our activity. The change of governance to BCC could present a challenge for One City (as this has been a mayoral led initiative until recently) however it is hoped that the City Office team will be able to engage with the future committees structure to support the new governance committees in the delivery of their priorities.																					
<b>Strategic Theme:</b> Our Organisation																						

## Appendix A – Corporate Risk Register as at June 2022

Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> OPP2 Corporate Strategy	<b>Description:</b> The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.		<b>21</b> Likelihood = 3 Impact = 7		<b>28</b> Likelihood = 4 Impact = 7
<b>Risk Causes:</b> Approved Corporate Strategy provides the foundation and direction for the organisation.		Existing Controls		Mitigating Actions	
		Control		Action Title	Due Date
		1. Business Plan 2022/2023		1. Take annual Business Plan and Performance Framework 2022/23 to Cabinet for noting	April 2022
		2. Corporate Strategy 2022-2027		2. Performance Management 'Common Activity' work and subsequent service redesign	December 2022
		3. Performance Framework 2022/23		3. Roll-out of new Performance Framework and management tools, including performance clinics and enhanced reporting dashboards (Q1/2 2022/23)	September 2022
		4. Regular internal communication and engagement		4. Council-wide individual staff performance appraisals and objective setting for 2022/23 (April/May 2022)	May 2022
		5. Annual service and business planning process			
		6. Staff annual reviews and objective setting			
<b>Risk Consequences:</b> 1. As our key strategic document, the approved Corporate Strategy provides direction and enables us to revisit other aspects of our business and ensure we have a strong approach to business planning. 2. Updated performance framework informing both corporate reporting and individual objectives - chance to make sure all colleagues are contributing to corporate priorities and are clear about how they do this.					
<b>Risk Owner(s):</b> Director Policy, Strategy and Partnerships.					
<b>Portfolio Flag:</b> City Economy, Finance & Performance		<b>Summary of Progress:</b> Business Plan and Performance Framework approved by CLB and noted by Cabinet, helping maintain likelihood of completing actions/milestones.			
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing					

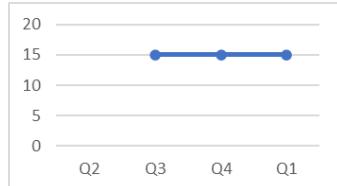
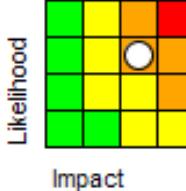
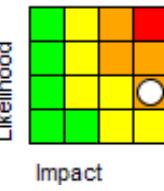
## Appendix A – Corporate Risk Register as at June 2022



### External and Civil Contingency Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: BCCC5 - Cost of Living Crisis impact on Citizens and Communities	NEW RISK	28	Likelihood = 4 Impact = 7	Likelihood Impact	9 Likelihood = 3 Impact = 3
Description: Failure of the council and its one-city partners to mitigate against, and provide adequate services to, citizens experiencing increases in living costs including fuel and food leading to increased poverty, inequity and worsening health & wellbeing as a result of the ongoing cost of living crisis.					
Existing Controls		Mitigating Actions			
Control		Action Title	Due Date	Progress	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Supply chains disruption</li> <li>-Global COVID-19 Pandemic</li> <li>-Brexit</li> <li>-War in Ukraine</li> <li>-Leading to rapid inflation</li> </ul> <p><b>Risk Consequences:</b></p> <p>Destitution - homelessness</p> <p>Inability for citizens to pay general services and utilities</p> <p>Increased debt for citizens and the council</p> <p>Health and well-being deterioration</p> <p>Inequity deepening</p> <p>Increased demand on services across the council and community and voluntary sector partners leading to failure to meet this demand</p> <p>Community cohesion deteriorates</p>		Update baseline assessment following gov announcement 26 May 22	July 2022	In Progress	
		Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience	July 2022	In Progress	
		Communication plan	July 2022	In Progress	
		Establish network of community hubs and 'city offer' by September	September 2022	In Progress	
Risk Owner(s): Executive Director People, Director Communities & Public Health					
Portfolio Flag: Public Health and Communities		<b>Summary of Progress:</b> Impact assessment v2 is complete Developing interactive map and dashboard for monitoring One Council group established meeting every 2-3 weeks One City Group established meeting weekly (attended by all key sectors – advice, food, BCC Revs & Bens, energy etc BCC Communications lead prioritising website and 'preparing for winter' (working with partners). Developing staff briefing cascade across all sectors – we all know the top 5 things we can do/where we can get help to be delivered by start of summer holidays Summary document setting out our one city approach Working with City Funds and Bristol Funders Network to take a strategic approach to funding Work underway to establish 26 community hubs (following COVID model); join up/extend advice support to establish working model by September. Governance - Health and Wellbeing Board to take overview as part of One City approach			
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing					

## Appendix A – Corporate Risk Register as at June 2022

External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level															
<b>Risk Title:</b> BCCC4 – COVID-19 Population Health  <b>Description:</b> Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. On 21ST Feb 2022 the Gov announced Living with Covid Strategy which includes withdrawal of population testing and contact tracing. Isolation and other compliance is voluntary. New risks are: <ul style="list-style-type: none"> <li>Reduced ability to see infection</li> <li>Negative impacts on business continuity and health from high levels of circulating infection</li> <li>Harms to high-risk individuals and risks within high consequence settings</li> <li>Emergence of harmful new variant</li> </ul>	<p>Constant</p> 	<b>15</b> Likelihood = 3 Impact = 5	 <b>Likelihood</b> <b>Impact</b>	<b>14</b> Likelihood = 2 Impact = 7	 <b>Likelihood</b> <b>Impact</b>														
<b>Risk Causes:</b> Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. Removal of Covid controls reduces ability to contain infection.  <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 122</span>	<b>Existing Controls</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Control</th> </tr> </thead> <tbody> <tr><td>1. Daily Situation Reports – weekly from April 2022</td></tr> <tr><td>2. Investment in Infection Prevention and Control -</td></tr> <tr><td>3. Local Outbreak Management and Response Plan – weekly outbreak management group</td></tr> <tr><td>4. Ongoing Community Engagement and Mental Health Work</td></tr> <tr><td>5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty</td></tr> <tr><td>6. Protecting Health Function</td></tr> <tr><td>7. Weekly Death Management and Vaccine Reports</td></tr> </tbody> </table>		Control	1. Daily Situation Reports – weekly from April 2022	2. Investment in Infection Prevention and Control -	3. Local Outbreak Management and Response Plan – weekly outbreak management group	4. Ongoing Community Engagement and Mental Health Work	5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty	6. Protecting Health Function	7. Weekly Death Management and Vaccine Reports	<b>Mitigating Actions</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr><td colspan="3">There are 12 COVID Population Health Sub risks with multiple mitigating Actions</td></tr> </tbody> </table>			Action Title	Due Date	Progress	There are 12 COVID Population Health Sub risks with multiple mitigating Actions		
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Action Title	Due Date	Progress																	
There are 12 COVID Population Health Sub risks with multiple mitigating Actions																			
<b>Risk Consequences:</b> Infection from Covid, proportion of severe illness, long Covid and deaths. Disruption to work, school, university. Emotional and mental health impacts, for all ages including loneliness. Food poverty.																			
<b>Risk Owner(s):</b> Executive Directors & Director of Public Health																			
<b>Portfolio Flag:</b> Mayoral Portfolio	<b>Summary of Progress:</b> There has been a significant upswing in infections for Q1, therefore, despite all national restrictions having been lifted, and general vaccination uptake in Bristol having been high, the risk remains at $3*5 = 15$ .																		
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing																			

