

Overview and Scrutiny Management Board Agenda



Date: Monday, 4 September 2023

Time: 3.00 pm

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

Distribution:

Councillors: Tony Dyer (Chair), Mark Bradshaw (Vice-Chair), Geoff Gollop, Brenda Massey, Steve Pearce, David Wilcox, Martin Fodor, Steve Smith, Christine Townsend and Andrew Brown

Issued by: Lucy Fleming, Head of Democratic Engagement

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Date: Thursday, 24 August 2023



Agenda

1. Apologies for absence.

2. Welcome, Introductions and Safety Information

(Pages 4 - 6)

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 the previous meeting

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

(Pages 7 - 9)

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 Tuesday 29th August**.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by **12.00 noon on Friday 1st September**.



- 7. Annual Business Report** (Pages 10 - 27)
- 8. Goram Homes Annual Report** (Pages 28 - 48)
- 9. Report of Climate Change Working Group** (Pages 49 - 57)
- 10. Quarter 4 Performance Report** (Pages 58 - 142)
- 11. Quarter 1 Corporate Risk Report** (Pages 143 - 189)
- 12. Scrutiny Work Programme 2023-24** (Pages 190 - 194)
To note the work programme.
- 13. Mayor's Forward Plan - Standing Item** (Pages 195 - 209)
The latest published update of the Mayor's Forward Plan is enclosed, as published on 7th August 2023.
- 14. (Draft) Minutes from the WECA Overview and Scrutiny Committee - for information (standing item)** (Pages 210 - 217)
The draft minutes of the meeting of the West of England Combined Authority (WECA) Overview & Scrutiny Committee held on 13th March 2023 are enclosed for information.

The next meeting is scheduled for the 8th September 2023.



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-notice-for-resource-services



Bristol City Council Minutes of the Overview and Scrutiny Management Board



6 June 2023 at 1.30 pm

Members Present:-

Councillors: Tony Dyer (Chair), Geoff Gollop, Brenda Massey, David Wilcox, Martin Fodor, Steve Smith and Andrew Brown

1 Welcome, Introductions and Safety Information

The Chair welcomed the Overview and Scrutiny Management Board members and meeting attendees. New members of the Board were welcomed and introductions were made. Safety information was provided.

2 Apologies for absence.

Apologies were received from Cllr Mark Bradshaw and Cllr Christine Townsend.

3 Declarations of Interest

There were no Declarations of Interest made.

4 Chair's Business

There was no Chair Business.

5 Public Forum

A Public Forum question regarding the relationship between Scrutiny and the Mayor's Forward Plan was submitted and presented by Suzanne Audrey. A written response was provided. As a supplementary question Suzanne Audrey asked whether the Mayor's Forward Plan could be more proactive, with greater



notice of upcoming items. The Chair responded by clarifying that whilst a more forward looking plan would be helpful, where some items were subject to external influence this was not always possible.

A Public Forum question regarding the low carbon advertising policy was submitted and presented by Nicola Round. A written response was provided. As a supplementary question Nicola Round requested a timescale for further action. It was agreed that Officers would provide this.

A Public Forum statement regarding the low carbon advertising policy was submitted and presented by Cllr Carla Denyer.

A Public Forum statement regarding the low carbon advertising policy was submitted and presented by Veronica Wignall.

A Public Forum statement regarding the low carbon advertising policy was submitted by Adblock Bristol and presented by a representative.

A Public Forum statement regarding the Climate Change Working Group was submitted and presented by Cllr Katy Grant.

A Public Forum statement regarding the scrutiny of WECA was submitted by David Redgewell, Brendon Taylor and Gordon Richardson and noted.

Resolved; that 1) OSMB note the Public Forum, and that 2) a response to the supplementary question requesting a timescale for action on the low carbon advertising policy be provided.

6 Annual Scrutiny Work Programme 2023-24

The Head of Democratic Engagement introduced the Scrutiny Work Programme for 2023-24 advising that a workshop with Scrutiny Members had been held on the morning of 6th June 2023 immediately prior to the OSMB meeting to discuss priorities, and a final work programme was produced as an outcome of that workshop. It was noted that the timings of meetings were to be considered indicative only and subject to confirmation.

The Chair added that some further items may be added later in the 2023-24 year as necessary once further information was provided. This would include the report from the Climate Change working group once available, as referenced in Public Forum, and expected to go to OSMB for consideration.

A Member raised a concern over the timing of Scrutiny for Bristol Waste. The Chair clarified that the OSMB committee would need to be flexible and responsive to matters arising through the 2023-24 year, and that it was anticipated that Bristol Waste would be added to the OSMB work programme in due course.



Members were asked to approve the Scrutiny Work Programme 2023-24. This was unanimously supported.

Resolved; that the Scrutiny Work Programme 2023-24 be approved.

The Chair thanked the attendees and closed the meeting.



Overview and Scrutiny Management Board



4 September 2023

Report of: Director, Legal and Democratic Services

Title: Annual Business Report

Ward: N/A

Officer Presenting Report: Lucy Fleming, Head of Democratic Engagement

Recommendations:

- a. To note the membership of the Board for 2023/2024.
- b. To note dates and times for meetings in 2023/2024.
- c. To note the Scrutiny Terms of Reference.
- d. To establish the Call In Sub-Committee and confirm the chairing arrangements.

The Significant Issues in the Report

As set out in the report.



1. Context

At the annual meeting on 9 May 2023, Full Council established the following:

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

Full Council made the following appointments:

Chair of OSMB: Councillor Tony Dyer

Vice Chair of OSMB: Councillor Mark Bradshaw

2. Proposal

OSMB is asked to:

a. Note the membership for 2023/2024

The Board comprises 10 Members (Green 4; Labour 3; Conservative 2; Liberal Democrat 1) as follows:

Councillor Tony Dyer (Chair)
Councillor Mark Bradshaw (Vice Chair)
Councillor Geoff Gollop
Councillor Christine Townsend
Councillor Brenda Massey
Councillor Steve Smith
Councillor Martin Fodor
Councillor Steve Pearce
Councillor David Wilcox
Councillor Andrew Brown

b. Agree the proposed dates and times of meetings in 2023/2024

Dates and times are proposed as follows:

1. Monday 4th September 2023, 3pm.
2. Monday 2nd October 2023, 10am (TBC)
3. Thursday 2nd November 2023, 6pm (TBC)

And thereafter and when possible on a rolling basis to be held the Thursday evening before the monthly Cabinet meetings (to be confirmed).

