

Growth and Regeneration Scrutiny Commission Agenda



Date: Thursday, 28 September 2023

Time: 5.30 pm

Venue: 1P05: Beira Room - City Hall, College Green,
Bristol, BS1 5TR

Distribution:

Councillors: David Wilcox (Chair), Andrew Varney (Vice-Chair), Tim Rippington, Emma Edwards, Jenny Bartle, Mark Weston, Kevin Quartley, Marley Bennett and Farah Hussain

Issued by: Johanna Holmes, Scrutiny Coordinator

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Date: Wednesday, 20 September 2023



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

2. Apologies for Absence and Substitutions

3. Declarations of Interest

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

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

4. Minutes of Previous Meeting

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

(Pages 7 - 15)

5. Chair's Business

To note any announcements from the Chair

6. Public Forum

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5 pm on Friday 22nd September**.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by **12.00 noon on Wednesday 27th September**.



- 7. Annual Business Report** (Pages 16 - 19)
- 8. Regional Joint Working on Transport Schemes** (Pages 20 - 23)
- 9. Quarter 4 Performance Report** (Pages 24 - 75)
- 10. Quarter 1 Risk Report** (Pages 76 - 121)
- 11. Strategic Community Infrastructure Levy (CIL) Report** (Pages 122 - 126)
- 12. Temple Quarter Regeneration Programme Update** (Pages 127 - 144)
- 13. Work Programme 23-24** (Pages 145 - 149)
To note the work programme.



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.

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.

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



Bristol City Council Minutes of the Growth and Regeneration Scrutiny Commission



22 March 2023 at 5.00 pm

Members present:

CLlr David Wilcox, Chair, CLlr Andrew Varney, Vice-Chair, CLlr Marley Bennett, CLlr Emma Edwards, CLlr Steve Pearce, CLlr Kevin Quartley, CLlr Tim Rippington, CLlr Graham Morris (substitute for CLlr Mark Weston), CLlr Patrick McAllister (substitute for CLlr Jenny Bartle)

Cabinet members in attendance:

CLlr Don Alexander, Cabinet member for Transport
CLlr Kye Dudd, Cabinet member for Climate, Ecology, Waste and Energy
CLlr Tom Renhard, Cabinet member for Housing Delivery and Homes

Officers in attendance:

John Smith, Director: Economy of Place
Matthew Sugden, Principal Flood Risk Officer
Philip Davies, Strategic Highways Maintenance and Street Lighting Team Manager
Pete Woodhouse, Transport Strategy Manager
Ian Hird, Scrutiny Advisor

15 Welcome, Introductions and Safety Information

The Chair welcomed all attendees to the meeting and explained the emergency evacuation procedure.

16 Apologies for Absence and Substitutions

It was noted that apologies for absence had been received from CLlr Jenny Bartle and CLlr Mark Weston. It was further noted that CLlr Patrick McAllister was attending the meeting as a substitute for CLlr Bartle and CLlr Graham Morris was attending as a substitute for CLlr Weston.

17 Declarations of Interest

CLlr Morris advised that he was a trustee of South Bristol Sports Centre.



18 Minutes of Previous Meeting

The Commission **RESOLVED:**

That the minutes of the meeting of the Commission held on 25 January 2023 be confirmed as a correct record.

19 Action Tracker

The latest action tracker was noted.

Points raised/noted:

1. Corporate risk register - CRR41 - Capital portfolio delivery: Whilst noting that a link to the Council's capital programme had been circulated, Cllr Rippington suggested that it would be useful for a more detailed list to be produced, setting out the full list of capital projects included within the programme, together with a status update against each project. The Director: Economy of Place undertook to establish if this would be possible (see also the minute below relating to the work programme).

2. Local Cycling and Walking Infrastructure Plan - request to check the position in terms of whether the Temple Quarter regeneration project would in time see improved cycle links from there to the Feeder Road/St Anne's area: It was noted that the Temple Quarter development framework, which was now being consulted on, included provision of an enhanced cycling route along the Feeder route to St Anne's. This was a very high-level document so proposals would need significant further development through subsequent masterplanning and business case development. A link to the consultation document had been circulated.

20 Chair's Business

None.

21 Public Forum

Public questions:

It was noted that the following public questions had been received (written replies had been circulated and published in advance of the meeting):

Q1-5. Tom Swithinbank - topic: Strategic transport & City Region Sustainable Transport Settlement (CRSTS).



Q6-7. Totterdown Residents Environmental and Social Action (TRESA) - topic: Strategic Transport & CRSTS.

In response to supplementary oral questions, officers confirmed:

- that whilst the importance of the walking and cycling route from the Three Lamps junction, over Bath Road bridge towards Temple Meads was recognised, there was insufficient funding within the CRSTS programme to enable improvements for this specific route.
- that a report seeking approval of a revised approach to the delivery of the A37/A4018 corridor scheme was due to be submitted to the 2 May Cabinet; this would include full details of the consultation that had taken place.

Q8-9. David Redgewell/Gordon Richardson - topic: Strategic transport and CRSTS.

A supplementary oral question was asked about whether, as part of its governance arrangements, the West of England Combined Authority could ensure that a system was in place to keep ward councillors across its constituent authorities informed about changes in bus services. In response, it was noted that this was a matter that would need to be directed to the Combined Authority for a response; from an officer perspective, any such action from the Combined Authority would be welcomed.

In response to a further supplementary oral question, it was noted that the Combined Authority was responsible for implementing the new WESTlink on-demand minibus service that would be operational from April, including the service that would serve certain schools and colleges after the Easter holiday period.

Q10. Suzanne Audrey - topic: Bristol Local Flood Risk Management Strategy.

In response to a supplementary oral question, officers advised that work was ongoing in terms of liaising with the Environment Agency in building confidence in the Council's flood strategy and related flood funding strategy. In line with this, in October 2022, the Cabinet had approved an Initial Collaborative Agreement between the Council and the Environment Agency, noting that a Memorandum of Agreement was in place setting out the partnership relationship between the two organisations. The aim of the Council was to increase housing availability in the city and also protect the city from flood risk.

Q11. Suzanne Audrey - topic: Western Harbour update.

In response to a supplementary oral question, it was noted that the intention, subject to funding being secured from the West of England Combined Authority, was to undertake masterplanning work. This work would be informed by a range of relevant factors including environmental and heritage considerations.

Q12. Joe Banks - topic: Western Harbour update.

Q13-17. Martin Rands - topic: Western Harbour update.

Q18. Dan Ackroyd - topic: Western Harbour update.

Public statements:

It was noted that the following public statements had been received:



1. Suzanne Audrey - topic: Flood risk management strategy.
 2. Martin Rands - topic: Western Harbour update.
 3. David Redgewell & Ian Beckey - topic: Strategic transport/CRSTS.
 4. Brendon Taylor - topic: Strategic transport/CRSTS.
 5. Sue Sage - topic: Strategic transport / CRSTS.
 6. Cllr Graham Morris - topic: Strategic transport / CRSTS.
- Individuals in attendance presented their statements to the committee.

22 Bristol Local Flood Risk Management Strategy

The Commission was updated on and discussed the Bristol Local Flood Risk Management Strategy, as updated in February 2023.

Summary of main points raised:

1. Members received a presentation on the strategy from Matthew Sugden, Principal Flood Risk Officer. Key points highlighted in the presentation included:
 - a. The Council had a statutory duty to maintain a Local Flood Risk Management Strategy.
 - b. The strategy provided an overview of all of the flood risk management work undertaken between key partners in the city and focused on sources of local flood risk, including rainfall, groundwater and ordinary watercourses for which Council had particular duties and powers.
 - c. The Avonmouth Severnside Ecology Mitigation and Flood Defence project was a key area of ongoing work, involving the construction of new wetland habitats and flood defences that better protected existing properties and supported sustainable development in the area for the future.
 - d. Over £6m of funding had been secured for the Resilient Frome project to support innovative resilience measures in the River Frome catchment area. This project sought to deliver sustainable solutions to land and water management through six discrete work streams, in partnership with Wessex Water, South Gloucestershire Council and the Environment Agency.
 - e. A detailed action plan was included within the strategy document, with actions mapped against key local objectives.
2. Re: page 10 of the strategy document (references to flood relief works across the city): Cllr Rippington referred to the repair of the Brislington Brook retaining wall and construction of a new flood defence retaining wall, and asked how many properties had been protected through this action. It was noted that this information would be supplied separately.
3. In response to questions about how drainage was assessed in relation to large, new developments ahead of planning approval/construction, it was noted that details of drainage should be included as part of development proposals/planning applications, together with any appropriate mitigation against flood risk, e.g. that might be caused through surface water run-off. It was also noted that all new developments should use sustainable drainage systems where possible. An action had been completed to



formalise the process for reviewing planning applications in line with development management standards.

4. In response to a question, officers confirmed that they were happy to meet with local councillors to discuss community flood plans.

5. In response to questions around funding, it was noted that it was anticipated that innovative finance opportunities and funding from private beneficiaries and/or partners would become increasingly important elements in funding the Council's flood strategy as the process for securing such funds developed. All opportunities would also continue to be explored to secure funding via the West of England Combined Authority.

6. There was a discussion about the ongoing issue of flooding problems in subways and underpasses across the city following heavy rainfall. Cllr Edwards commented that there were important issues around how this restricted individuals' mobility for prolonged periods and impacted on active travel (pedestrians, cyclists, e-scooters) if routes, e.g. at the Lawrence Hill roundabout, were blocked by significant subway/underpass flooding. It was noted that Council contractors would be mapping out drains across the city's 40 pedestrian subways as part of the Council's ongoing work to fix these perennial flooding issues; a new project would use CCTV cameras to assess the condition of drains, which would inform decisions about prioritising repair work based on finances available.

7. Re: page 15 of the strategy document (references to ground water flooding): In response to a question, it was noted that the risk of groundwater flooding in Bristol was not as well understood as other risks at this time but was considered to be relatively low in comparison to the risk of flooding from other sources, and tended to be very localised when it did occur.

8. Whilst welcoming the references within the strategy to important issues around habitat improvement/protection and active travel, Cllr Pearce commented that it was important to recognise that the primary focus of the strategy was on flood prevention and minimising the impact of flooding on residents and businesses when it did occur. It was noted that in some cases, applications for external funding could be enhanced by also incorporating related benefits such as habitat and active travel benefits.

9. The Chair referred to the most recent report from the Intergovernmental Panel on Climate Change (IPCC) on sea level rise and suggested there would be an urgent need to assess the implications of this in relation to the flood management strategy.

10. In response to questions, it was noted that in relation to the central city area, a report was being brought through for Cabinet approval in relation to the docks sluices at Underfall Yard, which were not operating correctly and needed investment to repair and prevent potential flooding.

The Commission **RESOLVED:**

- To note the updated Local Flood Risk Management Strategy and the above comments and information.



23 Strategic Transport & City Region Sustainable Transport Settlement (CRSTS)

The Commission received an update on Strategic Transport & City Region Sustainable Transport Settlement (CRSTS) projects.

Summary of main points raised:

1. Pete Woodhouse, Transport Strategy Manager, gave a presentation to the Commission. The key areas covered by the presentation were:

- a. an update on CRSTS projects, including: A4 Portway; A4 Bath Rd; A4018, A37/A4018; City centre; A38 south; East Bristol liveable neighbourhood; Old city; Point closures.
- b. an update on other projects, specifically in terms of arena mitigations and the zero emissions transport city project.

It was noted that a key overall aim was that buses would be given more priority over cars along four main routes into Bristol city centre. This would see interventions on the four key routes to make buses more punctual and journey times quicker. This was likely to include new bus lanes affecting the Portway, A4 Bath Road, A38, and the A37 and A4018 and include upgrades to assist pedestrians and cyclists.

2. In relation to the A4 Bath Road project, a question was raised about the opportunities for local ward councillors to input into discussions about options. It was noted that this was a regional project co-ordinated by the West of England Combined Authority with input from Bristol City Council and Bath and North East Somerset Council. The Combined Authority was currently examining option assessments for bus priority and walking/cycling improvements, and it was understood that consultation was likely to take place on a number of options in summer 2023. From the Bristol perspective, officers were keen to ensure that local councillors were kept fully informed about the potential options, and their related benefits/impacts. It was noted that the A4 scheme was aiming to achieve a new standard for bus punctuality along that corridor.

3. Also in relation to the A4 Bath Road project, Cllr Varney queried whether there was any possibility of developing an option around a flexible bi-directional bus lane solution along the lines of the road arrangement in place in Cardiff, i.e. a bus lane/road signalling arrangement that could be used flexibly perhaps as a three lane system so that two lanes of traffic could be opened for 'incoming to Bristol traffic' during the morning traffic peak flow period (with one lane available for outbound traffic), with the reverse applying during the late afternoon/early evening peak flow period. Cllr Varney requested that he be sent a written response on this point.

4. Cllr Rippington expressed general concern at the length of time that had been taken by the Combined Authority in assessing and bringing forward options for the A4 corridor. Whilst recognising the complexities involved, he expressed the hope that the new options/ solutions being brought through for consultation would be comprehensive and holistic, and aimed at achieving long term benefits.



5. Cllr Bennett referred to the proposed changes at the Victoria Street/Bristol Bridge junction. Whilst acknowledging that the congestion around this junction had improved since the closure of Bristol Bridge for general motor traffic, he queried whether some aspects of the new changes might bring pedestrians and cyclists into potential conflict. In response, officers acknowledged that this location represented a challenge due to convergence of pedestrians and cyclists; however, very careful consideration was being given to the design of the changes, taking all relevant factors into account; the aim was to 'lock in' the benefits brought through the changes already made at Bristol Bridge. Officers also undertook to send members the latest update of the design proposals.

6. Cllr Varney welcomed the fact that bus access improvements at the Portway Park and Ride site were being accelerated, with a Full Business Case planned for submission in summer 2023 with a view to build completion by the end of 2024. It was noted that from April, the Portway and Brislington Park and Ride services would be merged into one cross-city route running between the two Park and Ride sites via the city centre.

7. Cllr Morris referred to the public forum statement he had submitted, in which he had flagged the lack of visibility of the feedback to consultation from local residents in Stockwood. He referred in particular to the proposed changes to the West Town Lane and Sturminster Road junction in Stockwood, as shown in the presentation, which were planned to include segregated cycle lanes and relocated bus stops. He advised that following engagement with the local community, he and Cllr Jonathan Hucker had produced a drawing, using maps supplied by a Council officer, showing where they felt there should be new pedestrian crossings. He pointed out the context whereby Stockwood as an area was 'criss-crossed' by a few very long and quite fast roads which currently had no road crossings at all. The councillors' crossing point suggestions for Stockwood had been handed back to the officer, who gave them to another officer, who had subsequently left the authority; he had heard nothing further from the Council and was concerned that this input from local councillors had not therefore been appropriately taken into account.

In response, officers advised that the slide included in the presentation was from the consultation so was not necessarily the final scheme that would be proposed; the detail of this would be checked and an update provided to Cllr Morris. Officers also advised that they would investigate with the project team and report back to Cllr Morris on the position regarding local councillors' new pedestrian crossing suggestions in Stockwood.

8. Cllr Edwards drew attention to the A38 route in the north of the city, with particular reference to the Cheltenham Road and Gloucester Road area. In terms of arena mitigations, while some works were planned to improve walking and cycling routes near the new arena in Filton, nothing major was planned for buses on the Gloucester Road, this being the key route from the city centre to the arena. Cllr Edwards added that there was a lot of local concern in those residential areas either side of the Gloucester Road about current and future traffic congestion. In discussion, it was noted that whilst there were no A38 interventions within the projects outlined, the corridor was part of the mass transit aspirations. Cllr Alexander pointed out that a key issue impacting on the ability to make interventions on the Gloucester Road was lack of space rather than funding.

The Commission **RESOLVED:**



- To note the above update and information.

24 Western Harbour - Update

The Commission received and discussed a report providing an update on the Western Harbour regeneration project.

Summary of main points raised:

1. The report was presented by John Smith, Director: Economy of Place. It was noted that:
 - a. the Western Harbour vision agreed by the Cabinet in July 2022 set 24 commitments for the future of the area, recognising the area's location as a gateway to the city, its tradition of innovation, and environmental and nature considerations.
 - b. in January 2023, the Council submitted a funding application to West of England Combined Authority to secure up to £5.6m to deliver the next stage of the project which included:
 - taking forward a masterplan, setting out the parameters for future development.
 - developing an Outline Business Case for an Infrastructure Delivery Plan that would support the renewal and or replacement of the ageing local road network.
 - developing a consultation and engagement strategy.
2. In response to questions from Cllr McAllister, it was noted that finding the right traffic solution for the area would be a key consideration as part of the masterplanning; the impact of the introduction of the Clean Air Zone (CAZ) would form part of this assessment. It was anticipated that, in relation to community space in the area, implementation of the CAZ would bring sustained improvements in local air quality. Officers confirmed they were happy to engage directly with Cllr McAllister in his capacity as local ward councillor for Hotwells and Harbourside.
3. In response to questions from Cllr Edwards, it was noted that the area was at risk of flooding, but the Council was also planning to build new flood defences nearby. These could later be raised further as necessary from 2060 in line with the long-term view taken through the Bristol Avon Flood Strategy as it was recognised that the risk of flooding was likely to increase due to climate change and rising sea levels.
4. In response to a question from Cllr Varney, officers advised that in taking forward the proposals, full consideration could be given to securing an agreement to permit communities to continue to scatter ashes of relatives on the river water at this location.
5. In response to a question from the Chair, it was noted that the authority would be open to discussions with Homes England on housing options in the context of the masterplanning to come. It was confirmed that there would be an opportunity for public input as part of the masterplanning process.

The Commission **RESOLVED:**

- To note the update report and the above information.



25 Work Programme

The Commission noted the latest work programme update.

In discussion, members suggested that the following be flagged at this point as possible items that could be put forward for inclusion in the Growth and Regeneration scrutiny 2023/24 work programme:

- City parking strategy.
- Transport capital projects (detailed overview of current projects/update on relevant work undertaken with Arcadis, the Council's strategic partner for infrastructure delivery).
- Strategic Community Infrastructure Levy (CIL) - issue around how strategic CIL can be used more equitably across the city.
- Liveable neighbourhoods – next steps 'deep dive' (noting that this would likely be a matter for the Overview & Scrutiny Management Board to consider)

It was also suggested that, for 2023/24, it may be more appropriate for meetings of the Growth and Regeneration Commission to be held in an appropriately sized committee room at City Hall rather than in the Council Chamber.

The Chair asked that following this meeting, members give thought to any other suggested topics that could potentially be included in discussions to come about the 2023/24 work programme.

Meeting ended at 7.50 pm

CHAIR _____



Growth and Regeneration Scrutiny Commission 28th September 2023



Report of: Service Director, Legal & Democratic Services

Title: Growth and Regeneration Scrutiny Commission Annual Business Report 2023-2024.

Ward: N/A

Officer Presenting Report: Johanna Holmes, Scrutiny Coordinator

Contact: johanna.holmes@bristol.gov.uk | 0117 903 6898

Recommendations:

For the Commission Members to:

1. Note the Commission's Terms of Reference (1.1)
2. Note the Chair and Vice-Chair for the 2023-2024 municipal year (1.2)
3. Note the membership of the Commission for the 2023-2024 municipal year (1.2)
4. Confirm the three 2023-2024 meeting dates for the Scrutiny Commission (1.3)

1. Context and Proposal

1.1 Terms of Reference of the Commission

At its Annual Council meeting on 9 May 2023 Full Council established this Scrutiny Commission with the following terms of reference:

Terms of Reference - Overview

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

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

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

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

Functions

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

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

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

1.2 Membership of the Commission:

1. Cllr David Wilcox (Chair)
2. Cllr Andrew Varney (Vice Chair)
3. Cllr Tim Rippington (Lead)
4. Cllr Marley Bennett
5. Cllr Farah Hussain
6. Cllr Emma Edwards
7. Cllr Jenny Bartle
8. Cllr Mark Weston (Lead)
9. Cllr Kevin Quartley

1.3 2023-2024 Meeting Dates

- Thursday 28th September 2022, 5.30pm
- Monday 27th November 2023, 5.30pm (TBC at the meeting)
- Monday 26th February 2024, 5.30pm (TBC at the meeting)

Please Note:

the Scrutiny Commissions Work Programme for the year can be located at Agenda Item 13.

2. Public Sector Equality Duties

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

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

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

3. Legal and Resource Implications

N/A

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

- Full Council, 9 May 2023

Growth and Regeneration Scrutiny Commission

28th September 2023



Report of: John Smith

Title: Regional joint working on Transport schemes

Ward: All

Officer Presenting Report: John Smith

Recommendations:

To note the updates in the report and the joint working approach for Transport schemes in the West of England region.

The significant issues in the report are:

The report seeks to provide information on the following:

An update on the delivery of transport infrastructure projects in Bristol by the Combined Authority and Bristol City Council.

Detail of the joint working between BCC and the Combined Authority (CA) on delivering major transport projects. Example of 2 major joint projects to understand how officers work together in delivery.

City Region Sustainable Transport Settlement (CRSTS) re-baselining and wider programme funding update.

Further potential funding under phase 2 of CRSTS.



1. Summary

Since the establishment of the Combined Authority, the way in which transport projects are delivered has changed. This report seeks to explain the governance for these projects and the joint working approach to delivery.

2. Context

Almost all the funding for transport schemes in the West of England region is provided to the Combined Authority (CA), based on funding proposals and bids made in agreement with the CA and its constituent authorities. Working groups are in place to discuss and agree priority schemes, which are subsequently approved at the CA in line with the governance. Funding bids are signed off internally at BCC and decisions on acceptance of funding, and the nature of the projects to be delivered, are taken at the appropriate level.

There are some small pots of funding that BCC bids for directly, for example Horizon EU funding and Innovate UK.

When funding is secured from the DfT, BCC is required to submit an application to the CA to draw down funding for feasibility and development of appropriate projects. This application sets out the overview of the project proposed and the milestones that will be achieved within the funding sought. This will likely be to develop outline or full business cases, dependent on the scale of the project. Outline and full business cases are subject to appropriate internal BCC sign off before submission to the CA for its approval. Business case sign off will follow the CA governance, with approval being sought from either Infrastructure Directors meeting or at the CA Committee depending on the scale and delegations in place. These approvals will confirm funding for the next stage of the project, be that full business case or commencement of construction.

As well as business case approval, the CA is responsible for overall programme oversight, direction and reporting. This is managed through the adopted CA governance. As per this governance, the Regeneration, Development and Transport steering group (RDT) and Infrastructure Directors provide levels of support for all CA funded projects. This includes overseeing scope, reviewing objectives and outcomes to confirm alignment with wider strategic aims. It is the Directors meeting that gives approval, subject to the delegations in relation to funding requests, change control and business cases.

In most projects, scheme design and delivery remains at BCC. This includes scheme design, engagement, technical approvals, Cabinet approval of business case submissions, contracting and oversight of construction works. BCC scheme design, engagement and business case development are progressed internally and reported through BCC and CA governance. All scheme designs are subject to consultation, and subsequent Cabinet approval as part of the business case submission. BCC engage with the CA on the scope and development of each project, including full highlight reporting. The CA reports on the wider programme within the CA governance.

For some projects that are cross boundary, delivery is led by the CA. This includes the M32 Park & Ride site and corridor project, and the A4 Bath Road project. In such instances, BCC officers are members of a CA led project working group that guide the scheme design and business case development. These projects follow the same CA governance, which includes BCC input at RDT, Directors and Committee level. All designs affecting the BCC adopted highway will require the same technical approvals as a BCC led scheme.

CRSTS re-baselining - To reflect funding pressures on the CRSTS programme arising from inflation, the DfT advised that they would accept a revised delivery and scope proposal to enable delivery of CRSTS outcomes within the current funding allocation. This provided an opportunity to review scope, cost and programme of all the projects in CRSTS. The DfT requires a response in October 2023. Changes to Bristol led projects are largely based on programme milestones changes to reflect a better understanding of the project delivery. It is also an opportunity to confirm where projects are being split in delivery terms due to scale, such as the A37/A4018 project.

The CA has initiated work to consider the opportunities of a second phase of CRSTS funding, with the expectation of a submission to the Government in Summer 2024. We would expect BCC involvement in the development of CRSTS 2 proposals at officer, director and political level.

3. Policy

Transport projects are developed and delivered in line with existing policies. The overarching policy document for the sub region is the Joint Local Transport Plan, but a number of other strategies and plans are also used to develop projects, such as the West of England Bus Strategy and the Local Cycling and Walking Infrastructure Plan. These transport infrastructure projects are also important to the delivery of the emerging intent of the Bristol Local Plan, supporting BCC’s areas of growth and regeneration to enable the outcomes of inclusive and sustainable growth, delivering homes, jobs and decarbonisation.

4. Consultation

a) Internal

Not applicable

b) External

West of England Combined Authority

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) Each project maintains an Equalities Impact Assessment to ensure that any decisions relating to proposals take into account the public sector equality duties.

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Growth and Regeneration Scrutiny Commission

28 September 2023



Report of: Insight, Performance & Intelligence Team

Title: Quarterly Performance Report (Quarter 4 2022/23)

Ward: All wards

Officer Presenting Report: Felicity Williamson, Strategic Intelligence & Performance Advisor

Contact Telephone Number: N/A

Recommendation

That Scrutiny note the progress to date made against delivering the Business Plan Performance Metrics and Actions relevant to the Growth and Regeneration Scrutiny Commission remit, and that Scrutiny members identify areas of specific interest or concern to review progress (positive or negative) with relevant Managers or Directors.

The significant issues in the report are:

This is a new approach to performance reporting, with performance progress reports for the Themes in the BCC Corporate Strategy, plus a data appendix specific for this Commission.

Of Performance Metrics and Actions reported this quarter against the Growth and Regeneration Scrutiny Commission remit:

- **58%** of Priority Metrics are **on or above target** (7 of 12)
- **67%** of Priority Metrics **have improved** (8 of 12)
- **71%** of Actions are currently **on track or better** (20 of 28)
- **30%** of Outcome Measures are currently on or **better than target** (3 of 10)
- **44%** of Outcome Measures **have improved** (4 of 9)



1. Background context

Performance reporting is now based on the Bristol City Council (BCC) [Corporate Strategy 2022-27](#). This report and appendices provide the relevant Performance Measures from the [Business Plan 2022/23](#), as approved by CLB in Feb and noted by Cabinet in March 2022. Key points of note:

Thematic Performance Clinics (TPCs) - As per the [Performance Framework 2022/23](#), reporting is primarily through new Thematic Performance Clinics, which focus on overall Performance for each of the 7 Business Plan themes, and address specific Performance Improvement issues for that theme.

Business Plan Actions – for the first time, Performance reporting includes progress of the Business Plan Actions as well as Performance Metrics. This allows more focus on delivery of the Business Plan Priorities.

Business Plan Priority Measures / City Outcomes – The quarterly reports focus on **Business Plan Priority Measures** (mainly quarterly measures centred on the Corporate Strategy priorities; primarily metrics the council has more direct responsibility over, so used to measure council performance). Where relevant they'll note **City Outcomes** (annual indicators on the Corporate Strategy themes and overall 'health of the city'; primarily outcome-focused measures that are longer term and slow moving, with long-term targets); these will all be in the Annual report.

Impact of Covid-19 – Covid-19 renewal and recovery is embedded into Business Plan Priorities and delivered across all areas of the council. Targets take account of this, including some which may be counter-intuitive compared to last year's outturn (see [2022/23 Performance Measures and Targets](#)).

Performance reports to Scrutiny Commissions – Each Scrutiny Commission is sent all 7 Thematic Summary reports (Appendix A1), showing the full picture of progress towards the BCC Business Plan, and the cover report (section below) will highlight areas of relevance for this Scrutiny Commission. In addition, the Performance Metrics and Actions included here (Appendix A2) are only those relevant for the remit of this Scrutiny Commission. A list of short definitions for each measure is in Appendix A3.

Please note: Each Performance metric or action is only reported to one Scrutiny Commission. As the Scrutiny Commissions no longer fully align to BCC Directorates, this has been based on the agreed areas of Scrutiny oversight rather than on management lines of reporting.

2. Summary

Overall Performance summary:

Taking the available Performance Metrics and Actions for this quarter, as relevant to the Growth and Regeneration Scrutiny remit:

- 58% of Priority Metrics are on or above target (7 of 12)
- 67% of Priority Metrics have improved (8 of 12)
- 71% of Actions are currently on track or better (20 of 28)
- 30% of Outcome Measures are currently on or better than target (3 of 10)
- 44% of Outcome Measures have improved (4 of 9)

Key Points of focus:

The Growth and Regeneration Scrutiny Commission has 52 Performance Metrics and Actions in 5 of the 7 Themes. This is made up of the following: 21 in Transport and Connectivity, 11 in Economy and

Skills, 9 in Environment and Sustainability, 8 in Homes and Communities and 3 in Effective Development Organisation. Note: some Performance Metrics are annual and are not updated in Q3.

Key points of note for this Scrutiny Commission are below. A full appendix of progress against all relevant metrics and actions is included in Appendix A2.

Theme 2 - Economy & Skills:

- 7 out of 8 Actions ended the year on track. These cover regeneration, access to employment and good economic growth. Delivery of a first draft plan which builds on the learning from the pandemic and develops new approaches to creating and encouraging economic growth that is sustainable and inclusive is behind schedule. Resource allocation for this work is being looked at.

Theme 3 - Environment and Sustainability:

- All Actions ended on track, ahead of target or completed. These cover carbon neutral for all emissions by 2030, climate resilience and global leadership.

Theme 5 - Homes and Communities:

- Slippage on affordable homes delivery continued into Q4 due to continued inflationary pressures and supply chain challenges.
- A publication version of the Local Plan is being worked on that will incorporate policies to create Zero Carbon Housing. All the sites identified in the Innovate UK Modern Methods of Construction (MMC) project have successfully obtained Planning Consents. Building contracts are being drawn up for schemes to start on site in 2023/24. All projects within the HRA new build programme (40+) will be constructed using renewable heating sources (Ground Source Heat Pumps or Air Source Heat Pumps), or will be connected to existing heating networks, and will include PV (Photovoltaic) and future proofing for overheating.

Theme 6 - Transport and Connectivity:

- Four out of 10 Actions are on track or completed. Transport Actions overall remain behind schedule.
- Three of the six Metrics are better than target. These include the satisfaction with the condition of the roads and the percentage of principal roads where maintenance should be considered. The number of people killed or seriously injured in road traffic accidents is showing as performing well, but due to issues with data supply this is likely to be under-reported and will be reviewed once additional data is received.
- Park and Ride and bus passenger numbers are continuing to increase, ending up just below target at year end. Satisfaction with the local bus service is significantly below target, negatively impacted this year by a chronic driver shortage. WECA is undertaking a significant driver recruitment exercise.

Theme 7 - Effective Development Organisation:

- The one Action remains on track (review all council-owned buildings, grounds maintenance services and land management to reduce our carbon footprint, and also take into consideration new ways of working following Covid and the quality of office space) with an annual plan due to go to Cabinet in June.
- The council's annual, direct carbon dioxide emissions from fleet vehicles was reported as better than target.

3. Policy

Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data. All Business Plan performance metrics and actions contained within Appendix A1 are designed to demonstrate our progress towards the BCC Corporate Strategy 2022-27.

4. Consultation

a) Internal

Performance progress has been presented to relevant Divisional Management Teams (DMT), Thematic Performance Clinics (new for 2022/23), Executive Director Meetings (EDM), Corporate Leadership Board (CLB) and Cabinet Board prior to the production of this report.

b) External

Performance progress is also presented publicly to Cabinet.

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: All 7 Thematic Performance Clinic Summary reports

Appendix A2: Performance Metrics and Actions relevant for the remit of this Scrutiny Commission

Appendix A3: Short definitions for all Performance metrics

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None

Thematic Performance Clinic Report

Children & Young People - Qtr 4 (01 Apr '22 – 31 Mar '23)

Report of the Lead Director: Fiona Tudge [Director Children, Families & Safer Communities]

Date: 9 May 2023

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			On schedule
82% on schedule or better (9 of 11)	40% on target or better (2 of 5)	60% on target or better (3 of 5)	
Direction of Travel			
82% same as Q3 (9/11)	80% improved compared to 12 months ago (4/5)	50% improved compared to 12 months ago (1/2)	

The Thematic Performance Clinic met for Quarter 4 (Q4), on 9 May '23. The progress against the relevant actions and metrics listed in the 2022/23 Business Plan for the Children & Young People Theme have been reviewed by the Thematic Lead and this report produced as a position statement at Q4 and intended actions to improve.