## Appendix A – Corporate Risk Register as at June 2022



External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level																					
Risk Title: BCCC1 - Flooding	Constant 	15 Likelihood = 3 Impact = 5	Likelihood Impact 	9 Likelihood = 3 Impact = 3	Likelihood Impact 																				
Description: 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.																									
<b>Risk Causes:</b> <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>		<b>Existing Controls</b> <table border="1"> <thead> <tr> <th>Control</th> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Avon and Somerset Local Resilience Forum</td> <td>Avonmouth Village Flood Scheme</td> <td>June 2023</td> <td>0%</td> </tr> <tr> <td>Engagement with external partners to develop flood response plans and procedures</td> <td>Deliver Bristol Avon Flood Strategy</td> <td>June 2023</td> <td>25%</td> </tr> <tr> <td>Local Flood Risk Management Strategy</td> <td>Deliver Local Flood Risk Management Actions</td> <td>February 2023</td> <td>25%</td> </tr> <tr> <td>Regular and Emergency Maintenance and Clearing of Gullies and Culverts</td> <td>Expression of Interest to participate in the DEFRA Innovation and Resilience programme</td> <td>June 2021</td> <td>100%</td> </tr> </tbody> </table>		Control	Action Title	Due Date	Progress	Avon and Somerset Local Resilience Forum	Avonmouth Village Flood Scheme	June 2023	0%	Engagement with external partners to develop flood response plans and procedures	Deliver Bristol Avon Flood Strategy	June 2023	25%	Local Flood Risk Management Strategy	Deliver Local Flood Risk Management Actions	February 2023	25%	Regular and Emergency Maintenance and Clearing of Gullies and Culverts	Expression of Interest to participate in the DEFRA Innovation and Resilience programme	June 2021	100%	<b>Mitigating Actions</b>	
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Regular and Emergency Maintenance and Clearing of Gullies and Culverts	Expression of Interest to participate in the DEFRA Innovation and Resilience programme	June 2021	100%																						
<b>Risk Consequences:</b> <ul style="list-style-type: none"> <li>Economic Impacts incl loss of Property</li> <li>-Loss of Life/injury</li> <li>-Reputational Damage</li> </ul>				Strategic Outline Case for Managing River Avon Flood Risk	June 2021																				
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.																									
<b>Portfolio Flag:</b> Climate, Ecology, Energy & Waste and Strategic Planning, Resilience and Flood Strategy		<b>Summary of Progress:</b> Risk reviewed recently with risk management team. No change to risk rating. River Avon study progressing but still some way to go.																							
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.																									

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## Risk Scoring Matrix

		Threat Impact (Negative risks)						Opportunity Impact (Positive Risk)					
Threat Likelihood	Opportunity Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain
		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.

## Appendix A – Corporate Risk Register as at June 2022

**LIKELIHOOD AND IMPACT RISK RATING SCORING**
**Likelihood Guidance**

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

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

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision.  Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area.  Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action.  Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
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.

# Forward plan



THIS DOCUMENT GIVES NOTICE OF  
ANTICIPATED KEY DECISIONS TO BE TAKEN  
AT CABINET AND OTHER MEETINGS

This update published 30 June 2022

Democratic Services

Contact: Sam Wilcock, Democratic Services Officer, email: [sam.wilcock@bristol.gov.uk](mailto:sam.wilcock@bristol.gov.uk)

**BRISTOL CITY COUNCIL - FORWARD PLAN**  
**INDEX OF PROPOSED KEY DECISIONS**

The Forward Plan gives notice of anticipated key decisions to be taken at Cabinet, Health and Wellbeing Board and Learning City Partnership Board meetings. It will be updated and published on the Council website [www.bristol.gov.uk](http://www.bristol.gov.uk) on a monthly basis.

**Key Decision**

Under the Council's constitution, the definition of a key decision is a decision which is likely to:

- 1) Result in expenditure of £500,000 or over.
- 2) Result in savings of £500,000 or over.
- 3) Be significant in terms of its effects on communities living or working in two or more wards in the city.

**Non-key Decision**

For additional information and completeness the Forward Plan also contains those items which are outside the definition of a key decision.

**Cabinet Meetings**

The Cabinet will normally meet on a Tuesday. Meetings start at 4pm and are currently held at City Hall, College Green Bristol, BS1 5TR. Meetings of the Cabinet are open to the public with the exception of discussion regarding reports which contain exempt/confidential, commercially sensitive or personal information which will be identified in the Mayor's Forward Plan).

Reports submitted to the Mayor and Cabinet will be available on the council's website 5 clear working days before the date the decision can be made. If you would like a copy by email please contact [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

## Glossary:

HWB	Health and Wellbeing Board
LCPB	Learning City Partnership Board
APR15	Under the Council's Constitution if a key decision needs to be taken with less than 28 days' notice, it can still be taken under <b>APR15 – General Exception</b> , if it is impracticable to defer it until the next scheduled Cabinet meeting. The relevant Scrutiny Commission must be notified and the report published as part of the agenda 5 clear working days ahead of the Cabinet meeting

Description of Exempt Information :- England, Part 1 of Schedule 12A of the local Government Act 1972

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; Or  (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime.

## Cabinet Members

- Mayor Marvin Rees
- Councillor Craig Cheney – Deputy Mayor and Cabinet Member for City Economy, Finance and Performance
- Councillor Asher Craig – Deputy Mayor and Cabinet Member for Children’s Services, Education and Equalities
- Councillor Don Alexander – Cabinet Member for Transport
- Councillor Nicola Beech – Cabinet Member for Strategic Planning, Resilience and Floods
- Councillor Helen Holland - Cabinet Member with responsibility for Adult Social Care and Integrated Care System
- Councillor Ellie King Cabinet Member with responsibility for Public Health and Communities
- Councillor Tom Renhard – Cabinet Member for Housing Delivery and Homes
- Councillor Kye Dudd – Cabinet Member for Climate, Ecology, Waste and Energy

The City Council's website [www.bristol.gov.uk](http://www.bristol.gov.uk) contains all supporting documents and decisions for formal meetings and lots more about the City Council.