- c. To note the Scrutiny Terms of Reference.

See appendix A.

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

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

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

The membership will be 7 (non-executive) Members, the proportionality being 2 Labour, 2 Green, 1 Conservative, 1 Liberal Democrat and 1 Knowle Community Party. The names of Members to serve on each Call In Sub-Committee will be determined by the Whips.

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

See appendix B.

3. Risk Assessment

N/A

4. Public Sector Equality Duties

N/A

5. Legal and Resource Implications

N/A

Appendices:

Appendix A	Scrutiny Terms of Reference
Appendix B	Call In Sub-Committee Procedure Rules (OSR 17)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: Council constitution

TERMS OF REFERENCE OF COMMITTEES

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

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

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

General

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

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

Management Function

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

B RESOURCES SCRUTINY COMMISSION

Terms of Reference - Overview

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

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

C PEOPLE SCRUTINY COMMISSION

Terms of Reference - Overview

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

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

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

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

Public Health and the Statutory Health Overview and Scrutiny Function

Functions

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

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

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

D GROWTH AND REGENERATION SCRUTINY COMMISSION

Terms of Reference - Overview

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

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

City Growth, Investment and Infrastructure; Housing Delivery, Economic Development, Programme and Project Management (including Temple Quarter, the Arena, 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 and receive updates from that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.
5. To report to the Overview and Scrutiny Board on progress against the work programme and on any recommendations it makes.

E COMMUNITIES SCRUTINY COMMISSION

Terms of Reference - Overview

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

Functions

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

F HEALTH SCRUTINY SUB COMMITTEE (OF THE PEOPLE SCRUTINY COMMISSION)

Terms of Reference – Overview

The role of this Commission is to undertake the scrutiny of local Health Service provision in accordance with Section 7 of the Health and Social Care Act 2001, the Health and Social Care Act 2012 and Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

Functions

- 1) To review and scrutinise any matter relating to the planning, provision and operation of the health service in its area.
- 2) To review and scrutinise any proposal for the substantial development or substantial variation of the Health Service as referred by a local NHS commissioner or provider under its statutory obligation to consult with the Council. To consider and assess impact assessments from such bodies and decide whether proposals are substantial variations or developments.
- 3) To require the local NHS body to provide information about the proposal under consideration and where appropriate to require the attendance of a representative of the NHS body to answer such questions as appear to it to be necessary for the discharge of its function in connection with the consultation.
- 4) To report to the Secretary of State in writing where it is not satisfied that consultation on any proposal referred to in paragraph 2 above has been adequate in relation to the content or time allowed.
- 5) To report to the Secretary of State in writing in any case where it considers that the proposal referred to in paragraph 2 above would not be in the interests of the health service in the area.
- 6) Where a matter is referred to it by Healthwatch to consider whether to exercise any powers in relation to the matter, taking into account information supplied by Healthwatch.
- 7) To scrutinise matters relating to the health of the authority's population and contribute to the development of policy to improve health and reduce health inequalities.
- 8) To review and scrutinise the impact of the authority's own services and key partnerships on the health of its population.
- 9) Review and scrutinise decisions made, or other action taken in connection with the discharge of any functions which are the responsibility of the Mayor/Executive, functions which are not the responsibility of the Executive, and functions which are the responsibility of any other bodies the Council is authorised to scrutinise.
- 10) In relation to the above functions:
 - a) To make reports and/or recommendations to the full Council, Executive of the Council, any joint committee, NHS bodies or any relevant partner authority as appropriate

- b) To consider any matter affecting the area or its inhabitants
- 11) To report on an annual basis to the People Scrutiny Commission on progress against the work programme and any recommendations it makes.

G JOINT HEALTH SCRUTINY COMMITTEE (BRISTOL, NORTH SOMERSET & SOUTH GLOUCESTERSHIRE)

Terms of Reference

Functions

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

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

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

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

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

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

I JOINT OVERVIEW AND SCRUTINY ARRANGEMENT

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

Joint Overview and Scrutiny shall have the power to:-

(i) Review or scrutinise decisions made or other actions taken, in connection with the discharge of any functions which are the responsibility of the Joint Committee;

(ii) Make reports or recommendations to the Joint Committee on matters that affect the Joint Committee area or the inhabitants of the area;

(iii) Make reports or recommendations to the Joint Committee with respect to the discharge of any functions which are the responsibility of the Joint Committee.

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

OSR17

What is Call in and How Does it Operate?

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

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

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

(f) If the Call In Sub Committee:

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

(ii) does not meet on the date specified in the notice in (d) above, then the decision will take effect on the first working day after that specified date.

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

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

(h) If the Full Council does not meet, or if it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Full Council meeting or expiry of the period in which the Full Council meeting should have been held, whichever is the earlier.

(i) Decisions taken by an Area Committee shall not be subject to call in.

Overview & Scrutiny Management Board

4 September 2023



Report of: Director: Legal and Democratic Services

Title: Goram Homes Annual Report 22/23

Ward: All wards

Officer Presenting Report: Stephen Baker, Managing Director – Goram Homes Ltd.

Contact Telephone Number: 0117 90 37765

Recommendation

That the Committee note and provide comments on the Goram Homes Annual Report 22/23



1. Summary

The Goram Homes Ltd. Annual Review for 22/23 is appended to this report, for the consideration of Overview and Scrutiny Management Board.

2. Context

The council is the sole shareholder of Bristol Holding Limited (company number: 09485669), which in turn is the sole shareholder of a number of companies, including Goram Homes Limited (company number: 11597204).