1. Theme Actions / Priority Metrics performing well:

- **BPOM353 - Reduce the percentage of children with excess weight (10-11 year-olds)** – This is the highest recorded figure (36.4%) since records started in 2010. However, considering this is the first measure since the Pandemic, the increase was anticipated and is below the National average (37.8%)
- **BPPM247 - Increase the percentage of Family Outcomes achieved through the Supporting Families programme** – Working with families to achieve identified outcomes has improved throughout the year and is now exceeding the 2022/23 target.
- **CYP2.1 - Deliver a Youth Zone in the south of the city** – Work is well underway and planning approvals are anticipated soon for the Youth Zone to be delivered in August 2024
- **CYP4.1 - Join up activity and offer employment support and work experience for young people, migrants, refugees, asylum seekers and others experiencing poverty.** Continued joined-up working has provided much support and opportunities for many vulnerable young people; including a 6 month maths course that caters for young parents that includes a creche.

2. Theme Actions / Priority Metrics that are of concern:

- **BPOM201 - Percentage of audited children's social work records rated good or better** – Performance as at 31 December '22 (reported with a 3 month data lag) remains significantly worse than target.
- **BPOM230b KS2 - increase the % of disadvantaged pupils at KS2 achieving the expected standard in RWM** - This is provisional data and shows a drop of 10% points, when compared to pre-pandemic data 39% [provisional 2022] 49% [2019 & 2020]. For comparison, the National attainment for this cohort was 43% (provisional 2022)
- **BPOM231d Key Stage 4: Attainment 8 - Reduce the Points gap between the Disadvantaged and Non-Disadvantaged** – This is provisional data and shows a widening of the gap, by 3 points, when compared to pre-pandemic data. The National comparison the gap for Bristol was 19.4 points (provisional 2022) and the England gap was 15.2 points (provisional 2022)
- **BPPM225e Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases *** – This metric was considered by the Homes & Communities TPC in Q2 and has since been moved to this Theme. In Oct '22 the OFTSED and CQC SEND reinspection took place, it reported that there were sufficient improvements in EHC needs assessment process and timeliness. Performance at Q3 remains below target and it is unlikely that the annual target of 50% will be met.

3. Performance Clinic Focus points (Agenda):
<ul style="list-style-type: none"> ○ Notes / Actions from Q3 Thematic Performance Clinic ○ Children Living in Poverty ○ Increase the percentage of Final EHCPs issued within 20 weeks excluding exception
4. Performance Clinic Recommendations / Actions:
<p>Q4 Actions:</p> <ol style="list-style-type: none"> 1. To continue to deliver existing action plan for low-income families 2. Issues have been identified and the action plan to resolve these needs to be delivered
5. Items for next Thematic Performance Clinic:
<ul style="list-style-type: none"> ○ Education measures ○ Education establishments rated good or better
6. Lead Director Comments:
<p>Children living in poverty (low income families) –</p> <p>In 2021 there were 11,900 children under 16 living in absolute low-income families in Bristol representing 13.9% of all children in the City. Levels of absolute poverty are predicted to rise by 5% points through 2022/23 (Resolution Foundation) leading to an increase to 16,000 or 19% of children. For large households, this is likely to rise to 70%. National and international factor have increased poverty through high fuel costs, and while families have been partially protected through government policies, the impact of interest rate rises, and food inflation is pushing more families into poverty – the time lag in our data makes this hard to evidence. Mitigation through Council action is to reduce the harms caused by poverty. The Our Families Board is moving to change registration of children in poverty away from the measure of Free School Meals as children in poorer areas of the City also have lower attendance rates and therefore do not access free school meals. The Food Equality Strategy and action plan provides a framework through which children should not be in food poverty. Our Family Hubs programme develops evidence-based services to meet need for low-income families in area of highest deprivation and creates strong networks to enable support. The first 3 centres will open in June 23, with 1 in South, in North and in East Central. Alongside this, the work of Supporting Families supports people to get back into paid employment and apprenticeships to prevent enduring family poverty. Holiday activity funding is also rolled out in the holiday period for children entitled to free school meals and includes nutritious food within the offer. The council has introduced welcoming spaces as part of its response to the cost-of-living pressures, and these spaces are located in areas of child poverty.</p> <p>Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases</p> <p>A discussion took place around a more detailed performance summary of EHCPs (Education, Health and Care Plans) in general to garner a greater understanding of the underlying data including the volume of cases and average time taken to issue when out of timescales. The driving factors that have an impact on this measure were highlighted as staff vacancy issues and time taken to induct new staff. It was highlighted that the current number of live cases is the highest it has been for the past 12 months and that is also having an impact on the timeliness of EHCPs. It was noted that there is a significant backlog of cases and that trying to clear this backlog is having an impact on current performance. Although the performance is below target, progress is being made and will continue to be reviewed in the clinic and discuss and address underlying factors.</p> <p>Fiona Tudge [Children & Families Service]</p>
Date of Thematic Performance Clinic
9 May 2023

Thematic Performance Clinic Report

Economy & Skills - Qtr 4 (01 Jan '23 – 31 Mar '23)

Report of the Lead Director: Christina Gray [Director – Public Health & Communities]

Date: 2 May '23

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			On schedule
83% on schedule or better (10/12)	70% on target or better (7/10)	100% on target or better (5/5)	
Direction of Travel			
2 improved since Q3 9 are the same as Q3 2 are worse than Q3	67% improved on 12 months ago (6/9)	100% improved on 12 months ago (5/5)	

The Thematic Performance Clinic met for Quarter 4 (Q4), on 2 May '23. The progress against the relevant actions and metrics listed in the 2022/23 Business Plan for Economy & Skills Theme have been reviewed by the Thematic Lead and this report produced as a position statement at Q4 and intended actions to improve.

1. Theme Actions / Metrics performing well:

- **BPOM269 - No of adults aged 19+ who progress from all employment support activities into employment or better** - Due to successful extensions of our One Front Door and Future Bright programmes (through WECA's funding), alongside starting delivery of our Healthier Together funded Inclusive Career Pathways programmes in Health and Social Care and Parks & Green Spaces sectors.
- **BPPM506 - Increase the level of Social Value generated from procurement and other Council expenditure** – Over £6M has been achieved this year and is based on the increase in social value verified as having been delivered against individual contractual commitments, compared with a baseline at the beginning of financial year.
- **Action PES5.1 - Establish IT hubs and mini-IT suites in deprived communities** – This action has been successfully completed, although ongoing support will continue to be offered. There are now 30 Venues with upgraded digital hardware, including 186 devices having been provided as at the end of March '23, alongside 8,783 citizens engaged with and using the equipment provided.

2. Theme Actions / Metrics that are of concern:

- **BPPM266 - Increase % of adults with learning difficulties known to social care who are in paid employment** remains as 'significantly below target'. There are still concerns around the way the data here is calculated & presented, and work with Adult Social Care colleagues is ongoing to address this problem. *This formed part of the Clinic Agenda (please see below).*
- **P-ES3.3 – Develop new approaches to creating and encouraging economic growth that is both sustainable and inclusive** – Delivery of the first draft plan continues to be behind schedule. Options are being looked at in terms of allocated resources and agreeing a revised milestone plan.
- **BPPM308 - Increase the number of people able to access care & support through the use of Technology Enabled Care** – Although being significantly worse than target at year end, it is envisaged that due to newly recruited staff and equipment now being in place and ready to install, the delivery seen in recent months (which has improved significantly), will be replicated as we move forward into next year.

3. Performance Clinic Focus points (Agenda):

- 2.05pm - Technology Enabled Care
- 2.20pm - Adults with learning difficulties (known to ASC) in paid employment
- 2.45pm – Black, Asian and minority led businesses supported

4. Performance Clinic Notes / Recommendations / Actions:

Item 1 - Increase people access care & support through Technology Enabled Care (BPPM308)

- There was no representative available from Adult Social Care (ASC) to discuss in the Clinic – this will need to be looked at as to how we take this forward.
- It was agreed that although we had not met target there has been progress. For example we no longer have a waiting list, and the Service is also now fully staffed (for first time) with 6 TEC installers, instead of the 2 last year.
 - New ASC process to discuss options as part of case reviews should help
 - From a housing TEC angle, service is now “ready and waiting” – need to get more people referred
 - Focus should now be in getting this process embedded within ASC process
 - Will need to work with ICB (Integrated Care Board) / Sirona Care & Health
 - Housing was reassuring (no waiting list / all good to go now) but work is needed to ensure that TEC is embedded in ASC process

ACTION: Performance Advisor to arrange a separate mtg with the Director of ASC and Christina Gray to identify how to fully embed TEC in ASC Transformation programme

ACTION: Housing to discuss with ASC to promote that Bristol TEC needs to be linked in with ICB programme and ICB Director for Transformation & Digital.

- The Project management Office (PMO) are providing business analysis resource to support development of a new Options forum to consider options in terms of adult care as early as possible - so solution may be partly about ensuring that technology is considered first as part of that forum.
 - CG request that Housing takes this forward. They are already planning to attend these “soft meetings” (so already in process)

Item 2 - Adults with learning difficulties (known to ASC) in paid employment (BPPM266)

- As above, noted there was no representative from ASC to discuss. In future may need to invite a wider range of ASC reps.
- The Head of Service from Learning & Skills said there is a full programme working on this (“We work with everyone”). The challenge is in getting sufficient linkages with ASC
 - “We work with everyone” programme has a team of Navigators who support people with LD into employment – been very successful overall (but not showing in this data)
 - This programme is the main investment in the city towards supporting people with LD
 - Is a concern that ASC do not appear to be sufficiently engaged with “We work”. The programme has raised this with the Director of ASC and with the respective Cabinet Member.
- There are 2 key points to address
 - **1/ Improve Data** – need LAS* data to link with “We work with everyone” and ensure the programme data is included in LAS return. They want to cross reference their list of names with ASC list, as only 30 of the hundreds of “We work” referrals have come from ASC. [*LAS data [Liquidlogic Adult Socialcare]. Data processing is in IPI D&I team.]
 - **2/ Development Work** – need to find new way to work with ASC teams, as they are struggling with capacity – have now agreed that “We work” team will attend the existing 3 ASC Locality Team mtgs
- Need to confirm the definition of “**known to social care**”, as this could be key to why most “We work” clients are not reflected in the LAS data.

ACTION (re point 1): The D&I team to clarify definition / review whether ASC data-set includes “We work with everyone” referrals (and/or flag this with Service)

ACTION (re point 1): Performance Advisor to explore with Learning & Skills re. potential for a new 2023-24 indicator to capture the “We work” data

ACTION (re point 2): Learning and Skills Head of Service to meet with LD lead & Director of ASC to explore caseloads

- 2 distinct groups:
 - Young people (transition) – lot of demand from young people with LD and their parents to progress into employment support – very positive
 - Older adults with LD – very few referrals – Cllr Holland (Cabinet lead for ASC) is frustrated that no new referrals are coming in from the Service for this cohort. Opportunity to link through the Bristol Voices programme to reach this group.

Item 3 – Black, Asian and minority led businesses supported (BPPM103)

- Is a relatively new indicator / Set a high target for this year but have met the target
- Economic Regeneration presented a PowerPoint to outline issues
 - This was a new programme created in 2020 as part of Covid-recovery planning, building on existing programmes
 - Noted the original plan was a time-limited project, and additional funding ceased, but BCC continued with the aspiration
 - The data is based on returns from external providers (inc The Coach House which is no longer funded by BCC, but we support via a pepper-corn rent so still get data)
 - Target: 262 / Final figure: 328 (so well over target)
 - Now have plan to deepen this model to do more – from focus on support for Black, Asian & Minoritized Ethnic group led businesses to now commissioning an expanded model to support businesses led by any of 5 groups: Black, Asian & Minoritized Ethnic / Refugees / Gender other than male / People with disabilities / Young people (18-30)
 - The new service will be commissioned for a 3-year period, commencing Sept 2023. Monitoring will ask for increase on 3 of the 5 groups.

ACTION: A performance advisor to discuss with the Service re potential for a new KPI that looks at the wider definition (of supporting in 3 of 5)

5. Lead Director Comments:

Overall positive progress on actions and targets. Both Adults with learning difficulties (known to ASC) in paid employment (BPPM266) and Increase people access care & support through Technology Enabled Care (BPPM308) need direct engagement by ASC to progress and resolve. These are both ASC enabling programmes. A key action is to revisit the clinic on these to items with the appropriate leaders from ASC.

On **Tech enabled care** there is also an action to ensure links at appropriate level with the ICB Tech Enabled Care Programme.

Black, Asian and minority led businesses supported – the performance clinic ascertained that the current metric is based on Covid related funding. This has kick started business growth in the sector. Ideally this metric should (and will) be changed to better capture inclusive economic growth with the Black, Asian and minoritised business sector more broadly, perhaps working with BSWN to capture this.

Overall well done to all involved.

Christina Gray; Director – Public Health & Communities (Director lead for Economy & Skills)

Date of Thematic Performance Clinic

2 May 2023

Thematic Performance Clinic Report Environment & Sustainability – Qtr 4 - (01 Jan '22 – 31 Mar '23)

Report of the Lead Director: Pete Anderson [*Director – Property, Assets & Infrastructure*]

Date: 04 May 2023

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			On schedule
100% on schedule or better (15/15)	60% on target or better (3/5)	33% on target or better (1/3)	
Direction of Travel			
4 improved since Q3 11 are the same as Q3 0 are worse than Q3	100% improved on 12 months ago (4/4)	33% improved on 12 months ago (1/3)	

Overall progress is given as 'on schedule' primarily due to all of the 15 Actions listed showing as on schedule or completed. This is a notable improvement from Q3, hence the upgrading of overall progress from 'behind schedule'. The Thematic Performance Clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. In addition to detailed notes, the key findings with summary from lead director, are:

1. Theme Actions / Metrics performing well:

- **BPPM542:** *Reduce the residual untreated waste sent to landfill (per household)* continues to perform significantly better than target, in no small part due to the Energy Recovery Centre being operational all year. A predicted dip in performance during Q4 Performance due to planned maintenance at the ERC wasn't as severe as predicted, hence the positive result.
- **BPPM436:** *Reduce Bristol City Council's use of pesticides* ended the year significantly better than target. However the lack of herbicide usage in March (due to the wet weather) means that a higher than projected figure is anticipated for this year (2023/24) in terms of keeping on our 2030 trajectory. One to watch.
- Action **P-ENV3.2:** Work with businesses and commercial waste companies to deliver a cleaner, more sustainable approach to commercial waste across the whole of the city. Phase 3 is now complete, with over 550 commercial bins having been removed from the street alongside 81 businesses being engaged during this part of the process. Phase 4 is currently being worked up before implementation later this year (2023).

2. Theme Actions / Metrics that are of concern:

- **BPP541:** *Increase the percentage of household waste sent for reuse, recycling and composting* remains seemingly resistant to improvement, having been solidly in the mid-forties percentage range for around the last 12 years. However as mentioned above, the total tonnage of untreated waste sent to landfill in the same period has reduced by well over 90%, so there are good news stories here as well.
- **BPPM545:** *Reduce the number of incidents of fly-tipping that are reported and removed* ended the year worse than target, although with a reduction in incidents of 1.1%.

3. Performance Clinic Focus points (Agenda):

To discuss/agree the framework required to ensure successful delivery of BCCs 2025 net zero goals. This will include how various service areas and agencies can best work together in terms of governance arrangements.

4. Performance Clinic Notes and Actions:

- A Management Board mechanism is currently being established to act as the go-between in respect to the Strategic Climate & Ecological Emergency Board (SCEEB), who are overseeing the drive towards net zero, and the operational teams who will be tasked with delivery of these goals on the ground.
- The Management Board will be made up of Heads of Service and other senior managers responsible for delivery of the CEE outcomes. They have oversight of the programmes and projects which will deliver the Council's CEE outcomes, and will ensure these are planned, resourced, managed and co-ordinated appropriately and that risks and issues are dealt with, and/or escalated to the SCEEB for consideration and guidance. This should free the SCEEB up to make strategic decisions and not become embroiled in operational ones.
- ACTION - Terms of Reference (TOR) to be established for the Management Board.
- ACTION – linkages with other related Strategies and Action Plans is required. The Management Board to discuss and resolve where this is identified.
- ACTION - there are known issues with related data and its availability at specific times – needs to link through for improved BCC reporting – the Service to resolve with their Performance Advisor.
- ACTION – BCC Scrutiny function to be updated / presented with progress against targets and need to be better involved and informed at an earlier stage, so they are on-board with any current issues or potential consequences around decisions.
- ACTION – improved alignment with current and emerging plans focusing on the 2025 targets, working closely with Bristol City Leap's business plan delivery and KPIs.

5. Items for next Thematic Performance Clinic:

- Due to the refresh of the BCC Business Plan for 2023/24, issues will be discussed with the Thematic Lead during the Q1 agenda setting process to identify the scope of the next Clinic.

6. Lead Director Comments:

Officers continue to work well together to ensure a strong focus remain on delivery against the priority measures. This includes constant review and regular challenges to our delivery partners e.g. Bristol Waste Company and Bristol City Leap. A good example of this is the positive responses to residents about waste within the annual Quality of Life survey.

Positive performance and direction of travel for the priority metrics. There is no worsening of performance.

Waste performance has improved. This is a gradual trend following Covid. The Council will continue to work proactively with Bristol Waste to improve performance. This will include continual pro-active and reactive communications regarding the management of waste, food waste reduction and recycling.

The recent performance clinic focused on ensuring there is a reliable suite of indicators relating to the 2025 decarbonisation targets for the Council. This will result in an improved quality of data management and regular reporting for the corporate dashboard. These will be overseen by the Strategic Climate & Ecological Emergency Board (SCEEB), responsible for the drive towards Net Zero.

Bristol City Leap was established in January 2023 and the delivery of their decarbonisation plans will be managed through the Council's client team. This will include:

- Ensuring Value for Money
- KPI monitoring
- Effective delivery of the project pipeline that will contribute to the delivery of the Council's and City's decarbonisation targets for 2025 and 2030.

The theme of work will capture the key data, KPIs and trends to ensure there is visibility and accountability.

Pete Anderson – Lead for Environment & Sustainability [Director – Property, Assets & Infrastructure]

Date of Thematic Performance Clinic
4 May 2023

Thematic Performance Clinic Report

Health, Care & Wellbeing - Qtr 4 (01 Jan '23 – 31 Mar '23)

Report of the Lead Director: Stephen Beet [Director Children, Adult Social Care]

Date: 2 May '23

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			On schedule
100% on schedule or better (9 of 9)	60% on target or better (3 of 5)	60% on target or better (3 of 5)	
Direction of Travel			
0% better than Q2 (0/9) 100% same as Q1 (9/9) 0% worse than Q1 (0/9)	60% improved compared to 12 months ago (3/5)	43% improved compared to 12 months ago (3/7)	

The Thematic Performance Clinic met for Quarter 4 (Q4), on 2 May '23. The progress against the relevant actions and metrics listed in the 2022/23 Business Plan for the Health, Care & Wellbeing Theme have been reviewed by the Thematic Lead and this report produced as a position statement at Q4 and intended actions to improve.

1. Theme Actions / Priority Metrics performing well:
<ul style="list-style-type: none"> • All of the published actions (100%) for this theme are presently on schedule • 6 of the 10 performance metrics (60%) are better than target
2. Theme Actions / Priority Metrics that are of concern:
<ul style="list-style-type: none"> • BPOM258 Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL) – This is reported annually and was considered at the last TPC, the Food Equality Strategy Action Plan is being presented to the Health & Wellbeing Board later this month. • BPOM282a/b - Healthy life expectancy for men and for women - this remains a concern and was scheduled for discussion at the Q3 Thematic Performance Clinic. This item was presented to the Q4 TPC and an update is included in section 4 below. • BPOM260 - Reduce % of people in the 10% most deprived areas reporting below national avg Mental Wellbeing (QoL) – People’s mental health appears to be deteriorating nationally and locally with the fall-out from the pandemic and the present economic climate being considered as major contributing factors. • BPPM291a & b - Number of service users (aged 18 – 64) & (aged 65+) in Tier 3 (long term care) [Snapshot] – Both metrics are worse than target at year-end, the demand for services increased in the 18-64 age bracket which is often provided longer and more expensive. Many of the new users are requiring Mental Health support.
3. Performance Clinic Focus points (Agenda):
<ul style="list-style-type: none"> • Notes / Actions from Q3 Thematic Performance Clinic <ul style="list-style-type: none"> ○ People in the 10% most deprived areas reporting below national avg Mental Wellbeing ○ Healthy Life Expectancy (Men & Women) ○ Round-up of other actions not covered in previous quarters (all on track) • Next Steps

4. Proposed - Performance Clinic Recommendations / Actions:

Q3 Actions update:

1. The Director of Adult Social Care reminded all managers and officers, who are helping to deliver the objectives of this Theme to attend the Thematic Performance Clinic to help co-ordinate and steer remedial activity in pursuit of achieving the stated ambitions of the Theme
2. The Strategic Intelligence and Performance team has been liaising with the Healthier People and Places team to help develop ways of monitoring progress against the Food Equality Strategy and the underpinning Plan.

Agreed Actions & dates:

3. There were no specific actions from this TPC

5. Items for next Thematic Performance Clinic:

- As next year's priorities and actions have been reviewed and rest for 2023/24, the key agenda points will be agreed via discussion with Thematic Lead Director taking account of progress at Q1.
- Any outstanding actions points from this performance clinic, as shown in section 4 above.

6. Lead Director Comments:

Mental Wellbeing

The measure is derived from the Quality of Life survey and it is noticeable that the self-reported figure has deteriorated both locally and nationally. There are a number of factors that can affect people's mental health that include; the environment, the workplace, housing, education, food, transport, work, as well as family and friends and not least the fall-out from the recent pandemic and present cost-of-living crisis.

- There is a focus on reducing health inequalities in the most disadvantaged groups; we take a place-based approach to supporting mental health wellbeing, in workplaces, communities and schools
- There is continued work with the ICS and system wide partners on the community Mental Health Framework for BNSSG; including work with the locality partnerships.
- Other actions underway is the Thrive at Work programme that helps SMEs, which don't typically have access to HR support in the workplace or health and wellbeing policies, by sharing resources. The Thrive at Night programme is launching soon and this aims to provide training and resources for mental health for the night time economy (38% of all jobs in Bristol are in the night time economy – mainly young people in the hospitality sector - all of whom were directly affected by the Covid pandemic)
- Training on mental health and wellbeing has also been delivered to nearly 100 community organisations that work with the public, as well as commissioning Nilarri and St Paul's Advice Centre to increase access to holistic support around mental health and financial issues for black and minoritized communities.
- The Healthy Schools Programme, Healthy Schools Awards, Essential Award and Specialist awards are all vehicles to promote emotional health and mental wellbeing.

Healthy Life Expectancy (Men & Women)

The first thing to note is that the measure is based on survey results against the average mortality rate; so this represents the age at which men and women will experience the loss of a healthy life and be in a poorer condition until death. Noticeably, women have better health for longer (61.5 years to 59.8 years for men), but have a greater period of poor health, because women tend to live longer. The Bristol figure(s) are considerably lower than the national average and this disparity is also reflected in the deprived areas of Bristol, against the Bristol average. The goal therefore is to increase the number of years that both men & women have a good health.

- There is a lot of work underway to promote healthy living including:
- promoting physical activity, and 5-a-day fruit and veg consumption, along with reducing the alcohol consumption rate and smoking rates (especially during pregnancy).
- The Bristol Eating Better programme focusses on the most deprived areas of Bristol

- The Healthy Schools programme tries to both deliver and educate children about the benefits of a healthy diet.
- The ICB are promoting the prevention of poor health by looking at preventative measures like monitoring high blood, so that people can live a longer life, in good health.
- Also, across the City Council there is now an action to include 'Health' in all policies

It was noted that there are wider determinates that a local authority can have little impact on eg. the cost of living

The Thematic Performance Clinic was well attended, and information was shared in a meaningful way. At the time of the Clinic a number of updates were missing, but verbal updates and subsequent comments added to the attached report gives a fuller picture of how things are progressing. In brief:

- The emerging Single Framework for providing Adult Social Care home care support is already having an impact on the way services are commissioned and provided. There is still work to be done around coproduction of services with providers and service users (a number of whom have agreed to be part of a workshop to further improve services). The new commissioning model for supported living and extra care housing will be operational in April '24. As part of next year's Business Plan, there will be a continued focus around collaboration with communities to foster community action and help create the conditions for a strong and sustainable community and voluntary sector, with a particular focus on those experiencing the greatest inequity. This work will contribute to achieving the goals of the VCSE sector strategic plan that considered the future of the city's VCSE sector beyond the pandemic. It was also noted that the Integrated Care Board are already doing work around this area and there are opportunities for alignment, including access to some health funding, by match funding.
- The Integrated Care Strategy is being developed and a report is planned to be presented to Cabinet in June '23. Additionally, this is also the date that our Cabinet Member for Adult Social Care will become the Chair of the ICB; evidencing the drive that Bristol has ensure collaborative & joined-up working across all health, care and wellbeing services. This is supported by the 3 new Locality partnerships that are presently setting out their priorities to deliver a service that is based on the population needs.
- The 'My Team Around Me' Programme aims to provide stability for some of the most vulnerable citizens. There is strong buy in from commissioning lead for systems thinking training and have key commissioners from Probation, public health, housing and social care attending the Collaborate 'Commissioning for Communities' training with local practice development sessions planned. Work on the Multiple Disadvantage Needs Analysis and Strategy is furthering the shared understanding and will be presented at the Health and Wellbeing Board in May 2024.

Next Steps:

The measures of success and actions set out in the Business Plan have been reviewed and targets reset; progress against these revised actions and targets will be considered at the 1st Thematic Performance Clinic of 2023/24.

It was noted that the present Director of Adult Social Care will not be at the next Clinic and will be replaced by the new Director. Everyone thanked Stephen for his genuine and generous support and direction over the years.

Overall progress against this Theme is '**On Schedule**'

Stephen Beet [Adult Social Care]

Date of Thematic Performance Clinic

2 May 2023

Thematic Performance Clinic Report

Homes & Communities Qtr 4 (01 Jan '23 – 31 March '23)

Report of the Lead Director: Donald Graham [Director Housing and Landlord Services]

Date: 4 May 2023

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			Behind schedule
73% on track or better (11/15)	60% on target or better (9/15)	75% on target or better (3/4)	
Direction of Travel			
13% better than Q3 (2/15) 80% same as Q3 (12/15) 7% worse than Q3 (1/15)	47% improved compared to 12 months ago (7/15)	100% improved compared to 12 months ago (3/3)	

The Thematic performance clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. The Key findings with summary from lead Director, are:

1. Theme Actions / Priority Metrics performing well:
<ul style="list-style-type: none"> BPPM352b The rough sleeping count for Q4 is better than target (48 rough sleepers compared to a target of 50) for the first time in the reporting year. HC3.3 The Health Needs Analysis of the homeless population has been published and the audit of deaths of people experiencing homelessness has been completed. Community Participation – all four indicators continue to be significantly better than target. BPPM307 Independent living through home adaptations has delivered significantly above target and HC4.2, improving the transitions between childhood and adulthood for children and young people with special educational needs and disabilities has had increased and more specific Technology Enabled Care (TEC) for young people delivered, including laptops via the Bristol City Council laptop scheme which has contributed to reducing online poverty for young people and enabling independence.
2. Theme Actions / Priority Metrics that are of concern:
<ul style="list-style-type: none"> BPPM375 Empty council properties and BPPM374a Average relet times are both significantly worse than target. BPPM357 Reduce the number of households in temporary accommodation is significantly worse than target despite the BPPM353 number of households prevented from homelessness being significantly above target. BPPM425 Increase the number of affordable homes delivered in Bristol is now significantly behind target.
3. Performance Clinic Focus points (Agenda):
<p>Key agenda points agreed via discussion with Lead Director / plus any other points raised at the clinic:</p> <p>Priority Metrics</p> <ul style="list-style-type: none"> BPPM374a and BPPM375 Update on voids and re-let times and new contracting performance given Q4 performance is worse than Q3 Priority Metric BPPM357 Temporary Accommodation – general update and overview of action plan elements Action HC3.2 Flats or bedrooms in shared houses for homeless people to move into when they are ready to live independently – Behind Schedule after being On Track for Q1 and 2 Priority Metric BPPM425 and Action HC1.2 Affordable Homes – narrative over the year going from Green to Red, HRA delivery pipeline
4. Proposed - Performance Clinic Recommendations / Actions:
Q3 Actions update:

- ACTION Documentation to formalise the package available for new Adult Social Care tenants to be produced. Q4 update - 21 Adult Social Care tenants re-housed in 2022/23. Carpets will now be fitted in all allocations and Adult Social Care are going to assist in finding furniture through charities. **ACTION** Theme Lead to raise furnished tenancies offer at CRB and Cabinet.
- ACTION consideration to be given to how the pipeline of new affordable dwellings can be evidenced and tracked to provide context to the numbers of affordable dwellings being delivered each quarter. **COMPLETE** – A new City Outcome measure was agreed for the 2023-24 Business Plan (Total number of starts-on-site of affordable housing units, specialist or supported homes for the City).

Clinic Discussion:

Empty Council properties and Re-let times It was hoped that the new contract for void work would show improvements in re-let and empty property numbers by Q4. Unfortunately, the contracts are not performing as hoped. The council’s contractual processes to manage this are being followed, including engaging with alternative, approved contractors, who need time to mobilise. Review of the action plan has identified the need for additional technical officers to administer the projects however, there is a shortage of qualified surveyors. Career progression and apprenticeships for qualification will be looked at but are not a quick solution. Exit interviews with tenants are now being carried out prior to the tenancy end to identify work required and kitchen and bathrooms will now be repaired to the required standard rather than replaced, which should improve turn-around times. **ACTION** Head of Housing Repairs and Maintenance to regularly update H&LS Director.

Move-On and Temporary Accommodation (TA) Homelessness prevention work is performing well, however, over the last three years there have been 900 fewer HomeChoice Bristol lettings because lower numbers of households are moving on from TA due to private rent levels and affordable home availability. With need increasing it means there is a continuing upward trend of the number of households in TA. 120 additional TA units were provided in 2022-23. Focus is on reducing spend (particularly on the most expensive private TA), rather than numbers.

New Council Affordable Housing delivery (AH) Both new build and conversion schemes stalled in Q4 due to labour and supply chain issues, however, four new build schemes are nearing completion meaning 2023-24 numbers will be better. The council recruitment freeze has impacted on capacity to process planning applications, meaning that timely, statutory stakeholder input and planning decisions are delayed. Monthly meetings are being held between housing, planning and highways to keep the planning process moving for HRA led sites. There is a balancing act between accelerating housing delivery and the level of HRA debt that is acceptable, especially given the market availability of properties for acquisition. Four approaches are being considered for increasing the number of affordable homes – acquisition, conversion, new builds and new build acquisition. **ACTION** identify and record the specific actions the council can take to resolve issues affecting affordable home delivery and the factors that are outside of the council’s ability to mitigate.

5. Items for next Thematic Performance Clinic:

- Monitoring of **Average relet times** BPPM374a
- Affordable housing numbers – starts and completions BPPM425

6. Lead Director Comments:

The contrasting performance across the Homes and Communities Theme continues in Q4. Many areas are performing well including community engagement and participation, homelessness prevention and support for independence through home adaptations. However, a range of factors from not being able to recruit to professional roles (including surveyors and planners) to contractor performance and supply chain issues are severely impacting on the time it is taking to complete work on council houses for re-let and the delivery of new temporary accommodation and affordable homes. The plans for areas within the council’s control which are underperforming are being closely monitored and reviewed. Contractual processes for managing underperformance are being followed.

Donald Graham [Director Housing and Landlord Services]

Date of Thematic Performance Clinic

4 May 2023

Thematic Performance Clinic Report

Transport & Connectivity Qtr 4 (01 Jan '23 – 31 March '23)

Report of the Lead Director: Patsy Mellor [Director Management of Place]

Date: 4 May 2023

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			Well behind schedule
40% on schedule or better (4/10)	50% on target or better (3/6)	0% on target or better (0/6)	
Direction of Travel			
30% better than Q3 (3/10) 60% same as Q3 (6/10) 10% worse than Q3 (1/10)	83% improved compared to 12 months ago (5/6)	33% improved compared to 12 months ago (2/6)	

The Thematic performance clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. The Key findings with summary from lead Director, are:

1. Theme Actions / Metrics performing well:
<ul style="list-style-type: none"> • BPPM170 Satisfaction with the condition of road surfaces (National Highways & Transport Satisfaction Survey) is above target (40% compared to a target of 35%) and is in the top quartile of the country. • BPPM118 The percentage of principal roads where maintenance should be considered is better than target (9% compared to a target of 10%). • TC4.3 the project to replace existing street lights with LED lighting and a new management system to save £1million per year and reduce the council's carbon footprint is back on track and fully operational.
2. Theme Actions / Metrics that are of concern:
<ul style="list-style-type: none"> • BPOM434a Significantly worse than target Reduce the proportion of deaths attributed to particulate air pollution • Action P-TC1.1 Behind Schedule Progress our ambitions to develop a mass transit system by working with regional authorities to deliver a consultation on mass transit. • Action P-TC1.2 Improve connectivity across the city through a variety of projects which strengthen transport links. This will include Bristol's involvement in the government's City Region Sustainable Transport Settlement. These projects will address transport needs across the city in relation to strategic corridors and active travel. • Action P-TC1.3 Behind Schedule: Maximise regional and national funding streams to deliver significant transport connectivity improvements
3. Performance Clinic Focus points (Agenda):
Key agenda points agreed via discussion with Lead Director / plus any other points raised at the clinic: <ul style="list-style-type: none"> • All Actions and Metric listed in section 2.
4. Proposed - Performance Clinic Recommendations / Actions:
Q3 Actions update: <ol style="list-style-type: none"> 1. ACTION Manager to explore the fall in active travel to work in the Quality of Life survey with his Team. E-scooters use has significantly increased in the last 12-18 months and is thought to be the reason for the decrease in active travel to work. COMPLETE 2. ACTION Responsible Officers to continue to engage with the Administration to find a way forward on the City Region Sustainable Transport Settlement (CRSTS) Actions – ONGOING

Q4 Discussion:

The Public Health Outcomes Framework indicator (BPOM434a Reduce the proportion of deaths attributed to particulate air pollution) and BCC target to reduce particulate matter pollution reflect the importance of continuing to reduce air pollution in the city. The indicator is modelled using nation data so doesn't effectively reflect the impact of local interventions to reduce local sources of this pollutant. There is also a delay, with its calculation, with the latest available data from 2021.