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Abigail Stratford, Service Manager, Major Projects abigail.stratford@bristol.gov.uk	<b>Western Harbour vision and next steps</b> To seek endorsement of the Western Harbour Vision and authority to apply for and spend external funding and procure and award contracts for the next stage of the work.  Open	Cabinet 12 Jul 2022	Mayor	Growth & Regeneration Scrutiny Commission
Richard Hills, Health and Care - Interface Partnerships Manager richard.hills@bristol.gov.uk	<b>Recommissioning of Care and Support Services in Extra Care Housing</b> To seek approval to recommission and award contracts for commissioned Care and Support Services in Extra Care Housing Schemes in Bristol.  Open	Cabinet 12 Jul 2022	Cabinet Member with responsibility for Adult Social Care and Integrated Care System	People Scrutiny Commission
Jonathan Martin, Trading Standards and Private Housing Manager jonathan.martin@bristol.gov.uk	<b>Hackney Carriage Fare Review</b> To seek approval to approve and implement a revised table of fares for Hackney Carriage Vehicles.  Open	Cabinet 12 Jul 2022	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny Commission
Leonie Roberts, Public Health	<b>New government funding for substance misuse</b>	Cabinet	Cabinet Member with	People Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Consultant leonie.roberts@bristol.gov.uk	<b>support and treatment services</b> To seek approval to accept and spend (including procuring and awarding contracts) allocated government funding to deliver statutory duties under the national drugs strategy 'from Harm to Hope', and deliver a range of interventions in line with the city's local drug strategy 2021-2025.  Open	12 Jul 2022	responsibility for Public Health and Communities	Commission
Guy Collings, Head of Insight, Performance and Intelligence Guy.Collings@bristol.gov.uk	<b>Q4 Quarterly Performance Progress Report – Q4 2021/22</b> Non Key Open	Cabinet 12 Jul 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Overview and Scrutiny Management Board
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<b>Financial Outlook Update Report</b> To present Cabinet with the financial outlook report for the year ahead.  Open	Cabinet 12 Jul 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<b>Financial Update Report - July 2022</b> To present Cabinet with the latest detailed financial outturn report and identify any	Cabinet 12 Jul 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	additional financial approvals that are required.  Open		Performance	
Steve Matthews, Project Leader, Property Strategy Service <a href="mailto:steve.matthews@bristol.gov.uk">steve.matthews@bristol.gov.uk</a>	<b>Estate Rationalisation – Surplus Asset Disposals</b> To seek Cabinet approval to the disposal on the open market of 5 freehold BCC assets which have been initially identified by the Estates Rationalisation Board as being surplus to the Council's requirements.  Open	Cabinet 12 Jul 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Growth & Regeneration Scrutiny Commission
Tim Borrett, Director: Policy, Strategy and Digital <a href="mailto:tim.borrett@bristol.gov.uk">tim.borrett@bristol.gov.uk</a>	<b>Digital Transformation Programme</b> To note changes to the forecast costs of digital transformation work and seek approval of the refreshed Digital Transformation programme, funding for the programme and authorisation to enter into any interim contracts required.  Open	Cabinet 12 Jul 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
David Martin, Head of Facilities Management	<b>Events and Conference Catering Contracts</b> To seek approval to extend and where applicable	Cabinet 12 Jul 2022	Deputy Mayor with responsibility for City	Resources Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
david1.martin@bristol.gov.uk	<p>expand the current catering contracts for the City Hall Cafe and the Conference events catering for City Hall and Mansion House</p> <p>Part exempt</p>		Economy, Finance and Performance	Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Q1 2022/2023 Corporate Risk Report</b></p> <p>To update on the Council's risk management report for Q1 2022/23</p> <p>Open</p>	Cabinet 12 Jul 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Jason Thorne, Service Manager – City Centre & High Streets jason.thorne@bristol.gov.uk	<p><b>Business Improvement Districts</b></p> <p>To seek approval to renew two Business Improvement Districts (BIDs) arrangements and authorisation for specific BID related matters.</p> <p>Open</p>	Cabinet 12 Jul 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Growth & Regeneration Scrutiny Commission
Steve Ransom, Acting Head of Energy steve.ransom@bristol.gov.uk	<p><b>Electricity Contract Procurement and Renewals</b></p> <p>To note an urgent key decision taken by the Executive Director Growth and Regeneration in relation to electricity contract procurement and renewals and to note the adoption of a 'sleevng'</p>	Cabinet 12 Jul 2022	Cabinet Member with responsibility for Climate, Ecology, Waste and Energy	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>product for nominated Council sites.</p> <p>To seek approval in principle for further extensions or alternative contracting arrangements if required.</p> <p>Open</p>			
David White, Service Manager david.white@bristol.gov.uk	<b>Transfer of Heat Network assets from the Council to Bristol Heat Networks Limited</b> Seek authorisation of the transfer of all heat network assets currently owned by the Council to its wholly owned company, Bristol Heat Networks Limited and matters in connection with the transfer  Part exempt 3	Cabinet 12 Jul 2022	Cabinet Member with responsibility for Climate, Ecology, Waste and Energy	Overview & Scrutiny Management Board
Richard Fletcher, Parks Services Manager richard.fletcher@bristol.gov.uk	<b>Response to Ash Dieback disease</b> To seek approval of the Council's approach to managing the risk to people and property from trees affected by Ash Dieback and authorising the use of funding to deliver the approach including procuring and awarding contracts.  Open	Cabinet 2 Aug 2022	Cabinet Member with responsibility for Public Health and Communities	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
James Anderson, Education Programme Manager james.anderson@bristol.gov.uk	<p><b>Education Capital Update and Capital Investment Decision</b>            To approve the allocation of grant funding into SEND and mainstream education projects.</p> <p>Part exempt 3</p>	Cabinet 2 Aug 2022	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Financial update report - August 2022</b>            To present Cabinet with the latest finance exception report, i.e. to advise Cabinet of any latest material financial changes and identify any additional financial approvals that are required.</p> <p>Open</p>	Cabinet 2 Aug 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Hugh Evans, Executive Director: People hugh.evans@bristol.gov.uk	<p><b>Re-procurement of IT Systems (People Directorate)</b>            To seek approval to re-procure and award contracts for the case management systems for adult social care, children's social care and education, in line with the Full Business Case.</p> <p>Part exempt 3</p>	Cabinet 2 Aug 2022	Councillor Craig Cheney	People/ Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Maria Finlayson, Senior Reviewing Officer maria.finlayson@bristol.gov.uk	<b>Corporate Parenting Panel Annual Report</b> For cabinet to note the annual report of the Corporate Parenting Panel Non Key Open	Cabinet 2 Aug 2022	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission
Genevieve Adkins, Interim Head of Culture genevieve.adkins@bristol.gov.uk	<b>Bristol Harbour Festival</b> To seek approval for a 1 year contract extension to deliver the Harbour Festival in 2023 and continued investment in the Harbour Festival from 2024-27 including approval to procure and award contracts.  Part exempt 3	Cabinet 2 Aug 2022	Cabinet Member with responsibility for Public Health and Communities	Growth and Regeneration Scrutiny Commission
Abigail Stratford, Service Manager, Major Projects abigail.stratford@bristol.gov.uk	<b>Temple Quarter Update</b> To approve the Mead Street Development Brief and note the update on the Temple Quarter Regeneration Programme funding.  Open	Cabinet 2 Aug 2022	Mayor	Growth & Regeneration Scrutiny Commission
Tim Borrett, Director: Policy, Strategy and Digital tim.borrett@bristol.gov.uk	<b>Bristol's first Citizens' Assembly – Outcomes Progress Report 2</b> 1. To update Cabinet on consideration of the recommendations and actions put forward by the	Cabinet 2 Aug 2022	Deputy Mayor with responsibility for Children's Services, Education and Equalities	Overview & Scrutiny Management Board