3. Policy

Goram Homes supports the Homes and Communities theme of the Corporate Strategy, by accelerating homebuilding in the city and increasing the supply of affordable homes and building resilient communities.

4. Consultation

Not applicable

5. Public Sector Equality Duties

Not applicable to this report

Appendices:

1. Goram Homes Annual Report 2022-23

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Goram Homes

Annual Report 2022-23



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Introduction

The financial year 22/23 was a year of real progress for Goram Homes. We started construction at two of our development sites. We completed the award-winning Castle Park Energy Centre and secured planning permission for hundreds more homes in north and south Bristol.

As Bristol City Council's housing company, we are accelerating the number of homes being built in the city, adding to the 11,000 that have been developed in Bristol since 2016. We'll build more than 3,100 homes over the coming years – 1,435 of which will be at Hengrove Park, the largest development in Bristol this century. Half of our pipeline of new homes will be affordable.

Of course, 2022 was not without its challenges; with rising cost of materials and interest rates requiring careful planning with our partners. In some cases, this prudent and responsible approach has meant a pause or a change in building programmes to ensure finances stay on track. As a result, we are reporting improved figures against our business plan.

Together, we are focused on building for Bristol and meeting the priorities set by our shareholder, Bristol City Council. As well as providing high levels of affordable housing, we aim to build low carbon homes, limiting our impact on the environment and playing our part in addressing the climate emergency. These energy efficient homes can ultimately lower energy bills too.



One Lockleaze is a brilliant example of how we can do things differently as developers: environmentally friendly homes - 55% of which are affordable; high quality park spaces that increase wildlife habitats; and an onsite skills academy to train the construction workers of the future. I'm proud to see our first homes coming out of the ground here and look forward to creating communities Bristol can be proud of.

Aman Dalvi OBE,
Chair of Goram Homes Board

In our 2022 Business plan, we committed to:

- Launch our first design competition and announce the winner for a new development at Castle Park.
- Complete building England's largest water source heat pump at Castle Park Energy Centre.
- Start on site building 268 homes at Romney House, Lockleaze.
- Secure an additional site, Hengrove Park, to deliver over 1,400 homes

We have achieved:

- Started building 268 homes at One Lockleaze and launched the construction skills academy
- Begun construction on phase one of Hengrove Park -100% affordable housing at The Bookends
- Secured a development partner for the wider Hengrove Park masterplan, which will deliver around 1,400 homes
- Completed Castle Park Energy Centre
- Launched three design competitions in partnership with local communities
- Secured outline planning permission for Dovercourt Road and New Fosseway Road
- Added an additional 120 homes to our pipeline with the addition of The Grove Car Park site and maximising the potential of our existing developments.

CGI representation of one part of the Dovercourt Road development.



Our finances

The year 22-23 was a year of economic turbulence across many sectors. Against this environment we continued to invest in progressing our pipeline of sites with:

- One Lockleaze in contract with Countryside Partnerships (formerly Vistry) and started on site
- Bookends at Hengrove Park under contract with Hill Group and started on site
- Investment in progressing both planning and procurement processes to establish preferred bidder Partners at New Fosseway Road, Dovercourt Road and the wider Hengrove Park masterplan.



By taking a cautious approach with our finances and focussing on core deliverables, we are pleased to report financial results that are better than our approved 2023 Business Plan.

As our developments progress, we will continue to work closely with our joint venture partners on our build programmes, extending over several years, to ensure we take a measured response to immediate market pressures.

Chris Arnold, Chief Finance Officer



Profit & Loss Account £'000 Year to 31st March 2023	Actual	Business Plan
LLP Participation		
Share of LLP Profit/ (loss) before Tax	-	(358)
Contracting Business		
Revenues	243	861
Costs	(237)	(822)
Contract Business Margin	6	39
Operating Costs (£'000)	(1,4331)	(1,514)
Loss before Interest & Tax (EBIT)	(1,427)	[1,833]
Interest receivable	1,003	536
Interest payable	(797)	(739)
Loss before Tax	(1,221)	(2,036)
Corporation Tax	613	-
Loss After Tax	(608)	(2,036)
Cumulative Profit & Loss Reserves	(3,048)	(4,477)

Balance Sheet (£000) at 31st March 2023	Actual	Business Plan
Current Assets	15,686	9,176
Debtors	2,370	-
Capitalised Pre LLP costs	306	544
LLP Build Leases	10,026	8,929
Share of LLP Retained Reserves	-	(358)
Bank & Cash	2,984	61
Current Liabilities	(18,734)	(13,653)
Creditors & Accruals	(4,337)	(142)
Working Capital Funding	(3,3791)	(4,379)
Working Capital Funding interest	(992)	(203)
BCC Land Loan Notes	(10,026)	(8,929)
Net Assets	(3,048)	(4,447)
Shareholder's Funds	(3,048)	(4,447)