Whilst the introduction in November 2022 of the Clean Air Zone was aimed at reducing annual nitrogen dioxide pollution levels, the encouragement of the uptake of cleaner vehicles will also reduce particulate emissions from vehicles. Bristol City Council ran the DEFRA funded Slow the Smoke project which included elements of citizen science to raise awareness around emissions of pollution from solid fuel use. Work is also being done to raise awareness of rules in the smoke control area. The Council will build on this work to bring forward plans to reduce local sources of particulate pollution.

P-TC1.1 developing a mass transit system – discussions are ongoing to finalise SOC and progress OBC.

P-TC1.2 Two thirds of the projects to improved connectivity across the city are back on track. A meeting between senior leadership has been agreed to discuss ways forward for the M32 and A4 projects which are challenging and complicated. Discussions are ongoing between the DfT, National Highways, the local Unitary Authorities and WECA to find deliverable solutions for the M32 project.

P-TC1.3 City Regional Sustainable Transport Settlement schemes, progress has been made following the change request being agreed. The timeline will be rescheduled for 2023-24 and there is optimism that this project will be back on track next year.

5. Items for next Thematic Performance Clinic:

- Updates on Actions and metrics above

6. Lead Director Comments:

Head of Service reported back that E Scooter use could be the cause in the reported drop however detailed analysis of all measures taken has yet to take place and be reported back on. We should have more detail on any improvements once this has taken place.

Mass Transit is by nature a slow moving project but update this quarter was that the Outline Business Case was progressing

There has been some positive movement on the A4 project and a meeting with take place to see how to progress. The M32 is complicated, and discussion continue but yet to establish a firm timeline and way forward.

CRSTS as above change request has been agreed and there is confidence this will be back on track next qtr.

Patsy Mellor [Director Management of Place / Lead for Transport & Connectivity]

Date of Thematic Performance Clinic 4 May 2023

Thematic Performance Clinic Report

Effective Development Organisation - Qtr 4 (01 Jan '23 – 31 Mar '23)

Report of the Lead Director: Tim Borrett [*Director – Policy, Strategy & Digital*]

Date: 10 May 2023

Actions	Priority Metrics	Outcome Metrics	Overall Progress
Performance			Behind schedule
69% on schedule or better (9/13)	31% on target or better (4/13)	0% on target or better (0/3)	
Direction of Travel			
3 improved since Q3 8 are the same as Q3 2 are worse than Q3	64% improved on 12 months ago (7/11)	0% improved on 12 months ago (0/3)	

Overall progress is given as behind schedule due to the majority of combined priority and outcome metrics being worse than target (4/16), alongside half of these performing less well than for the same period last year (7/14). We also have a quarter (25%) of our Actions reported as behind schedule, although this is an improvement from Q3 (where it was 38%). The Thematic Performance Clinic met to review progress against the relevant actions and metrics listed in the 2022/23 Business Plan. In addition to detailed notes, the key findings with summary from lead Director, are:

1. Theme Actions / Metrics performing well:

- **BPPM512/513: Reduce the gender pay gap/Reduce the race pay gap** – both metrics have continued to perform at significantly better than target. It is worth noting again that only six years ago the gap in relation to race pay was over 15% (now at 6.2%), so while we are not yet at destination, we have seen significant progress in that time. However, it should also be noted that one of the drivers of recent statistical improvement was the transfer of a cohort of lower paid staff with higher levels of representation from racially minoritised groups to an external provider.
- **P-EDO2.2: Improve Council digital services to drive down costs and increase efficiency (Digital Transformation Programme)**. This Action has improved this quarter from 'behind target' to 'on track'. Milestones in Q4 include the completion of tendering for future Networks provision (saving circa £200k in one-off costs and producing £360k of future cost avoidance against previous Outline Business Case projections); the smooth go-live of new telephony for the council's contact centre; the installation and set-up of a new Project Management tool; and on-boarding the council's new Digital Strategic Partner, Fujitsu, including creation of associated business processes and guides for staff.
- **P-EDO5.2, Take a new approach to corporate performance management, including a new corporate scorecard and city dashboard**. This Action has also moved to 'on track' this quarter from 'behind schedule' in Q3. Our new performance framework and thematic approach is now a year old and has become well embedded. Due to financial and associated resource pressures the continuation of the performance framework as-is will now be tested over the coming year. The first draft of the Organisational Dashboard has been produced and it is anticipated for launch by June 2023. A wider performance dashboard has also been produced and its first iteration was in use during Q4 and will develop further into 2023/24.

2. Theme Actions / Metrics that are of concern:

- **BPPM516:** *Increase the percentage of Corporate FOI requests responded to within 20 working days* – this continues to be of concern and is showing as significantly below target. After a period of improving performance, outturn has begun to head in the wrong direction. Officers report that reduced resources and increased demand on officer time has led to this drop, however this has been particularly evident in the People directorate.
- **BPPM522:** *Reduce the average number of working days lost to sickness (BCC).* This is once again showing as significantly worse than target. Performance here has gotten worse for eight quarters in a row and is now at its highest level for 15 years. Cold, Flu and Covid (44%) were given the primary reasons for the increase in short-term sickness absence, however Stress is by far (40%) the biggest cause of long-term absence.
- **BPPM529:** *Increase the % of young people (16-29) in the Council's workforce* is performing at significantly below target. In fact, we now have 10% fewer young people working for us than at the same period last year. Recruiting and retaining young people remains challenging, particularly given the competitive jobs market. It is hoped that increased focus on apprenticeships will lead to improvement here.

3. Performance Clinic Focus points (Agenda):

The Clinic looked at **FOIs and Audit compliance** as specific items, but also used these as a route into a wider discussion about our priorities, risk appetite and target-setting for compliance-related areas in the year ahead. The aims of the Clinic are:

- To understand if we have an evidenced view of root causes
- To help inform CLB consideration on improving compliance in the year ahead in the context of significant financial and resource pressures, and competing demands for office time delivering large scale transformation and change in high-priority areas.
- To also discuss a targeted approach / potential actions needed to improve compliance.

4. Performance Clinic Notes & Actions:

General discussion

- **Audit** – It was noted that while the implementation of management actions at Service level will help to deliver BCC objectives more widely, these actions should also be viewed as important (to the Service) to help improve their own performance. We need to try and dispel the notion that defining and delivering actions in response to audits is an administrative burden, as it can feel as though some areas are more focussed on the process in respect to this and less on its role in delivering positive outcomes.
- A culture shift is needed in some services - key to this is embedding the monitoring of actions into regular performance discussions at DMTs and EDMs, using the readily available data in the Pentana audit system. There is a need to ensure that the quality of the management actions is improved – managers need to invest time in developing actions that can help mitigate risks and support delivery of key priorities.
- **FOIs** - Similar issues to the perceived negative thinking as above, however it was noted that complaints performance is noticeably better than FOIs, even though they are often dealt with by the same officers. Officers felt this reflected the service-specific focus of complaints, whereas FOI response requires more time finding and collating information from multiple sources, with requests often spanning multiple services.
- Children's, Education and Adults divisions have the lowest performance levels here (this is replicated where Audit actions are concerned too), with some areas not getting above 40% compliance.

- The Information Commissioners Office (ICO) has noted concerns with performance and has an expectation that 90% of cases should be actioned within time limits, whereas performance is currently 64%. Formal notices from the ICO are a possibility in future if performance does not improve.
- **Staff sickness** - it was noted that, again, there are areas of the former People Directorate which are having the largest issues with long-term sickness. Although our overall sickness figure is broadly comparable with other similar sized LAs, it is in these areas where we're struggling.
- Anecdotally it was felt that some managers were finding it difficult to support those on long-term sick leave back in to work for a number of reasons, however confidence was seen as a main driver in this.

ACTIONS/RECOMMENDATIONS from the discussion

1. To proceed with existing plans to issue mandatory compliance objectives to all Executive Directors, Directors, Heads of Service and many team managers during 2023/24 objective setting; adding emphasis to the importance of these existing responsibilities.
2. The Information Governance Team will implement more targeted support/training in specific areas for FOIs.
3. Internal Comms to consider approach to promoting compliance, with a focus on its benefits.
4. The Organisational Dashboard (currently in development) to be completed and launch for use by senior leaders to oversee compliance metrics such as Audit and FOIs, alongside risk, finance, HR etc.
5. It was proposed to reinstate HR surgeries related to long-term sickness, to help those managers who are perhaps struggling in dealing with their situation as it pertains to their staff.
Look into establishing a corporate timetable of compliance - It was noted how useful it would be if there was a 'one stop shop' for finding out when the various strands of compliance deadlines were for the year ahead. This will be reviewed by the responsible services to consider whether timescales can be suitably aligned or otherwise adjusted as appropriate to make it easier for managers to comply with the requirements.

5. Items for next Thematic Performance Clinic:

- Due to the refresh of the BCC Business Plan for 2023/24, issues will be discussed with the Thematic Lead during the Q1 agenda setting process to identify the scope of the next Clinic.

6. Lead Director Comments:

Considering the council's operating context during 2022/23, most notably a long-term recruitment freeze and other actions taken to mitigate major financial risks, it is not surprising to see dips in performance across areas such as FOIs and complaints, where officers are commonly having to balance the need to deliver front-line and other critical services against meeting deadlines for tasks such as these. However, officers have also reported service-specific cultural issues in how compliance related tasks are perceived and given relative priority. This is borne-out in performance statistics, where back-office services typically show stronger performance in these areas compared to front-facing services whose cultures may prioritise the delivery of that service, even at the cost of other statutory requirements which can be perceived as bureaucratic or less important. It is also likely that many of these services receive the most complex cases in terms of FOIs, SARs and complaints, making them inherently more challenging to respond to in time.

A re-focus on compliance in 2023/24 will require a culture shift in many areas, with traditional management tasks being given the same priority as service-delivery and providing subject matter expertise. We need to challenge any perception that compliance and assurance activity is bureaucracy for its own sake and help demonstrate how good governance and compliance can deliver real benefits to services and citizens.

With new tools such as the Organisational Scorecard, an added emphasis on compliance within management objective setting, work to sequence compliance-related tasks sympathetically, and work to promote the benefits of compliance, we could see improvement during 2023/24. Whilst this does not

address all of the root causes (particularly not limited officer capacity and increasing demand for services), it should help deal with some common barriers and make it easier for managers and senior leaders to have real-time oversight of performance.

*Tim Borrett; Director – Policy, Strategy & Digital (Director lead for *Effective Development Organisation*)*

Date of Thematic Performance Clinic

10 May 2023

2022-2023 Quarter 4 G&R Scrutiny Actions & Performance Metrics

Theme 2: Economy & Skills

Economic growth that builds inclusive and resilient communities, decarbonises the city, and offers equity of opportunity.

ES	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	BPOM041	Improve the overall employment rate of working age population	G&R - Economy of Place				Better than target Quarter 4 Actual 78.5% Annual Target 76%	↑	(Quarter 4) The rate has continued this quarter (to Dec 22) at a very high level and approx 2.5% above the target and 2% higher than the pre-pandemic period (Dec 19) reflecting the increased demand and opportunities for working age Bristol residents during 2022 since the pandemic ended. The Bristol rate is still 1% point lower than the West of England average and 3-6 points lower than rates in South Gloucs and North Somerset. Bath & NES is an outlier with a 4% lower rate than Bristol.
	BPOM105z	Track out of work benefits claimant rate	C&E - Education & Skills				Not calculable Quarter 4 Actual 3.3% Annual Target Not Set		(Quarter 4) The Bristol claimant count has been static for the last five months although recently there has been a slight rise in the 18-24 year old rate which has been offset by a slight decrease in the 50+ rate. Unemployment in the City is still higher than the pre pandemic rate of 2.6%. The Employment Support Team continues to deliver specific targeted interventions to some of the City's most disadvantaged communities.

ES Priority 1: Regeneration

Enable the growth, development and regeneration of the city in an inclusive, sustainable, healthy and resilient way. Attract investment, develop growth sectors to create and retain decent jobs, and improve access to opportunities afforded by regeneration for disadvantaged areas and groups of people. Work to future-proof the city through sound spatial planning and progress the Temple Quarter Enterprise Zone as one of the UK's largest regeneration projects.

ES1	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES1.1	Deliver large-scale investment regeneration projects - to deliver new jobs, homes and improvement in places, such as Temple Quarter Western Harbour, Frome Gateway and Whitehouse Street. To do this we will work with local communities, other teams, city partners, developers, and government utilising a range of design methods and products which will create sustainable, inclusive and healthy communities.	G&R - Economy of Place				On Track		Temple Quarter Infrastructure Projects are progressing to RIBA Stage 2/3. L&G Are progressing their masterplan for Temple Island. Funding bid submitted to WECA to secure funding to progress the next stage of Western Harbour and develop a Masterplan and Infrastructure Delivery Plan. Whitehouse Street Regeneration Framework is under consultation and was approved by Cabinet in March 2023. Spatial frameworks for Frome Gateway and City Centre will be consulted on over the summer and considered by Cabinet in Autumn. The regeneration of Bedminster Green is underway with developments and infrastructure projects on site.
	P-ES1.2	Support the renewal and recovery of the high streets and the city centre by providing advice and guidance, promotions and communications campaigns, landscaping, events and cultural programmes and deliver the city-wide vacant property grants scheme.	G&R - Economy of Place				On Track		Across our City Centre and High Streets service - 807 business have been visited, 303 of these have been supported and 88 referrals have been made to other business support services, including the Growth Hub, YTKO, Living Wage. Our business newsletter is being sent to 2,652 recipients on a weekly basis, we have 23,264 social media followers on Shop Local Bristol (Twitter, Facebook and Instagram). We have been working with businesses to access our vacant commercial property grant scheme and 73 applications have been approved to date. Delivery of City Centre and priority high streets culture and event activities ongoing until Aug 2023.

ES Priority 2: Access to employment

Lead partners in developing skills and routes into employment that tackle structural inequality. Plan for how the economy will change in the future and support people to access good jobs whatever their formal level of qualification. This applies whether people are starting out, re-entering or migrating into the job market, or changing roles and needing new skills.

ES2	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
Page 48 ACTIONS	P-ES2.1	Commission a new Employment Land Strategy to shape the Strategic Development Strategy and Local Plan. This will involve working with property, planning and regeneration teams to ensure that the city has the employment space it needs to meet new demands following the impact of COVID-19, changes in the economy, climate and ecological emergencies and competing pressures for land use, such as housing.	G&R - Economy of Place				On Track		Both a property market report and scenario testing for St Philips Marsh have been commissioned and officers are providing supporting information to aid development of these reports. Sites analysis by officers is underway. The potential to carry out a new WOE level analysis of employment land need has been discussed with neighbouring UAs and BCC has agreed to contribute financially to the production of new forecasts.
	P-ES2.2	Support businesses, social enterprises and cultural organisations to become more resilient, sustainable and better placed to win contracts and investment, through provision of advice, guidance, local support, communications and signposting.	G&R - Economy of Place				On Track		The two main enterprise support services for South Bristol and North and East Bristol continued on track and delivering broadly to target and budget. Key outcomes reported for the North & East Bristol programme were (cumulative totals for year 2022-23): 913 entrepreneurs and businesses supported, 23 new business starts registered, 67 new jobs created. For South Bristol: 200 entrepreneurs, businesses and social enterprises supported, 32 new starts, and 6 jobs created. Due to the difficult economic conditions currently job creation is slightly below target. Both projects have been successfully engaging with under-represented groups in enterprise, eg. 21% of clients from Black & Minoritised communities, and 12% have a disability. Delivery partners continue to promote best environmental practices to new and existing business clients, carbon audit and grant support available from WECA and the One City Climate Ask initiative.
	P-ES2.3	Create more jobs and skills training in construction through the new Building Bristol initiative, which ensures all new large developments create green and sustainable opportunities	C&E - Education & Skills				On Track		Building Bristol enters its second year of operation with its first approved development due to break ground Summer 2023. Planning applications in course show positive numbers and so we expect the funding mechanism to start producing some long-term sustainability during next £ year. The partnership approach engendered throughout the scheme is starting to realise good results in terms of trust and challenge/dialogue leading to practical support solutions and good connections with city-wide community and support groups. This enables developers and their partners to plan the achievement of tangible social value supported by BB Board members and ESL staff. The careers lead engagement event was a great success with requests for repeats in near future and ongoing mechanisms for developers to be connected directly with local provision aligned to their plans. As applications are approved we expect to develop meaningful case studies to inform ongoing continuous improvement of the offer to underpin social value.

ES Priority 3: Good growth

Help create inclusive, sustainable, and resilient economic growth, positively influencing wider economic systems. Work towards making Bristol a real living wage city with access to decent jobs for all. Secure social value and community benefits from growth and development, while using our direct power as a funder and buyer to embed social value and tackle inequality. This includes co-developing the voluntary, community and social enterprise (VCSE) sector, cultural sector, and community capacity.

ES3	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES3.2	Drive inclusive growth and deliver social value through maximising opportunities for local skills, training and job creation arising from new development through the planning process.	G&R - Economy of Place				On Track		Strategic City Planning tracking implementation of guide with a view to developing approach further through forthcoming Local Plan publication document.
	P-ES3.3	Building on our learning from the pandemic and the needs of the city and its citizens – including pressing environmental and social issues – develop new approaches to creating and encouraging economic growth that is both sustainable and inclusive. Write a plan that describes our needs, aims and how to achieve them alongside our communities, partners and other stakeholders.	G&R - Economy of Place				Behind Schedule		Delivery of the first draft plan continues to be behind schedule. Options are being looked at in terms of allocated resources and agreeing a revised milestone plan.
PERFORMANCE METRICS	BPPM103	Black Asian and minority ethnic-led businesses supported	G&R - Economy of Place				Significantly better than target Quarter 4 Actual 326 Annual Target 262	↓	(April - March) Existing South Bristol and North & East Bristol programmes ended in March 23. Economic Development is planning to commission a new 3 yr inclusive enterprise support programme with new external funding later in 2023.
	BPPM141	Increase the number of organisations in Bristol which are Living Wage accredited	G&R - Economy of Place				On target Quarter 4 Actual 361 Annual Target 361	↑	(Quarter 1 - 4) The Living Wage Foundation reporting area is more accurate as of Jan 2023.

Theme 3: Environment & Sustainability

Decarbonise the city, support the recovery of nature and lead a just transition to a low carbon future.

ENV	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS	BPOM433	Reduce the total CO2 emissions in Bristol City (k tonnes)	G&R - Economy of Place				Better than target Annual Actual 1295.0 K Tonnes Annual Target 1322.0 K Tonnes	↑	(2022 - 2023) The City Council is undertaking a wide range of actions as set out in the Corporate Strategy and plans for housing energy and transport. One key project is the establishment of the City Leap Energy Partnership which will accelerate the deployment of sustainable energy systems in the city. An example of this is the award winning Water Source Heat Pump in castle park which is providing zero carbon heat for the heat network. We have also been working with communities to help them reduce their carbon emissions through for example a small grant programme which awarded £95k to a range of local projects to reduce emissions and improve nature. We also supported the Bristol Green Capital Partnership and community groups to secure £2.5m from the National Lottery Community Climate Action Programme to help deliver a set of Community Climate Action Plans.

ENV Priority 1: Carbon Neutral

Drive delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030. Work to secure major external investment, including £1 billion through the City Leap programme. Bring everyone with us in our just transition to a low-carbon future.

ENV1	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ENV1.1	Launch the City Leap Energy Partnership joint venture. City Leap is an ambitious new approach to partnership between the public and private sector designed to attract £1 billion of new investment into Bristol's energy projects and support the creation of a zero-carbon, smart energy city by 2030.	G&R - Property, Assets & Infrastructure				Completed		City Leap energy partnership went live on 4 Jan 2023.
	P-ENV1.3	Monitor and report on the delivery of the One City Climate Strategy with partners and support the One City Environment Board, key city networks and initiatives such as the Climate Leaders Group.	G&R - Economy of Place				On Track		The Bristol Advisory Committee will be publishing their Annual assessment of the City's progress in delivery of the One City Climate Strategy. BCC has been successful in securing £4.6m for projects to assist in delivery of the strategy and in setting up the Bristol City Leap partnership to invest £1bn in delivery of the strategy.
PERFORMANCE	BPPM420a	Reduce the council's direct carbon dioxide equivalent emissions (in tonnes)	G&R - Economy of Place				No data Annual Target 9145 K Tonnes		(2022 - 2023) Source data is now available following the end of the financial year and is currently being processed to produce a final figure. The 2022-23 figure will be reported and explained in the 2023-24 reporting.

ENV Priority 4: Climate resilience

Minimise our contribution to future shocks and stresses, and invest in infrastructure and systems that cool the city and help us adapt to the effects of climate change. Do this in ways that provide inclusive, sustainable economic growth.

ENV4	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS Page 51	P-ENV4.1	Improve the resilience of the city to the impacts of climate change, for example hotter summers through development of the Local Plan and any related policies.	G&R - Economy of Place				On Track		In addition to the progress of the Local Plan we are developing the Heat Resilience Framework - Keep Bristol Cool.
	P-ENV4.2	Develop and submit an Outline Business case to Department for Environment, Food and Rural Affairs (DEFRA) to release £6m of funding to deliver a suite of projects that aim to increase resilience to flooding in the River Frome catchment through a range of innovative resilience actions including natural flood management, nature based solutions and sustainable drainage systems."	G&R - Economy of Place				Completed		A dedicated resource has just been recruited to the Flood Team to lead on the project.
	P-ENV4.3	Work with regional partners and the Environment Agency to develop the business case to secure funding for major flood mitigation through the River Avon Flood Strategy. This will protect thousands of existing homes, businesses, key transport routes, unlock land for up to 13,000 homes and generate £billions of local benefits. It will also help future-proof the city and avoid business and community disruption.	G&R - Economy of Place				On Track		Development of the build stage one Outline Business Case (OBC) is progressing well despite some minor programme slip due to delays in completing weather dependant topographical survey work. Build stage two OBC work now also underway

ENV Priority 5: Global leadership

Show global leadership in delivering the UN Sustainable Development Goals at a local level and developing best practice across international networks. Work with partners to advocate for a greater voice for cities within national and international decision-making, including the UN, UK100, and C40.

ENV5	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ENV5.2	Raise the voices of cities at a local, national and international level on climate change and the ecological emergency	Resources - Policy Strategy & Digital				On Track		Follow up from COP26 continues, particularly in collaboration with the Commonwealth Local Government Forum (CLGF); cities recognised in recent G7 statement for the first time (https://www.corecities.com/cities/agenda/blog/we-welcome-g7-statement-role-cities-and-climate)
	P-ENV5.3	Secure investment to support the climate and ecological emergency, and key regeneration sites across the city.	Resources - Policy Strategy & Digital				On Track		Work on 3Ci continues, collaborating with Core Cities to help articulate low carbon investment requirements in UK cities; EU funding success in the competition 'Uptake and validation of citizen observations to complement authoritative measurement within the urban environment and boost related citizen engagement', worth ~€320k to BCC, €500k to UWE and €200k to KWMC

Theme 5: Homes and communities

Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

HC	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS	BPOM411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	G&R - Management of Place				Worse than target Annual Actual 31.9% Annual Target 35%	↔	(2022 - 2023) There is still a sector wide reduction in people taking part in theatre dance community events festivals cinema and music since the pandemic as peoples preferences and behaviour have changed as a result. Cultural organisations across the city are experiencing similar trends. Reduction in funding for our cultural partners has also meant there is less opportunity for people to take part. The figures appear to have now stabilised since the pandemic.
	BPOM430a	Increase the number of new homes delivered in Bristol	G&R - Economy of Place				Significantly better than target Annual Actual 2,563 Annual Target 1,500	↑	(2022 - 2023) The 2563 reported completions for 21/22 showed a significant upturn on 20/21 and recent years. The Residential Development Survey is in progress we expect an out turn figure for 22/23 by Autumn 23. A new five year housing land supply statement is also being prepared to identify the pipeline of consents.

HC Priority 1: Housing supply

Ensure the affordability, availability, diversity and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. Build and retain new social housing; review the system for allocating social housing; provide more supported and extra-care housing for those who need it; pursue a 'living rent' in the city; and ensure there are strong long-term plans for the council's own housing stock and the use of land in the city.

HC1	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-HC1.2	Support the delivery of 1,000 low and zero carbon, affordable homes by 2024 by investing £12m this year and providing development expertise to partners.	G&R - Housing & Landlord Services				Well behind Schedule		Q4 monitoring of Affordable Housing (AH) completions has been completed and has shown a significant level of out of year slippage in the programme across all forms of AH delivery. Availability of labour, contractor and sub-contractors entering administration, unforeseen requirements around utility connections, developer defects, conveyancing, funding, issues with material supply chain, and availability of second-hand market homes for acquisition have all caused delays in delivery this year. These are external factors that reflect the current state of the construction industry and housing market and are outside of the Providers' and the Council's hands to manage. Despite delays, there is still a sizeable amount of new delivery being worked on, with over 1,800 homes on-site and many other new developments in the pipeline.
PERFORMANCE METRICS Page 53	BPPM425	Increase the number of affordable homes delivered in Bristol	G&R - Housing & Landlord Services				Significantly Worse than target Quarter 4 Actual 309 Annual Target 500	↓	(Quarter 1 - 4) Q4 monitoring of Affordable Housing (AH) completions has been completed and has shown a significant level of out of year slippage in the programme across all forms of AH delivery. Availability of labour contractor and sub-contractors entering administration unforeseen requirements around utility connections developer defects conveyancing funding issues with material supply chain and availability of second-hand market homes for acquisition have all caused delays in delivery this year. These are external factors that reflect the current state of the construction industry and housing market and are outside of the Providers' and the Council's hands to manage. Despite delays there is still a sizeable amount of new delivery being worked on with over 1800 homes on-site and many other new developments in the pipeline. The previously reported Q1 figure has been revised from 26 to 31 and Q3 figure from 167 to 166 following updates from providers.

HC Priority 2: Low and zero carbon homes

Work to decarbonise housing while improving warmth and benefitting people's health. This includes building innovative, low or zero carbon homes, retrofitting existing housing stock, promoting schemes for private homeowners, and exploring innovative financing and modern methods of construction.

HC2	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
	P-HC2.1	Develop the Local Plan and related planning policies to create requirement for Zero Carbon Housing, to help meet our goal of Bristol being carbon neutral by 2030.	G&R - Economy of Place				On Track		Strategic City Planning is working up the publication version of the Local Plan which will incorporate policies to create Zero Carbon Housing and help meet the goal of Bristol being carbon neutral by 2030.

ACTIONS	P-HC2.3	Increase the use of Modern Method of Construction (MMC) and other innovative technologies to deliver new, sustainable and low carbon homes on council owned land. Working with Goram Homes, Modern Methods of Construction will be used to help to transform Hengrove Park into a high-quality, sustainable neighbourhood and public park.	G&R - Housing & Landlord Services				On Track		Following the successfully obtaining Planning Consents have now been achieved on all of the sites identified in the Innovate UK Modern Methods of Construction (MMC) project, we are now draing up the building contracts and the schemes will all start on site tin 2023/24. All projects within the HRA new build programme (40+) will be delivered on a fabric first approach and will be designed and constructed using renewable heating source, being GSHP (Ground Source Heat Pumps) or ASHP (Air Source Heat Pumps), or connected to existing heating networks, and will include PV (Photovoltaic) and future proofing for overheating.
PERFORMANCE METRICS	BPPM414	Improve energy efficiency from home installations	G&R - Property Assets & Infrastructure				Worse than target Quarter 4 Actual 234 Annual Target 260	↓	(Quarter 1 - 4) Installations have not been as high as we expected. The process for delivery on the current scheme is very slow. We expect installation of measures to increase as the City Leap JV becomes imbedded and our contractor base increases.

HC Priority 5: Community participation

Make sure that more people can actively participate in their community and in the life of the city. Work to make neighbourhoods safer and more accessible, with good local amenities and strong cultural and social networks. Build the power of individuals, communities and partners to play a greater role in managing social, cultural and community assets. Enable and encourage civic, political and democratic participation.

HC5	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS	BPPM410	Increase the number of visitors to Bristol Museums Galleries and Archives	G&R - Management of Place				Significantly better than target Quarter 4 Actual 708,451 Annual Target 550,000	↑	(Quarter 1 - 4) M Shed and BMAG were the only sites open for the final quarter of 22/23 and the visitor numbers are recorded using the people counters.

Theme 6: Transport and connectivity

A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.

TC	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS Page 55	BPOM353	Satisfaction with the local bus service	G&R - Economy of Place				Significantly Worse than target Annual Actual 39% Annual Target 52%	↓	(2022 - 2023) Satisfaction with bus services is likely to be negatively impacted this year by a chronic driver shortage. This has resulted in a reduction in the number of services in the city and poor performance for services that are operating. A significant driver recruitment exercise is underway supported by WECA in terms of promotion and skills development.
	BPOM434a	Reduce the proportion of deaths attributed to particulate air pollution	G&R - Economy of Place				Significantly Worse than target Annual Actual 5.7% Annual Target 5%	↑	(2022 - 2023) The Slow the Smoke project has raised awareness of local emissions of PM2.5 from solid fuel burning in Ashley and also given us good information on attitudes and behaviours to air quality from domestic combustion. We are now working on an air quality strategy which will complement the CAZ by addressing pollution from non-road sources. The council only has influence over a small proportion of the ambient levels of this pollutant. We anticipate that due to the cost of living crisis and reported increase in demand for new stoves there may be an increase in local emissions of this pollutant.
	BPOM470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	G&R - Economy of Place				Worse than target Annual Actual 74.4% Annual Target 73%	↓	(2022 - 2023) There have been number of high profile road closures and roadworks due to maintenance and statutory undertaker works. These have caused significant congestion across the city particularly in the central area. Further to this traffic levels have now returned to pre-pandemic levels meaning the perception of congestion will be that it has worsened in the last year.
	BPOM476	Increase the number of people travelling actively to work by walking and cycling (QoL)	G&R - Economy of Place				Significantly Worse than target Annual Actual 32% Annual Target 39%	↓	(2022 - 2023) There are a number of potential factors for the decline in active travel figures. The pandemic has encouraged more working from home which is contributing to reduced number of active travel to work. While numbers remained relatively stable in 2021 this may in part have been down to reduced traffic encouraging more people to walk/cycle. With traffic levels now back to normal this trend may have reversed somewhat. In addition the e-scooter trial has been very successful in Bristol. For e-scooters 40-50% of trips are believed to be people transferring from active travel to e-scooters. The scheme has been extended and this will be impacting on active travel numbers
	BPOM480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	G&R - Economy of Place				Worse than target Annual Actual 90.7% Annual Target 98%	↓	(2022 - 2023) The trend shown by this indicator over the past 3 years is one that indicates a worsening of air pollution however this is likely to be as a result of a combination of factors. During 2020 air pollution levels were improved considerably due to the reduction in traffic levels associated with Covid travel restrictions. Throughout 2021 and 2022 traffic levels have gradually increased resulting in similar traffic levels in 2022 than those experienced before Covid. In addition to the increase in traffic since 2020 many more monitoring sites were added to the network in 2021. This was done as part of the CAZ monitoring programme with the new sites being located at busy roadside locations where high pollution levels were expected. As a result a higher percentage of these sites are not compliant with the air pollution objective. This has reduced the percentage of sites shown as compliant with the annual nitrogen dioxide (NO2) objective as expressed by this indicator.

TC Priority 1: Connectivity

Improve physical and geographical connectivity to help include more people socially, educationally and economically. Drive progress on delivery of mass transit, tackle congestion and expand active travel infrastructure. Work in close partnership with the West of England Combined Authority to ensure progress on accessible public transport infrastructure, including additional Park and Ride facilities and pressing for mainline electrification.