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>Citizens' Assembly</p> <p>2. To present the Citizens' Assembly tracker to Cabinet to demonstrate how progress against these actions will be measured going forward</p> <p>3. To update Cabinet where and how the Citizens' Assembly has influenced the 2022-23 Business Plan</p> <p>Non Key</p>			
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Financial Update Report - September 2022</b></p> <p>To present Cabinet with the latest finance exception report, i.e. to advise Cabinet of any latest material financial changes and identify any additional financial approvals that are required.</p> <p>Open</p>	Cabinet 6 Sep 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Gail Rogers, Head of Service - Children's Commissioning gail.rogers@bristol.gov.uk	<p><b>Agreement to Extend Dynamic Purchasing System (DPS) for High Support Accommodation for Young People</b></p> <p>To note the previous approvals granted on 30th January 2017 and to authorise the extension and variation of the contracts.</p> <p>Open</p>	Cabinet 6 Sep 2022	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Medium Term Financial Plan and Capital Strategy</b></p> <p>To present the Medium Term Financial Plan and Capital Strategy. This report will be presented for Cabinet comment/approval and will subsequently be submitted to Full Council.</p> <p>Open</p>	Cabinet 4 Oct 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Financial Update Report - October 2022</b></p> <p>To present Cabinet with the latest detailed financial outturn report and identify any additional financial approvals that are required.</p> <p>Open</p>	Cabinet 4 Oct 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Financial Update Report - November 2022</b></p> <p>To present Cabinet with the latest finance exception report, i.e. to advise Cabinet of any latest material financial changes and identify any additional financial approvals that are required.</p> <p>Open</p>	Cabinet 1 Nov 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Collection Fund Surplus/Deficit report</b>            To present the Collection Fund surplus/deficit report. This report will be presented for Cabinet comment/approval and will subsequently be submitted to Full Council.</p> <p>Open</p>	Cabinet 6 Dec 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Council Tax Base</b>            To consider a report setting the Council Tax base. This report will be presented for Cabinet comment/approval and will subsequently be submitted to Full Council.</p> <p>Open</p>	Cabinet 6 Dec 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Financial Update Report - December 2022</b>            To present Cabinet with the latest finance exception report, i.e. to advise Cabinet of any latest material financial changes and identify any additional financial approvals that are required.</p> <p>Open</p>	Cabinet 6 Dec 2022	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Sarah Spicer, Business Innovation Manager sarah.spicer@bristol.gov.uk	<p><b>Housing Revenue Account (HRA) Budget Proposals 2023/24</b></p> <p>To seek approval for the proposed 2023/24 Housing Revenue Account (HRA) Budget, 5-year capital plan and planned expenditure.</p> <p>Open</p>	Cabinet 17 Jan 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Budget report &amp; Treasury Management Strategy 2023/24</b></p> <p>To consider the 2023/24 Budget report and Treasury Management Strategy. The Mayor's budget proposals will subsequently be submitted to Full Council.</p> <p>Open</p>	Cabinet 17 Jan 2023	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Dedicated Schools Grant budget proposals 2023/24</b></p> <p>To consider the Dedicated Schools Grant budget proposals 2023/24. This report will subsequently be submitted to Full Council as part of the budget process.</p> <p>Open</p>	Cabinet 17 Jan 2023	Deputy Mayor with responsibility for City Economy, Finance and Performance	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Financial Update Report - January 2023</b>            To present Cabinet with the latest detailed financial outturn report and identify any additional financial approvals that are required.</p> <p>Open</p>	Cabinet 17 Jan 2023	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Financial Update Report - February 2023</b>            To present Cabinet with the latest detailed financial outturn report and identify any additional financial approvals that are required.</p> <p>Open</p>	Cabinet 7 Feb 2023	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Financial Update Report - March 2023</b>            To present Cabinet with the latest finance exception report, i.e. to advise Cabinet of any latest material financial changes and identify any additional financial approvals that are required.</p> <p>Open</p>	Cabinet 7 Mar 2023	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Fiona Gilmour, Mayor's Office Policy Manager fiona.gilmour@bristol.gov.uk, Jon Severs, City Design Manager jon.severs@bristol.gov.uk	<b>We are Bristol History Commission – Next Steps</b>  Open	Cabinet Before 4 Apr 2023	Mayor	Growth & Regeneration Scrutiny Commission
Gail Rogers, Head of Service - Children's Commissioning gail.rogers@bristol.gov.uk	<b>Future of Youth Services</b> To seek approval of Bristol City Council's approach to the development of youth services within Bristol.  Open	Cabinet Before 4 Apr 2023	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission
Gail Rogers, Head of Service - Children's Commissioning gail.rogers@bristol.gov.uk	<b>Youth Zones - Full Business Case</b> To seek approval for the business case and site for the Youth Zone in the South of the City including the lease of an asset for the duration of the project.  Part exempt 3	Cabinet Before 4 Apr 2023	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission
Tim Borrett, Director: Policy, Strategy and Digital tim.borrett@bristol.gov.uk	<b>Consultation and Engagement Strategy 2022-24</b> To seek approval of the updated Consultation and Engagement Strategy 2022-24.  Open	Cabinet Before 4 Apr 2023	Deputy Mayor with responsibility for City Economy, Finance and Performance	Overview and Scrutiny Management Board/ Resources Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
				Commission
Alison Hurley, Service Director for Education and Skills alison.hurley@bristol.gov.uk	<b>Family Hub and Start for Life Programme</b> To seek approval to accept and spend a Department for Education (DfE) grant to fund the new Family Hub and Start for Life Programme.  Open	Cabinet Before 4 Apr 2023	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission
Abigail Stratford, Service Manager, Major Projects abigail.stratford@bristol.gov.uk	<b>Whitehouse Street Regeneration Framework</b> To seek approval of the Whitehouse Street Regeneration Framework.  Open	Cabinet Before 4 Apr 2023	Mayor	Growth and Regeneration Scrutiny Commission
John Roy, Group Manager – Transport Assets john.roy@bristol.gov.uk	<b>Bristol Avon Flood Strategy Funding Strategy</b> To seek Cabinet approval of Funding Strategy, and enter into Legal Agreement with Environment Agency to deliver Phase 1 and Phase 2 of Bristol Avon Flood Strategy.  Open	Cabinet Before 4 Apr 2023	Cabinet Member with responsibility for Strategic Planning, Resilience and Floods	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Tom Gilchrist, Private Housing and Accessible Homes Manager tom.gilchrist@bristol.gov.uk	<b>Gypsy, Travellers and Showpeople permanent sites</b> To seek permission to approve the development of permanent Gypsy, Travellers and Showpeople sites.  Open	Cabinet Before 4 Apr 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Adam Crowther, Head of Strategic City Transport adam.crowther@bristol.gov.uk	<b>East Bristol Liveable Neighbourhood Pilot Outline Business Case</b>  Open	Cabinet Before 4 Apr 2023	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<b>Financial Update Report - April 2023</b> To present Cabinet with the latest finance exception report, i.e. to advise Cabinet of any latest material financial changes and identify any additional financial approvals that are required.  Open	Cabinet 4 Apr 2023	Deputy Mayor with responsibility for City Economy, Finance and Performance	Resources Scrutiny Commission
Adam Crowther, Head of Strategic City Transport adam.crowther@bristol.gov.uk	<b>A37/A4018 Bus Deal Route 2 Project (Outline Business Case)</b> To approve the Outline Business Case (OBC) prior	Cabinet Before 4 Apr 2023	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	to submission to the West of England Combined Authority (WECA).  Open			Commission
Adam Crowther, Head of Strategic City Transport adam.crowther@bristol.gov.uk	<b>A37/A4018 Bus Deal Route 2 Project (Full Business Case)</b> To approve the Full Business Case (FBC) prior to submission to the West of England Combined Authority (WECA).  Open	Cabinet Before 4 Apr 2023	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny Commission
Paul Sylvester, Rehousing Manager paul.sylvester@bristol.gov.uk	<b>Bristol Housing Allocations Review</b>  Open	Cabinet Before 4 Apr 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Abigail Stratford, Service Manager, Major Projects abigail.stratford@bristol.gov.uk	<b>Temple Quarter Grant Funding Arrangements</b>  Open	Cabinet Before 4 Apr 2023	Mayor	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Genevieve Adkins, Interim Head of Culture genevieve.adkins@bristol.gov.uk	<p><b>Cultural Investment Programme – Openness and Imagination funding</b></p> <p>To approve the allocation of Openness and Imagination funding to arts organisations.</p> <p>Open</p>	Cabinet Before 4 Apr 2023	Deputy Mayor with responsibility for City Economy, Finance and Performance	Growth & Regeneration Scrutiny Commission

## **West of England Combined Authority WECA Overview & Scrutiny Committee**

Monday, 4 April 2022, Times Not Specified  
Bristol City Hall Council Chamber  
3 Rivergate, Bristol BS1 6ER

### **Present:**

Cllr Winston Duguid, Bath and North East Somerset  
Cllr Hal MacFie, Bath and North East Somerset Council  
Cllr Geoff Gollop, Bristol City Council  
Cllr Ed Plowden, Bristol City Council  
Cllr Brenda Massey, Bristol City Council

Cllr Steve Pearce, Bristol City Council  
Cllr Andrew Varney, Bristol City Council  
Cllr Brian Allinson, South Gloucestershire Council  
Cllr James Arrowsmith, South Gloucestershire Council  
Tristan Clark, South Gloucestershire Council

### **Officers In Attendance:**

Patricia Greer, Chief Executive  
Stephen Gerrard, Interim Director of Legal and Democratic Services  
Richard Ennis, Interim Director of

Katherine Vowles, Interim Director of Infrastructure

### **Also In Attendance**

Metro Mayor Dan Norris  
Cllr Huw James, North Somerset Council  
Cllr Mike Bird, North Somerset Council

### **Apologies:**

Cllr James Arrowsmith, South Gloucestershire Council (Cllr Tristan Clark attended as substitute)

Cllr John Ashe, South Gloucestershire Council  
Cllr Peter Crew, North Somerset Council

### **Minutes**

1	<b>Evacuation Procedure</b> The evacuation procedure was noted.
2	<b>Apologies for absence</b> Apologies for absence had been received from Cllr John Ashe and Cllr James Arrowsmith. Cllr Tristan Clark attended as substitute member on behalf of Cllr Arrowsmith.  Cllr Peter Crew, North Somerset Council, also sent his apologies.
3	<b>Declarations of Interest under the Localism Act 2011</b> There were no declarations of interest declared in relation to the Localism Act 2011.
4	<b>Minutes</b> The minutes of the meeting held on 24 January 2022 were agreed as a correct record and signed by the Chair, subject to the correction to note that Cllr Tony Dyer attended the meeting as substitute for Cllr Ed Plowden who had given his apologies.
5	<b>Items from the Public (questions and statements)</b> Two questions had been received from Members of the Public in relation to this meeting.  The questions and responses had been circulated to both the questioners and the Committee prior to the meeting and published on the Authority's website.