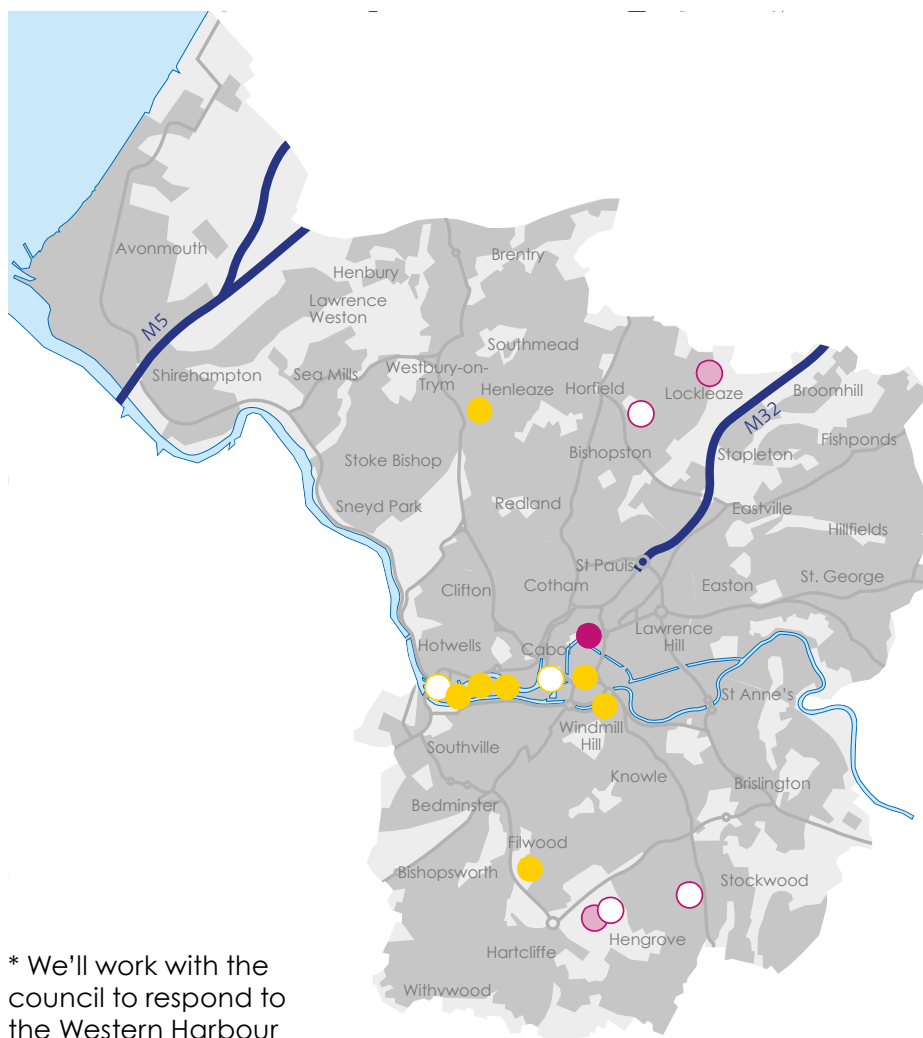
Our developments

We work in partnership to build homes and spaces that create inclusive communities where people can thrive.

We will build 3,112 homes in the coming years, of which almost half will be affordable.

This is meeting a direct need to build more council housing, more homes for shared ownership, and mixed tenure communities that give people a safe and secure place to live and thrive.

- Between April 2022 and April 2023, we added two more sites to our development pipeline, and increased the number of homes we'll build by more than 100.
- A further two sites received outline planning approval – New Fosseway Road in Hengrove and Whitchurch, and Dovercourt Road in Lockleaze.
- We also started construction on two of our key sites: One Lockleaze and the Bookends (phase 1) at Hengrove Park.



Key

Completed

- Castle Park Energy Centre

In construction

- One Lockleaze
- Hengrove Bookends

Outline planning granted

- Hengrove Park masterplan
- Dovercourt Road
- New Fosseway Road

Pre-planning permission

- Novers Hill
- Portwall Lane Car Park
- Baltic Wharf
- St Ursula's
- Castle Park
- SS Great Britain Car Park
- Spring Street

Future pipeline

- The Grove Car Park
- Western Harbour*

* We'll work with the council to respond to the Western Harbour masterplan and bring forward new homes on the most appropriate sites.

Find out more about each development on our [website](#).



Cllr Tom Renhard breaks ground at Hengrove Park Bookends, with our MD Stephen Baker and development partner The Hill Group.

Meeting housing need

We work in partnership with Bristol City Council to address specific housing need in the areas we build.

- Our outline plans approved for our New Fosseyway Road site in Hengrove include 70 extra care homes to help older people stay in their community for longer.
- We broke ground on Phase 1 of Hengrove Park, which is 100% affordable. The 53 apartments directly respond to the need for 1- and 2-bedroom homes for council rent in south Bristol.

CGI representation of New Fosseyway Road.



Our communities

Delivering social value

We're not just building houses; we're creating new communities. And for each development we are committed to making sure existing communities benefit too. This is different in each area we build, and we take our steer from local people who know best what is needed in their neighbourhood.

This social value can range from school assemblies on local conservation projects, through to on-site construction training that leads to employment.

We record and measure our Social Value using the National Themes Outcomes and Measures (TOMs) Framework.

Social value at One Lockleaze

One Lockleaze is our first development site of 248 homes in North Bristol. Up to April 2023, working with our partners Countryside Partnership and Partners in Bristol, we delivered:



451 weeks of a pre-employment course to help local people access careers in construction.

This course has been running in Ashley Down but launched on-site at the One Lockleaze Skills Academy in May 2023



1281 hours of career mentoring for over 24's



308 hours of dedicated support to help young people into work

Funded **The Conservation Volunteers** who have worked across: **10** sites

planted more than **439** trees

274 native wildflower bulbs

removed **26** bags of litter

and improved **10 metres** of public path

We worked with **Lockleaze Neighbourhood Trust** to fund:



1000 community welcome packs to anyone new to the neighbourhood



and support their fly tipping feasibility study

We continue to work with LNT and local community assets like the Vench to find new ways to support the Lockleaze area.

The One Lockleaze Skills Academy

The One Lockleaze Skills Academy is a unique training centre on a live development site, designed to help people kickstart their career in construction.

It launched in May 2023 and offers free short courses for anyone aged 19+, providing the essential skills needed to gain a job on a construction site.

The academy has both classroom and practical workspaces, meaning students could be learning the art of plastering, plumbing or brickwork on a real house, on an active building site.

Three students from the first cohort, from left to right – Callum, Ragan and Cardell

Ragan, 23, was in the first cohort of students that joined the academy in May 2023. He said:

“ My dream is to own my own development site, to help other people. I want to build affordable houses for people who are struggling, and I want to be able to build a house for my mum any my grandparents.

This course will give me my CSCS card which will get me my next job on a development site and without the skills academy, I wouldn't have been able to afford it. So, it means to world to me and, is getting me closer to my dream. ”

Just a week after finishing his course, Ragan got a job on a construction site and is one step closer to his dream.