TC1	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-TC1.1	Progress our ambitions to develop a mass transit system by working with regional authorities to deliver a consultation on mass transit.	G&R - Economy of Place				Behind Schedule		Strategic Outline Business Case completed and looking to move to sign off in June. Issue is that results are poor. Bridging option being proposed to push project forward and secure further funding for Outline Business Case.
	P-TC1.2	Improve connectivity across the city through a variety of projects which strengthen transport links. This will include Bristol's involvement in the government's City Region Sustainable Transport Settlement. These projects will address transport needs across the city in relation to strategic corridors and active travel.	G&R - Economy of Place				Behind Schedule		A37/A4018 scheme revised and largely back on track in reduced form. Some elements delayed but others coming forward. Limited progress on M32 and A4 Bath but Portway proceeding as are A38 south and city centre
	P-TC1.3	Maximise regional and national funding streams including the City Region Sustainable Transport Settlement to deliver significant transport and connectivity improvements. Priority projects for this year include improvements to the number 2 bus route and city centre	G&R - Economy of Place				Behind Schedule		Change request approved and scheme proceeding with revised timetable to get central and southern sections delivered to original programme, northern section delayed as further work required

TC Priority 2: Improved bus services

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, move to a zero-emission bus fleet, and increase the number of routes so more places are served.

TC2	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-TC2.1	Establish the new Portway Park and Ride, with an improved bus service, increased car park capacity, and a new railway station.	G&R - Economy of Place				Well behind Schedule		The Rail station is now due to open in June 2023, with the P&R expansion complete at same time
	P-TC2.2	Create an enhanced partnership with bus operators as part of the Bus Service Improvement Plan working with the West of England Combined Authority and neighbouring local authorities	G&R - Economy of Place				Completed		The Enhanced Partnership Scheme has been made and governance is in place and operational
PERFORMANCE METRICS	BPPM474	Increase the number of journeys on Park & Ride into Bristol	G&R - Economy of Place				Worse than target Quarter 4 Actual 1,018,034 Annual Target 1,088,762	↑	(Quarter 1 - 4) Park & Ride services have been slowest to recover from the pandemic and subsequent changes to travel patterns. In addition P&R services have been operating at reduced frequencies which will have suppressed demand. All Park & Ride services increased frequency from April 2023.
	BPPM475	Increase the number of passenger journeys on buses	G&R - Economy of Place				Worse than target Quarter 4 Actual 32,666,149 Annual Target 32,835,216	↑	(Quarter 1 - 4) Bus passenger numbers are close to target having recovered to roughly 80% of pre Covid levels across the network. Numerous bus services had reduced service levels due to driver shortages in 2022/23 and this will have affected confidence in the network overall. Many services have had levels restored from April 2023 and WECA has invested BSIP funds in enhancing frequencies. The supported bus service review has led to a reduction in the number of services in operation but has introduced Demand Responsive Services Westlink into some parts of South Bristol.

TC Priority 3: Safe and active travel

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, move to a zero-emission bus fleet, and increase the number of routes so more places are served.

TC3	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-TC3.1	Establish a regional cycling centre to replace the existing Bristol Family Cycling Centre currently at Hengrove Park. The new facility will combine a range of cycling services, including teaching people to cycle, rehabilitation and inclusive cycling for people with disabilities and an extensive sports cycling facility.	G&R - Economy of Place				Well behind Schedule		No further update available, assessing options for taking scheme forward and seeking alternative funding options
	P-TC3.2	Improve air quality and promote the use of low carbon transport by only issuing licences for replacement hackney carriage and private hire vehicles that comply with the Euro 6 emissions standard or, if new hackney carriage licences, vehicles that have ultra-low emissions.	G&R - Management of Place				On Track		Policy amendment now adopted by PSP, this has seen an increase in the number of replacement Hackney Carriages being licensed that are CAZ compliant. Implementation of the CAZ has also forced change within the Private Hire fleet. Currently 20% non-compliant across whole fleet but improving as CAZ charges apply.
	P-TC3.3	Introduce the Clean Air Zone for Bristol to improve air quality.	G&R - Economy of Place				Completed		The CAZ is fully functioning. All of the high priority system software issues have now been resolved.
PERFORMANCE METRICS	BPPM120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents.	G&R - Economy of Place				Significantly better than target Quarter 4 Actual 58 Annual Target 95	↑	(Quarter 1 - 4) In the first half of 2022 Avon & Soms Police moved over to a new collision database/IT system for handling collision reports. This change has affected the receiving of collision data at BCC in a timely manner. The KSI casualty figure for Q4 is lower than expected for the period and is likely to change when all of the collision data for the period is eventually received later in the year (June possibly). In order to bring the reporting and target in line with the One City Plan (50% reduction in those killed or seriously injured due to incidents on Bristol's roads using 2018 as the baseline year) the baseline year of the target has been changed to 2018 from 2020 previously. This means that the 2022-23 target is now 95 and not 85 as previously published.
	BPPM477	Increase the number of public electric vehicle charging points	G&R - Property Assets & Infrastructure				Significantly Worse than target Quarter 4 Actual 0 Annual Target 50	↓	(Quarter 1 - 4) BCC have supported the design procurement and commissioning of 2 x 22kW Fast units and 5 x 50kW Rapid units in Bath & North East Somerset and South Gloucestershire Council for the public Revive network. The BCC target of 20 has not been delivered due to the change in approach taken in discussion with the Administration and a desire to approach the rollout strategically with City Leap following stand up of the partnership.

TC Priority 4: Physical Infrastructure

Plan, prioritise and begin a refreshed and long-term (25-year+) programme of maintenance, repair, and renewal of the city's infrastructure, such as roads and bridges. This will help make sure that the city is safer, more climate- resilient, nature-friendly, and able to grow its economy in an inclusive and sustainable way.

TC4	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-TC4.1	Reduce the risk of flooding and damage to Bristol Floating Harbour by upgrading of Underfall Yard Sluices and the surrounding infrastructure.	G&R - Management of Place				Behind Schedule		The Environment Agency have approved £1.75m of funding for the Underfall Yard Sluices and associated works. A cabinet report was approved on the 4th April 2023 which sought consent to accept the funding. The council will now formally accept the Environment Agency funding and put in place a project structure to progress with these works. The progression with this project has been delayed because the increased grant offer had to be approved by Cabinet.
	P-TC4.3	Invest in public lights by replacing existing street lights with LED lighting (light-emitting diodes) and a Central Management System (CMS). This will save around £1m a year when the project is completed and will reduce our carbon footprint.	G&R - Management of Place				On Track		Project is now fully operational and delivering on site. Expect to catch up on slight delays in coming months
PERFORMANCE METRICS	BPPM118	Percentage of Principal roads where maintenance should be considered	G&R - Management of Place				Better than target Annual Actual 9% Annual Target 10%	↑	(2022 - 2023) Road condition is being maintained through preventative techniques and asset management approach
	BPPM170	Satisfaction with the condition of road surfaces (National Highways & Transport Satisfaction Survey)	G&R - Management of Place				Significantly better than target Annual Actual 40% Annual Target 35%	↑	(2022 - 2023) This score is above average and puts us in the top quartile for the country.

EDO Priority 6: Estate Review

Review our operational estate to ensure we have the right amount and right quality of workspaces. Make sure they are carbon neutral by 2025, as well as climate resilient. Explore the potential for a greater presence in neighbourhoods alongside partners.

EDO6	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-EDO6.1	Review all council-owned buildings, grounds maintenance services and land management to reduce our carbon footprint, and also take into consideration new ways of working following Covid and the quality of office space.	G&R - Property, Assets & Infrastructure				On Track		Following on from the Corporate Leadership Board session on the 18th April we are continuing to move forward with the rationalisation programme. The annual plan is due to Cabinet in June.
PERFORMANCE METRICS	BPPM420b	Reduce the council's direct carbon dioxide equivalent emissions from buildings (tonnes)	G&R - Property Assets & Infrastructure				No data Annual Target 5100 K Tonnes		(2022 - 2023) Source data is now available following the end of the financial year and is currently being processed to produce a final figure. The 2022-23 figure will be reported and explained in the 2023-24 reporting.
	BPPM420c	Reduce the council's direct carbon dioxide equivalent emissions from fleet vehicles (tonnes)	G&R - Property Assets & Infrastructure				Better than target Annual Actual 1191 K Tonnes Annual Target 1240 K Tonnes	↑	(2022 - 2023) Petrol consumption was very slightly more than the previous year. Diesel consumption only declined by 1% despite the number of diesel vehicles in the fleet declining by 14%. This likely because the diesel vehicles in the fleet travel further and are older and less efficient than other types of vehicles. Because 50% of fleet vehicles are still diesel even a small percentage reduction of diesel consumption has a significant effect reducing fleet emissions overall.

Theme 1: Children & Young People					
A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.					
Corporate Strategy Theme	Code	Title	Reporting frequency	Definition	
CYP	BPOM211	Reduce % of children living in poverty (low income families)	Annual	This is defined by the rate of children living in poverty after having taken housing costs into account (this is a nationally published figure) Published at: www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2014-to-2020	
CYP	BPOM215	Reduce incidents of domestic abuse involving children	Annual	This KPI records the number of domestic abuse contacts as primary reason that progress to a locality team in either early help or social care	
CYP	BPOM217	Improve the % of 17 - 18 year old care leavers in Employment, Education or Training (statutory return - recorded around birthday)*	Quarterly (Cumulative & 3 months in arrears)	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.	
CYP	BPOM220	Increase the number of new specialist schools places available	Annual	This is a direct count of the number of new specialist places delivered against the 450 pledge, over 2 years	
Page 61	CYP	BPOM230b	Key Stage 2: Increase % of disadvantaged pupils achieving the expected standard in Reading, Writing & Maths	Annual (Previous Academic year)	<p>Scaled scores help test results to be reported consistently from one year to the next. National curriculum tests are designed to be as similar as possible year on year, but slight differences in difficulty will occur between years. Scaled scores maintain their meaning over time so that two pupils achieving the same scaled score in different years will have demonstrated the same attainment.</p> <p>This performance indicator measures the percentage of disadvantaged children in Bristol Schools who achieved the expected standard in all three subject combined and is reported for the previous academic year.</p> <p>Pupils are defined as disadvantaged if recorded as:</p> <ul style="list-style-type: none"> • Eligible for Free Schools Meals (FSM) in the last six years • Looked After Children (LAC) continuously for one day or more • Post LAC: because of an adoption, a special guardianship order, a child arrangements order or a residence order.
	CYP	BPOM231d	Key Stage 4: Attainment 8 - Reduce the gap between Disadvantaged and Non-Disadvantaged pupils	Annual (Previous Academic year)	<p>Attainment 8 was introduced in 2016 by the Department for Education (DfE) for pupils at the end of Key Stage 4 (age 16), to measure overall GCSE performance and encourage students to take at least 8 qualifications. A full DfE explanation of this measure is at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/583857/Progress_8_school_performance_measure_Jan_17.pdf</p> <p>This KPI's focus is on the attainment of disadvantaged pupils. (definition of disadvantaged, two rows above). Except this measures the gap in attainment levels of Disadvantaged pupils and non-disadvantaged pupils and is reported for the previous academic year.</p>
CYP	BPOM253	Reduce % of children with excess weight (10-11 year-olds)	Annual (1 year lag)	This performance data is measured by NHS Digital, National Child Measurement Programme and records 10-11 year olds Proportion of children aged 10-11 classified as overweight or obese. Children are classified as overweight (including obese) if their Body Mass index (BMI) is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.	
CYP	BPOM263	Improve the percentage of 16 /17 year olds (Academic Age) in Employment, Education or Training (Sep Gua)	Annual	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.	

CYP Priority 1: Child friendly city

Children and young people are supported by the city, their community, and the council to have the best possible start in life. They can reach their full potential and are kept safe from and supported to overcome violence, abuse and other adverse childhood experiences, whatever the circumstances of their birth.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
CYP1	BPPM201	Percentage of audited children's social work records rated good or better	Quarterly (Cumulative & 3 months in arrears)	Following inspections, this KPI reports the percentage of children's social work records rated good or outstanding. The formula used is: $N = (x / y)100 = \%$ Where x = total number of audits rated good or outstanding by social care Where y = total number of audits completed by social care Q1 reports Jan – Mar / Q2 reports Jan – June / Q3 reports Jan – Sept / Q4 reports Jan - Dec
CYP1	BPPM213	Reduce incidents of serious violence involving children and young people *	Qtly	Number of incidents defined by the youth offending team that have a crime type of violence against the person. Due to the way that crime stats become available this will always be on 1 years delay e.g. 2022/23 outcomes will be for the year 2021/22
CYP1	BPPM203	Increase % of workforce trained to be trauma and adversity champions [or trained in trauma and adversity awareness]	Qtly	This KPI records the percentage of workforce trained to be trauma and adversity champions [or trained in trauma and adversity awareness], using the formula: $N = (x / y)100 = \%$ where the numerator x = Number of staff that have had the training delivered and denominator y = the baseline of approved staff including vacancies that are eligible for the training

CYP Priority 2: Supported to thrive

Children, young people, parents, and carers have access to and benefit from lifelong services – such as family hubs, parenting and community learning courses and youth zones – that support them to thrive.

Corporate Strategy Theme / Priority	Code	Title	Reporting frequency	Definition
CYP2	BPPM247	Increase % of Family Outcomes achieved through the Supporting Families programme	Qtly	This KPI records the positive impact of support for a number of specific outcomes, including; crime/ASB, Education, work & finance, domestic violence, Health and where a child needs help. The formula is for the combined outcomes: $N = (x/y) \times 100$ where the numerator x = number of successful outcomes achieved at case closure and denominator y = number of targeted outcomes for the child that could have been achieved

CYP Priority 3: Equity in education

Help improve educational outcomes, value diversity, and reduce educational inequality at all stages of education. Work with education providers to become an inclusive, zero-exclusion city, making sure high-quality specialist provision is effectively targeted. Ensure that the education system can meet the needs of COVID-19 recovery and provides children and young people with the academic, social, and emotional development they need.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
CYP3	BPPM244a	Reduce the number of suspensions from Primary Schools	Qtly	This KPI counts the number of PRIMARY School suspensions (formally known as fixed term exclusions) and refers to separate incidents that take place over a specified period. They would not include internal exclusions, detentions or permanent exclusions. The time frame is based on the financial year and not the academic year, our first reporting cycle will start in April 22 for each quarter based on the number of suspensions split by primary and secondary settings. Therefore figures will be based on live data streams at a local level via X Vault into the Local Authority. Further guidance can be seen at: https://www.gov.uk/government/publications/school-exclusion
CYP3	BPPM244b	Reduce the number of suspensions from Secondary Schools	Qtly	This KPI counts the number of SECONDARY School suspensions (formally known as fixed term exclusions) and refers to separate incidents that take place over a specified period. They would not include internal exclusions, detentions or permanent exclusions. The time frame is based on the financial year and not the academic year, our first reporting cycle will start in April 22 for each quarter based on the number of suspensions split by primary and secondary settings. Therefore figures will be based on live data streams at a local level via X Vault into the Local Authority. Further guidance can be seen at: https://www.gov.uk/government/publications/school-exclusion
CYP3	BPPM246	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: https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes#history

Theme 2: Economy & Skills

Economic growth that builds inclusive and resilient communities, decarbonises the city, and offers equity of opportunity.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
ES	BPOM041	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.
ES	BPOM105	Track out of work benefits claimant rate	Annual	Data published by the Department of Works and Pensions (DWP)
ES	BPOM222	Increase the take-up of free early educational entitlement by eligible 2 year olds	Annual (Previous Financial Year)	This measure reports on the percentage of take-up of free early educational entitlement by eligible 2 year olds. Performance is reported annually in July; owing to Department for Education (DFE) publication dates and it is for the previous financial year outturn i.e. the figure reported in 22/23 will be for the financial year 21/22.
ES	BPOM269	Increase the number of adults aged 19+ who progress from all employment support activities into employment or better employment	Qtly	Following support, this KPI records the number of adults who progress from all employment support activities into employment or better employment.
ES	BPOM438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	Annual	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.
ES	BPOM505	Increase 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 formula is: $x = a / b * 100$, where: Where a = SME procurement spend Where b = Total procurement spend

ES Priority 2: Access to employment

Lead partners in developing skills and routes into employment that tackle structural inequality. Plan for how the economy will change in the future and support people to access good jobs whatever their formal level of qualification. This applies whether people are starting out, re-entering or migrating into the job market, or changing roles and needing new skills.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ES2	BPPM263a	Reduce the % of young people of academic age 16 to 17 years-old 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.
ES2	BPPM266	Increase % of adults with learning difficulties known to social care who are in paid employment	Quarterly (12 month rolling year)	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"> • Working as a paid employee or self-employed (16 or more hours per week); and, • Working as a paid employee or self-employed (up to 16 hours per week).
ES2	BPPM268	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.
ES2	BPPM270	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 back grounds (BAME), Returning to work, living in the 25% most deprived lower super output areas, over 55'.
ES2	BPPM265a	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.

ES Priority 3: Good growth

Help create inclusive, sustainable, and resilient economic growth, positively influencing wider economic systems. Work towards making Bristol a real living wage city with access to decent jobs for all. Secure social value and community benefits from growth and development, while using our direct power as a funder and buyer to embed social value and tackle inequality. This includes co-developing the voluntary, community and social enterprise (VCSE) sector, cultural sector, and community capacity.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ES3	BPPM103	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.
ES3	BPPM141z	Increase the number of organisations which are Living Wage accredited in Bristol	Qtly	The number of employers that are Living Wage accredited.
ES3	BPPM506	Increase the level of social value generated (quantified notional value) from procurement and other Council expenditure	Annual	For each of the Bristol TOMs (Themes, Outcomes & Measures), the £ per-unit proxy financial value of the measure will be multiplied by the number of units of that measure that have been delivered. This will then be summed up over all measures into a single total proxy financial figure

ES Priority 4: Childcare

Help parents and carers to access and stay in employment and/or education by developing a city-wide approach to increasing the availability of quality affordable community and workplace-based childcare.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ES4	BPPM224	Increase the percentage of Childcare (non-domestic) settings rated good or better by Ofsted	Qtly (Snapshot)	This KPI records percentage of Childcare on non-domestic settings (PVIs & maintained) rated good or better by Ofsted, divided by all providers inspected. The data is published nationally at: https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes#history

ES Priority 5: Digital Inclusion

Work with partners to tackle digital poverty, helping make sure citizens and voluntary, community and social enterprise (VCSE) organisations have the equipment, internet access, skills, and knowledge they need to access online opportunities effectively and safely.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ES5	BPPM308	Increase number of people able to access care & support using Technology Enabled Care	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of the installation of Technology Enabled Care, and is linked to BPB307 which records the number of homes which has received home adaptations are part of enabling independent living.

Theme 3: Environment & Sustainability

Decarbonise the city, support the recovery of nature and lead a just transition to a low carbon future.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
ENV	BPOM335	Increase the City's tree canopy cover	Annual	Definition being worked up in Q2
ENV	BPPM336	Increase the percentage of citizens who have created space for nature (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.
ENV	BPOM435z	Increase the % of Bristol's waterways that have water quality that supports healthy wildlife	Annual	Definition being worked up in Q2
ENV	BPOM433	Reduce the total CO2 emissions within Bristol (in k tonnes)	Annual (18 month lag)	This measures the annual amount of end user CO2 emissions across an agreed set of sectors (housing, roadtransport and business).
ENV	BPOM540	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.

ENV Priority 1: Carbon Neutral

Drive delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030. Work to secure major external investment, including £1 billion through the City Leap programme. Bring everyone with us in our just transition to a low-carbon future.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ENV1	BPPM420a	Reduce the council's direct carbon dioxide equivalent emissions (in tonnes)	Qtly	The tonnes of CO2 equivalent emitted from operational sites under council control, highways electricals (streetlighting, traffic signals, traffic signs, bollards, etc. and fleet vehicles (road vehicles and specialist parks maintenance vehicles) under council control. The figures are calculated from consumption of fuel, heat or refrigerant gas multiplied by the relevant scope 1 and 2 UK Government emission factor(s). This includes electricity, gas, LPG, woodfuel, diesel, petrol, heating oil, heat and refrigerant gases. The factors change each year.

ENV Priority 2: Ecological recovery

Drive delivery of the One City Ecological Emergency Strategy and the council's own action plan. Increase space for nature, reduce the use of pesticides, make waterways cleaner and reduce everyone's use of products that undermine the health of wildlife and wider ecosystems. Double the city's tree canopy by 2045.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ENV2	BPOM336	Increase % of Council's land managed for the benefit of wildlife	Annual	Managed for wildlife' is defined as BCC land covered by active nature conservation management plans, or management brief and/or with a nature conservation grounds maintenance specification.
ENV2	BPPM436	Reduce Bristol City Council's use of pesticides	Qtly	The volume in litres of pesticides, including herbicides for destroying weeds and unwanted vegetation from the combination of use in parks and public open spaces, pavements and highways and the volume in litres used by Blaise Nursery and Public Rights of Way.

ENV Priority 3: A cleaner, low-waste city

Create a cleaner city and become a national leader in reducing waste. Help the city reduce its consumption of products and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods. Use waste to create energy.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
ENV3	BPPM542	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.
ENV3	BPPM541	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.
ENV3	BPPM544	Reduce total household waste	Qtly	Average weight of waste from household collections divided by total population to give the average weight in Kg per person.
ENV3	BPPM545	Reduce the number of incidents of flytipping that are reported and removed	Qtly	Fly tipping is the number of instances of flytipping on the public highway reported through the BCC web form. A fly tip can be a bag of rubbish, fridge, sofa or larger van sized.

Theme 4: Health, Care & Wellbeing

Tackling health inequalities to help people stay healthier and happier throughout their lives.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
HCW	BPOM258	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.
HCW	BPOM259	Reduce the percentage of households in the most deprived areas using 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.
HCW	BPOM260	Reduce the % of people in the 10% most deprived areas of 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.
HCW	BPOM281a	Reduce the life expectancy gap between men living in the most and least deprived areas of Bristol	Annual	Data lag of approximately 2 years, e.g. 2015 figure published in February 21/22 reports 2018 -2020 years 22/23 reports 2019 -2021 years
HCW	BPOM281b	Reduce the life expectancy gap between women living in the most and least deprived areas of Bristol	Annual	Data lag of approximately 2 years, e.g. 2015 figure published in February 21/22 reports 2018 -2020 years 22/23 reports 2019 -2021 years
HCW	BPOM282a	Improve healthy life expectancy for men	Annual	Prevent a deterioration in healthy life expectancy for men; Healthy life expectancy for men in years (PUBLISHED MAY time) 21/22 reports 2017 - 19 years 22/23 reports 2018 - 20 years
HCW	BPOM282b	Improve healthy life expectancy for women	Annual	Prevent a deterioration in healthy life expectancy for men; Healthy life expectancy for women in years (PUBLISHED MAY time) 21/22 reports 2017 - 19 years 22/23 reports 2018 - 20 years
HCW	BPOM283	Reduce the Suicide Rate per 100,000 population	Annual	Number of Suicides (Persons) / 100,000 population
HCW	BPOM295	Increase the percentage of adult social care service users who feel that they have control over their daily life	Annual	This measure asks a question drawn from the Adult Social Care Survey is Question 3a: 'Which of the following statements best describes how much control you have over your daily life?', to which the following answers are possible: <ul style="list-style-type: none"> • I have as much control over my daily life as I want • I have adequate control over my daily life • I have some control over my daily life but not enough • I have no control over my daily life Worked example: The number of users who said 'I have as much control over my daily life as I want or "I have adequate control over my daily life"' was 156. In total the number of users who responded to the questions was 210. (Data weighted to reflect the stratified sampling technique that has been used when conducting the survey) The indicator value is $[(156/210)*100] = 74.3\%$

HCW Priority 1: Transforming care

Work with partners to implement an Integrated Care System, transforming adult social care and joining up health, care, education, skills and community activities. Support people to be as resilient and independent as possible, developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control. Co-create a system that takes a public health approach to achieve health and wellbeing equality for local people of all ages and backgrounds. Work together to attract and retain a suitable health and care workforce.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HCW1	BPPM290a	Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services	Monthly (Snapshot)	$\left[\frac{\text{New tier 3 clients aged 18 -64}}{\text{Adults aged 18 -64 with a contact in quarter}} \right] *100\%$ <p>(New tier 3 clients 18 - 64) = number of persons whose first "tier 3 service" as defined above was authorised on ContrOCC in the quarter, on a day before their 65th birthday (18 -64 with a contact in quarter) = distinct count of adults with a contact recorded on LAS where the contact date is in the quarter, up to the adult's 65th birthday. Example: (New tier 3 clients under 65) = 541 (Under 65s with a contact in quarter) = 5,677 $PI = (541/5,677) \times 100 = 9.53\%$</p>
HCW1	BPPM290b	Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services	Monthly (Snapshot)	$\left[\frac{\text{New tier 3 clients 65+}}{\text{Adults 65+ with a contact in quarter}} \right] *100\%$ <p>(New tier 3 clients 65+) = number of persons whose first "tier 3 service" as defined above was authorised on ContrOCC in the quarter, on a day on or after their 65th birthday (Adults 65+ with a contact in quarter) = distinct count of adults with a contact recorded on LAS where the contact date is in the quarter, on or after the adult's 65th birthday. Example: (New tier 3 clients under 65) = 199 (Under 65s with a contact in quarter) = 2,866 $PI = (199/2,866) \times 100 = 6.94\%$</p>
HCW1	BPPM291a	Reduce the number of service users (aged 18-64) in Tier 3 (long term care)	Monthly (Snapshot)	This indicator is being measured to demonstrate how BCC is managing it's use of Tier 3 (long term care). It is a count of the number of Service users (aged 18-64) receiving "Long Term Care" as defined above on last day of the month. Excludes carers. Includes Longterm Inhouse Care. "Long Term Care is defined here as any of Nursing, Residential, Homecare, ECH, Day Services, Supported Accom, Supported Living, Shared Lives, Direct Payments (Not one off)" .. excludes Longterm Inhouse Care.
HCW1	BPPM291b	Reduce the number of service users (aged 65+) in Tier 3 (long term care)	Monthly (Snapshot)	This indicator is being measured to demonstrate how BCC is managing it's use of Tier 3 (long term care). It is a count of the number of Service users (aged 65+) receiving "Long Term Care" as defined above on last day of the month. Excludes carers. Includes Longterm Inhouse Care. "Long Term Care is defined here as any of Nursing, Residential, Homecare, ECH, Day Services, Supported Accom, Supported Living, Shared Lives, Direct Payments (Not one off)" .. excludes Longterm Inhouse Care.
HCW1	BPPM292a	Of service users (aged 18-64) who receive Tier 3 (long term care), increase the percentage receiving care at home or tenancy	Monthly (Snapshot)	This indicator is being measured to demonstrate how BCC is commissioning and utilising alternative Tier 3 (long term care) provision to continue to maximise people's independence. Excludes carers and inhouse care. The formula is: $N = (x / y)100 = \%$ where the numerator x = Number of 18-64 Service Users at end of period receiving long term care at in their own home or tenancy and denominator y = Number of 18-64 Service Users at end of period receiving long term care.

HCW Priority 1: Transforming care

Work with partners to implement an Integrated Care System, transforming adult social care and joining up health, care, education, skills and community activities. Support people to be as resilient and independent as possible, developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control. Co-create a system that takes a public health approach to achieve health and wellbeing equality for local people of all ages and backgrounds. Work together to attract and retain a suitable health and care workforce.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HCW1	BPPM292b	Of service users (aged 65+) who receive Tier 3 (long term care), increase the percentage receiving care at home or tenancy	Monthly (Snapshot)	This indicator is being measured to demonstrate how BCC is commissioning and utilising alternative Tier 3 (long term care) provision to continue to maximise people's independence. Excludes carers and inhouse care. The formula is: $N = (x / y)100 = \%$ where the numerator x = Number of 65+ Service Users at end of period receiving long term care at in their own home or tenancy and denominator y = Number of 65+ Service Users at end of period receiving long term care.
HCW1	BPPM294	Increase % of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'	Qtly	This monitors on a quarterly snap-shot basis these Adult Care Services regulated by CQC, in Bristol..eg: <ul style="list-style-type: none"> • Care Homes • Home Care • Some Supported Living The formula is: $(X/Y) \times 100$ Where x = Number of registered Care Service providers whose CQC rating is good or better Where y = Total number of registered Care Service providers

Theme 5: Homes and communities

Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
HC	BPOM249	Reduce Anti-Social Behaviour incidents reported	Annual	This KPI records the number of antisocial behaviour contacts that resulted in an Anti-Social Behaviour conference
HC	BPOM251	Reduce the percentage of people whose day to day life is affected by fear of crime (QoL)	Annual	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.
HC	BPOM312	Increase the % 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.
HC	BPOM411	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.
HC	BPOM430a	Increase the number of new homes delivered 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.

HC Priority 1: Housing supply

Ensure the affordability, availability, diversity and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. Build and retain new social housing; review the system for allocating social housing; provide more supported and extra-care housing for those who need it; pursue a 'living rent' in the city; and ensure there are strong long-term plans for the council's own housing stock and the use of land in the city.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC1	BPPM375	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.
HC1	BPPM310	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.
HC1	BPPM350	Number of households on the BCC Housing Waiting list	Qtly	Number of households on the BCC Housing Waiting list - snapshot at each quarter end. In order to be accepted onto the list, the applicant must be eligible. The following groups of people will not be eligible and their application will be rejected: <ul style="list-style-type: none"> • Applicants under 16 years of age at the date they apply • Applicants not currently living in the Bristol city boundary or not having lived in the Bristol city boundary for at least 2 years at the date which they apply. • Applicants earning over £40,000 per year • Applicants with savings over £40,000 • Applicants who own their own home • Prisoners still serving a sentence • Applicants guilty of serious breaches of a current or previous tenancy • Applicants providing false or misleading information • Applicants not currently living in the United Kingdom • Applicants who have been assessed but have subsequently not placed any bids
HC1	BPPM425	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).
HC1	BPPM374a	Reduce average relet times (all properties)	Quarterly (Cumulative)	On a year-to-date basis, this measures the average number of calendar days an HRA dwelling spends vacant before it is relet. It is calculated as follows: Where A is the total number of properties relet in period, and B is the total number of calendar days these properties spent void prior to relet. All relet properties should be included, both major/minor works, for the total period spent vacant.

HC Priority 2: Low and zero carbon homes

Work to decarbonise housing while improving warmth and benefitting people's health. This includes building innovative, low or zero carbon homes, retrofitting existing housing stock, promoting schemes for private homeowners, and exploring innovative financing and modern methods of construction.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC2	BPPM377c	Reduce the number of Council homes with an Energy Performance Certificate (EPC) rating of D or lower	Qtly	The percentage of HRA owned properties where the EPC rating is D,E,F,G or lower.
HC2	BPPM414	Increase the number of energy efficient home installations	Qtly	The number of domestic installations realised from the initiatives led by the Energy Service's Investment Team.

HC Priority 3: Homelessness

Reduce and prevent homelessness and rough sleeping, tackling the underlying causes . Reduce the number of households in temporary accommodation . Where people have high or complex needs, take a 'Housing First' approach to provide stable accommodation at the start of providing wider support . Help prevent homelessness by building and retaining social housing, supporting good mental and physical health, developing employment and skills opportunities, taking ethical approaches to debt collection, and responding to the diverse needs of different people.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC3	BPPM352b	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.
HC3	BPPM357	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.
HC3	BPPM358a	Increase the 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.)
HC3	BPOM353	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.

HC Priority 4: Disability

Create improved approaches, founded upon disability equality, to enable and support disabled people throughout their lives. These will be co-produced with disabled people, including children and young people with special educational needs, and city partners.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC4	BPPM225e	Increase the % of final Education and Health Care Plans issued within 20 weeks excluding exception cases *	Quarterly (Cumulative & 3 months in arrears)	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
HC4	BPPM307	Increase the number of people enabled to live 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.

HC Priority 5: Community participation

Make sure that more people can actively participate in their community and in the life of the city. Work to make neighbourhoods safer and more accessible, with good local amenities and strong cultural and social networks. Build the power of individuals, communities and partners to play a greater role in managing social, cultural and community assets. Enable and encourage civic, political and democratic participation.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
HC5	BPPM194	Increase the number of citizens participating in community clear-ups per quarter	Qtly	Total numbers of citizens participating in community clear ups per quarter. This data is provided by Bristol Waste Company and includes residents conducting litter picks using equipment given to them on long term loans.
HC5	BPPM311	Increase the levels of engagement with community development work	Qtly	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.
HC5	BPPM410	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.
HC5	BPPM537	Improve the ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	Qtly	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.