	<p>Additionally two statements had been received from members of the public as follows.</p> <ol style="list-style-type: none"> <li>1. David Redgewell – Transport Issues</li> <li>2. Maddy Longhurst – WECAs support for the Community Led Housing Sector in the West of England.</li> </ol> <p>Each speaker was invited to speak on the subject of their statement for a maximum time of three minutes each. Both the speakers listed addressed the Committee in this way.</p>
6	<p><b>Chair's business / announcements</b></p> <p>The Mayor of the West of England Combined Authority, Metro Mayor Dan Norris, attended the first part of the meeting. A summary of the discussion is set out below:</p> <ul style="list-style-type: none"> <li>• In respect of the points made during the public speaking item, the Metro Mayor stated the importance of supported bus services and was looking into ways to provide more resources in this area;</li> <li>• The SDS was proceeding but it was a legal process that had to be negotiated in the correct way in order that the prescribed rules were not broken. There were certain ways of utilising green belt land that could be explored. At the moment the process was dealing with strategic level issues with granular details to follow. It was important to learn the lessons of the last SDS process;</li> <li>• The Metro Mayor stated that he welcomed further opportunities to be held to account provided that it fell within his sphere of responsibility. This included more detailed forward plans to be published in the future for instance;</li> <li>• The Metro Mayor was keen to explore all opportunities for investment and growth in the area including through maritime activities, transport usage, and thinking about solutions in new and innovative ways, etc;</li> <li>• He acknowledged that there had been issues with some projects caused by a combination of Brexit, inflation and covid but hoped that everything could now be back. The Mayor was urged to raise the profile of the Portishead line pending the funding decision;</li> <li>• It was noted that the Metro Mayor's position on the expansion of Bristol Airport remained the same. He reiterated that he felt more job opportunities locally could be gained through green endeavours;</li> <li>• Providing training for offenders was paramount and could be linked into skills spending and initiatives including sharing of best practice;</li> <li>• The Chair of the Committee welcomed the collaborative working in the Local Enterprise Partnership (LEP). The Metro Mayor also welcomed this and stated that collaborative working regionally was improving all the time although a few disagreements between local leaders was inevitable from time to time;</li> <li>• The Delivery Assurance Report being considered by the Authority's Committee meeting at its meeting on 8 April 2022 was establishing a 'use it or lose it' principle to with respect to regional funding allocations.</li> </ul> <p>(The Metro Mayor left the meeting at 13:53)</p> <p>The Chair announced that it had been useful to attend as an observer the recent Local Enterprise Partnership Board meeting where the benefit of collaborative working was evident. He reiterated that input from Scrutiny members on the Authority's Committees and Board meetings was welcomed in order to be mindful of the formulation of policy, especially in relation to the ecological emergency.</p> <p>It was also noted that a vacancy existed on the Committee which would be filled by Cllr Steve Smith (Bristol City Council) from May 2022.</p>

7	<p><b>Review of 8th April 2022 West of England Combined Authority Committee and West of England Joint Committee reports</b></p> <p>The Committee considered the reports that were due to be determined by the meetings of the West of England Committee and the Joint Committee on 8 April 2022. The Committee made comments on the reports and these were summarised and circulated to the Committees for their consideration. These comments are attached at Appendix A.</p> <p><u>Part 1 - West of England Combined Authority</u></p> <p><u>Item 9 Mayoral Budget outturn</u></p> <p>The committee noted this report and understood the comment about reserves.</p> <p><u>Items 10 &amp; 11 – Investment Fund Report (Item 10) &amp; Investment Fund Report – Change Requests (Item 11)</u></p> <p>The Committee noted these reports.</p> <p><u>Items 13 &amp; 14 - Climate and Ecological Emergency Strategy and Action Plan (Item 13) &amp; Green Recovery Fund (Item 14)</u></p> <p>The Committee were pleased to see this report and have been frustrated that what was originally planned to go through in October had been delayed. The report identifies the questions to be asked of government and the actions between now and 2030 to meet the net zero objective in specific areas of transport, the built environment, business, and energy policy. The plan breaks actions down to three timelines of immediate, medium term (2024-2028) and long-term vision (2028-30). There was also a need to address the Nature Recovery and specifically to reduce chemical use to avoid the harm to pollinating insects. It was also welcomed that the CA recognises it needs to work in collaboration with regional partners, residents, businesses and with Government. UAs could only achieve whatever was in their powers including review of their own estates but had roles in bringing the right people together. The CA was urged to help lobby government to increase local powers in this field. The Committee also stated that more ambition was needed when designing transport upgrades such as park and rides which could be used for instance as transport hubs and/or bus depots. All aspects of infrastructure needed to be looked at together as a whole (housing, parking, roads, schooling, park &amp; rides, rail etc). Several instances across the region were given where the cart appears to be before the horse-e. g building housing before the infrastructure was in place to get persons to work in a sustainable transport mode. Parking revenue could be used to subsidise public transport provision for instance. The committee look forward to regular updates and intends to ask the UK climate change committee to benchmark us against other combined authorities later this year.</p> <p><u>Item 15 - Regional Recovery &amp; Adaptation Fund</u></p> <p>The Committee welcomed the report with support for groups that faced barriers to access. The Committee requested as much support for start-up companies as possible to enable them to grow.</p> <p><u>Item 16 - Business Case - "The Courts"</u></p> <p>The Committee welcomed the support for the creative sector. The committee asked that given one objective was to breathe new life into an old Victorian building whether other industries could be approached in delivering skills in this task, such as building/renovation skills.</p> <p><u>Item 17 - Business Case - "West of England Careers Hub"</u></p> <p>The Committee was aware of a booklet that contained details of local businesses and asked that schools and careers hubs in the area had access to such information.</p> <p><u>Item 18 - Bus services - Transport Levy</u></p> <p>The Committee stated that any policy would have to recognise additional pressures such as fuel price increases and inflation and further recognise that 'hedging' against these pressures would be an additional financial pressure.</p> <p><u>Part 2 - West of England Joint Committee</u></p> <p>Scrutiny reiterated the importance of collaborative working amongst the Authorities, and other bodies such as the Western Gateway (on matters such as the Maritime Strategy). They requested an update at a future meeting regarding any plans for North Somerset to join the Combined Authority, <b><i>including a clear timeline/roadmap if possible</i></b>, and any affect this</p>
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	would have on the LEP activities as outlined in the recent White Paper.
	Tuesday, 3 May 2022, 2.00 pm, Council Chamber, Bristol City Council, College Green Bristol BS1 5TR

# Public Document Pack

## **West of England Combined Authority WECA Overview & Scrutiny Committee**

Tuesday, 3 May 2022, Times Not Specified  
Council Chamber, Bristol City Council, College Green Bristol BS1 5TR  
3 Rivergate, Bristol BS1 6ER

### **Present:**

Cllr Winston Duguid, Bath and North East Somerset  
Cllr Hal MacFie, Bath and North East Somerset Council  
Cllr Geoff Gollop, Bristol City Council  
Cllr Ed Plowden, Bristol City Council  
Cllr Jonathan Hucker (as substitute for Cllr Steve Smith)

Cllr Brenda Massey, Bristol City Council  
Cllr Steve Pearce, Bristol City Council  
Cllr Andrew Varney, Bristol City Council  
Cllr Brian Allinson, South Gloucestershire Council  
Cllr Tristan Clark (as substitute for Cllr James Arrowsmith)  
Cllr Paul Hughes (as substitute for Cllr John Ashe)

### **From North Somerset Council**

Cllr Huw James  
Cllr Mike Bird  
Cllr Marcia Pepperall (as substitute for Cllr Peter Crew)

### **Also in Attendance**

Metro Mayor Dan Norris  
Cllr Toby Savage, Leader, South Gloucestershire Council  
Richard Bonner, Chair Local Enterprise Partnership Board