Developing with communities

Local people know best what will work in their communities, so we work in tandem with communities to create the best designs for new developments.

Redcliffe Way

It has been a long-held aspiration of Redcliffe Residents Action Group and Redcliffe Neighbourhood Forum to reunite North and South Redcliffe, so we worked closely with them to develop our plans for 122 new homes (40% of which will be affordable). To ensure true community-led design, we launched a design competition in partnership with community

groups and leaders from St Mary Redcliffe Church to find the right proposal for this unique site. Residents continued to work with the winning architect team Groupwork, McGregor Coxall and Hydrock, to shape plans as they progressed, and we're now seeking a development partner to bring the scheme to life.

Novers Hill

We launched a design competition for our Novers Hill project in Knowle West and formed a panel with members of the community, including Friends of the Western Slopes. The brownfield site on Belstone Walk

is next to a well-loved wildlife corridor. More than 20 local firms responded with proposals for a residential scheme of around 50 new homes that would enhance the local area.



Health and Safety

Health and safety standards are critically important and a number one priority for our business. Our development partners have robust health and safety strategies in place to ensure a safe and healthy environment on our construction sites. We also conduct independent health and safety assessments too. We will continue to evaluate our health and safety performance and training needs as we grow.



High-quality, sustainable homes

We aim to exceed industry and policy standards to create places that benefit both people and the planet. Our aspiration to meet an EPC rating of A and RIBA Climate Challenge targets are embedded in our plans for all our developments.

The **2030 Climate Challenge** is a voluntary initiative for the construction industry, helping design teams demonstrate a clear commitment to tackling climate change.

It includes key sustainability targets for building design, including:

- annual energy use
- embodied carbon over the building's lifecycle – meaning the carbon footprint of all materials and services that go into the building
- annual water use.

These targets help us ensure our development partners are working towards low carbon or net zero homes.



Energy Centres

We work with our Bristol City Leap partners to maximise on-site generation of renewable energy

- **Castle Park Energy Centre** contains England's largest water source heat pump, contributing low carbon heat to the city's Heat Network. It provides low carbon heating and hot water to more than 1000 homes and businesses.
- The ground-breaking energy centre took top prize at a major European energy awards ceremony. The "Heat Pump City of the Year", awarded by the European Heat Pump Association, highlights global cities and regions taking advantage of this innovative, low carbon technology.



- Water source heat pumps are estimated to reduce the amount of energy needed to heat a building by 80%, helping support the city's fight against climate change. Castle Park Energy Centre demonstrates that this innovative technology can be "plugged in" to existing heat networks, opening up vast amounts of heat in the UK's waterways.

In the financial year 2022-23, we also started concept work on an **energy centre at our Hengrove Park development too**, which will supply the homes' heating and hot water by air source heat pumps. The energy centre will create a district heating network and providing a much more sustainable and environmentally friendly alternative to traditional boilers.