Theme 6: Transport and connectivity

A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
Page 72	TC	Increase the % 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.
	TC	Satisfaction with the local bus service	Annual	The percentage of residents who are "very satisfied" or "fairly satisfied" with the local bus service when answering the annual National Highways and Transport Public Satisfaction Survey question in June / July each year.
	TC	Reduce the proportion of deaths attributed to particulate air pollution	Annual (2 year lag)	This measure is reported by Public Health England
	TC	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.
	TC	Increase the percentage of people travelling actively to work by walking and cycling (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.
	TC	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	Annual (Calendar year)	This measures the percentage of monitoring sites across the city which achieve the annual air quality target. It is published at q4 the following year as unverified data, prior to sign-off by Defra i.e. calendar year 2021 data to be reported at Q4 2021-22 pre-verification.

TC Priority 2: Improved bus services

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, move to a zero-emission bus fleet, and increase the number of routes so more places are served.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
TC2	BPPM474	Increase the number of journeys on park & ride services 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
TC2	BPPM475	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

TC Priority 3: Safe and active travel

Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, move to a zero-emission bus fleet, and increase the number of routes so more places are served.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
TC3	BPPM120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents	Quarterly (Cumulative)	This measures the numbers killed or seriously injured in road traffic incidents in the authority's area. Data is supplied by Avon & Somerset Police and is reported 3 months in arrears.
TC3	BPPM477	Increase the number of public electric vehicle charging points	Qtly	Installation, operation and maintenance of new charge-points for public use, located on Highways or other BCC land. These can be a mixture of low powered chargers attached to lampposts on the Highway, Fast and Rapid chargers on BCC land assets (including under tenancy). One unit in this indicator means one charging socket that can be charged independently. A slow charger typically has one socket unit; Fast and Rapid units typically have 2 sockets.

TC Priority 4: Physical Infrastructure

Plan, prioritise and begin a refreshed and long-term (25-year+) programme of maintenance, repair, and renewal of the city's infrastructure, such as roads and bridges. This will help make sure that the city is safer, more climate- resilient, nature-friendly, and able to grow its economy in an inclusive and sustainable way.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
TC4	BPPM118	Percentage of principal roads where maintenance should be considered	Annual	The percentage of the local authority's A-road and principal (local authority owned) M-road carriageways where maintenance should be considered as determined by an annual survey of the surface condition of the road network in both directions.
TC4	BPPM170	Satisfaction with the condition of road surfaces	Annual	The percentage of residents who are "very satisfied" or "fairly satisfied" with the condition of road surfaces when answering the annual National Highways and Transport Public Satisfaction Survey question in June / July each year.

Theme 7: Effective Development Organisation

From city government to city governance: creating a focused council that empowers individuals, communities and partners to flourish and lead.

Corporate Strategy Theme	Code	Title	Reporting frequency	Definition
EDO	BPOM520	Increase the % of colleagues who would recommend the council as a good place to work	Annual	Staff survey measure - based on the question: I would recommend Bristol City Council as a place to work X = respondents who chose 'strongly agree' or 'agree' as a percentage of all responses to the question
EDO	BPOM530	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.
EDO	BPOM531	Increase the % of people who think that the Council provides value for money (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.

EDO Priority 2: One Council

Make it easier to get things done as 'One Council' by adopting more consistent standardised and well-communicated procedures and processes, with corporate support services that are the right size for the needs of the organisation.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
EDO2	BPPM523	Maintain appropriate staff turnover (10%-15%)	Qtly	The numerator is the total number of leavers; including those who retire, or leave involuntarily due to dismissal or redundancy over the period. The denominator is the average total number of staff employed over the period.
EDO2	BPPM535	Increase the percentage channel shift achieved for Citizens Services overall	Qtly	The channel migration score is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, automated telephony, face 2 face visits and emails.
EDO2	BPPM536	Increase the % of all Equality Action Plan actions reporting expected progress (or better)	6 Monthly	Increase % of all Equality Action Plan actions reporting expected progress (or better) Worked example: 150 total actions identified overall in 2020-21 service area action plans 25 actions marked as 'data not due' (only applicable in Q2) 30 actions rated as 'Better than expected' 70 actions rated as 'Progress as expected' 25 actions rated as 'Less progress than expected' KPI score = $(100/125) * 100 = 80\%$

EDO Priority 3: Employer of Choice

Live our organisational values and show leadership on equality, diversity and inclusion across the council and city, becoming a recognised employer of choice. Make sure we have an inclusive, high-performing, and motivated workforce that is representative of the city we serve. Support people to learn, develop in their careers and maximise their wellbeing.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
EDO3	BPPM512	Reduce the gender pay gap in Bristol City Council	Annual	The gender pay gap shows the difference between the average earnings of men and women employed by Bristol City Council. This is expressed as a percentage of men's earnings e.g. women earn 15% less than men.
EDO3	BPPM513	Reduce the race pay gap in Bristol City Council	Annual	The race pay gap shows the difference between the average earnings of BME and White British employed by Bristol City Council. This is expressed as a percentage of White British earnings e.g. BME earn 20% less than White British.
EDO3	BPPM522	Reduce the average number of council working days lost to sickness	Qtly	The numerator is defined as the aggregate of working days lost due to sickness absence irrespective of whether this is self certified, certified by a GP or long term. The denominator is the average number of FTE staff during the reporting period
EDO3	BPPM528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	Qtly	To measure the percentage of employment offers made to people living in the 10% most deprived areas. This includes all positions advertised and offers made through iTrent (Bristol City Council's HR system) within the reported period, including Apprentice positions.
EDO3	BPPM529	Increase the % of young people (16-29) in the Council's workforce	Qtly	Increase the percentage of young people (16-29) in the Council's workforce.

EDO Priority 5: Good Governance

Make sure that we are financially competent and resilient, offering good value for money. Take safe but proportionate approaches to risk, performance, project, and contract management. Enable effective democratic decision-making and scrutiny.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
EDO5	BPPM515	Reduce the % of complaints escalated from Stage 1 to Stage 2	Qtly	Reduce the number and percentage of complaints that escalate from Stage One to Stage Two.
EDO5	BPPM502a	Increase the percentage of Council invoices paid on time	Qtly	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority
EDO5	BPPM507	Increase the percentage of agreed management actions implemented within agreed timelines	Qtly	Each piece of audit work has an overall conclusion of the residual level of risk to the Council of the area that has been audited. Numerator = the number of two and three star recommendations made in reports which concluded 'significant' or 'of concern' levels of risk that have passed the due date for implementation and the due date for follow up work Denominator = the number of two and three star recommendations made in reports which concluded 'significant' or 'of concern' levels of risk that have passed the due date for follow up.
EDO5	BPPM516	Increase the percentage of corporate FOI requests responded to within 20 working days	Qtly	Increase the percentage of corporate FOI requests responded to within 20 working days

EDO Priority 6: Estate Review

Review our operational estate to ensure we have the right amount and right quality of workspaces. Make sure they are carbon neutral by 2025, as well as climate resilient. Explore the potential for a greater presence in neighbourhoods alongside partners.

Corporate Strategy Priority	Code	Title	Reporting frequency	Definition
EDO6	BPPM420b	Reduce the council's direct carbon dioxide equivalent emissions from council buildings (in tonnes)	Qtly	Reduce the council's scopes 1 and 2 direct carbon dioxide equivalent emissions from: Operational sites under council control
EDO6	BPPM420c	Reduce the council's direct carbon dioxide equivalent emissions from council fleet vehicles (in tonnes)	Qtly	Reduce the council's scopes 1 and 2 direct carbon dioxide equivalent emissions from: Fleet vehicles (road vehicles and specialist parks maintenance vehicles) under council control.

Growth and Regeneration Scrutiny Commission



28th September 2023

Report of: Risk and Insurance Senior Officer

Title: Growth and Regeneration Risks from the Corporate Risk Management Report – Q1 2023/24

Ward: Citywide

Recommendation

For the Growth and Regeneration Scrutiny Commission to note the attached Growth and Regeneration Risks from Corporate Risk Management Report Q1 2023/24 that went to Cabinet on the 4th July 2023.



1. Policy

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

2. Consultation

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

External - None

3. Context

Corporate Risk Register (CRR)

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

3.2. The CRR provides assurance to management and Members that Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that 'risk' by definition includes both threats and opportunities, which is reflected in the CRR.

3.3. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.

3.4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.

3.5. The CRR summary of G&R Q1 risks is attached to this report at Appendix A is the latest position following a review by managers and Directors.

Summary of Growth and Regeneration Corporate Risks:

3.6. The CRR sets out the critical, significant, and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the DRRs.

3.7. The Q1 23-24 Corporate Risk Report (CRR) as at June 2023 contained the following risks that are the responsibility of the Growth and Regeneration directorate (please see the attached appendix for details on these risks and their management):

Threat Risks	External / Contingency Risks
<ul style="list-style-type: none"> • 9 high • 0 medium • 1 deteriorating 	<ul style="list-style-type: none"> • 1 high

3.8. A summary of risks for this reporting period are set out below.

3.9. There are no risk escalating from service risk registers.

3.10. There are no improving threat risks.

3.11. There is one deteriorating threat risks. 'CRR5 - Business Continuity and Operational Resilience may not be effective'. The risk is 7*2 = 14 High Risk Level, deteriorating from a 5*2 =10 High Risk Level.

3.12. All risks on the CRR have management actions in place.

3.13. 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.

4. Proposal

- Scrutiny receive and note the Risk Management update.
- Scrutiny review and comment upon the Corporate Risk Report (CRR) as a source of

assurance that risk management arrangements are in place.

5. Other Options Considered

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

6. Risk Assessment

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

7. Summary of Equalities Impact of the Proposed Decision

No Equality Impact anticipated from this report.

8. Legal and Resource Implications

Legal

Not Applicable

Financial

Not Applicable

Land

Not Applicable

Personnel

Not Applicable

Appendices:

Appendix A – Q1 Corporate Risk Report 2023-2024

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Risk Management Assurance Policy.

Appendix A – Corporate Risk Register as at June 2023

Threat Risk Performance Summary


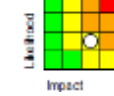

Risk	Page Number	Q2 Rating (22/23)	Q2 Matrix (22/23)	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)
CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure	5	28 ↓		28 █		28 █		28 █	
CRR15 – Possible In-Year Financial Deficit	6	21 █		21 █		28 ↓		21 ↑	
CRR9 - Possible Failure of Safeguarding Vulnerable Children	7	21 █		21 █		21 █		21 █	
CRR48 - We may not be able to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery targets. (Replaced CRR32)	8	21 █		21 █		21 █		21 █	
CRR12 - Emergency planning measures and resources may be overwhelmed by scope and scale of an emergency or incident faced by the council.	10	21 █		21 █		14 ↑		14 █	
CRR52 - Possible failure to ensure high rise properties meet safety requirements.	11			21 Escalated from service risk registers		21 █		21 █	
CRR51 - ASC may be financial unsustainable due to national and local pressures leads to a failure to deliver statutory duties and budgetary control	12			21 NEW RISK		21 █		21 █	
CRR53 - Increased social worker and occupational therapists vacancies and sickness rates may result in vulnerable adults care being comprised.	13			20 NEW RISK		20 █		20 █	
CRR39 - Adult and Social Care major provider/supplier may fail to deliver as expected	14	20 ↑		20 █		15 ↑		15 █	

Appendix A – Corporate Risk Register as at June 2023



Risk	Page Number	Q2 Rating (22/23)	Q2 Matrix (22/23)	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)
CRR7 - Potential Cyber Security Issues	15	20		20		20		20	
CRR25 - Possible Suitability of Line of Business (LOB) Systems Issues	16	20		20		20		20	
CRR40 - Potential Threat of Unplanned Investment in Subsidiary Companies	17	20		20		20		20	
CRR49 – Potential Impact of Weak Workforce Resilience	18	20		20		20		20	
CRR41 – Capital Portfolio Delivery May Fail	19	20		20		20		20	
CRR37 – Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes	20	20		20		20		20	
CRR43 - Lack of progress for Mass Transit may have on Impact on the city	22	20		20		20		20	
CRR45 - Potential failure to deliver statutory duty in respect of Children	23	15		15		20		20	
CRR10 - Safeguarding Adults may be at Risk with Care and support needs.	24	15		15		15		21	

Appendix A – Corporate Risk Register as at June 2023

Risk	Page Number	Q2 Rating (22/23)	Q2 Matrix (22/23)	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)
CRR6 - Potential threat of Fraud and Corruption	25	15		15		15		15	
CRR27 – We may fail to Deliver the Capital Transport Programme	27	15		15		15		15	
CRR5 - Business Continuity and Operational Resilience may not be effective	28	15		15		10		14	
CRR26 - ICT Resilience May Not Be Effective	29	14		14		14		14	
CRR29 - Information Security Management System (ISMS) May Not Be Effective	30	10		10		10		10	
CRR4 – Possible failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework	31	10		10		10		10	
CRR18 - Possible failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets.	33	10		10		10		15	
CRR54 - Potential Threat of Financial Sustainability of Nursery Schools	34	15		15		21		21	
CRR55 - Children placed in unregistered provision may be at risk (New and Escalated)	35	N/A	N/A	N/A	N/A	N/A	N/A	28	

Appendix A – Corporate Risk Register as at June 2023

Opportunity Risk Performance Summary

Risk	Page Number	Q2 Rating (22/23)	Q2 Matrix (22/23)	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)
OPP1 - Possible Impact of One City Approach	36	21 		21 		21 		14 	

External and Civil Contingency Risk Summary

Risk	Page Number	Q2 Rating (22/23)	Q2 Matrix (22/23)	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)
BCCC5 - Cost of Living Crisis may have major impact on Citizens and Communities	37	28 NEW RISK 		28 		28 		12 	
BCCC1 – Flooding May Impact Public Safety	38	15 		15 		15 		15 	
BCCC4 - Possible Increase In Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health)	39	15 		9 		9 		3 	

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.

Appendix A – Corporate Risk Register as at June 2023

Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure</p> <p>Description: Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p>	Constant	28 Likelihood = 4 Impact = 7		14 Likelihood = 2 Impact = 7	
<p>Risk Causes: Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. The general economic uncertainty affecting the financial markets, levels of trade & investment Local Government finance settlement from spending review Continued Impact of Covid-19 on key income sources. Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:- 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. Unable 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</p> <p>Risk Consequences: 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 provides 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.</p> <p>Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).</p> <p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation</p>					
		<p>1. Budget Preparation, Setting and Budget Accountability Framework - BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Clear roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets are in place.</p> <p>2. Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth</p>	<p>1. Implementation of CIPFA Financial Management Code June 2023 100%</p> <p>2. Review of financial outlook assumptions June 2022 100%</p> <p>3. Undertake annual financial resilience assessment - Links to CIPFA Action June 2022 100%</p> <p>4. Fully refreshed MTFP report to Cabinet in October September 2022 100%</p> <p>5. Establishing the Business & Budget Planning Board to oversee development of budget February 2023 100%</p> <p>6. Making representation to government departments in relation to: - the likely costs at a local level for the proposed Adult Social Care reforms March 2024 0%</p>		
		<p>Summary of Progress: This is significantly impacted by issues outside of the Council's direct control, which is why this risk remains critical, including the National situation economically and politically, funding arrangements from central government and policy that impacts the Council's MTFP. Internal controls and management of the process is undertaken annually, and sensitivity testing of assumptions and modelling is undertaken, as well as collaboration with peer organisations and influencing through available channels to ensure that the Council continues to manage and mitigate this risk.</p>			

Appendix A – Corporate Risk Register as at June 2023


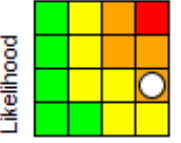
Threat Risk	Trend	Current Risk Assessment			Risk Tolerance Level																					
<p>Risk Title: CRR15 – Possible In-Year Financial Deficit</p> <p>Description: The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p>	Improving	21 Likelihood = 7 Impact = 3		6 Likelihood = 2 Impact = 3																						
<p>Risk Causes: 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 MCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.</p> <p>Risk Consequences: The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p>																										
<p>Risk Owner(s): Director of Finance (S151 Officer).</p>	<p>Existing Controls</p> <p>Control</p> <ol style="list-style-type: none"> BCC Financial Framework - BCC’s Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet. Deep Dives on non-containable pressure areas - We have continual oversight and ongoing management of the council’s financial risks and deep dives in areas reported of non-containable pressures. Ensuring engagement at local, regional and national level - in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long-term financial planning and strategic planning. Policy and Budget Framework - The Policy and Budget Framework provides clear guidance in relation to the approval process for supplementary funding both capital and revenue. Re-assessment of service delivery risks and opportunities and risk and other reserves - We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves. DSG - Detailed Management Plan Based on DfE Framework - A detailed Management Plan is in development, using the DfE’s recommended framework - The deficit and development of the plan was discussed with the DfE in Spring 21. The DfE were not requesting a formal submission at this time. DSG - Early Years Block Task and Finish Group Vacancy Freeze to manage budget overspend 		<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1.DSG - Analysis for Further Mitigations</td> <td>August 2022</td> <td>100%</td> </tr> <tr> <td>2. DSG - Phase 2 Programmes</td> <td>April 2022</td> <td>100%</td> </tr> <tr> <td>3. DSG - Proposal for Phase 3 Educations Transformation Programme</td> <td>August 2022</td> <td>100%</td> </tr> <tr> <td>4. Engagement process for indicative mitigations of the DSG management plan</td> <td>February 2023</td> <td>100%</td> </tr> <tr> <td>5. On-going process to develop, identify and delivery in-year mitigating actions</td> <td>March 2023</td> <td>100%</td> </tr> <tr> <td>6. DfE Deliver Better Programme</td> <td>June 2023</td> <td>50%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	1.DSG - Analysis for Further Mitigations	August 2022	100%	2. DSG - Phase 2 Programmes	April 2022	100%	3. DSG - Proposal for Phase 3 Educations Transformation Programme	August 2022	100%	4. Engagement process for indicative mitigations of the DSG management plan	February 2023	100%	5. On-going process to develop, identify and delivery in-year mitigating actions	March 2023	100%	6. DfE Deliver Better Programme	June 2023	50%
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<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress: 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.</p>																									
<p>Strategic Theme: Our Organisation</p>																										

Appendix A – Corporate Risk Register as at June 2023



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																		
<p>Risk Title: CRR9 - Possible Failure of Safeguarding Vulnerable Children</p> <p>Description: The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p>	Constant	21 Likelihood = 3 Impact = 7		7 Likelihood = 1 Impact = 7																		
<p>Risk Causes:</p> <ul style="list-style-type: none"> -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 <p>Risk Owner(s): Executive Director People, Director Children's and Families Services.</p>						<p>Existing Controls</p> <p>Control</p>	<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements</td> <td>December 2022</td> <td>100%</td> </tr> <tr> <td>New Quality Assurance Processes – including targeted mentoring and training for social workers</td> <td>Sept 2022</td> <td>100%</td> </tr> <tr> <td>Draft revised Threshold Document which is due to be approved by Keeping Bristol Safe Partnership over the next quarter.</td> <td>March 2023</td> <td>90%</td> </tr> <tr> <td>Procure a strategic partner to undertake work regarding extra familial harm and with our children who go missing from home or care. (JA – different due date in the system)</td> <td>April 2023</td> <td>80%</td> </tr> <tr> <td>Working with Cornwall as part of Sector Led Improvement to review our place-based leadership arrangements and prevention of care offer.</td> <td>March 2023</td> <td>100%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements	December 2022	100%	New Quality Assurance Processes – including targeted mentoring and training for social workers	Sept 2022	100%	Draft revised Threshold Document which is due to be approved by Keeping Bristol Safe Partnership over the next quarter.	March 2023	90%	Procure a strategic partner to undertake work regarding extra familial harm and with our children who go missing from home or care. (JA – different due date in the system)
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<p>Portfolio Flag: Children's Services, Education & Equalities</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>	<p>Summary of Progress: Demand continues to increase for services due to; 1. Cost of living crisis and poverty, 2. Increase in children seeking asylum., 3. Increase in children presenting with trauma. And 4. We have increasing numbers of children coming into care and due to increased demand and placement sufficiency we have placed a number of children in unregistered provision.</p>																					

Appendix A – Corporate Risk Register as at June 2023

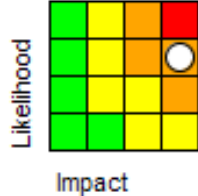
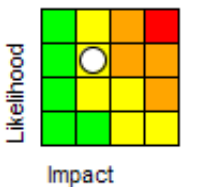
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR48 - We may not be able to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery targets. (Replacing CRR32)</p> <p>Description: Failure of the City to deliver to the Mayoral Target 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>	Constant	21 Likelihood = 3 Impact = 7		14 Likelihood = 2 Impact = 7		
<p>Risk Causes:</p> <ul style="list-style-type: none"> - Availability of public subsidy from homes England and challenges in meeting their funding viability and value for money assumptions -reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers - the complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery. - 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 <p>Risk Consequences:</p> <ol style="list-style-type: none"> 1. Reputational damage 2. Increased levels of homelessness 3. Increased demand from the private rented sector, (non-affordable), by those in highest need 4. Residualisation 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 6. Balance between addressing need for family homes V increased viability of delivering smaller units 						
	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	1. Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery.		1. Bid for second round funding through OPE BFLR fund to unlock a second CLH site.	July 2022	100%	
	2. Requiring a minimum of 30% affordable housing on land released by the Council.		2. Develop the Housing Delivery Plan 2022-25.	December 2022	100%	
	3. Working collaboratively with Homes England to maximise subsidy in schemes - This provides as much affordable housing as possible. New framework for regular collaboration and review in place, focussing on both BCC direct delivery and RP delivery.		3. Review & amend the Affordable Housing Practice note in 2021/22.	July 2022	100%	
	4. Project 1000 and Housing Delivery Boards - Scrutiny and active decision making / support at a senior and political level to influence and unblock barriers to delivery. Project 1000 leads in place.		4. Revised Affordable Housing Funding Policy 2022-2025	March 2022	100%	
	5. KPI Targets for affordable housing delivery - quarterly reporting of KPI targets through spar.net providing corporate scrutiny on annual delivery against targets					
	6. Revised Affordable Housing Practice Note					
			5. Secure Homes England Affordable Housing Programme Funding	March 2026	60%	
			6. Develop new practice notes on affordable housing delivery through Build to Rent and First Homes	April 2022	100%	
			7. 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	August 2022	100%	



Appendix A – Corporate Risk Register as at June 2023

<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Development.</p>		<p>8. Develop a new framework of appraisal parameters and agree a clear funding programme approach for HRA delivery</p>	<p>October 2022</p>	<p>100%</p>
		<p>9. Review structure and capacity of current Housing Delivery Team to ensure the team has the ability to meet Project 1000 and HRA Business plan targets for direct delivery</p>	<p>December 2022</p>	<p>100%</p>
		<p>10. 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.</p>	<p>March 2025</p>	<p>60%</p>
<p>Portfolio Flag: Housing Delivery and Homes</p>	<p>Summary of Progress At the beginning of 2023/24 there is a forecast delivery of circa 728 new affordable homes in the city, many of which are already in development. A significant current risk to delivery has been identified with the capacity in the Planning Team to move sites from application, through decision making and into development in a timely manner, and with wider council departments that support the planning process. This is affecting the Council's direct delivery, that of our third-party providers and market-facing developers.</p>			
<p>Strategic Theme: Fair and Inclusive</p>				

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR12 - Emergency planning measures and resources may be overwhelmed by scope and scale of an emergency or incident faced by the council.</p> <p>Description: 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>	Constant	14 Likelihood = 2 Impact = 7		9 Likelihood = 3 Impact = 3	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Emergency risks not identified and prepared for. -Lack of trained and available responding staff. -Emergency roles and responsibilities not embedded. 					
<p>Risk Consequences:</p> <p>Increased risk of:</p> <ul style="list-style-type: none"> - Disruption of public services - Disruption of transport networks - Death/injury - Displacement of people 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1.24/7 Operations Centre provides effective monitoring for the city and a co-ordinary role in response and recovery.		1. Emergency training – rest centres, humanitarian assistance and training for Marshals currently running	April 2022	100%
	2.Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties		2. Plan and Deliver Corporate exercise	October 2022	100%
	3.Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising		3. Development and sign off of Strategic Crisis Management Plan	May 2022	100%
	4.Emergency Plans		4. Development and roll out of the Emergency Planning e-learning package	October 2023	60%
	5.Duty Director rota in place		5. Community Resilience Mapping development	October 2023	75%
	6.Duty Civil Protection Officer and other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)		6. Supporting the review of the ASLRF work programme and Operational Model	May 2022	100%
	7.BCC emergency plan training and exercising in place		7. Continued support to the Covid response, particularly around testing and vaccinations	June 2022	100%
	8.Monitoring of severe weather events		8. Coordination of support for Afghan refugee hotels	May 2022	100%
9.Close working with Safety Advisory Group for Events					
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Management of Place.</p>	1.Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)				
<p>Portfolio Flag: City Economy, Finance & Performance</p>	<p>Summary of Progress: Since March 2023 the FTE reduced and due to budget position now have only 2.8 officers and 1 manager, becoming 2.6 due to phased retirement + 1 Manager. This is simply not feasible for the scope of the role, deliverables and then 'On Duty' response. The teams own resilience and business continuity requires further succession and contingency planning. A single incident utilises the whole team to respond who take on various Tactical roles and operational delivery, often on top of a working day – because we don't have enough volunteers or identified staff to support these roles, especially out of hours. Training and exercising and more ownership in managerial roles is required, to meet the demand and populate our command and control structures. We would not be able to respond to concurrent emergencies effectively, if at all. An incident impacts the routine delivery of planning objectives causing delay or cancellation.</p>				
<p>Strategic Theme: Our Organisation, Wellbeing</p>					

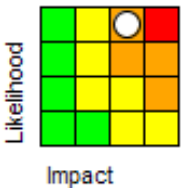
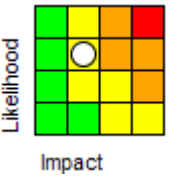
Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR52 - Possible failure to ensure high rise properties meet safety requirements</p> <p>Description: Risk of failing to ensure high rise properties meet safety requirements</p>	Constant	21 Likelihood = 3 Impact = 7		7 Likelihood = 1 Impact = 7	
<p>Risk Causes: Findings from new PAS9980 inspection regime, learning from fires and new regulatory requirements. Difficulty recruiting to new posts and conducting service review resulting in no additional dedicated resources with responsibility for building safety cases and resident engagement.</p>					
<p>Risk Consequences: Risks to personal safety, reputational and legal (financial and criminal), increased insurance costs</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Homes and Landlord Service</p>	<ul style="list-style-type: none"> Carry out fire risk assessments on all communal areas/assets identified as requiring an FRA on an annual of bi-annual basis depending on level of risk and occupancy (97% complete) Fire Engineer Independent Assessments (IA) on its High-Rise blocks. The IA's included holistic assessments of fire safety equivalent to type 4 intrusive investigations. Separate contractual arrangements for FRA's and remedial works Deliver programme of PAS 9980 appraisals and FRAEW's BCC instructs further assessments as directed from FRA's Carpenters are TRADA trained to ensure fire doors meet required standards Fire risk assessments are carried out by qualified and competent people. Fire safety and awareness training for staff in place Fire safety policy implemented and includes approach to stay put, evacuation etc. Monthly building safety board meetings monitor fire and building safety compliance Our current fire safety consultant for High rise (Building Control) is IFE (Institution of Fire Engineers) accredited. For low rise, our current assessor is FRACS (Fire Risk Assessor's Certification Scheme) qualified. Separate contractual arrangements are held for FRA's and remedial works 		Waking watch implemented in all 38 blocks with EPS cladding	November 2022	100%
			Building new investment into the budget/business plan for 2023/24	March 2023	100%
		Complete a review of business innovation	July 2023	60%	
		Complete a review of fire safety policies and processes	Sept 2023	50%	
<p>Portfolio Flag: Housing Delivery and Homes</p>	<p>Summary of Progress: Strong links between the compliance with fire safety risk and this risk, relating to the actual safety of buildings. Work in progress to ensure all fire risk assessments are up to date. Work in progress to complete FRAEWs to ensure all risks are known and mitigated. 10-year programme to remove EPS, 5 year programme to install sprinklers and 1 year programme to install full evacuation alarm systems. Progress with business innovation review: Staff consultation over structure and methods of appointment concluded last week, we are implementing the new structure over the coming months. This includes: Evaluating changed and new job paperwork Interviews for ring-fenced staff. Recruiting agency staff to some new/key roles. The interim process is faster than that for permanent recruitment.</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					

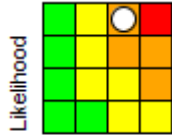
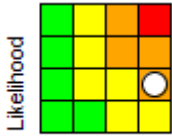
Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR51 - ASC may be financial unsustainable due to national and local pressures leads to a failure to deliver statutory duties and budgetary control</p> <p>Description: There is a risk that ASC financial unsustainability due to a number of national and local pressures compromises the ability to deliver statutory duties and the independence of people that draw on care and support.</p>	Constant	21 Likelihood = 3 Impact = 7		10 Likelihood = 2 Impact = 5		
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Rising demand in Adult Social Care which must be met under the Care Act. Particularly from complex needs and higher cost requirements in people under 65. These needs are more likely to be met outside of area, be subject to lower personal contributions, and be needed for longer. -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. -Lack of funds available within budget to meet statutory duties. -Lack of systems in order to ensure effective governance and control of all spend. -Pressure from wider system pressures - for example, delays in hospitals which lead to increased long term cost provision for care. -Non-recurrent funding which limits opportunity for long term investment. <p>Risk Consequences:</p> <ul style="list-style-type: none"> - Overspending on the budget which may impact the wider council. -The consequence of this risk are that appropriate and effective care and support as required under the Care Act may not be possible for all those who require it. The consequence could be felt in the quality or quantity of care and support, or in both. 						
	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<ul style="list-style-type: none"> Established Care Cubed to improve pricing controls - enabling the service to maximise value for money Improved Business Intelligence - Developing advanced tools for analysing and reporting business intelligence and performance information Improved governance process on all spend - Improved case discussion where all spend is approved through tighter governance. Leading integration opportunities with Health - Through establishment of the Integrated Care Board (ICB) BCC are leading implementation of integration opportunities which will maximise vfm e.g. joint commissioning of learning disability and autism team Realignment of ASC Operations - Using new locality teams to work with local providers, community and voluntary sector to maximises care and support provision outside of Council statutory provision. This builds resilience in communities and individuals, and ensure statutory services are focused on the right interventions. Reset the ASC Transformation Programme - Reset the programme to address market provision, workforce challenges, price control, practice and integration 		<ul style="list-style-type: none"> Develop alternative to long term care provision - Increase provision of Technology Enabled Care, Shared Lives and Direct Payments Increase the number of direct payments through reviewing process and practice Increase the take up and opportunity around the use of technology enabled care Management restructure and vacancy management to deliver savings Review of in-house service provision to deliver efficiencies and savings 	<ul style="list-style-type: none"> December 2022 Sept 2023 Sept 2023 July 2023 Sept 2023 	<ul style="list-style-type: none"> 50% 80% 90% 90% 60% 	
<p>Portfolio Flag: Children’s Services, Education & Equalities</p> <p>Portfolio Flag: Adult Social Care & Integrated Care System</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>	<p>Summary of Progress: The score remains the same due to continued pressure on the ASC care budget but there are mitigations in place to address this through the latest ASC Transformation programme which was agreed at cabinet in June. Going into 23/24 there is around £9m pressure on the care budget which will be addressed through the ASC Transformation programme and are on course to deliver the required savings. A new delivery partner has now been commissioned from People Too to support with programme and savings deliver and help implement the required changes. The revised ASC Transformation programme has tight governance structure and includes: - Review of in-house services - all set to deliver in-year savings with required governance in place.</p>					

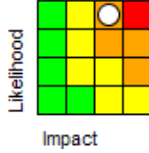
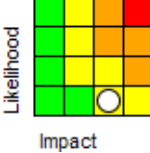
Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR53 - Increased social worker and occupational therapists' vacancies and sickness rates may result in vulnerable adults care being comprised.</p> <p>Description: Limited staff capacity within operational teams will result in increased waiting times for assessment and review potentially putting vulnerable adults at risk of going without sufficient care and support.</p>	Constant	<p>21 Likelihood = 3 Impact = 7</p>		<p>9 Likelihood = 3 Impact = 3</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Difficulties recruiting and retain experienced social workers and OTs. This is in line with national picture of increasing vacancy rates in statutory adult care social care departments across the country. -These vacancies are not distributed equally with some operational teams having nearly 50% vacant posts. -Sickness absence in operational teams have also increased during this period which is further compounding operational teams' ability to respond to those in most urgent need. -Cost of living crisis is also likely to impact on retention rates of social work staff <p>Risk Consequences:</p> <ul style="list-style-type: none"> - As a result of this decreased operational capacity this has seen an increase in numbers of people waiting for assessment and reviews (insert data) -The percentage of individuals who have had an annual review of their care and support needs has also decreased in the last year with less than 50% of individual in receipt of care and support having had a formal review. 					
<p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p> <p>Portfolio Flag: Adult Social Care & Integrated Care System</p> <p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> • Increase Social Work and OT Apprentice capacity - ASC have doubled the amount of SW and OT apprentices this year increasing to 6 SW Apprentices per year and 2 OT apprentices. • Operational Business Continuity plans duty - All operational teams have internal prioritisation process for workflow and demand. Additionally, they have robust duty systems in place with duty workers present to respond to urgent demands or cases to mitigate against highest risk of harm to citizens and respond in a timely way to those at greatest need. • Recruitment Strategy - Developed new recruitment strategy and implemented rolling recruitment advert. • Developing enhanced Wellbeing offer for operational staff - dedicated additional resource within Adult Workforce L&D to enhance our wellbeing and support offer. 	Review AMHP Market Supplement	January 2023	100%	
			Recruit Non- registered Social Care Practitioners to bolster workforce - Agreed to recruit Social Care Practitioners and OT aides on a fixed term basis to off sent challenges in recruiting registered staff. Cost will be covered by SW vacancies and underspend and can offer some mitigation. Historically we have more success and recruiting and retaining non-registered staff than SW and OT roles.	October 2022	100%
			Commission Workforce Strategy	September 23	0%
	<p>Summary of Progress: Following actions to mitigate this are as follows- -Continue with our Operational Business Continuity meetings to support responding to most pressing needs. - Developing an enhanced wellbeing offer for our recruitment staff. -Recruitment and retention programme including exploring one off retention payments of plans, reviewing skill mix and grade review.</p>				