### **Officers In Attendance:**

Patricia Greer, Chief Executive, West of England Combined Authority  
Stephen Gerrard, Monitoring Officer, West of England Combined Authority  
Ben Moseley, Executive Officer, Bristol City Council

Jack Latkovic, Scrutiny Manager, West of England Combined Authority

Tim Milgate, Democratic Services Officer, West of England Combined Authority

### **Apologies:**

Cllr James Arrowsmith, South Gloucestershire Council (Cllr Tristan Clark attended as substitute)  
Cllr John Ashe, South Gloucestershire Council (Cllr Paul Hughes attended as substitute)  
Cllr Steve Smith, Bristol City Council (Cllr Jonathan Hucker attended as substitute)  
Cllr Peter Crew, North Somerset Council (Cllr Marcia Pepperall attended as substitute)

### **Minutes**

1	<b>Welcome and voting arrangements for this meeting</b> The Chair welcomed everyone to the meeting.  The Chair informed the meeting that on advice from Interim Monitoring Officer, and with unanimous agreement from Overview & Scrutiny Committee, North Somerset Council Members which sit on this Committee would be entitled to vote at this meeting.
2	<b>Apologies for absence</b>

	<p>Apologies for absence had been received from Cllr John Ashe, Cllr James Arrowsmith, Cllr Steve Smith and Cllr Peter Crew.</p> <p>Cllr Tristan Clark attended as substitute for Cllr Arrowsmith.</p> <p>Cllr Marcia Pepperall attended as substitute for Cllr Crew.</p> <p>Cllr Jonathan Hucker attended as substitute for Cllr Smith.</p> <p>Cllr Paul Hughes attended as substitute for Cllr Ash.</p>
3	<p><b>Declarations of Interest under the Localism Act 2011</b></p> <p>There were none.</p>
4	<p><b>Consideration of Call-in</b></p> <p>The Chair informed everyone present that this part of the meeting would run in accordance to Call In order which was circulated in advance of the meeting and attached as Appendix 1 to these minutes.</p> <p>The Chair invited Cllr Geoff Gollop to address the meeting as the lead Call-In Councillor.</p> <p>Cllr Geoff Gollop read out a statement (attached as Appendix 2 to these minutes) where he highlighted a background to the Joint Committee Governance Review decision, reasons for the Call In, and what he felt the decision failed to address. Cllr Gollop concluded that these concerns were of cross party and cross authority view.</p> <p>The Chair invited Cllr Toby Savage to address the meeting as a member of the West of England Joint Committee.</p> <p>Cllr Toby Savage stated that he welcomed the opportunity to address the Overview and Scrutiny Committee and said that the main purpose of the original report was to review Joint Committee governance arrangements reflecting the fact that it had been a number of years since this was last done. Cllr Savage recognised that the Overview &amp; Scrutiny Committee did not get a meaningful opportunity to review the Joint Committee governance report in advance of its consideration. Cllr Savage added that the governance review highlighted confusion around roles and responsibilities that had occurred around decision making during 2021. The secondary purpose of the report had been to welcome and support the working group initiated by the LEP Board. He denied that any funding for the Joint Committee would be put at risk by this decision and it would be fully compliant with the existing assurance framework having been passed by all four unitary councils' Monitoring Officers and Chief Executive prior to its original publication. He stated that the Government's guidelines on the LEP Boards allowed for a local solution where geographical boundaries did not exactly align and further details of this could be brought forward to the next meeting. He stated that this report had provided a positive way forward for the working relationships. He also stated that he believed that this would enhance collaborative working as it was difficult to identify who was accountable for Joint Committee matters currently. He stated that even if LEP was subsumed into the Mayoral Authority there would still be a positive role for the Joint Committee in determining matters of historical funding, especially in the next three years in the run up to the next Mayoral election when a decision on whether North Somerset would be joining the Authority would be known.</p> <p>Richard Bonner, Chair of the Local Enterprise Partnership was invited to speak. He stated that working together to shape the future of the LEP Board was paramount and a working group had been set up to formulate a view as to future expectations. Each year the Chair of LEP and the CEO of LEP had to sign a declaration that funds had been spent appropriately and through the right processes. Richard Bonner stated that he was supportive of the direction of travel indicated by the Government as to the future of LEP Boards being aligned to mayoral authorities. He also reiterated the importance of 'getting in early' with the proposal to government (the first tranche would be submitted to the Government by 29 July 2022).</p> <p>Patricia Greer, the CEO of the West of England Combined Authority and the Local Enterprise</p>

	<p>Partnership stated that the Government guidelines were clear on the future of LEPs, which would be brought under Combined Authorities but have partnership arrangements with neighbouring authorities if necessary. As the Joint Committee's purpose was to oversee LEP funding it would need to be made clear what the future purpose of that body would be. She confirmed that if the assurance framework was to be changed then it was part of her duty to inform the Government.</p> <p>Metro Mayor Dan Norris addressed the meeting. He stated that he found it hard to understand what was attempting to be solved by this report and that all monies in the region needed to be used wisely. He did not want (potentially £600m) to be put at risk or a situation where decision-making was made more inflexible. The Government had made it clear that it wanted strong regional mayors. He urged the importance of having a flexible approach. The region would be better equipped to reach its potential if it moved with the government's planned direction. He felt that the Joint Committee would not be needed when the government's changes had been implemented and that it was better that the government's guidelines and rules were followed.</p> <p>Patricia Greer reiterated that the LEP Board had set up a sub-group that was working through the government's guideline options with a view to making a proposal to government in the first tranche by end of July 2022.</p> <p>Cllr Savage in summing up stated that he did not believe that the Joint Committee could be wound up and a bespoke solution could be found for the LEP. He believed that the proposal would speed up decision-making and cut down on disagreements.</p> <p>The following views were expressed by the Committee:</p> <ul style="list-style-type: none"> <li>• The Authority needed to show the Government it was serious about funding for the region and there appeared to be a lot of common ground. Scrutiny asked that relationships be improved between the Authority and the UAs;</li> <li>• The LEP action was welcomed;</li> <li>• There were several good examples of collaborative working within the Authority such as the transport sub-Committee;</li> <li>• There was a danger of lessening democracy and losing money for the region;</li> </ul> <p>Cllr Savage proposed that he felt a task and finish group could be convened to examine the proposals in more detail.</p> <p>Cllr Gollop proposed that the Joint Committee be asked to reconsider the original decision. This was seconded by Cllr Allinson. Upon the vote this was agreed by 12 members of the Committee with 2 abstentions.</p> <p>Upon this agreement the Committee then debated whether it wished to make any further recommendations. It was felt that a task and finish group consisting of members of the Overview &amp; Scrutiny Committee examine the 9 points made in Cllr Gollop's statement (Appendix 1) and come forward with recommendations for the Joint Committee. The timeline for this work to be agreed by the Chair in consultation with the Chief Executive. It was further agreed that the task and finish group be representative of the four UAs.</p> <p><b>RESOLUTION</b></p> <p>The West of England Combined Authority Overview &amp; Scrutiny Committee, together with Overview &amp; Scrutiny representatives from North Somerset Council <b>AGREED</b> to <b>UPHOLD</b> the Call In and asked West of England Joint Committee to reconsider the decision 'Joint Committee Governance Review'.</p>
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The Overview & Scrutiny Committee made following reasons for their decision:

- There was lack of Scrutiny engagement before the decision was taken.
- The amended recommendations were presented shortly before the start of the West of England Joint Committee meeting. The Chair of the Overview and Scrutiny Committee did not have authority to contribute and respond to amended recommendations on behalf of the Committee.
- The relevant information was not made available to the public, there was no reference to the Ministerial letter of 31st March regarding the integration of the LEP into the combined authority, and no reference was made to the need to resolve decision making and constitutional issues relating to the non-co-terminous boundary between WECA and the LEP.
- The proposal gave no indication of the potential cost of splitting out the Joint Committee meeting separately from the Committee.
- The West of England Combined Authority Chief Executive made a statement that the proposal would put at risk £600m of funding.
- The Scrutiny Committee specifically indicated that priority be given to the integration of the LEP and that nothing in the recommendations should be used to justify a delay in fast track integration into the CA.