**Credit: Rebecca Noakes Photography
Castle Park Energy Centre**



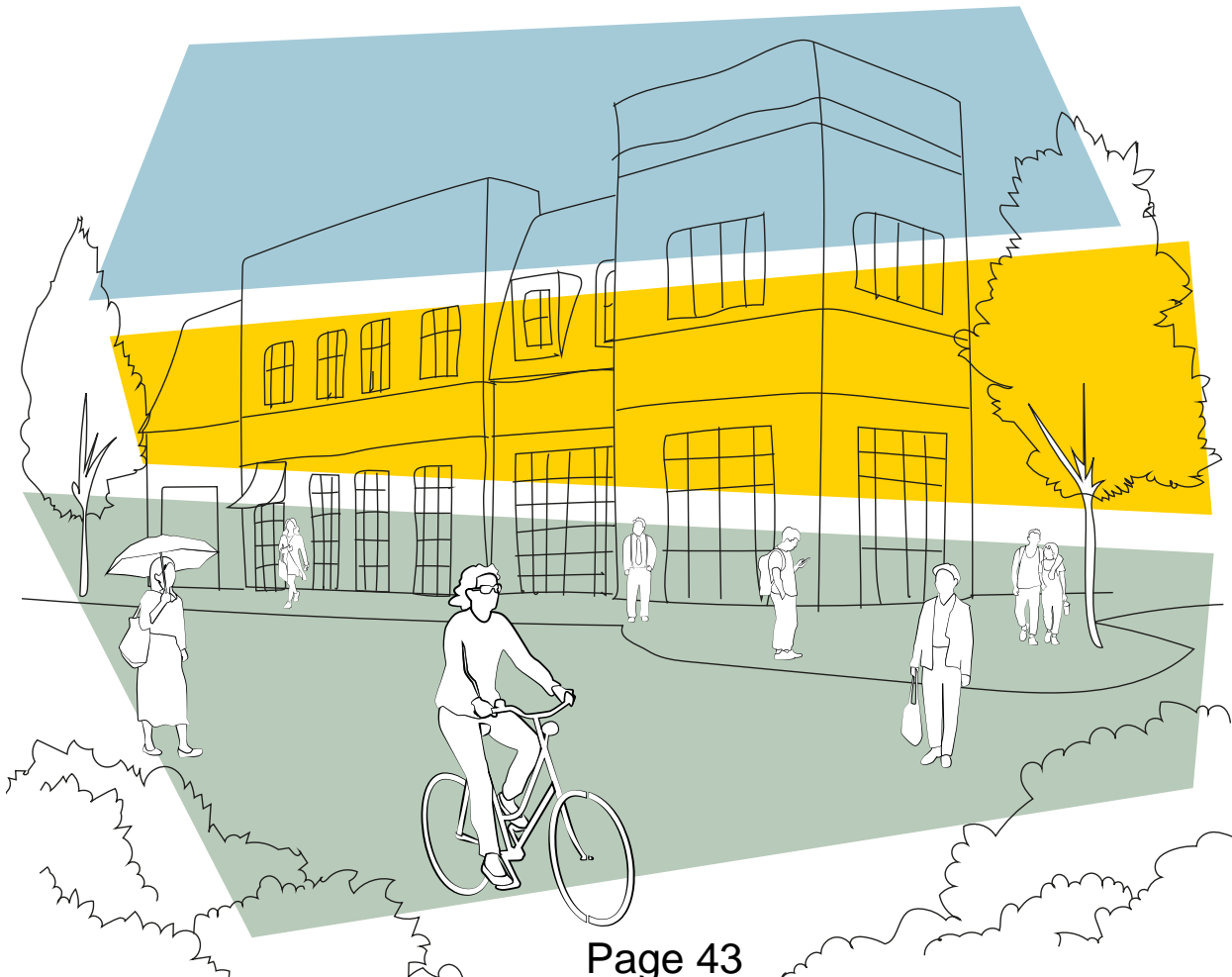
Respecting ecology

Biodiversity Net Gain is a way of making sure the habitat for wildlife is in a better state than it was before development.

- All our sites achieve at least 10% biodiversity net gain (BNG), with an ambition to reach 20% as defined by the DEFRA metric.
- We review all our projects at design stage: Hengrove Park is exceeding 20% and our Baltic Wharf scheme shows a 30% gain in wildlife habitats.

Building with Nature is a voluntary scheme that sets best practice standards for quality green infrastructure. It awards developments that prove they will benefit people and planet.

- New Fosseway Road has already received a Building with Nature design award.
- Baltic Wharf has received a full Building with Nature award.



Conservation volunteers in the community

Our One Lockleaze Green Gym, run by [The Conservation Volunteers \(TCV\)](#) has already planted more than 439 trees and 274 native wildflower bulbs on 10 sites across the community.

For National Wildflower week we worked with the Lockleaze Neighbourhood Trust and the Bumblebee Conservation Trust on local educational events and gave residents a bee welcome pack that included information on the campaign and how they can help bees and wildlife.



The One Lockleaze Green Gym

Our One Lockleaze project funds The Conservation Volunteers (TCV), a nationwide charity, to run a 'Green Gym' in the community. Sonia Parsons works with volunteers to improve spaces for nature and help people make a positive impact in the community.

Why is it so important to create, improve and care for green spaces?

“Green spaces are vital for both wildlife and people. Pollinating insects are sadly in decline and, in the past 50 years, we've lost around half of the recorded bee, butterfly and moth populations.

Improving the spaces we have creates a more biodiverse habitat for pollinating insects which encourages other species too. Also, not everyone has access to a garden, so publicly accessible greenspaces are important for our wellbeing.”

Any favourite Lockleaze projects?

“My favourite, and biggest, project is the nature space we've created at Lockleaze Sports Centre. We've transformed an unused area into a haven for nature and developed a food growing space for the community. We've planted orchard trees, filled raised beds, created a patch of wildflower meadow and added in native shrubs. It's amazing to see the difference that the volunteers have made over the past year.”

Tell me a bit about the volunteers – what do they get from being a part of this?

“It's proven that both exercise and being outdoors benefit our mental health and wellbeing. The Green Gym combines both, with the added benefit of socialising and making a positive impact in the community.

We call it a Green Gym, as a typical day can include digging, lifting, bending and stretching.

We welcome those struggling with mental health issues such as anxiety and depression, who may find volunteering in nature helps them feel more positive.

TCV has worked with the University of Westminster and other researchers over many years to verify the health outcomes for volunteers taking part in the Green Gym. These studies found a 33% improvement to physical health, 22% improvement to life satisfaction and 26% reduction in anxiety for volunteers.”



Sonia Parsons runs the "Green Gym"

Our People



Our team has grown to eight members of the staff in the financial year 22/23 and we are confident we have the right strengths and expertise to deliver our vision. We have also expanded our Board which now also includes the Chair of Audit & Risk Assurance Committee.

The team took home three Bristol Property Awards, two for Castle Park Energy Centre, in the Sustainability and the Winner of Winners category.

Our Development Director, Christiana Makariou won the Rising Star award, highlighting her talent, work ethic and commitment to the housing sector and social value in the city.



Looking ahead

We have a strong pipeline of more than 3,000 homes, transforming brownfield sites into homes and communities for Bristol. So, 2023 is already shaping up to be a busy year. What you'll see from Goram Homes over the next few months is a firm priority on our four priority sites:

- **One Lockleaze** – 268 homes, the first of which will be completed this year
- **Hengrove Park** – 1435 homes and a landmark development for south Bristol. We're already building the first of the council homes, and aim to secure reserved matters planning permission for the next phase this year
- **Dovercourt Road** – securing reserved matters planning permission for 140 new homes
- **New Fosseway Road** – securing reserved matters planning permission for c.200 new homes including an extra care facility

We'll also work on progressing our wider pipeline of sites through the planning process, working with the community every step of the way.

I'm also looking forward to the completion of our first homes in One Lockleaze this year and welcoming the first residents to this new neighbourhood of 268 homes, complete with a new wildlife corridor between the well-loved Stoke Park and Concorde Way.

At Goram Homes each one of us is motivated by building sustainable, beautiful homes for our city, in the numbers needed to support our growing population. Our pipeline will accelerate the number of new homes being built here, adding to the 2,563 homes completed in the year 2021/22. And I'm incredibly proud that almost half of the homes we'll develop in the next decade will be affordable – either for council housing, social rent through a housing association, or shared ownership. This is essential as we support Bristol City Council's need to provide a safe and secure home for those on its housing waiting list.

It's also been heartening to see the first cohort of students go through our skills academy, some of whom have already got employment on construction sites in the city. Wherever we build, we make sure our developments are making a positive impact, from skills training to conservation projects – and there's much more to come.

Thank you for your ongoing support. We'll keep building for Bristol.