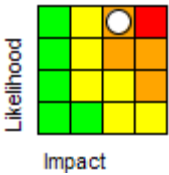
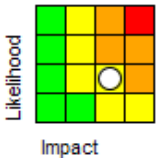
Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR39 – Adult and Social Care major provider/supplier may fail to deliver as expected failure</p> <p>Description: Failure or potential degradation of ASC service provision linked to a complex set of internal / external risks causing service interruption or cessation. Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p>	Constant	15 Likelihood = 3 Impact = 5		14 Likelihood = 2 Impact = 7		
<p>Risk Causes: - Provider goes into liquidation or ceases operations -Provider unable to meet demand due to recruitment / workforce/ or organisational issues. -Factors influencing provider/supplier failure: Increased demand and increased complexity of need of individuals putting further pressure on social care sector. Chronic workforce recruitment and retention problems heightened by pandemic. The social care sector facing a number of other issues – highly competitive job market, covid ‘exhaustion’, rising energy costs, changes to National Living Wage, inflation/ raising costs of supplies, high cost of living in Bristol, significant pressures from two large acute hospitals.</p> <p>Risk Consequences: Citizens (many of whom are very vulnerable) may have services ended or reduced without much notice putting them at risk and causing distress Lack of suitable local provision may mean people moving away from community, support networks Lack of alternative provision should mean not meeting statutory duties under Care Act Pressures on ASC workforce (social work, contracts, brokerage commissioning etc) to review and find alternative provision in timely manner Financial pressures as demand may drive prices up Lack of suitable provision resulting people moving to inappropriate more costly provision (e.g. care home instead of home care)</p> <p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p>						
<p>Portfolio Flag: Adult Social Care & Integrated Care System</p> <p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>	Existing Controls		Mitigating Actions			
	<ul style="list-style-type: none"> Daily review of supply and sustainability issues and x3 week business continuity meetings across operations Twice weekly Operational Business continuity meetings Weekly ASC Business continuity meeting – DMT level Weekly produced Sit Rep with information on Covid Outbreak Management, supply, demand, provider quality Regular information received from D&B Credit ratings to help assess financial risk 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 Provider Sustainability Panel is a forum where ASC can assess the financial issues facing individual provider and consider support options Regular meetings with a) key Strategic Providers in the city b) all provider forums and regular dialogue with Care and Support West Care Association Daily assessment of supply - via Brokerage team, Business relationship team and Contracts 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. Provider Failure/Service Interruption Process 		Action Title	Due Date	Progress	
			Review of Provider Financial Sustainability process	December 2022	100%	
			Proud to Care Programme	March 2023	100%	
			Fair Cost of Care exercise	October 2022	100%	
			Cost of Living Work	October 2022	100%	
			Update of Provider Failure Procedure	September 2023	80%	
	<p>Summary of Progress: There continues to be contract hand backs and planned closures of services. We have requests for support from some local SME and charity organisations.</p>					

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: CRR7 – Potential Cyber Security Issues Description: The Council's risk level in regard to Cyber-security is higher than should be expected.	Constant	20 Likelihood = 4 Impact = 5		5 Likelihood = 1 Impact = 5	
Risk Causes: <ul style="list-style-type: none"> 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. Risk Consequences: <ul style="list-style-type: none"> 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, enforced by the Information Commissioners Office on behalf of the European Union. Increased litigation. Reputational damage. 					
Risk Owner(s): Chief Executive, Senior Information Risk Owner (SIRO). Portfolio Flag: Finance, Governance and Performance Strategic Theme: Our Organisation	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Phishing attack exercises - As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.		1. Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken	August 2023	85%
	2. Targeted Training of employees – The Information Governance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. developed by IG and ICT Teams				
	3. Technical controls		2. Implement audit actions with oversight by IG Board	August 2023	80%
4. Security team training					
		Summary of Progress. No change to the score currently. Progress is being made in addressing some large and complex areas of concern, such as the creation of a Security Operations Centre (SOC) & configuration and updates of our Security Incident Event Monitoring (SIEM). Support is being given from 3rd Part SMEs and the DSP.			

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR25 – Suitability of Line of Business (LOB) Systems</p> <p>Description: The Council has reliance on legacy software systems which cause a number of risks due to; 1. Supportability from internal IT resource 2. The supportability of the hardware utilised 3. Lack of alignment to strategy and therefore a blocker to Digital Transformation 4. Within an appropriate support contract 5. Legacy data used for current work (GDPR) 6. Lack of Information (Cyber) Security controls 7. High cost where alternative core Council solutions exist</p>	Constant	20 Likelihood = 4 Impact = 5		10 Likelihood = 2 Impact = 5	
<p>Risk Causes: 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. Post avoidance of replacing systems. This is seen as an IT problem, not one for the software system owners.</p>					
<p>Risk Consequences: 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.</p> <p>Risk Owner(s): Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Auditing of all councils Line of Business (LOB systems)		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%
2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership		2.Channel Shift Project - Review legacy line of business systems with the view to rationalising and replacing either by building on existing internal platforms such as dynamics or via procurement of new products and better utilisation of functionality.	February 2028	0%	
3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.					
<p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: Still awaiting confirmation from the Risk Team that all LOB applications have ben added to the Risk Registers for their respective owners</p>				

Appendix A – Corporate Risk Register as at June 2023



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR40 – Potential Threat of Unplanned Investment in Subsidiary Companies</p> <p>Description: There is a risk that BCC'S investments in subsidiaries may require greater than anticipated capital investment.</p>	Constant	20 Likelihood = 4 Impact = 5		6 Likelihood = 2 Impact = 3	
<p>Risk Causes: 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., recycle market, housing market, volatility in gas and electric market prices, delays in pricing 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</p>					
<p>Risk Consequences:</p> <ul style="list-style-type: none"> - Financial Loss - Reputational damage to the council - Impact to service provision provided by subsidiary companies 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Audit and Risk Committee - Supports on issues of risk, control and governance		1. Align Risk Management Arrangements Between BCC/BHL	April 2023	100%
	2. Board Effectiveness Reviews to be annual workforce planning		2.BCC Capital Strategy limits BCC exposure to loans	December 2021	100%
	3. Continued monitoring of the impact of External issues such as COVID on the business and adaptive approach being proposed for optimising emerging opportunities and mitigating pressures		3.Business Plan for Holding Companies 23/24	March 2023	0%
	4. Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs		4.Business Plan for Holdings Companies	March 2022	100%
5. Shareholding Group		5. Capital Programme	March 2022	100%	
6. Weekly progress review provided and regular review of assumptions, cash flow and risks					
<p>Risk Owner(s): Chief Executive and S151 Officer.</p> <p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p>Summary of Progress: High Likelihood the Council might need to support BWC as they continue to highlight financial pressures with the West of England Contract (WOE), ongoing TU negotiations, challenges with the FM contract and the "Paymech" being triggered on the Waste contract. The Strategic Client team are actively working with BWC to mitigate this risk</p>				

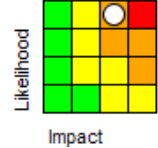
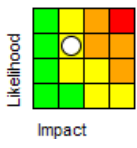
Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR49 - Potential Impact of Weak Workforce Resilience</p> <p>Description: A lack of workforce resilience or capacity to provide statutory services and achieve strategic aims and objectives</p>	Constant	20 Likelihood = 4 Impact = 5		9 Likelihood = 3 Impact = 3		
<p>Risk Causes: 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</p> <p>Risk Consequences: 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</p>						
	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<ul style="list-style-type: none"> Agreements in place with employment businesses for the supply of contingent workforce; agency and statement of works Promotion of apprenticeships and internal progression opportunities Regular and close review of management information (through HR Dashboards and leavers survey) to monitor turnover, staff starters/exits to enable targeted actions to be taken 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. A refreshed stress risk assessment has been developed through consultation with trade unions and staff led groups and is due for launch in December 22. Support for managers with future workforce planning and succession planning, with bespoke action plans to target diversity and skills gaps Consideration of impact of cost of living and winter pressures, encouraging take up of booster and flu jabs and review the facilities available in the workplace 		<p>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</p> <p>Workforce Strategy is currently being refreshed and will have workforce resilience and wellbeing as a primary theme</p>	<p>October 2022</p> <p>March 2023</p>	<p>100%</p> <p>75%</p>	
<p>Risk Owner(s): Chief Executive, Director of Workforce and Change</p> <p>Portfolio Flag: City Economy, Finance & Performance</p> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: This risk remains as High due to the potential adverse impact on workforce resilience and wellbeing from a number of factors including - service changes as a result of budget reductions; reduction in support service capacity; vacancy controls, lack of capacity in hard to fill roles, and the impact this will have on service resilience. Mitigation includes an enhanced wellbeing support package, including on-line resources, drop-in sessions, specialist advisors offering bespoke workshops for teams, a refreshed approach to stress risk-assessment, and the use of health and wellbeing plans. HR and health and wellbeing colleagues are working with managers to develop bespoke programmes to support their teams through change. Whilst vacancy controls remain in place in order to reduce costs, a dispensation process is still in place for essential or hard to fill posts and managers are offered assistance in recruitment and succession planning to fill the roles.</p>					

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
Risk Title: CRR41 – Capital Portfolio Delivery May Fail Description: Capital portfolio is not delivered on time, within budget and does not deliver One City Plan and Corporate Strategy objectives.	Constant	20 Likelihood = 4 Impact = 5		6 Likelihood = 2 Impact = 3		
Risk Causes: 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 Risk Consequences: 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	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	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	100%	
	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	October 2022	100%	
	Additional headroom in MTFP assumptions to manage inflationary and supply chain issues - 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.		Developing of a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway.	October 2022	100%	
			Commissioned capital strategic partner	February 2021	100%	
Risk Owner(s): Executive Director Growth and Regeneration.						
Portfolio Flag: Mayoral Portfolio and City Economy, Finance & Performance	Summary of Progress: Actions have been completed in previous period but due to organisational change and sector instability further work is required to reduce the risk profile. A Capital Transformation project has been initiated by the Exec director G&R and will create transformational change in capital delivery including financial, governance and structures and assurance capacity. The project is programmed over 1 year and will be monitored as an action on Pentana Risk.					
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing						

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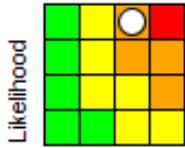
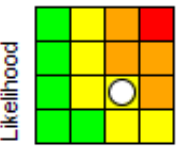
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level			
<p>Risk Title: CRR37 - Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes</p> <p>Description: The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.</p>	Constant	20 Likelihood = 4 Impact = 5		9 Likelihood = 3 Impact = 3			
<p>Risk Causes:</p> <ul style="list-style-type: none"> -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 <p>Risk Consequences: 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.</p>							
	Existing Controls		Mitigating Actions				
	Control		Action Title	Due Date	Progress		
	<ul style="list-style-type: none"> Joint commissioning of services - Focus on more joint commissioning of services for those homeless households who also face multiple disadvantages - to create a more holistic approach and to improve outcomes. Proposals for commissioning a new framework for supported TA is going to cabinet in October 2022. Effective Commissioning - Recommission our short-term supported housing (Pathways) accommodation & support contracts - to maximise effectiveness of these resources / funding stream and minimise repeat homelessness 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 		Changing Futures Programme	March 2024	20%		
				Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC	July 2022	100%	
				Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022	March 2024	60%	
				Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.	December 2023	50%	
				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	December 2022	100%	
				Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention	September 2023	10%	

Appendix A – Corporate Risk Register as at June 2023

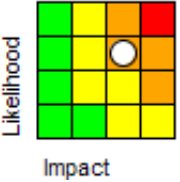
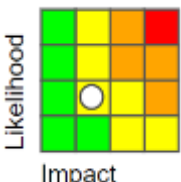


		and prevention of homelessness		
Risk Owner(s): Executive Director Growth and Regeneration, Director Housing		Submit a bid to Single Homelessness Accommodation Programme (SHAP) to bring on-line additional supported housing	May 2023	50%
Portfolio Flag: Housing Delivery and Homes	<p>Summary of Progress: The number of households presenting to Bristol City Council is continuing to increase. There has been an increase in the number of households living in Temporary Accommodation (TA) 1154 on 30th May 2022 to 1279 on 30th May 2023</p> <p>In the last year the number of families with children living in TA has increased whilst the number of single clients has stayed roughly the same. Family TA is more expensive than that for single clients. This is adding to the financial pressure. There is an underlying pressure of £5m due to Housing Benefit Subsidy loss. With in-year mitigations the forecast pressure for 23/24 is now £1.5m. One of BCC's top priorities is the Temporary Accommodation project and good progress has been made in developing the plan. The goal of the project is to reduce the Housing Benefit subsidy loss which is the main cost to the council from Temporary Accommodation, by providing more Council-owned Temporary Accommodation, and increasing the amount of supported exempt accommodation available.</p> <p>The key work streams are:</p> <ol style="list-style-type: none"> 1. Temporarily allocating a proportion of our General Needs properties for use as TA. This will be achieved gradually, and the properties will revert back to General needs use once we have accumulated sufficient TA and supported housing from our other work streams. 2. Increasing the amount of supported exempt accommodation from Registered Providers, by encouraging them to join our two procurement frameworks for properties for families and singles. 3. a) Bringing in New Build properties that will enable people to move out of existing General needs Housing, freeing up additional units that can be used as TA, and bringing in some new properties that will be specifically aimed at TA (e.g. modular units). b) Conversions of properties that are on the Council's disposal list. c) Development of 'Meanwhile use' properties on development sites, that can be used as TA until the new builds have been completed <p>Together these work streams will create more temporary accommodation and more supported accommodation, which will save money as well as increasing and stabilising the provision available for those in need of temporary and/or supported housing.</p>			
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.				

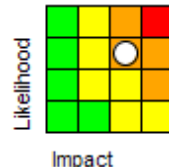
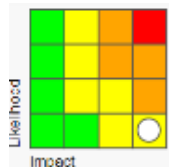
Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR43 - Lack of progress for Mass Transit may have on Impact on the city</p> <p>Description: Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.</p>	Constant	20 Likelihood = 4 Impact = 5		10 Likelihood = 2 Impact = 5		
<p>Risk Causes:</p> <ol style="list-style-type: none"> 1. Resourcing Business Case development 2. Lack of political consensus 3. Viability of Business Case 4. Lack of DfT support 	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<p>Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project</p> <p>Regular internal briefings - Regular briefings with senior managers and administration</p>					
<p>Risk Consequences:</p> <ul style="list-style-type: none"> 1. Reputational impact. 2. Long term congestion and air pollution increase. 3. Regional productivity reduced. 4. Threat to investment across the city. <p>Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.</p>						
<p>Portfolio Flag: Transport (Cllr Alexander)</p>	<p>Summary of Progress: No change to risk rating. SOC has been completed and assurance work is ongoing alongside assessment of any potential further options. SOC sign off delayed to October which links to agreeing next steps and funding allocations</p>					
<p>Strategic Theme: Our Organisation, Wellbeing.</p>						

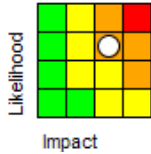
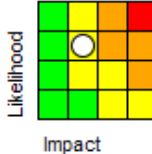
Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR45 - Potential failure to deliver statutory duty in respect of Children</p> <p>Description: 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</p>	Constant	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>	
<p>Risk Causes:</p> <p>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</p>					
<p>Risk Consequences:</p> <p>Harm or death of a child Inspection failure and regulatory action Litigation and reputational damage Other unpredicted costs to the LA</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Benchmarking salaries with regional levels		Revising 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)	May 2022	100%
	2. Investing in training and development		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	100%
	3. Over-recruiting where required				
	4. Reviewing system pressures and taking action on a weekly basis				
	5. Systemic unit model and integrated locality arrangements		Implement transformation programme of Children's service	October 2023	0%
	6. Skilled and stable workforce with low use of agency workers - Continued low use of agency workers but turnover and vacancies have risen.				
7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements					
8. Scrutiny of statutory safeguarding partners					
<p>Risk Owner(s): Executive Director People, Director Children's and Families Services.</p>					
<p>Portfolio Flag: Children's Services, Education & Equalities</p>	<p>Summary of Progress: The Our Families Transformation Programme has identified strands to; Improve recruitment and retention of social workers; Address demand management by focussed work to prevent children coming into care and improve placement sufficiency. Respond to the findings within our Ofsted improvement plan.; Work is being planned across Adults and Children to improve Transitions for our children and timeliness of Care Act assessments</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>					

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR10 - Safeguarding Adults may be at Risk with Care and support needs.</p> <p>Description: The council fails to ensure adequate safeguarding measures are in place for adults at risk.</p>	Deteriorating	21 Likelihood = 3 Impact = 7		7 Likelihood = 1 Impact = 7		
<p>Risk Causes: 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)</p> <p>Risk Consequences: Financial damage Legal liability Death/Injury Reputational damage</p> <p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p>	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<ul style="list-style-type: none"> Annual report shared with Elected Members to allow for scrutiny of progress of the Keep Bristol Safe Partnership (KBSP). Training for all key staff in the essentials of safeguarding. Twice weekly business continuity meeting around supply of commissioned care and active management of waiting list. Improved Data through PowerBI – capturing safeguarding concerns feeding into monthly management operational meetings Safeguarding Discussion Forum – multi-agency held monthly – sharing information on high risk/complex cases 	Development and delivery of Safeguarding Hub as a priority for the partnership.	August 2023	80%		
		Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.	December 2022	100%		
		Internal Audit Actions – feeding into existing controls	March 2023	95%		
	Developing a Risk Enablement Tool	April 2023	100%			
	Develop Self-neglect pathway – providing training, tools to better escalate cases of neglect	August 2023	85%			
<p>Portfolio Flag: Adult Social Care & Integrated Care System</p> <p>Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>	<p>Summary of Progress: Decision was taken as strategic leads that risks related to Safeguarding Adults needed to be increased. This was taken following steady increase in numbers of Safeguarding referrals and a more limited staffing capacity to triage referrals , allocate to investigate and co-ordinate s42 enquiries. Backlog of SA referrals awaiting triage have grown as have the overall number of safeguarding enquiries being held by our locality teams leading to likelihood of severe outcome for adults at risk. We have also seen a number of vulnerable adults who were under safeguarding enquires with risks of serious self-neglect who have died in the past few month. Initial audit of these cases have indicated that lack of staffing capacity limited our ability to impact on services.</p>					

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR6 - Potential threat of Fraud and Corruption</p> <p>Description: Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p>	Constant	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>9</p> <p>Likelihood = 3 Impact = 3</p>	
<p>Risk Causes: 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.</p> <p>Risk Consequences: 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.</p> <p>Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).</p>					
	<ol style="list-style-type: none"> 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 Fraudits'. 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. 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. 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. 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 undertake a planned programme of data analytic work. 7. Planned programme of proactive fraud detection and 	<ol style="list-style-type: none"> 1. Fraud Risk Assessments 2. Improve Whistleblowing process 3. NFI Fraud Hub Implementation 4. Review National Fraud Initiative Data Matching 5. Establish a long term more technologically advanced fraud hub 6. Fraud Prevention Strategy 7. Working with other Councils 	<p>June 2023</p> <p>June 2023</p> <p>October 2022</p> <p>March 2023</p> <p>March 2023</p> <p>March 2024</p> <p>March 2024</p>	<p>15%</p> <p>85%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>0%</p> <p>0%</p>	



Appendix A – Corporate Risk Register as at June 2023

	<p>prevention work - BCC Counter Fraud team develop an annual programme of planned work based on known and increasing fraud risks.</p> <ol style="list-style-type: none"> 8. Whistleblowing procedure - New internal procedure developed. HR advisor assigned to each Whistle-blow. 9. Increased the use of technology and data analytics - Increased use of tools, data analytics and other sources of data to prevent and detect fraud. 	
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress: - The risk score remains the same given the level of fraud being reported in the public sector. As fraud is an inherently high risk, the key is ensuring that the controls we have in place are operating effectively. Focus is now on developing and implementing a new fraud prevention strategy that will require additional resource and support across the organisation. In addition, we are exploring opportunities for maximising the use of advanced analytics to prevent, detect and investigate fraud.</p>	
<p>Strategic Theme: Our Organisation</p>		

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR27 – We may fail to Deliver the Capital Transport Programme</p> <p>Description: Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p>	Constant	15 Likelihood = 3 Impact = 5		6 Likelihood = 2 Impact = 3	
<p>Risk Causes:</p> <ul style="list-style-type: none"> - Overspend on individual schemes leading to uncontainable cost pressures - Underspend on annual profile - Lack of coordination and programme management across divisions - COVID - 19 - Loss of resource and inability to recruit 					
<p>Risk Consequences:</p> <ul style="list-style-type: none"> - Financial impact - Failure to progress schemes or delays to schemes impact on productivity of city and aims to reduce congestion, air pollution and inequality - Reputation Impact <p>Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.</p> <p>Portfolio Flag: Transport (Cllr Alexander)</p> <p>Strategic Theme: Our Organisation, Wellbeing</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	Biweekly Capital Programme Review Board - Capital Programme review board reviewing timescales and status of the relevant projects.		Develop proposals for management of capital programme (working with Transport Planning Team)	May 2022	100%
	PMO Capital Programme Process Review - Reviewing City Transport capital programme processes to align better with corporate PMO and develop management of the capital programme - led by Arcadis/PMO. Reporting April. Likely to replace 6 month review		Strategic partner to complete assessment of capital delivery	May 2022	100%
	Regular briefings and reporting to senior management and cabinet members.		Client Function Review alongside CA proposal - Review client function and how it is delivered to mitigate potential loss of resource and expertise to central PMO	September 2022	0%
Biweekly capital programme review board - reviewing timescales and status of the relevant projects.		Recruitment of Agency Staff	July 2023	0%	
Summary of Progress:		Risk remains high due to further loss of resource, difficulty recruiting and issues with civils contracts for delivering highway schemes			

Appendix A – Corporate Risk Register as at June 2023

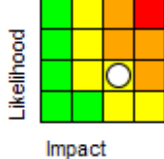
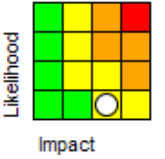
Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR5 - Business Continuity and Operational Resilience may not be effective</p> <p>Description: If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.</p>	<h2>Deteriorating</h2>	<h1>14</h1> <p>Likelihood = 2 Impact = 7</p>	<p>Likelihood</p> <p>Impact</p>	<h1>9</h1> <p>Likelihood = 3 Impact = 3</p>	<p>Likelihood</p> <p>Impact</p>
<p>Risk Causes:</p> <ul style="list-style-type: none"> - Strikes (People, Fuel). - Loss of key staff (communicable diseases (Covid - illness and self-isolation) and influenza. - Loss of suppliers / supply chain disruption. - Loss of accommodation to deliver key services. - Loss of equipment / infrastructure, including utilities. - Any event which may cause major disruption - e.g. severe weather - Unavailability of IT and/or Telecoms. - Knowledge loss. - Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment. - Climate change <p>Risk Consequences:</p> <ul style="list-style-type: none"> - Inability to deliver/support front line services. - Service Disruption. - Loss of service. - Transportation disruption. - Additional demand on services. - Stress. - Potential risk to staff and public safety. - Increased financial cost in terms of damage control and insurance costs. - Legal compliance and financial penalty. - Reputational damage. 					
	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. 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	100%
	2. Corporate Business Continuity Framework, including BC escalation process - Framework presented at CRG on 11th July 2022.		2. Review Corporate Business Continuity Framework Doc	September 2022	100%
	3. 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	September 2022	100%
	4. 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.		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	100%
	5. The CRG will seek assurances from key service areas regarding the robustness of continuity arrangements against local risk.		5. Workshops to support services to complete BC templates	December 2023	50%
	6. Service Level Business Continuity Planning - Services will be developing their BC plans in Q3, aligned to service planning.		6. Embed CRG and BC Group into corporate governance framework, including alignment with corporate risk group	Ongoing	100%
<p>Risk Owner(s): Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</p> <p>Portfolio Flag: City Economy, Finance & Performance</p> <p>Strategic Theme: Our Organisation, Wellbeing.</p>	<p>Summary of Progress: Rationale of why the risk has deteriorated from 10 to 14. This is related to the current limited levels of resource and further reduction in coming months, staff changes equalling reduced service business continuity, contingency knowledge and experience, capability gaps and thus risk deterioration. Operating this team at 2.8 FTE (becoming 2.6 due to phased retirement) + 1 Manager is simply not feasible for the scope of the role, deliverables and then 'On Duty' response: see CRR12. A paper is being prepared to outline the demand and requirement for an additional x3 F/T FTE due to resource impact and work volume related to CRR12 and CRR5 for business continuity as follows; Business Continuity is a statutory duty for LAs (only) under the Civil Contingencies Act 2004, '(local authorities only) provide advice and assistance to businesses and voluntary organisations about business continuity management'. We do not currently have the capacity within EPRT to do this beyond our own organisation. There are inconsistencies in the Business Continuity aspects of ProContract. New staff require familiarisation of Corporate Business Continuity Framework and their Business Impact Assessments and Plans are to be regularly trained and exercised, as well as regularly reviewed alongside risk intelligence and any lessons identified or recommendations from debriefs and inquiries. We currently get less than a 50% return on BIAs/BCPs as part of the annual service return. More resource required to support more services in completing their BIA/BCPs and exercising them. Ongoing specific work required for critical services contingency planning, including the support of Emergency, Response and Recovery, particularly re: Duty Officer response and facilitation or response and recovery groups in parallel to maintaining critical services and utility failures, ICT impacts</p>				

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR26 – ICT Resilience May Not Be Effective</p> <p>Description: The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</p>	Constant	14 Likelihood = 2 Impact = 7		10 Likelihood = 2 Impact = 5	
<p>Risk Causes: 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.</p> <p>Risk Consequences: Inability to deliver services</p>					
	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ol style="list-style-type: none"> 1. Connection to BCC systems protections - With the majority of staff working from home, connection to our systems is vital and the main route is via VPN. We have tested alternative access which can be used. 2 factor authentication was tested as a back door which allows non-BCC pcs to login to Microsoft office 365. 2. Highlight to service areas vulnerable applications - Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning. 3. Moved critical systems to the cloud with more effective DR. 	<ol style="list-style-type: none"> 1. Application/system risk log 2. IT Resilience and BCP Phase 2 3. IT Resilience and Business Continuity Project Phase 1 	<p>September 2021</p> <p>January 2023</p> <p>March 2022</p>	<p>100%</p> <p>100%</p> <p>100%</p>	
	<ol style="list-style-type: none"> 1. Resilience workshops for most critical systems - Workshops are in progress to review and improve resilience for our most critical systems including: Adult and children's social care, Revs and Bens and Housing 2. Supplier run order in the event of multiple system outage - our disaster recovery supplier has a run order in the event of a major outage involving multiple systems. 3. Weekly testing of individual systems restore - The restore of individual systems is tested weekly on a rotational basis 	<ol style="list-style-type: none"> 4. Project to move Shared Drives to Cloud 5. Removal of legacy hardware from estate 	<p>November 2023</p> <p>August 2025</p>	<p>50%</p> <p>50%</p>	
<p>Risk Owner(s): Chief Executive, Director, Digital Transformation, Service Area Leads.</p>					
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress:</p> <p>We are reviewing responses to a soft market test for an interim resilience provider whilst awaiting a further review by CLB of the need to re-institute the project that is currently on pause in relation to address organisational resilience.</p>				
<p>Strategic Theme: Our Organisation</p>					

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level									
<p>Risk Title: CRR29 - Information Security Management System (ISMS) May Not Be Effective</p> <p>Description: There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p>	Constant	10 Likelihood = 2 Impact = 5		5 Likelihood = 1 Impact = 5									
<p>Risk Causes: Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</p>													
<p>Risk Consequences: 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 £500,000 to 10-20m Euros of 4% of global turnover. Increased litigation. Reputational damage.</p>	Control		Mitigating Actions										
	<ol style="list-style-type: none"> Guidance and awareness campaigns supported by regular phishing campaigns. Comms and awareness being delivered to raise awareness to colleagues around the risk of Cyber incidents and how good Information Security practices (including adherence to policies) will help minimise the likelihood of these occurring Security Team Training Meta Compliance tool online to track compliance/engagement of policies 		<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 ICGB Information Governance Tool</td> <td>December 2023</td> <td>85%</td> </tr> <tr> <td>2. Implement Audit Actions with oversight by IG Board</td> <td>August 2023</td> <td>80%</td> </tr> </tbody> </table>	Action Title	Due Date	Progress	1. Continue roll out of Policies with oversight from ICGB Information Governance Tool	December 2023	85%	2. Implement Audit Actions with oversight by IG Board	August 2023	80%	
Action Title	Due Date	Progress											
1. Continue roll out of Policies with oversight from ICGB Information Governance Tool	December 2023	85%											
2. Implement Audit Actions with oversight by IG Board	August 2023	80%											
<p>Risk Owner(s): Senior Information Risk Owner (SIRO).</p>	<p>Portfolio Flag: Finance, Governance and Performance</p> <p>Summary of Progress: No change to risk score at this time. Policy work is being finalised, technical controls to support policies are being implemented. Next step is to embed these across the organisation; however this work will take longer due to recruitment/resourcing challenges.</p>												
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>													

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR4 – Possible failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework.</p> <p>Description: 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.</p>	Constant	10 Likelihood = 2 Impact = 5		10 Likelihood = 2 Impact = 5		
<p>Risk Causes: 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.</p> <p>Risk Consequences: 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</p> <p>Risk Owner(s): Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>						
	Existing Controls		Mitigating Actions			
	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. The revised CHaSMs is due to be sent out in October 2022.	3.Review Health and Safety Procedures	March 2024	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	March 2024	25%	
	5.	Health and Well-being plan - Health and Wellbeing plan				



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	<p>in place and being implemented</p> <p>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.</p> <p>7. Reorganising the Corporate Health Safety and Wellbeing Team - New job and paperwork 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. The consultation process has been completed any because of Councils financial position this is being revised and will probably be implemented in two parts.</p>	
<p>Portfolio Flag: Finance, Governance and Performance Strategic Theme: Our Organisation</p>	<p>Summary of Progress: We now have an updated improvement plan alongside the audit action management plan that we will be working to over the next year. CLB is monitoring the audit management plan and this is being reported to them at intervals next reporting is in October where some significant decisions will be taken. The new CHaSMS has been launched and the stress risk assessments have been analysed and reported to the corporate safety committee and the 4 Directorate EDMs. Conversations have started regarding the property risk register.</p>	

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR18 - Possible failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets.</p> <p>Description: Failure of the City to deliver to the Mayoral Target of 2000 new homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p>	Deteriorating	15 Likelihood = 3 Impact = 5		9 Likelihood = 3 Impact = 3	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -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. <p>Risk Consequences:</p> <ul style="list-style-type: none"> -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 			Existing Controls		Mitigating Actions
	Control		Action Title	Due Date	Progress
	1.Created a single multi-disciplinary Housing Delivery Team		Secure Homes England Affordable Housing Programme Funding	March 2026	40%
	2.Established a Local Housing Company (Goram Homes).		Revised Affordable Housing Funding Policy 2022-202	April 2022	100%
	3.Introduced the Affordable Housing Practice Note.				
	4.Issued grants to Registered Providers (RPs).				
	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				
	11. Strategic City Planning monitor housing completions and future pipeline of consents				
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Development of Place.</p>	<p>Portfolio Flag: Housing Delivery and Homes</p> <p>Strategic Theme: Fair and Inclusive</p>				
<p>Summary of Progress: While work on finalising completion data for 22/23 is ongoing, indications suggest the final completion figure is likely to be under Mayoral and Business Plan targets.</p>					