The West of England Joint Committee were asked to consider -

1. The Overview & Scrutiny Committee understand that the LEP has already established a working party to propose a preferred course of integration into the Combined Authority. The Overview & Scrutiny Committee request a report from the Unitary Authorities outlining the actions needed and the timeline to achieve the quickest possible integration of the LEP.
2. Providing a timeline for responding to the issues raised and the tabling of the revised constitution and standing orders.
3. A report of the potential revenue costs of the proposal to split out the meetings as well as including ongoing admin, communications and support and an indication of how these would be funded.
4. To receive a detailed report from the Chief Executive explaining the threat to £600m of funding.
5. To receive a response from the unitary authorities advising how that threat can be avoided.
6. The proposals depend on the detail of the constitution and standing orders which would need to be drafted and presented to scrutiny before going to Joint Committee.
7. A detailed explanation of how these proposals interact with the levelling up White Paper and the Ministers' letter of 31<sup>st</sup> March.
8. A constitution and standing orders cannot force joint working where one or more of the parties does not want it. It is imperative that the funding body -WECA -and the recipient UAs establish a reliable and workable joint working process. All parties need to agree a basis for decision making that leaves the accountable body responsibilities clear, without putting funding in jeopardy, but which does not prevent the constituent UAs from determining spending on projects within their boundaries. Putting a lot of work into drafting a constitution without resolving this is futile. Each member of the Joint Committee needs to agree to genuine collaborative working.
9. A request for WECA and the UAs to agree a timeline and provide this information by 31<sup>st</sup> May to enable scrutiny to review in June, before approval so that earliest possible integration of the LEP is possible.

The Overview & Scrutiny Committee also **AGREED** to set up a Task & Finish Group to

	<p>oversee the delivery of recommendations and requests made by the Overview &amp; Scrutiny Committee on 3<sup>rd</sup> May 2022.</p> <p>The matter will be re-considered as soon as practicable by the decision taking committee in order that the decision taking committee can consider their final decision on the matter. That final decision cannot be “called-in.”</p> <p>The meeting closed at 16:26pm.</p>
	<b>Next meeting - Monday, 27 June 2022, 10.00 am, TBC</b>

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# Minute Annex

<p><b>1. Explanation of why the call-in was requested by the Chairs of Scrutiny and Audit.</b></p> <p>Any points of clarification from the JC Questions to Cllr. Gollop.</p>	<p>Cllr. Geoff Gollop, Chair of Audit (10 minutes)</p> <p>Joint Committee members (5mins) Scrutiny Committee members (5 minutes)</p>
<p><b>2. Response by Joint Committee as to why the decision was taken and respond to the issues raised by the Call-in originator.</b></p> <p>Opportunity for Cllr Gollop to respond Members of the Scrutiny Committee to ask questions.</p>	<p>Ben Mosley, Cllrs. Davies, Savage, Guy and Mayor Rees (20 minutes)</p> <p>Cllr Gollop (5mins) Scrutiny Committee members (20 minutes)</p>
<p><b>3. Possible effects on WECA and the LEP</b></p> <ul style="list-style-type: none"> <li>• How proposed changes could affect the operations of WECA and the LEP.</li> <li>• How could this be received in Whitehall?</li> </ul> <p>Questions to Patricia Greer and Mayor Dan Norris. Opportunity for the Joint Committee to respond</p>	<p>Patricia Greer and Mayor Dan Norris (15 minutes)</p> <p>Scrutiny Committee Members (20 minutes) Joint Committee (5 mins)</p>
<p><b>4. Discussion by Scrutiny Committee and conclusion of either no further action or that the Joint Committee be asked to reconsider the decision taken. If the latter, the Scrutiny Committee must state their reasons and also make any further recommendations that they feel the Joint Committee should take into account in reviewing their decision.</b></p>	<p>Chair to chair discussion (30 minutes)</p>

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WECA Call-in 3 May 2022

Joint Committee Governance Review

I am going to deal with

1. Background
2. Reasons for the call in
3. What the decision fails to address

## 1 Background

There have been difficulties in reaching decisions between the Unitary Authority Leaders and the Metro Mayor.

This problem exists within WECA itself, where decisions are taken by the WECA committee but also within the Joint Committee which includes North Somerset and relates to funds devolved to the Local Enterprise partnership, funding from 2012 City Deal, a number of one off funded projects and much more and decisions relating to the Joint Transport Plan and Joint Spatial strategy

There has been a long history of co-working which established a process of officers and leaders working up proposals and detailed papers which were agreed in detail before a final paper was presented for endorsement at the Committee/Joint Committee.

This process no longer works, so the Unitary Authority Leaders commissioned a report from their monitoring Officers to review governance. The meeting to consider this was scheduled as a special meeting for 31<sup>st</sup> March, but this was cancelled at relatively short notice and rescheduled to be convened after the WECA meeting.

The Joint Committee meeting on 8<sup>th</sup> April agreed to move forward with the report with a new constitution being presented to the next Joint Committee meeting at the end of June.

The WECA Mayor asked for the chair of WECA Scrutiny and Audit to be involved in the process.

Members who are not on audit committee should be aware that the WECA External auditors are currently investigating the frictions that exist in decision making as part of their audit and are aiming to report in June.

## 2. Reasons for call in

Most specifically this report was not capable of being scrutinised before the decision was taken. This was for the simple reason that the agenda for the Joint Committee was published 4 days after the agenda for scrutiny, and no one had informed the scrutiny committee that it was on the agenda. As a result, no one was invited to speak to scrutiny about the proposals.

The WECA Chief Executive (who also holds the role of LEP Chief Executive) presented a set of new recommendations shortly before the start of the Joint Committee meeting. These could not be scrutinised as we were unaware of them, and impossible to follow watching online.

Secondly, the chairs of the 2 committees have no authority to contribute an opinion, other than through the call-in process.

In addition, relevant information was not made available with the public papers. Most particularly there was no reference to the Ministerial letter of 31<sup>st</sup> March regarding the integration of the LEP into the combined authority and no reference was made to the need to resolve decision making and constitutional issues relating to the non-co-terminous boundary between WECA and the LEP.

The decision to proceed failed to address the biggest governance issue of all. If the constituent members continue to fail to work together in a constructive and collaborative way, the new constitution will also fail.

The proposal gave no indication of the potential cost of splitting out the Joint Committee meeting separately from the Committee

The Chief Executive made a statement that the proposal would put at risk £600m of funding

### 3 Issues that need addressing

I believe the Joint Committee needs to urgently consider the following items

1. A detailed report outlining the actions needed and the timeline to achieve the quickest possible integration of the LEP
2. To provide a timeline for responding to the issues raised and the tabling of the revised constitution and standing orders
3. A report of the potential revenue costs of the proposal to split out the meetings and an indication of how this would be funded
4. To receive a detailed report from the Chief Executive explaining the threat to £600m of funding
5. And to receive a response from the unitary authorities advising how that threat can be avoided
6. The proposals depend on the detail of the constitution and standing orders. These need to be drafted and subject to scrutiny before going to joint Committee. What is the timescale for this process?
7. A detailed explanation of how these proposals interact with the levelling up White Paper and the Ministers' letter of 31<sup>st</sup> March.
8. A constitution and standing orders cannot force joint working where one or more of the parties does not want it. It is imperative that the funding body -WECA -and the recipient UAs establish a reliable and workable joint working process. All parties need to agree a basis for decision making that leaves the accountable body responsibilities clear, without putting funding in jeopardy, but which does not prevent the constituent UAs from determining spending on projects within their boundaries.

Putting a lot of work into drafting a constitution without resolving this is futile. Each member of the Joint Committee needs to agree to co-operative working

9. It is not for callers-in or scrutiny to determine the exact dates, but we urge WECA and the UAs to agree a timeline and provide this information by 31<sup>st</sup> May to enable scrutiny to review in June, before approval so that earliest possible integration of the LEP is possible.