Stephen Baker, MD

Goram Homes

www.goramhomes.co.uk

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Overview & Scrutiny Management Board



4 September 2023

Report of: Climate Change Working Group

Title: Climate Change Working Group recommendations

Ward: All

Member presenting report: Councillor Katy Grant, Chair of Climate Change Working Group

Recommendations:

OSMB to consider and comment on the recommendations of the Working Group, and to agree that the report be forwarded to the Cabinet for consideration.



1. Introduction

The Climate Change Working Group (CCWG) was set up by the Overview and Scrutiny Management Board to look at Bristol’s city journey towards its target of Net Zero by 2030, and whether there is more that can be done by the council to reduce carbon generated both by its own emissions, and by those of institutions, households and individuals across the city. The CCWG has focused on identifying any gaps and areas for acceleration, intending to add value to (rather than duplicate) the considerable work already being done, while ensuring the transition is as just as possible.

We have stressed the non-political nature of the climate emergency, hoping to identify some of the blockers to policy change that might be non-technical in nature, and achieve consensus on how to address these. The group has also provided a forum for preparation for the post-May 2024 committee governance model, where it will be necessary to ensure the effectiveness of the proposed Environment and Sustainability Committee in relation to climate policy and delivery. Between now and then, it will be important to clarify how the future committee will interact with the One City Environment Board and Bristol Advisory Committee on Climate Change.

In light of the urgency of the Climate Emergency, we would encourage the council to be ambitious, to aim for step change in all the areas of the city’s emissions, rather than multiple incremental changes. Bristol has the lowest per capita carbon footprint in the core cities, and we should continue to be an example for other cities in terms of innovation and the pace of change.

There is a key role also for councillors, in passing on information in their wards, demonstrating that the goal of carbon neutrality and climate resilience by 2030 is a priority for all representatives from all parties, and supporting businesses to set meaningful targets and to reach them, showcasing success and putting pressure on under-performers.

The group has spent time learning about the state of the city’s and the council’s contribution towards carbon neutrality and climate resilience. We have considered three priority areas for reducing carbon emissions and communicating on both topics, but there is still a lot of ground to cover if we are to think about policy and action in all the areas where emissions are most significant.

The content of this report has been shared with and agreed by all members of the working group. The vast majority of the recommendations gained consensus support; Recommendation A2 was supported by a majority of but not by all members of the group (the minority view in relation to this recommendation is also included).

2. Conclusions and Recommendations

The Group held three ‘deep dive’ sessions covering:

- a. Data/strategic priorities and partnerships
- b. Energy efficiency/home retrofitting/skills and decarbonisation of the residential/civic space
- c. Communications/engagement

The recommendations from the Working Group are set out below.

A. Recommendations in relation to Governance – ‘looking ahead’:

1. Recommendation A1 - Ensure that the new Environment and Sustainability policy committee (to be established as part of the new committee system that will operate from May 2024) has clearly defined responsibility for climate policy and delivery.

It will be crucial to ensure that the new Environment and Sustainability policy committee has clearly defined responsibility for climate policy and delivery. Environment and sustainability need to be at the heart of decision-making by all future council committees and it will be important for the Environment and Sustainability Committee to interact with all other committees, as well as other bodies such as the One City Environment Board and the Advisory Committee on Climate Change in order to ensure a coordinated approach.

2. Recommendation A2 - Overview and Scrutiny Management Board to consider extending the mandate of the Climate Change Working Group to enable it to continue its role during 2023/24.

A majority of the group agreed a recommendation to ask the Overview and Scrutiny Management Board to extend the mandate of this group to enable it to continue its role during 2023/24. If agreed, this will enable the group to maintain its role as a forum for preparation/discussion in advance of the new committee governance system coming into place. It is anticipated that the group could identify up to three further ‘deep dive’ topics for inquiry over an approx. 6 month period (likely to be July-December 2023), focused more specifically on hearing from external experts and a range of council services in addition to council climate team involvement. Possible topics could be selected from these options:

- Food
- Transport
- The built environment
- Climate finance and investment
- De-carbonising the work of public service providers
- The natural environment
- Consumption and waste

Achieving step change in the next few years is likely to require significant policy shifts in some areas so every effort should be made to focus on points of consensus and securing political ‘buy-in’. The four year city political/election cycle and new committee system will present an opportunity to build consensus on longer term actions/interventions. If the group continues its role into 2023/24, there will be an opportunity to start building that cross-party consensus on climate policy in advance of the formal changes in Council governance – this could include the involvement of/discussions with the Cabinet Member for Climate, Ecology, Waste and Energy.

Note: this was a recommendation supported by a **majority** of but not by all members of the group. A minority view expressed was that given the other priorities that will inevitably be faced during the year ahead in preparing the authority for the transition to the new committee governance system, it may be preferable to pause the group’s work at this point, on the basis that it may be difficult to secure officer, and in some cases councillor capacity to support the group’s continued activity over the next 12 months. The opportunity cost involved in the continued involvement of the Climate Change Team to support the group in continuing meetings was also noted.

B. Recommendations arising from Deep Dive 1 – Data/strategic priorities and Partnerships

Data/strategic priorities:

As part of the deep dive into this issue, key points taken into account by the group included:

- a. The UK has a statutory 2050 Net Zero commitment though is currently not on target to meet this.
- b. Bristol has achieved the biggest overall reduction in emissions and has the lowest per capita emissions of the Core Cities. However, public acceptance of the benefits of policies aimed at tackling climate change can take time, therefore it will be essential to engage widely and effectively with the public.
- c. Bristol is on a similar trajectory to other Core Cities in relation to the carbon neutrality challenge. Achieving Net Zero by 2050 requires a step change in activity, including shifting a large number of journeys to low carbon modes, huge investment in decarbonised heat networks, low-carbon heating technologies and insulation of properties. Achieving Net Zero by 2030 requires acceleration of action at an unprecedented scale, but also presents a huge opportunity which must be met by political boldness and careful prioritisation. For Bristol, it means delivering step changes in heating and powering key sectors, leapfrogging incremental improvements to aim directly for zero carbon.
- d. An analytical approach is essential; data and related analysis will be key to understanding policy choices, identifying/informing the development of key actions and in monitoring progress.
- e. The ClimateView model that has been developed should help assess impacts of interventions and inform decision making and prioritisation. The model’s purpose is to inform (through transparency and accountability, and scenario modelling for different interventions) and assist engagement. The model can be used to inform and engage within the council and One City boards and some elements are designed to be made publicly available to inform and engage the public.
- f. Taking forward the ‘Keep Bristol Cool’ framework and management plan as identified in the One City Climate Strategy will be hugely important to the resilience aspect of the strategy.
- g. The success to date of the climate team in securing additional, external resources is recognised.