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR54 - Potential Threat of Financial Sustainability of Nursery Schools</p> <p>Description: The impact of Covid and union action on maintained nursery schools and classes will significantly reduce the funding provided to the LA and schools and could impact on sustainability and sufficiency (sufficiency being a statutory responsibility of the service) Ongoing underfunding of nursery schools continue to raise questions about their future.</p>	Constant	21 Likelihood = 3 Impact = 7		6 Likelihood = 3 Impact = 3	
<p>Risk Causes:</p> <ul style="list-style-type: none"> Availability of staff to service early years learning Census data weakened to inform on EY sector funding. Government process change. 					
<p>Risk Consequences:</p> <ol style="list-style-type: none"> Increased financial deficits in maintained nursery schools leading to impact on the DSG and long-term sustainability. Reduction in places across the maintained sector on a permanent basis as schools close unsustainable nursery provision that impacts on the city's sufficiency plan. 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> Identification of potential financial impact Review of progress with agreed actions with targeted nursery schools. Published a council position on the strategic need for nursery schools and key areas where action is required to support sustainability. Individual finance visits to four targeted nursery schools with the largest in-year deficits to create action plans to tackle identified issues. Communication with nursery schools to establish Covid impact and impact on pupil numbers Development of a nursery transformation programme in collaboration with LA maintained nursery school headteachers and governors. Context conversations to capture the strengths and strategic importance of nursery schools as well as the financial and operational challenges. 	<ul style="list-style-type: none"> Developing strategic proposals for nursery schools and the LA in response to the finding of the context conversations. Continuing with the nursery transformation programme and working with nursery schools to implement action plans that will reduce in-year deficits and move towards sustainable models for the future. Reviewing the space on each nursery site to evaluate the potential income from hosting co-located services. Continuing ongoing dialogue the nursery schools to establish the impact of Covid through this financial year. Establishing impact of provision of eligible 2 year old provision and SEND within nursery schools. Bringing groups of nursery schools together the develop collaborative and federation models that share resources, leadership, skills and expertise. Modelling management of change and collaborate and federation models to inform discussions. Engaging with elected members to review strategic position of nursery schools and how the council can support remodelling and securing future sustainability. Identifying additional capacity required to support programme of change. Paper being drawn up for Schools Forum to secure additional funding. 	<ul style="list-style-type: none"> July 2022 September 2023 July 2022 March 2022 July 2022 September 2023 September 2023 September 2023 	<ul style="list-style-type: none"> 100% 45% 100% 100% 100% 50% 50% 45% 100% 	
<p>Risk Owner(s): Executive Director People, Service Director Education and Skills</p>					
<p>Portfolio Flag: Children's Services, Education & Equalities</p>	<p>Summary of Progress: 11 out of the 12 LA Maintained Nursery schools are currently carrying an accumulative deficit of approx. £7 million. Deficit recovery plans have been created by Head Teachers and Governing Boards to demonstrate how they will return to an in-year surplus within 3 years. The Section 151 officer has reviewed the deficit recovery plans and identified which LA Maintained Nursery Schools can be given a licenced deficit. Those that have not been issued with a licenced deficit are working with finance colleagues and officers to establish more ambitious plans to provide financial sustainability for the provisions. Further transformation work is also being reviewed to future proof the provisions moving forward.</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR55 - Children placed in unregistered provision may be at risk</p> <p>Description: There is a possible high threat risk for the council regarding children placed in unregistered provision which is unlawful.</p>	New & Escalated	28 Likelihood = 4 Impact = 7		14 Likelihood = 2 Impact = 7	
<p>Risk Causes:</p> <ul style="list-style-type: none"> The causes are placement sufficiency and increased numbers of children coming into care. 					
<p>Risk Consequences:</p> <ul style="list-style-type: none"> Unlawful placements Negative Legal Impact Negative Ofsted Impact 	Existing Controls		Mitigating Actions		
	<p>Control</p> <ul style="list-style-type: none"> TBC 		<p>Action Title</p> <p>Ensure that permission of placement can only be agreed by DCS.</p> <p>Explore with Ofsted more creative solutions</p> <p>Implementation of BCC Families Transformation Programme.</p> <p>Weekly oversight by Service Director and reporting to CLB.</p>	<p>Due Date</p> <p>Sept 2023</p> <p>Sept 2023</p> <p>Sept 2023</p> <p>Sept 2023</p>	<p>Progress</p> <p>50%</p> <p>50%</p> <p>50%</p> <p>50%</p>
<p>Risk Owner(s): Executive Director People, Service Director Education and Skills</p>					
<p>Portfolio Flag: Children's Services, Education & Equalities</p>	<p>Summary of Progress: This threat is high because we have children coming into care with complex needs bind with issues placement sufficiency.</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					

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Appendix A – Corporate Risk Register as at June 2023

Opportunity Risks

Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: OPP1 - Possible Impact of One City Approach</p> <p>Description: The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p>	Deteriorating	21 Likelihood = 3 Impact = 7		28 Likelihood = 4 Impact = 7	
<p>Risk Causes: 1. Mayoral aspiration and widespread partner sign-up to principles</p> <p>2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan</p>					
<p>Risk Consequences:</p> <p>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. 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</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. V3 One City Plan Produced - We have produced v3 of the One City Plan and produced our second annual report available on the One City Website from 12 June 2021.		1. One City Plan refresh process	March 2023	100%
			2. Set up Partnership Board	September 2023	80%
			3. City Office Team Mandate	September 2022	100%
<p>Risk Owner(s): Director Policy, Strategy and Partnerships.</p>	<p>Summary of Progress: Likelihood of realising opportunities has reduced due to the loss of all staff from the City Office and a break in service of circa 6-weeks whilst new team members are recruited. Also, as the Council prepares to move to a Committee System of governance, questions have been raised about the long-term approach to partnership working and whether the One City model should continue. Whilst no specific intention to curtail One City has been put forward, Members will need to consider all options which introduces a level of uncertainty. This has meant recruitment to roles is fixed term only and external funders cannot commit to longer funding terms until they have clarity from BCC about its position on One City. A further report on options is anticipated to be brought to a July meeting of the Committee Member Working Group.</p>				
<p>Portfolio Flag: Finance, Governance and Performance</p>					
<p>Strategic Theme: Our Organisation</p>					

Appendix A – Corporate Risk Register as at June 2023

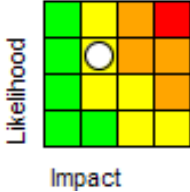
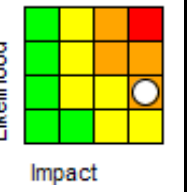
External and Civil Contingency Risks

External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: BCCC5 - Cost of Living Crisis may have major impact on Citizens and Communities</p> <p>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.</p>	Improving	12 Likelihood = 4 Impact = 3		9 Likelihood = 3 Impact = 3	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Supply chains disruption -Global COVID-19 Pandemic -Brexit -War in Ukraine -Leading to rapid inflation <p>Risk Consequences:</p> <ul style="list-style-type: none"> -Destitution - homelessness -Inability for citizens to pay general services and utilities -Increased debt for citizens and the council -Health and well-being deterioration -Inequity deepening -Increased demand on services across the council leading to failure to meet this demand -Community cohesion deteriorates 					
Risk Owner(s): Executive Director People, Director Public Health	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Baseline / impact assessment to understand potential impact on Bristolians		Update baseline assessment following gov announcement 26 May 22	July 2022	100%
	2. Creation of monitoring framework with 'red flag' indicators		Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience	July 2022	100%
	3. Development of civic & community asset map		Communication plan	July 2022	100%
	4. Development of framework for targeted action		Establish network of community hubs and 'city offer' by September	September 2022	100%
	5. Data monitoring of key 'red flag' indicators - monitored by the One City and One Council Group		Cost of Living – assess impact on business	September 2022	100%
	6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks)		Work with Quartet and other funders to deliver grant funding to implement autumn/winter response as agreed	September 2022	100%
	7. Established One City Coordination Group		Work with Quartet to deliver Social Action Grants	January 2023	100%
	8. Communication plan in place led by BCC External Communications		Update Impact Assessment	December 2022	100%
	9. Bi-weekly meetings of Community Exchange - Meetings with community partners delivering response		Review funding approach with Quartet for 2023	February 2023	100%
			Planning for 2023 event - Review approach and plan for winter 2023	April 2023	100%
			Mid-point review - In person workshop with all partners - review what's happened to date, what's gone well/what needs to change	January 2023	100%
Portfolio Flag: Public Health and Communities	Summary of Progress: This risk is about our ability to respond to the crisis over the winter in particular. We were able to respond as a city drawing on our assets and creating a one city fund. We have a mechanism in place which we know can respond in a crisis. On the 19th of April we agreed with partners to move to a more sustainable way of working and away from 'crisis response' whilst continuing to ensure people have access to immediate support where needed. Our focus now is on building resilience against future pressures through an agreed One City Many Neighbourhoods approach.				
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing					

Appendix A – Corporate Risk Register as at June 2023

External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: BCCC1 - Flooding May Impact Public Safety</p> <p>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.</p>	Constant	15 Likelihood = 3 Impact = 5		9 Likelihood = 3 Impact = 3		
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Tidal surge, heavy rainfall, and river flood events -Impact of climate change -Lack of effective flood defences and preparedness for major incidents -Failure of existing flood defences <p>Risk Consequences:</p> <ul style="list-style-type: none"> Economic Impacts incl loss of Property Loss of Life/Injury Reputational Damage 						
	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	1. Avon and Somerset Local Resilience Forum - The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset, and South Gloucestershire.		Avonmouth Village Flood Scheme	June 2027	20%	
			Deliver Bristol Avon Flood Strategy	December 2023	25%	
			Deliver Local Flood Risk Management Actions	February 2030	25%	
	2. Engagement with external partners to develop flood response plans and procedures - Working with emergency services, local authorities, and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves.		Expression of Interest to participate in the DEFRA Innovation and Resilience programme	June 2021	100%	
			Strategic Outline Case for Managing River Avon Flood Risk	June 2021	100%	
	3. Local Flood Risk Management Strategy - Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy. The Strategy has used outputs from a number of key studies (which identify the risk of flooding to the city) to structure our response to flood risk management, from emergency management to flood mitigation schemes		Frome Catchment Innovation Programme - Development of a number of measures to mitigate flood risk from the river Frome	March 2027	20%	
	4. Regular and Emergency Maintenance and Clearing of Gullies and Culverts – especially in advance of storm warnings					
	5. Ongoing engagement with Civil Protection unit					
<p>Portfolio Flag: Climate, Ecology, Energy & Waste and Strategic Planning, Resilience and Flood Strategy</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>	<p>Summary of Progress: Overall risk level remains the same. Principal Officer appointed to lead Frome Resilience project which will ease pressure on the team. Work ongoing to revise overall structure and recruit to manager role.</p>					

Appendix A – Corporate Risk Register as at June 2023

External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: BCCC4 – Possible Increase In Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health)</p> <p>Description: 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:</p> <ul style="list-style-type: none"> • Reduced ability to see infection • Negative impacts on business continuity and health from high levels of circulating infection • Harms to high-risk individuals and risks within high consequence settings • Emergence of harmful new variant 	<h3>Improving</h3>	<h3>3</h3> <p>Likelihood = 3 Impact = 1</p>		<h3>14</h3> <p>Likelihood = 2 Impact = 7</p>	
<p>Risk Causes: 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.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Daily Situation Reports – weekly from April 2022 and will be produced in current format until 31st March 2023		There are 9 COVID Population Health Sub risks with multiple mitigating Actions		
	2. Investment in Infection Prevention and Control - Additional recurrent investment has been made in Community Infection Prevention and control. Regional and Health system IPC oversight established				
3. Local Outbreak Management and Response Plan - LOMP has been replaced by living with Covid Plan -developed with partners. Mitigations in place include: New Surveillance, Communication, Engagement, Prevention – including vaccination, Protection – high risk settings and Response and surge preparedness. Weekly Outbreak Management Group replaced by weekly Living With Covid Group. Monthly reports to CLB Gold and regular updates to ELM Regular staff and public bulletins					
4. Ongoing Community Engagement and Mental Health Work - Additional investment in MH work through Thrive. £500k from CCG for student MH. One City focus on YP and night-time activities. Additional investment in communities, VCSE - £2m from CCG and additional funds for community vaccine champions.					



Appendix A – Corporate Risk Register as at June 2023

Risk Consequences: 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.	5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty	Summary of Progress: Winter flu season has ended; UK Government have now formally ended the COVID-19 pandemic response. we are now back to business-as-usual approaches. plans are in place to deliver the spring covid-19 booster programme to our vulnerable population. treatment for those to develop covid symptoms who are immunosuppressed remains available. System planning is in progress for next winter - flu / covid vaccination and engagement to support uptake recognising this as a core prevention priority.
	6. Protecting Health Function - Enhanced protecting health function - completed / Green. Weekly reports published – will remain in place but frequency may change - Green	
	7. Weekly Death Management and Vaccine Reports	
Risk Owner(s): Executive Directors & Director of Public Health		
Portfolio Flag: Mayor		
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing		

Appendix A – Corporate Risk Register as at June 2023

Risk Scoring Matrix

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

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 2023



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.

Growth and Regeneration Scrutiny Commission 28th September 2023



Report of: [Planning Obligations Manager](#)

Title: [STRATEGIC CIL UPDATE](#)

Ward: [All](#)

Officer Presenting Report: [Jim Cliffe](#)

Contact Telephone Number / email: [0117 903 6724](tel:0117 903 6724) / jim.cliffe@bristol.gov.uk

Recommendation:

[That the contents of this report are noted. No actions are required.](#)

The significant issues in the report are:

- [1. How CIL monies must be allocated](#)
- [2. The amount of Strategic CIL collected](#)
- [3. Schemes to which Strategic CIL has been allocated](#)
- [4. The rules around the spending of Strategic CIL](#)
- [5. The future of CIL](#)

Background

1. The Community Infrastructure Levy (CIL) was introduced by the government in April 2010. Bristol was an early adopter of CIL and commenced charging it on 1 January 2013. CIL is based on a charge per square metre of new development. For example if the CIL rate was £50 per metre and a house of 90 square metres was built, the CIL payable would be £4,500.
2. The operation of CIL is set out in detailed government regulations. These require each £1 of CIL received to be split into three components as follows:
 - 80p is applied to strategic infrastructure to support the growth of the city (Strategic CIL).
 - 15p is devolved to the Parish Council in which the development occurred for local infrastructure (Local CIL). In Bristol's case we are not parished, so we devolve decisions over the spend of Local CIL to the Area Committees
 - Up to 5p is to cover CIL setup and ongoing admin costs.
3. Where there is an adopted Neighbourhood Development Plan in place for the area in which a development has then been granted a consent (such as in Old Market, Lawrence Weston and Hengrove), the regulations require that the devolved amount of any CIL monies received from that development must be increased to 25p in the pound and the strategic infrastructure element reduced to 70p.

Section 106 & CIL Information

4. Monthly updated information about the receipt and spend of Section 106 and CIL monies is provided on the Councils website, along with annual Infrastructure Funding Statements. Links to these can be found in the Background Papers Section (below).

Strategic CIL allocations

5. As of 31 August 2023, the Council had collected a total of **£51,170,444.92** of Strategic CIL. Strategic CIL allocations totalling **£71,305,000.00** have been made and these are identified in Appendix A. Of these allocations; **£26,596,534.39** has already been drawn down, resulting in the delivery of key infrastructure schemes such as Perry Court Primary School, in Hengrove, Metrobus Route 1 from Ashton Vale to the City Centre, and the replacement of the New Cut Retaining Wall.
6. All Strategic CIL allocations are made by Cabinet, having first been considered by the relevant Strategic Director and the Capital Investment Board. This includes any allocations arising out of past budget amendments made by Full Council. Appendix A does not include those Full Council resolutions that have yet to be firmed up into deliverable schemes and subsequently approved by Cabinet.
7. None of those schemes that are identified as "Works Ongoing" or "Not Started" are scheduled to be completed this financial year.
8. The reason for this is that funding allocations are often made as part of a wider funding strategy, in advance of schemes being implemented. A good example of this is the Bristol Avon Flood Strategy, which has an allocation of over £20m but which will not start to be drawn down until 2025/26 and will be drawn down in tranches over a 7-to-10-year period thereafter. This is similar to many of the schemes that Strategic CIL is applied to, which, due to their nature and complexity, often take a number of years to complete. These schemes tend to be funded from several different sources, of which Strategic CIL forms only one component.

Rules relating to the spending of Strategic CIL

9. The spending of Strategic CIL is governed by statutory regulations and accompanying Planning Practice Guidance. The regulatory requirement is as follows:

A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.

The regulations also allow CIL funding to be used for the provision of infrastructure outside of the charging authority's area, where to do so would support the development of its area.

Planning Practice Guidance expands on this as follows:

Local authorities must spend the levy on infrastructure needed to support the development of their area, and they will decide what infrastructure is needed. This flexibility gives local areas the opportunity to choose what infrastructure they need to deliver their relevant Plan (the Local Plan in England, Local Development Plan in Wales, and the London Plan in London). Charging authorities may not use the levy to fund affordable housing.

10. The key point is that Strategic CIL must be applied to infrastructure to support the development of Bristol, as set out in the Local Plan. Therefore there must be a direct link between the infrastructure that Strategic CIL is applied to, and the area(s) in Bristol to be developed that it is intended to support. Infrastructure in areas of Bristol where there is no or little development proposed will not be eligible for Strategic CIL, unless it is for a citywide facility to be located in that area. Hypothetical examples could be a new hospital, bus station, water treatment works etc.

The future of CIL

11. The 2020 Government White Paper on Planning set out plans for both CIL and Section 106 Agreements to be replaced with a new method of developer contributions call the Infrastructure Levy (IL), which is intended to deliver both infrastructure provision and affordable housing. Governments intention is that the IL will deliver at least as much (if not more) funding that the current system of Section 106 and CIL. However, when the detailed proposals were consulted on in spring 2023, the response was very strongly negative from all sectors (i.e. Local Authorities, housing associations, landowners, developers, and agents), and therefore there is uncertainty about whether the IL will be implemented. The Labour Party have indicated that if they form the next government then they will not proceed with the IL.
12. If the IL is implemented, then we will need to bring forward an IL for Bristol. However, if the current system of CIL and Section 106 remain, then our CIL rates will require revision at some point in the next few years.

Consultation

13. The following were consulted as part of the drafting of this report and their comments have been incorporated within it:

Internal

Dawn Bodill (Solicitor: Planning and Regulatory Services)

External

None

Public Sector Equality Duties

14. 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.

15. An equalities impact assessment has not been undertaken in the drafting of this report, as the report is for information only. It does not contain new policies or proposals, or recommend the implementation of a scheme or an approach to service delivery. Those schemes identified in Appendix A have all been subject to Cabinet Decisions, which will have incorporated equalities impact assessments.

Appendices:

Appendix A: Strategic CIL Allocations

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**Background Papers:**

The following weblinks contain information about CIL, and specifically the information referred to in Paragraph 12 of this report:

- [Community Infrastructure Levy \(CIL\) and planning obligations \(bristol.gov.uk\)](http://bristol.gov.uk)
- [Infrastructure Funding Statement \(bristol.gov.uk\)](http://bristol.gov.uk)
- [How we spend CIL money \(bristol.gov.uk\)](http://bristol.gov.uk)

APPENDIX A

STRATEGIC CIL ALLOCATIONS

Year	Cabinet Date	Scheme	Allocation	Drawn Down	Status
11/12	2 Sept 11	Provision of a Metrobus route linking Ashton Vale with the City Centre Station	£5,000,000	£5,000,000	Completed
12/13	26 Apr 12	Provision of Environmental Improvements to Gainsborough Square, to support development and assist in encouraging growth in Lockleaze	£750,000	£750,000	Completed
18/19	6 Nov 18	Provision of infrastructure required to bring forward the development of land at Temple Square in the Temple Quay Enterprise Zone	£2,100,000	£2,100,000	Completed
18/19	5 Mar 19	Provision of Flood Remediation Works and Strategic Highway Works required to support growth at Bedminster Green	£6,000,000	£746,534.39	Works Ongoing
20/21	1 Sept 20	Provision of a new primary school on the site of the current Perry Court School to increase capacity by 50% to support the growth of Hengrove	£10,000,000	£10,000,000	Completed
20/21	1 Sept 20	Provision of junction improvement highway works on Hengrove Way to support the growth of Hengrove. <i>(Scheme may be fully funded from WECA funding meaning that the CIL allocation will not be required)</i>	£4,800,000	£0	Not Started
20/21	25 Feb 21	Provision of a Community Hub to support the various developments taking place in Lawrence Weston	£1,000,000	£0	Not Started
20/21	25 Feb 21	Provision of a new Library and Health Centre to support the regeneration of Glencoyne Square in Southmead	£7,000,000	£0	Not Started
21/22	2 Mar 22	The replacement of the New Cut Retaining Wall to enable improved sustainable transport measures to support the delivery of Western Harbourside and the planned growth along Cumberland Road	£8,000,000	£8,000,000	Completed
21/22	2 Mar 22	Provision of a new Youth Zone at Hartcliffe Way to support the growth of Hengrove	£3,600,000	£0	Not Started
22/23	4 Oct 22	Provision of the Bristol Avon Flood Strategy to support growth in the City Centre, temple Quarter and St. Philips	£20,935,000	£0	Not Started
23/24	4 Apr 23	Improvements to parks and green spaces in growth areas across the City	£1,500,000	£0	Not Started
23/24	6 Jun 23	Additional funding for Glencoyne Square (see 25 Feb 21 above)	£620,000	£0	Not Started
Total			£71,305,000	£26,596,534.39	

Growth and Regeneration Scrutiny Commission

28th September 2023



Report of: Abigail Stratford, Head of Regeneration, BCC
Karen Mercer, Deliver Director, Temple Quarter Joint Delivery Team

Title: Temple Quarter Regeneration Programme update

Ward: All

Officer Presenting Report: Karen Mercer, TQ JDT
John Smith, Exec Director Growth & Regeneration, BCC

Contact Telephone Number: 07899653580

Recommendation: To note the current position of the Temple Quarter Regeneration Programme.

This report provides a summary of the Temple Quarter Regeneration Programme, covering:

- 1) Introduction
- 2) Project Background
- 3) Current workstreams
- 4) Joint Delivery Vehicle update
- 5) Procurement of a Development Partner
- 6) Recommendations to November Cabinet



1.0 Introduction

- 1.1 The Growth & Regeneration Scrutiny Committee were provided with an update on the Temple Quarter Regeneration Programme (TQRP) in February and September 2022. This paper does not repeat what was included in those papers, it provides a summary of the programme, an update on the key activities for each workstream and an update on the proposal to create a Joint Delivery Vehicle (JDV) to drive forward the comprehensive regeneration of Temple Quarter.

2.0 Project background summary

- 2.1 The TQRP is one of the largest regeneration schemes in Europe. With Bristol Temple Meads station at its core, the programme sets out a vision to redevelop around 130 hectares of brownfield land in two connected phases over 25 years. This will deliver 10,000 homes and up to 22,000 jobs in a series of new sustainable and inclusive communities at the heart of one of the UK's most productive and fast-growing city regions.
- 2.2 The TQRP is led by a public sector partnership between Bristol City Council (BCC), the West of England Combined Authority (CA), Homes England (HE) and Network Rail (NR). A Joint Delivery Team (JDT) has been established and it is leading on the delivery of the TQRP on behalf of Partners.
- 2.3 In addition to the significant housing and economic benefits, the programme will deliver wider environmental and social benefits including integrated flood defences, local employment and skills opportunities, new open spaces, a network of green infrastructure increasing biodiversity and enabling low-carbon travel across the area, world class placemaking which is accessible and inclusive and sustainable new development supporting Bristol's ambition to be carbon neutral by 2030.
- 2.4 The programme successfully secured £94.7m in funding from the Brownfield and Investment Land Fund (BIL) from the Department of Levelling Up, Housing and Communities administered by Homes England. The Grant Funding Agreement (GFA) was signed on 12 April 2022 and later amended on 20 April 2023.
- 2.5 On 22nd October 2022, Cabinet approved entering into a Collaboration Agreement to facilitate the delivery of infrastructure items enabling new homes and commercial development within Phase 1, it was signed on 20 April 2023.
- 2.6 The Collaboration Agreement set out how the Partners will work collaboratively for the duration of the whole programme, with the aim of satisfying the delivery obligations under the GFA and Flow Down Agreements and sets out a process for a Partner to take responsibility for producing a delivery plan for each Infrastructure Item. Each Delivery Plan will identify the party who will be responsible for delivering each Infrastructure Item, detailed costs, any land assembly arrangements and a risk allocation. When a Delivery Plan is agreed between the Partners, the relevant Partner will then be responsible for the delivery of the agreed element of the Infrastructure Item pursuant to a Flow Down Agreement and grant offer letter. Under the Collaboration Agreement the parties agree to work together to mitigate and manage any cost increases and cost overruns. WECA, BCC and NR also agree to share programme delivery risk.
- 2.7 In October 2022, Cabinet also authorised the Executive Director for Growth and Regeneration in consultation with Deputy Mayor and Cabinet member for Finance, Governance, Property and Culture, Director of Finance and Director Legal and Democratic Services to take all steps required to negotiate and agree with Network Rail, Homes England and the West of England Combined Authority: (a) the establishment of a joint venture arrangement (comprising a corporate body) to drive the delivery of BTQ and (b) the appointment of a joint delivery partner, noting that further Cabinet approval would be sought.

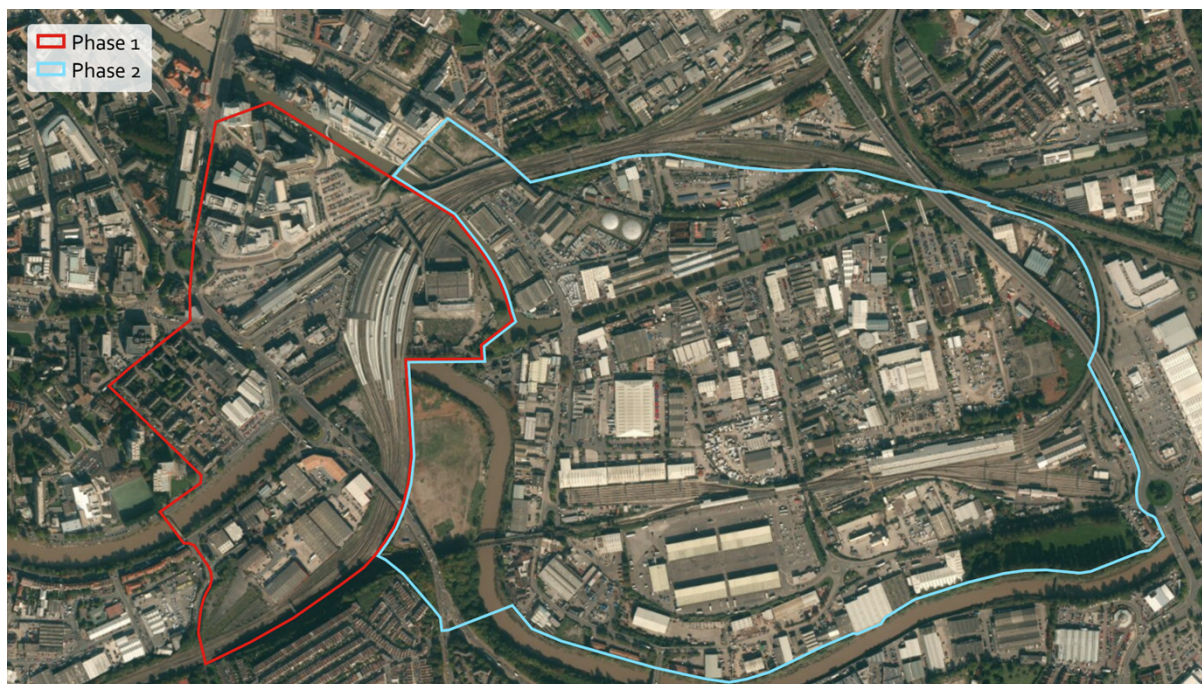


Figure 1: Aerial image showing regeneration area outline and phasing.

3.0 Programme workstreams update

- 3.1 Eastern Entrance** – enabling works for the build of the new Eastern Entrance to Bristol Temple Meads station are due to begin at the end of September, following the signing of an Implementation Agreement between partners. The main works will commence shortly afterwards, with completion anticipated in Q1 2025. The entrance will open in September 2026 alongside the University of Bristol’s new Enterprise Campus.
- 3.2 Southern Gateway and Northern Entrance** – both projects have completed the RIBA Stage 2 design stage. RIBA Stage 3 is due to commence later this year, subject to approvals.
- 3.3 Temple Island enabling works** – bids have been received for the procurement of a contractor for the main package of enabling works to prepare the site for development, with the appointed contractor anticipated to be on site in early 2024. Works to restore the historic river walls are ongoing, and improvement works to the A4 access road are due to begin this month. The Local Planning Authority (LPA) are working to discharge planning conditions, there have been some delays with this that will impact the critical path of programme. Two new dedicated Temple Quarter Planning Officers are now in post, and they will be working to progress this as quickly as possible. Currently the Remediation Implementation Plan Condition has passed its eight-week statutory period and is delayed by two weeks. Additional planning applications for surface water sewer, road and parapet works will be submitted and the complexity of these works will require coordination with the LPA. It is expected there will be a Biodiversity Net Loss of approximately 20 units as a result of the enabling works. Planning policy requires the developer (the council) to offset the lost biodiversity and create 10% Net Gain. The project is seeking to use council Parks & Greenspaces sites to offset on and has received an extension to its planning condition to enable sites to be identified within the Bristol area.
- 3.4 University of Bristol** - The University of Bristol is making strong progress on the build of its main academic building on Cattle Market Road, with the piling completed and the work on schedule. The

wider campus development area is also taking shape, with work on the nearby Research Hub ongoing. On Friday 8 September, the new Dental School on Avon Street was officially opened by constituency MP, Thangam Debbonaire. The £36m state-of-the-art school will provide 119 dental chairs, radiography services, instrument sterilisation facilities, clinical simulation teaching rooms, seminar and IT teaching rooms, and staff and student social spaces. Free dental treatment for the local community by undergraduate students, under the supervision of qualified clinical dentists will be available at the new site. This service will double the daily availability of emergency dental appointments in the local area.

- 3.5 **Masterplanning and placemaking** – the tender process to procure a masterplanning consultant for phase 1 and phase 2 has recently closed, with the announcement of the appointed consultants expected in mid-October. The masterplanner will focus on phase 2 and connectivity in and around the phase 1 area, with the commission expected to last around 12 months. The appointment of a placemaking consultant is also anticipated in mid-October. This consultant will help to define what good placemaking looks like in the Temple Quarter and wider Bristol context. Both the masterplan and placemaking vision will be shaped by input from councillors, residents, interest groups, and other stakeholders starting later in 2023.
- 3.6 **Social Value strategy** – work to develop a Social Value strategy is underway. The development of the strategy will be shaped by community and stakeholder input, tied to a wider public engagement strategy sitting across the entire TQ programme.
- 3.7 **Employment and Skills strategy** – work to develop this strategy is underway, informed by business engagement work undertaken in late 2022, alongside other city-wide programmes, including the Local Plan Review and an Employment Land strategy for the Bristol area. The team is now using Building Bristol as a formal body to report progress and to obtain feedback and input regarding their Employment and Skills Strategy.
- 3.8 **Communications and engagement** - Since the last update to this committee in September 2023, a comprehensive programme of public engagement has continued, managed by the Joint Delivery Team, with support from the council’s Community Development team. In January-March 2023 the Temple Quarter Development Framework was consulted on across Bristol. The results of this consultation and a summary of the activity that took place can be found online: [Bristol Temple Quarter Development Framework Consultation | Ask Bristol Consultation and Engagement Hub](#). The Joint Delivery Team intends to continue its open engagement approach throughout the life of the Temple Quarter project. This will include continued engagement with Bristol Ward Councillors and their counterparts in the WECA region. Cross-party briefings are being planned for councillors ahead of November Cabinet and more information will be shared in due course.
- 4.0 Other developments in the Temple Quarter area**
- 4.1 There are a number of private developments coming forward in the Temple Quarter area. These include:
- **Clarence Road:** The LPA is expecting the submission of a revised set of plans shortly, to respond to the consultee responses received to date. It is understood that these drawings will be accompanied by planning and DAS addendums providing commentary on how they have responded to feedback plus updated technical assessments where relevant. The developer hopes to be in a position to submit these back to us by the end of September. Further to this BCC are awaiting input on the viability assessment from an external consultant to cover the revised scheme as well as other queries which it has raised.
 - **Plot 3:** The revised scheme has been submitted, but is still subject to objections on highway and heritage grounds. There are also some ecology issues still to be resolved. The LPA is working with the developer and the relevant consultees to provide a pragmatic response to these issues.
 - **Feeder Road/Albert Road:** The applicant has confirmed they are implementing the scheme that was allowed at appeal (19/01881/F), and the site has been cleared. The LPA has dealt with all

the pre-commencement conditions and understands that works have commenced on site. The applicant is exploring ways to increase the number of bedspaces and changes to block C (the commercial block) and there are ongoing discussions about this and how this can be facilitated.