## Bristol City Council - Scrutiny Work Programme 2022 / 2023 (Formal Public Meetings)

People Scrutiny Commission (PSC)	Health Scrutiny – Sub-Committee (of the PSC)	Communities Scrutiny Commission (CSC)	Growth & Regeneration Scrutiny Commission (G&RSC)	Resources Scrutiny Commission (RSC)	Overview & Scrutiny Management Board (OSMB)
<b>July 2022</b>					
					<b>27<sup>th</sup> July, 2.30pm</b>
					Annual Business Report: To include confirmation of Scrutiny Work Programme, Working Groups and Inquiry Days
					Liveable Neighbourhoods Inquiry Day (TBC)
					Q4 21/22 Corporate Performance Report
					Q1 Risk Report 21/22 (TBC)
					Forward Plan – Standing Item
					WECA – Joint Scrutiny minutes – standing item
					Local Government and Social Care Ombudsman Report
<b>August 2022</b>					
P					
<b>September 2022</b>					
<b>12 September, 5.00 pm</b>		<b>15<sup>th</sup> September, 10am</b>	<b>Date TBC</b>		<b>1<sup>st</sup> September, 3.30pm</b>
Temple Quay and The Park (new schools provision update)		Home Choice Review	Annual Business Report		
Inclusive Educational Practice (PSC Working Group Report)		Tenant Participation Review	Planning Enforcement		
EHC plans – update/position statement		Parks and Open Space Strategy	Temple Quarter (To include site visit)		
Adult Social Care Transformation (part 1)		Allotment Strategy	Previously taken Emergency Key Decisions: <ul style="list-style-type: none"><li>• Electricity Contract Procurement and Renewals</li><li>• Half Hourly Electricity Supply Contract Extension'.</li></ul>		
			Risk Report		
			Performance Report		
<b>October 2022</b>					
	<b>Date TBC</b>				<b>17 October, 2.30pm</b>
	NHS Waiting Lists; access to planned health care (including access to GP services, NHS dentist capacity)				One City
	Update on Integrated: <ul style="list-style-type: none"><li>• Health and Care</li></ul>				Provisional item – Committee Model Working Group

<b>People Scrutiny Commission (PSC)</b>	<b>Health Scrutiny – Sub-Committee (of the PSC)</b>	<b>Communities Scrutiny Commission (CSC)</b>	<b>Growth &amp; Regeneration Scrutiny Commission (G&amp;RSC)</b>	<b>Resources Scrutiny Commission (RSC)</b>	<b>Overview &amp; Scrutiny Management Board (OSMB)</b>
	<ul style="list-style-type: none"> <li>• Care System</li> <li>• Care Partnerships and</li> </ul> <p>Community Mental Health Framework</p>				
<b>November 2022</b>					
28 November, 5.00 pm		<b>17<sup>th</sup> November, 5pm</b>		<b>1.12.22 3pm (TBC)</b>	<b>Date TBC</b>
Safeguarding Children and Young People / Adults - Assurance		Ecological Emergency Action Plan		Annual Business Report	Equalities and Inclusion Strategy - provisional
Family Hubs (Early model designs for scrutiny input)		BCC Tree Strategy Update and CSC Trees Working Group Recommendations		Collection Fund - Financial Surplus/Deficit Report	Work Programme – standing item
Disproportionality in Youth Justice System (note - potential deep dive)		Keeping Bristol Safe Partnership		Debt Position Across the Organisation (incl pandemic impacts)	Forward Plan – standing item
Adult Social Care Transformation (part 2)				Finance Up-date Report	WECA – Joint Scrutiny minutes – standing item
				Council Tax Base Report	
				Performance Report	
				Risk Report	
<b>December 2022</b>					
<b>9</b>	<b>Date TBC</b>				<b>Date TBC</b>
<b>16</b>	Children's Mental Health / Child and Adolescent Mental Health Services – early intervention Note – Invite People SC Members. (Potential closed session)				Gender Identity and Transition Policy - provisional
					Work Programme – standing item
					Forward Plan – standing item
					WECA – Joint Scrutiny minutes – standing item
<b>January 2023</b>					
			<b>Date TBC</b>		<b>Date TBC</b>
			Active Travel/Walking and Cycling Strategy (implementation of WECA Strategy)	Budget Scrutiny	Companies Business Plans (Dec/Jan TBC)
			Culture Review: To include: <ul style="list-style-type: none"> <li>• Covid-19 recovery</li> <li>• Equalities &amp; Diversity</li> <li>• Geographic Delivery</li> </ul>		Work Programme – standing item
			Housing Delivery - Progress of Project 1000		Forward Plan – standing item
			High Streets Recovery		WECA – Joint Scrutiny minutes – standing item

<b>People Scrutiny Commission (PSC)</b>	<b>Health Scrutiny – Sub-Committee (of the PSC)</b>	<b>Communities Scrutiny Commission (CSC)</b>	<b>Growth &amp; Regeneration Scrutiny Commission (G&amp;RSC)</b>	<b>Resources Scrutiny Commission (RSC)</b>	<b>Overview &amp; Scrutiny Management Board (OSMB)</b>
<b>February 2023</b>					
		<b>27<sup>th</sup> February, 2pm</b>		<b>Date TBC</b>	<b>Date TBC</b>
		Waste Transformation: • Village Model Review • Street Cleaning Review • Commercial Waste		Budget Scrutiny	Scrutiny Annual Report to Full Council
					Work Programme – standing item
					Forward Plan – standing item
					WECA – Joint Scrutiny minutes – standing item
					Work Programme – standing item
<b>March 2023</b>					
<b>13 March, 5.00 pm</b>	<b>Date TBC</b>		<b>Date TBC</b>		<b>Date TBC</b>
SEND (Value for Money & Outcomes / Exclusions) - TBC	Update from Public Health (on work to encourage healthy weight and eating)		Bristol Flood Risk Strategy (Statutory Item)		Bristol City Council's Business Plans (to include Scrutiny Workshop)
Sir Stephen Bubb Report - Update			Strategic Transport / City Region Sustainable Transport Settlements (CRSTS) • Including Brabazon Arena		Forward Plan – standing item
Adult Social Care Transformation (Part 3)			Zero Emissions Transport Bid		WECA – Joint Scrutiny minutes – standing item
			Frome Gateway		Work Programme – standing item
<b>April 2023</b>					
	Quality Accounts - Sirona; AWP; NBT; UHBW; SWAS (closed briefings)				
<b>Provisional items / to be scheduled</b>					
Children in Care (National report – implications for Bristol) – likely to be a briefing	Update on NHS Structures (briefing - 26 July)	Public Toilets	Western Harbour		City Leap
WECA – support for young people / adults with learning difficulties moving into work (in Bristol) – likely to be a briefing		Community Asset Transfers	Place Making (incl - Housing Delivery and Health Infrastructure)		Heat-Networks
Dedicated Schools Grant – joint item with Resources Task and Finish		Area Committees (part of wider review of democratic engagement)	Parking		Bristol Beacon
		Community Events and Festivals (Potential joint with G&RSC Culture Review in Jan)			Quarterly Corporate Performance Reports
					Twice yearly risk reports

People Scrutiny Commission (PSC)	Health Scrutiny – Sub-Committee (of the PSC)	Communities Scrutiny Commission (CSC)	Growth & Regeneration Scrutiny Commission (G&RSC)	Resources Scrutiny Commission (RSC)	Overview & Scrutiny Management Board (OSMB)
<b>Working Group / Task Group / Inquiry Days (provide timeframe if known)</b>					
		Libraries Working Group (Summer 2022)		MTFP/Capital Strategy and Budget Task Group Note – first meeting in late June/early July. Frequent meetings from September.	Flood Resilience Inquiry Day (November/TBC)  One City Plan Workshop (early 23)
				Procurement Strategy Working Group - Sustainable Procurement - Social Value	Liveable Neighbourhoods Inquiry Day (20 <sup>th</sup> June)
				Cross Party Subgroup - How to make the 2023/24 budget documents more accessible	Climate Change Task Group