- **Mead Street (Former Barts Spices)** : The developer is looking to make some changes to the approved scheme and has submitted an application to make amendments to the scheme. This has only been recently received and has not yet been reviewed.
- **40-46 Albert Road:** This application is in and subject to an agreed PPA with a timetable in place, looking for a committee determination around Jan 2024.

5.0 Network Rail/Bristol Temple Meads station improvements update

5.1 Network Rail is carrying out its own programme of renovation works at Bristol Temple Meads station that are a separate but complementary workstream to the Temple Quarter programme. Works include:

- **Main Shed Roof Renewal:** construction due to complete December 2025, scaffolding removed throughout following year with everything removed December 2026. Platform canopy refurbishment will be finished in the coming months.
- **Station improvements:** The refresh of Bonaparte's (previously a bar/restaurant) is due to complete in summer 2024. Station Approach restaurant/bar is developing with construction expected to complete autumn 2025. British Transport Police will relocate from Platform 3 to the lower level of the Passenger Shed early 2025 to support this development.
- **Midland Shed:** in addition to TQ proposals, Network Rail is refurbishing the derelict rooms along Station Approach for retail and station facilities. Included will be a unisex toilet facility including accessible toilet and changing places toilet. Expected completion in Spring 2026.
- **Hostile Vehicle measures:** To improve security and meet current legislation and guidance on security of nationally significant infrastructure, anti-hostile vehicle measures will be installed around the entrances to the station. These are designed to allow passage of pedestrians, wheelchairs, buggies, cycles and can accommodate emergency/servicing vehicles as required. Anticipated to be installed by spring 2024.
- **Cycle parking:** In advance of relocation of cycling and vehicular parking across the station to a new bespoke facility as part of TQ proposals, the current cycle parking to the north of the station will temporarily relocate to the terrace outside the Midland Shed. Design is being finalised and relocation date will be confirmed in the next few months.
- **Signal box:** The Panel Box currently operates the Bristol South corridor, from just north of Nailsea & Backwell to the Exeter fringe south of Bridgewater. It includes the Weston-Super-Mare loop. The facility also accommodates the Signalling & Telecomms maintenance team, who respond to planned and unplanned interventions to the systems. There is broad consensus and desire to align decommissioning the Panel Box alongside the development of the Temple Quarter scheme – however, there is no currently funded business case that would enable this. Network Rail is finalising a scope of work to look at the feasibility of decommissioning the facility, with mitigations that adequately address operational capability, maintenance accommodation, optimal usages of land and value for money. This study is anticipated to conclude April/May 2024.

6.0 Joint Delivery Vehicle (JDV)

6.1 The establishment of a Temple Quarter Joint Delivery Vehicle (JDV) will formalise the long-standing collaborative working arrangements that are already in place under the Memorandum of Understanding between the council and its Temple Quarter delivery partners - Homes England, West of England Combined Authority and Network Rail (JDV Partners).

6.2 The JDV Partners intend to establish the JDV by January 2024 subject to each JDV partner securing the necessary internal approvals. The key principles for the JDV are as follows:

- The JDV will continue for the duration of the Temple Quarter Programme. This is likely to be for a period of 15 years although flexibility is being retained for longer if agreed in writing by all JDV Partners.

- The JDV’s remit will be to secure the comprehensive regeneration and delivery of BTQ. It will be responsible for developing and managing the overall programme as envisaged in the Collaboration Agreement and Grant Funding Agreement.

6.3 The JDV will work to an agreed Business Plan, that will be agreed by the council and each of the JDV Partners prior to the JDV being formally established. In November 2023 Cabinet will be asked to consider delegating authority to the Executive Director of Regeneration to approve the final JDV Business Plan. Any subsequent variations or updates will require approval by each partner. The Cabinet Paper will also set out the arrangements for partners to make available their Phase 1 land for development in accordance with the Collaboration Agreement.

6.4 The JDV Business Plan will be grounded in the council’s Corporate Plan and the Temple Quarter Development Framework endorsed by BCC’s Cabinet in May this year.

7.0 Procurement of a Development Partner (DP)

7.1 Following Cabinet approval last October, the JDV Partners have been working to prepare the proposition to the market to secure a Development Partner. To help inform that proposition and the procurement strategy pre-market engagement has been undertaken.

7.2 The process demonstrated that there is significant market interest in the Temple Quarter development opportunity and an appetite to take on infrastructure delivery. The process also highlighted that linking the delivery of Phase 1 and 2 would provide the greatest opportunity to achieve our objectives for TQ and deliver our vision, as this will help attract a developer partner with the required skills, experience, investment and placemaking capability.

7.3 To deliver on the vision and objectives for BTQ, it is currently intended to launch a procurement process in Spring 2024, to procure a master developer partner for Phase 1 and work with the JDV to subsequently bring forward Phase 2 subject to the necessary approvals.

8.0 Recommendations

8.1 It is the intention of the Joint Delivery Team to take a series of recommendations to Bristol City Council’s Cabinet in November 2023. It is anticipated these recommendations will include approvals to enter into the JDV, make the Phase 1 land available to the JDV and enable the JDV to commence a procurement process to procure a developer partner for Phase 1

8.2 It should be noted that the above may change before the anticipated Cabinet meeting on 7 November 2023.

9.0. Policy

10.0. Consultation

a) Internal

Legal and Finance Business Partner

b) External

The report was drafted in consultation with the Temple Quarter partners (Homes England, Network Rail, Homes England) and with advice from Deloitte and Eversheds.

11.0. Public Sector Equality Duties

- 11.1 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.
- 11.2 The Temple Quarter programme will transform 130 hectares of central Bristol with new homes, jobs, and public spaces. This will have an impact on quality of life, standard of living, access to housing and services and so on. Creation of a Joint Delivery Vehicle will drive the programme forward into the delivery phase. We are aware of existing disparities for people in Bristol based on their protected and other relevant characteristics which we will aim to mitigate where possible through our overall approach. Any potential impact of communities will be monitored and taken into considerations as each part of the programme is progressed. An Equality Impact Assessment is appended to this report – Appendix 1.

Appendices:

Appendix 1 - Equality Impact Assessment (EQIA)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Equality Impact Assessment [version 2.12]



Title: Temple Quarter Cabinet update – November 2023	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth & Regeneration	Lead Officer name: Abigail Stratford
Service Area: Regeneration	Lead Officer role: Head of Regeneration

Step 1: What do we want to do?

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

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

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

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

This EQIA is related a Cabinet paper for Temple Quarter and is needed as part of the decision pathway process.

Temple Quarter sits at the heart of Bristol – it is being taken forward by a partnership of Bristol City Council, Homes England, Network Rail and the West of England Combined Authority . With the upgrade and regeneration of Bristol Temple Meads station at its centre, the proposals for Temple Quarter aim to transform over 130 hectares of brownfield land over the next 25 years into a series of thriving, well-connected mixed-use communities. The regeneration of the area aims to create 10,000 new homes, thousands of new jobs and bring £1.6bn annual income to the city economy.

This update to Cabinet gives a general update on the programme since the last update in May 2023. It also seeks approval for the proposed constitutional arrangements for a Temple Quarter Joint Delivery Vehicle (JDV) and the Temple Quarter Business Plan.

1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	
Additional comments: Temple Quarter is a major scheme likely to have a city wide impact as it is delivered and in future.		

1.3 Will the proposal have an equality impact?

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

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

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

Yes **No** [please select]

The Temple Quarter programme will transform 130 hectares of central Bristol with new homes, jobs, and public spaces. This will have an impact on quality of life, standard of living, access to housing and services and so on. Creation of a Joint Delivery Vehicle will drive the programme forward into the delivery phase.

We are aware of existing disparities for people in Bristol based on their protected and other relevant characteristics which we will aim to mitigate where possible through our overall approach. Any potential impact of communities will be monitored and taken into considerations as each part of the programme is progressed.

Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: [How we measure equality and diversity \(bristol.gov.uk\)](http://bristol.gov.uk)

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
2021 Census data on ethnicity citywide	2021 Census Asian or Asian British 31271 6.6% Black or Black British 27886 5.9% Mixed or multiple ethnic groups 21120 4.5% White Other 44891 9.5% White British 338251 71.6% Other ethnic background 9043 1.9% (Black Asian and minority ethnic) 18.9%
2021 Census data on gender citywide	49.6% male; 50.4% female
2021 Census data on proportion of population with a	81,000 have a long-term illness or disability

long-term illness or disability citywide																																																															
2017 mid-year population estimates	670 people lived in the area covered by the development framework																																																														
Business engagement carried out October to December 2022	People who work in the area. 46% of jobs in the Temple Quarter area are filled by people who live within 5km of the area. St Philip's supports approximately 4,400 jobs																																																														
<u>Quality of Life 2020-21 — Open Data Bristol</u>	<p>The Bristol Quality of Life Survey highlights a number of disparities for Bristol citizens based on where they live, as well as their characteristics and circumstances which are relevant to Temple Quarter regeneration. Some examples are set out below. The aim of the Temple Quarter programme is to reduce these disparities and improve the quality of life both within Temple Quarter and in the rest of the city.</p> <table border="1"> <thead> <tr> <th>Quality of Life Indicator</th> <th>% for whom lack of transport options prevents them from leaving their home when they want to</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> <tr> <td>Characteristic</td> <td>% Percentage</td> </tr> <tr> <td>16 to 24 years</td> <td>38.9</td> </tr> <tr> <td>50 years and older</td> <td>20.7</td> </tr> <tr> <td>65 years and older</td> <td>21.5</td> </tr> <tr> <td>Female</td> <td>25.7</td> </tr> <tr> <td>Male</td> <td>24.4</td> </tr> <tr> <td>Disabled</td> <td>34.1</td> </tr> <tr> <td>Black Asian & Minority Ethnic</td> <td>33.8</td> </tr> <tr> <td>White Minority Ethnic</td> <td>31.9</td> </tr> <tr> <td>White British</td> <td>23.0</td> </tr> <tr> <td>Asian/Asian British</td> <td>36.3</td> </tr> <tr> <td>Black/Black British</td> <td>13.0</td> </tr> <tr> <td>Mixed Ethnicity</td> <td>36.8</td> </tr> <tr> <td>White</td> <td>24.1</td> </tr> <tr> <td>Lesbian Gay or Bisexual</td> <td>36.0</td> </tr> <tr> <td>No Religion or Faith</td> <td>25.9</td> </tr> <tr> <td>Christian Religion</td> <td>22.6</td> </tr> <tr> <td>Other Religions</td> <td>28.5</td> </tr> <tr> <td>Carer</td> <td>24.9</td> </tr> <tr> <td>Full Time Carer</td> <td>24.6</td> </tr> <tr> <td>Part Time Carer</td> <td>25.0</td> </tr> <tr> <td>Single Parent</td> <td>20.1</td> </tr> <tr> <td>Two Parent</td> <td>22.6</td> </tr> <tr> <td>Parent (all)</td> <td>22.3</td> </tr> <tr> <td>No Qualifications</td> <td>23.2</td> </tr> <tr> <td>Non-Degree Qualified</td> <td>22.9</td> </tr> <tr> <td>Degree Qualified</td> <td>26.2</td> </tr> <tr> <td>Rented (Council)</td> <td>23.1</td> </tr> <tr> <td>Rented (HA)</td> <td>20.4</td> </tr> </tbody> </table>	Quality of Life Indicator	% for whom lack of transport options prevents them from leaving their home when they want to			Characteristic	% Percentage	16 to 24 years	38.9	50 years and older	20.7	65 years and older	21.5	Female	25.7	Male	24.4	Disabled	34.1	Black Asian & Minority Ethnic	33.8	White Minority Ethnic	31.9	White British	23.0	Asian/Asian British	36.3	Black/Black British	13.0	Mixed Ethnicity	36.8	White	24.1	Lesbian Gay or Bisexual	36.0	No Religion or Faith	25.9	Christian Religion	22.6	Other Religions	28.5	Carer	24.9	Full Time Carer	24.6	Part Time Carer	25.0	Single Parent	20.1	Two Parent	22.6	Parent (all)	22.3	No Qualifications	23.2	Non-Degree Qualified	22.9	Degree Qualified	26.2	Rented (Council)	23.1	Rented (HA)	20.4
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50 years and older	20.7																																																														
65 years and older	21.5																																																														
Female	25.7																																																														
Male	24.4																																																														
Disabled	34.1																																																														
Black Asian & Minority Ethnic	33.8																																																														
White Minority Ethnic	31.9																																																														
White British	23.0																																																														
Asian/Asian British	36.3																																																														
Black/Black British	13.0																																																														
Mixed Ethnicity	36.8																																																														
White	24.1																																																														
Lesbian Gay or Bisexual	36.0																																																														
No Religion or Faith	25.9																																																														
Christian Religion	22.6																																																														
Other Religions	28.5																																																														
Carer	24.9																																																														
Full Time Carer	24.6																																																														
Part Time Carer	25.0																																																														
Single Parent	20.1																																																														
Two Parent	22.6																																																														
Parent (all)	22.3																																																														
No Qualifications	23.2																																																														
Non-Degree Qualified	22.9																																																														
Degree Qualified	26.2																																																														
Rented (Council)	23.1																																																														
Rented (HA)	20.4																																																														

Rented (Private)	35.3
Owner Occupier	22.3
Most Deprived 10%	26.7
Bristol Average	25.1
	Source: Quality of Life survey (March 2023)

Quality of Life Indicator	% satisfied overall with their current accommodation
Characteristic	% Percentage
16 to 24 years	76.0
50 years and older	89.1
65 years and older	90.7
Female	86.3
Male	82.3
Disabled	73.9
Black Asian & Minority Ethnic	74.2
White Minority Ethnic	72.2
White British	87.4
Asian/Asian British	75.3
Black/Black British	76.8
Mixed Ethnicity	71.9
White	85.6
Lesbian Gay or Bisexual	79.5
No Religion or Faith	85.6
Christian Religion	85.7
Other Religions	67.5
Carer	81.6
Full Time Carer	77.3
Part Time Carer	83.2
Single Parent	72.7
Two Parent	88.0
Parent (all)	86.1
No Qualifications	83.8
Non-Degree Qualified	80.2
Degree Qualified	85.9
Rented (Council)	72.1
Rented (HA)	61.9
Rented (Private)	71.1
Owner Occupier	90.8
Most Deprived 10%	76.6
Bristol Average	84.2
	Source: Quality of life survey (March 2023)

Additional comments:

The scale of the Temple Quarter regeneration programme, including the anticipated number of new homes and new jobs, its role as a major public transport hub and gateway location for the city centre, and its future role as a place to visit and spend time in – suggest there will be impacts spread over a wide geography, certainly Bristol-wide and further afield in the west of England.

The Temple Quarter development framework (endorsed by Cabinet in May 2023) proposes a large number of interventions to deliver jobs and homes. The nature, geographic scope and scale of impacts will differ according to the nature of intervention proposed, but it is expected the impacts will be large-scale and long-lasting.

In this context it appears prudent to consider the scale of impact at city wide and local level.

The recent engagement and consultation on the draft Development Framework identified some specific concerns with change and how this takes place, specifically for disabled people and for older people, identifying considerations for both the construction phases and the long-term benefits of the change itself.

There are areas of high deprivation that border the Temple Quarter area some of which are in the 10% most deprived areas of the country. Lawrence Hill has a higher-than-average number of ethnic minority communities, with higher poverty levels (see data below). Engagement and consultation with communities within Lawrence Hill has identified considerations for taking the regeneration forward which could benefit these neighbouring communities.

The main findings from the engagement and the consultation that ran from 10 January until 8 March 2023 can be found here [Bristol Temple Quarter Development Framework Consultation | Ask Bristol Consultation and Engagement Hub](#)

Lawrence Hill ward data:

	Bristol Average	Lawrence Hill
Black, Asian and Minority Ethnic Groups	18.9%	57.1%
Car Availability	26.2%	47.9%
Child Poverty Levels	21.8%	46.6%
Claimant Count	33.5%	72.0%
Crime	5.3 per 1,000	9.4 per 1,000
Mental Health Wellbeing	6.7%	2.3%
Premature Mortality	377.5 per 1,000	600.1 per 1,000

Out of 9 Lower Super Output Areas, Lawrence Hill has 7 rated in England decile 1 – most deprived.

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

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

2.3 Are there any gaps in the evidence base?

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

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

We do not have accurate citywide diversity data for some characteristics where this has not been included in statutory reporting historically. E.g. for the purposes of this report we refer to other sources of data e.g. that Bristol reflects national statistics where 6% of the population is reported as being lesbian, gay or bisexual.

We do not have complete data on the jobs and who is filling those jobs across the Temple Quarter regeneration area. A piece of engagement work with businesses in the St Philip's Marsh area took place between October and December 2022. This sought to find out more about the businesses that are in the area, their aspirations and how many people they employ. This is being used as baseline information about businesses. Across the Temple Quarter area 46% of jobs are filled by those that live within 5km of the area.

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

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

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

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

The key public sector partners bringing forward the Temple Quarter regeneration programme are committed to engaging with businesses, residents and wider city stakeholders, with an approach that enables city communities to help shape proposals effectively and in a timely way.

Mead Street engagement and consultation:

- Engagement with businesses and the local community took place from 22 November 2021 until 7 January 2022. This informed a draft Development Brief for the Mead Street area that was formally consulted on from 20 May – 4 July 2022. This included two in-person events at LPW House on 22 and 23 June. Overall more people agreed with the proposals within the development brief than disagreed.
- The consultation was promoted through the following:
- A postcard sent directly to local residents and businesses
- An email to community/stakeholder organisations asking them to participate and to also share information in their networks
- A press release with articles in Bristol 24/7 and Bristol Post
- A news story on the Temple Quarter website
- Social media posts through the main Bristol City Council and Temple Quarter platforms
- The events were promoted by a local community champion on Radio Bristol on Wednesday 22 June 2022.

Business engagement

- A letter and survey went to all businesses in St Philip's Marsh in June 2022 informing them of the Temple Quarter project and inviting them to complete the survey and contact the team for a more detailed briefing if they wanted.
- A comprehensive engagement with businesses in St Philip's Marsh was conducted in Autumn 2022 included a survey, door knocking and meetings
- Round table meetings

Community engagement

- Community groups have been invited to a briefing and/or walking tour of the Phase 1 Temple Quarter sites, to help build their understanding of the project.

- Regularly walking tours of Temple Quarter have been available for businesses, individuals and organisations to book – on a weekly basis since October 2022 until March 2023.
- Continuing opportunities for schools/university engagement: including tours and workshops for schools and universities

Consultation on the draft Temple Quarter Development Framework

Consultation took place on the Temple Quarter Development Framework from 10 January to 8 March 2023.

Online/paper survey:

Information was broken into four sections, with a survey for each section, plus an interactive map for St Philip's Marsh and two ideas boards for Temple Meads, City Gateway and Friary North, and St Philip's Marsh respectively:

- 136 responses to Overview
- 115 responses to Temple Meads, City Gateway and Friary North
- 79 responses to St Philip's Marsh
- 58 responses to Temple Gate
- 94 comments on the St Philips map (from 20 individuals)
- Temple Meads, City Gateway and Friary North Ideas Board: 24 interactions (8 comments, 16 likes)
- St Philip's Marsh Ideas Board: 15 interactions (10 comments, 5 likes)

Written submissions

- 40 Submissions by email, from individuals, those responding via Easy Read, developers, landowners, transport groups, businesses, interest groups and organisations including Natural England, Historic England, Sustrans, Environment Agency, Bristol Older People's Forum.

Creative engagement

Three creative commissions to reach less-heard from groups and activate consultation activities and events.

- Commission 1 aimed to activate consultation drop-in events.
- Commission 2 aimed to reach communities in the Barton Hill area.
- Commission 3 aimed to engage with young people in and around Temple Quarter.
- 469 people spoken to as part of the creative engagement.
- 14 events took place as part of commissions 1 and 2.
- 6 films were produced by students as part of commission 3 who engaged with 206 people, including 86 young people and numerous businesses in St Philip's Marsh.
- A final celebration event was held to screen the students' films and mark the end of the consultation. This was attended by 86 people.

Events and briefings

- 27 events and briefings with feedback recorded speaking to approximately 330 people.

Young People

- In addition to the creative commission 3 described above, three groups of young people were directly engaged with, including University of the West of England geography students, A-level students from St Mary Redcliffe and Temple School, and a workshop with students taking part in Design West's *Shape My City* programme

Throughout the engagement and consultation process, the team worked to ensure no groups were excluded due to disability or other barriers, such as language. Consultation documents were available in Easy Read and translations were available upon request. Workshops were held within communities, such as at the Wellspring Settlement in Barton Hill, to give easy access to information in communities who don't always engage with planning consultations. Temple Quarter also holds quarterly Temple Quarter Accessibility Advisory Group (TQAAG) meetings with a broad range of members from the access community, including Bristol Older People's Forum, Centre for Deaf and Hard of Hearing, WECIL and other individuals with access needs. Information is given in plain English and BSL interpreters are provided. The groups also gives advice on making engagement more accessible, which is used to shape future sessions. We also hosted a bespoke facilitated session for the Centre for Deaf and Hard of Hearing at Engine Shed.

2.5 How will engagement with stakeholders continue?

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

An extensive public engagement programme has been carried out on the Temple Quarter project so far (as above). A key part of the overall delivery strategy will be to continue to engage with stakeholders and the community to hear their views and use this feedback to shape the proposals that come forward for Temple Quarter. If a Joint Delivery Vehicle is created, this approach would continue.

Step 3: Who might the proposal impact?

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

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

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

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

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

The impact of the Temple Quarter project – adverse or beneficial – will become clearer as each individual infrastructure project is progressed.

Adjacent communities to the Temple Quarter regeneration area have identified a number of factors that need to be considered affecting all groups with protected characteristics, but with particular relevance to young people and those from ethnic minority backgrounds, who make up a proportionately higher percentage of the Lawrence Hill ward. These include whether the housing will be for local people and whether local people will have the opportunity to take new jobs that will be created. Whether the new neighbourhood will provide services, leisure and opportunities for the residents of neighbouring areas, and whether transport improvements will enable greater access to opportunities.

Other feedback has included concern from access groups about changes to the station and physical access to it. Although not directly relevant to this cabinet paper, it is something we are acutely aware of and working to mitigate wherever possible through the design work that is ongoing.

New development may lead to change in the make-up of the business base in certain locations in Temple Quarter. BCC Economic Development is seeking to engage directly with local businesses in each area to understand them better. The team will monitor the potential for impacts on any groups with protected characteristics as part of this activity.

PROTECTED CHARACTERISTICS

Age: Young People

Does your analysis indicate a disproportionate impact? Yes No

Potential impacts:	Impact to be monitored as more detailed proposals are developed. TQ is a long-term project with opportunities for young people in future, which need to be considered at any early stage to ensure they are baked in.
Mitigations:	Engagement and consultation to take place at all stages of project
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Works may have impact on accessibility particularly changes to access arrangements at Temple Meads station.
Mitigations:	Access will be considered at the earliest possible stage in planning of works.
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Works may have impact on accessibility particularly changes to access arrangements at Temple Meads station.
Mitigations:	Access needs to be considered at the earliest possible stage in planning of works and we will continue engaging with the TQAAG.
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project

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

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

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

The Temple Quarter project's ambition is to create a place that is good for everyone to live, work and spend time. We will seek feedback from different groups about what this means to them. An overall aim of the wider Temple Quarter project is to advance equality of opportunity for all, both in terms of access to housing and jobs, as well as creating new community and public spaces, and improved travel infrastructure. One stated aim is to create a place where communities can come together, and this will help to foster good relations. We are also developing a Social Value strategy and Employment & Skills strategy, both of which will identify opportunities for enhancing access to opportunities in the area.

Step 4: Impact

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

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

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

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

Consultation and engagement which has been carried out recently has identified areas which need to be considered in the next stages of taking this programme of work forward in terms of access for all, impacts on different communities, and creating a place that works for all. Ongoing discussion and involvement in the development of plans will help to mitigate any negative impacts.

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

Consultation activity has identified some key concerns that some people with protected characteristics have. These will be considered when taking forward more detailed designs for individual projects. Ongoing consultation and engagement will continue to inform the opportunities we may have to promote the duty.

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Complete an EQIA for each individual project delivered within Temple Quarter	JDT Programme Director	Ongoing
Equalities issues identified by consultation to be reviewed on regular basis and considered as part of the development of more detailed plans	JDT Programme Director	Ongoing
A comprehensive programme of continued engagement will take place to ensure that voices, including those with protected characteristics are heard	JDT Programme Director	Ongoing
Continue to work with the Temple Quarter Accessibility Advisory Group	JDT Programme Director	Ongoing


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

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

It is too early in scheme development to define specific actions of each element of the emerging Temple Quarter project, but it is envisaged that application of the principles of diversity and inclusion outlined above will generate benefit for all groups with protected characteristics.
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Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: 
Date: 15/9/2023	Date: 15.9.2023

¹ Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

Bristol City Council - Scrutiny Work Programme 2023 / 2024 (Formal Public Meetings)

People Scrutiny Commission (PSC) Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	Health Overview & Scrutiny Committee (HOSC) (Sub-Committee of PSC) Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	Communities Scrutiny Commission (CSC) Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	Growth & Regeneration Scrutiny Commission (G&RSC) Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	Resources Scrutiny Commission (RSC) Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	Overview & Scrutiny Management Board (OSMB) Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
July 23					
August 23					
September 23					
27.9.23, 6pm		14.9.23 5.00 pm	28.9.23 5.30pm		4.9.23, 3pm
Annual Business Report		Annual Business report	Annual Business Report		Annual Business report
CQC Update		Parks funding	WECA / BCC Infrastructure Update (Transport)		Report from Climate Change Working Group
SEND Update: Standing Item		Parks and Green Spaces Strategy pre-consultation update (including Allotments and Food Growing Strategy)	Strategic CIL (Community Infrastructure Levy)		Quarter 4 Corporate Performance Report
Adult Social Care Transformation Programme Update: Standing Item		Update on Tree and Woodland Strategy	Temple Quarter Update		Latest Corporate Risk Report
Children and Education Transformation Programme Update: Standing Item		Quarter 4 Performance Report	Quarter 4 Performance Report		Goram Homes
Q4 Performance Report			Quarter 1 Risk Report		Mayor's Forward Plan – standing item (will be included for each meeting)
Adoption West Annual Report (noting only)					WECA Forward Plan / WECA Scrutiny minutes – standing item (will be included for each meeting)
October 23					
	11.10.23 4.30pm			12.10.23 5.00pm	2.10.23, 10am (TBC)
	Healthwatch Updates (Standing Item) To include: <ul style="list-style-type: none"> • Menopause services in Bristol • 'Local Voices' report 			Annual business report	Clean Air Zone – Enforcement
	Access to Dentistry			24-25 Council Tax Reduction Scheme consultation outcomes	
	Strengthening hospital discharge processes (reducing number of patients classed as 'no criteria to reside')			Digital Transformation programme progress update	

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Agenda Item 13

	<i>(Possible joint item with PSC)</i>				
	Update from ICB: Winter Resilience Framework engagement with local primary and community services			HR data – impact on delivery - TBC	
	Update on stroke programme from ICB/NB NHS Trust (Information Paper)			Transformation programme – top 4 - outline overview of property programme - TBC	
				Latest finance monitoring report	
November 23					
		13.11.23 5.00 pm	27.11.23 5.30pm (TBC)	21.11.23 & 23.11.23, 4.00 pm	2.11.2023, 6pm (TBC)
		Libraries update – focus on innovation report/lessons learnt and library utilisation/ opportunities for co-location	High Streets update Including Business Improvement Districts (BIDS)	21.11.23- scrutiny of 24-25 budget proposals (part 1); 23.11.23- scrutiny of 24-25 budget proposals (part 2)	
		Welcoming Spaces and Community Resilience Fund update/lessons learnt	Bristol Local Flood Risk Management Strategy (Statutory Item)		
		Update on community toilets scheme	Bristol and Avon Flood Strategy		
		Risk Report	Planning Service Update		
December 23					
	6.12.23, 6pm	7.12.23 4pm			
Learning Disability Update		Healthwatch Updates (Standing Item)			
Transitions' (education to employment) Inquiry Day: Outcome and Action Plan		Children's Health: <ul style="list-style-type: none"> • Child and Adolescent Mental Health Services (CHAMS) • Hospital Education 			
Permanent Exclusion, Suspensions and the Inclusion Hub		Autism Spectrum Disorder (ASD) Assessments - Sirona Care & Health – Autism Assessment Criteria			
SEND Update: Standing Item					
Adult Social Care Transformation Programme Update: Standing Item					
Children and Education Transformation Programme Update: Standing Item					
Adoption West Annual Report					
January 24					
				30.1.24 4.00 pm	
				Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 1	

February 24					
19.2.24,	Date TBC	27.2.24 5.00 pm	26.2.24 5.30pm	1.2.24 4.00 pm	
Direct Payments and Community Care	Healthwatch Updates (Standing Item)	Community Safety Partnership annual report	Culture (CIP)	Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 2	Companies' – performance
Extra-Familial Harm	Health Improvement Teams - To include Dementia Care	Community Asset Transfers update	Strategic Transport Update, to include: <ul style="list-style-type: none"> • Strategic Corridors • Liveable Neighbourhoods • Active Travel 		Scrutiny Annual Report
SEND Update: Standing Item		Progress on Ecological Emergency (could involve inviting partners to attend)	Growth & Regeneration Capital Programme Update		
Adult Social Care Transformation Programme Update: Standing Item					
Children and Education Transformation Programme Update: Standing Item					
March 24					
April 24					
					BCC Business Plan and performance framework
					Companies Business Plans
Provisional / To be scheduled					
	Quality Accounts: Sirona; AWP; NBT; UHBW; SWAS (April-May 24)		Property Programme (Transformation Programme)	Corporate Performance reports	Clean Air Zone Early closed briefing followed by joint public session with G&R and Health (Timing TBC)
			Major regeneration projects: <ul style="list-style-type: none"> • Western Harbour (TBC – watching brief) • Frome Gateway (TBC – watching brief) 	Corporate Risk reports	Corporate Performance reports
				Finance Monitoring reports and quarterly savings monitoring reports	Corporate Risk reports
				Integration of carbon assessment alongside financial business cases/carbon impact of Capital Programme – joint with G&R	Transformation programme – early item for overview / discussion on objectives
				Implementation of the new Procurement strategy; Procurement Bill / procurement waivers; Implementing social	Relationship with WECA / WECA scrutiny (informing work planning)

				value policy across strategies and procurement	
				Corporate debt/arrears report – mid-year report	One City Plan refresh
Other Scrutiny Activity					
Adult Social Care Transformation Programme Scrutiny Workshops		Landlord Services Task Group: <ul style="list-style-type: none"> Adaptive Homes Housing IT System Housing Allocation Temporary Accommodation Refugees Fire Safety Decent Homes (damp and mould) Decarbonisation 	Parking Strategy (including Workplace Parking Levy) – Working Group or Inquiry Day	Finance Task Group – 24/25 budget preparation and MTFP; first meeting July – financial outlook; regular meetings from August/September (joint sessions where necessary, e.g. with People Scrutiny). To include (autumn): Council Tax Base report; Collection Fund surplus/deficit report	Workshop – Scrutiny Handover
Children and Education Transformation Programme Scrutiny Workshops		Waste ID (note – to be linked in with OSMB): <ul style="list-style-type: none"> Future policy Collection methodology 			
‘Transitions’ Inquiry Day					
Member Briefings					
Fostering / Adoption (All Member Briefing)	Issues relating to Black women/BAME communities, their pregnancies and known poor health outcomes. (Further info TBC in August)	Houses in Multiple Occupancy		Public Health grant & budget – joint with Health – to be included as part of Finance T&F work	City Leap progress
Teen Pregnancy (to include reference to Youth Homelessness). Joint with Health.	Update from AWP (Avon and Wiltshire Partnership) on Riverside CAMHS inpatient unit (TBC if written up-date or briefing).			Cyber security and business continuity / financial risk – with Audit (Nov/Dec)	Bristol Beacon
Family Hubs	Update from BNSSG ICB / locality partnerships – Community mental health framework up-date (TBC if JHOSC or briefing)			Approach to performance data	Equalities and Inclusion Strategy
Ofsted Improvement					Bristol Waste Update

Bristol, North Somerset & South Gloucestershire - Joint Health Overview & Scrutiny Committee (BNSSG - JHOSC)	
Agenda/s TBC	Date/s TBC
Integrated Care Strategy - BNSSG Integrated Care Board (ICB) TBC if JHOSC or HOSC	
To include:	

<ul style="list-style-type: none"> • Up-date on Strategy & Delivery • Forward Plan • Role of integrated Care Partnership (ICP) and Integrated Care Board (ICB) 	
BNSSG ICB – approach to tackling geographical health inequalities and local planning (<i>timing and details TBC</i>)	
Update from BNSSG ICB / locality partnerships – Community mental health framework (plus potential briefing)	