Recommendation B1 - The council’s climate strategy and policy must continue to be data led and evidenced. The ClimateView model/tool should be a key element in supporting a data led approach as the model should help to guide work with the council’s locus, assess impacts of interventions and decision making/prioritisation.

Recommendation B2 - Data/evidence should be used to enhance the council’s ability to influence wider national government policy with regard to strategic climate outcomes.

Recommendation B3 - ‘Net Zero’ should be integrated as a key consideration in all council policies and projects in a way consistent with our approach to the United Nations Sustainable Development Goals. For example:

- ‘climate impact’ could be included as a required consideration in future committee reports;
- ‘carbon assessment’ could be integrated alongside future financial business cases for projects.

Recommendation B4 - The development of data dashboards linked to climate strategy should be progressed, to track performance against key metrics and to ensure transparency about the key gaps to be bridged - it will be important to be open about the scale of the major challenges. The council can lead this work, but it is recognised that this is a challenge also for partners and the city as a whole in that ClimateView is one of the few suitable ‘dashboards’ available and it is not currently possible to require city organisations to provide data. The approach could be linked in with the work to develop a City Climate Contract.

Partnerships:

As part of the deep dive into this issue, key points taken into account by the group included:

a. The council has made a public commitment to lead co-ordination of the One City Climate Strategy on behalf of the city. It takes a key role in encouraging action by partners and co-ordinating communications and engagement. There is a focus on how to encourage and empower others (i.e. non-council organisations) to set up and participate actively in this space.

b. Across public sector partners, there is evidenced leadership on climate change. A wide range of Bristol public bodies (the council, health, education, police, fire) have clear climate related commitments – the NHS/Integrated Care System has particularly strong local commitment, with local targets exceeding national targets.

c. Bristol has c.18,100 businesses – approximately 100 businesses have a declared climate goal of achieving carbon neutrality by 2030. Some businesses have been able to take steps to decarbonise via grants awarded through phase 1 of the West of England Combined Authority’s green business grants programme. There is a need to encourage more businesses to go further and show leadership by decarbonising their own operations. Current initiatives supported by the council include the Climate Leaders peer group and the Climate Action Programme geared towards business. These are both run by Bristol Green Capital Partnership. The council is a co-sponsor of the Climate Leaders group alongside NatWest. There is strong energy in this space but more to be done.

d. To help raise ambition, a specific Bristol One City ‘Climate Ask’ of Bristol has been launched, which coincided with COP26. The ask of businesses/organisations is to:

- Declare an ambition to become Net Zero by 2030.
- Commit to developing a plan to reduce carbon emissions within 6 months.
- Start delivering on that plan within 12 months.
- Inspire other businesses by sharing stories.

This was accompanied by a business-to-business communications campaign to engage businesses and generate momentum. In some cases, businesses felt unable to commit to Net Zero by 2030 but had set internal targets.

e. Whilst there is much more to do in encouraging and realising a breadth of business participation in climate action, there are some encouraging ‘green shoots’ examples of sectors taking a lead, e.g. the Bristol brewing, law and accountancy sectors.

f. The Council has achieved a significant success in having Bristol (along with Glasgow) join the EU Climate Neutral and Smart Cities Missions. This mission involves supporting 112 cities to reach carbon neutrality by 2030, also with the aim of these cities acting as experimentation and innovation hubs. We recommend the city to produce a City Climate Contract which contains 3 sections - commitments,

action plan and investment plan. The work should be orchestrated by a Transition Team which the council is working to establish to take this exciting opportunity forward.

Recommendation B5 - It will be important for the council to continue to encourage co-ordination and collaborative approaches, e.g. recognising and building further from the work on heat decarbonisation being taken forward through City Leap and other collaborative arrangements that are already in place.

Recommendation B6 - The Council should continue to encourage partners to sign-up to collaborative action – the Group notes and fully supports the essential role that the Climate Neutral and Smart Cities Missions Transition Team will take in developing/co-ordinating further collaborative approaches with partners, including, for example, the city’s universities, the West of England Combined Authority and the private sector utilities. This should also be done in coordination with Bristol City Leap and other council projects such as the Net Zero Investment Co-innovation Lab (due to start in summer 2023 funded by Horizon Europe).

Recommendation B7 - The work already done in engaging businesses in climate action, building on the Bristol One City ‘Climate Ask’ is recognised. However, there is much more to be done in incentivising businesses and securing further positive climate responses and commitments. The Council must set expectations around minimum standards that all organisations/businesses should be encouraged to achieve, for example, actions to reduce carbon emissions. It is recognised that such standards/expectations should be proportionate and may involve a series of steps to be taken over time, mindful of the capacity of individual businesses. There is a role for leadership via council procurement demonstrating to partners what the council does and therefore expects from partners. There is a role also for councillors more generally in supporting businesses to set meaningful targets and to reach them, showcasing success and putting pressure on under-performers. It is recognised that the council’s resources for this are limited and that external funding will be needed to achieve the scale of activities necessary.

C. Recommendations arising from Deep Dive 2 - Energy efficiency/home retrofitting/skills/ decarbonisation of the residential/civic space

As part of the deep dive into these issues, key points taken into account by the group included:

a. It was recognised that the strategy for decarbonising residential buildings must be communicated effectively to the city’s residents, including property owners/private landlords and tenants. Property owners need the right information to make informed choices on the best options available depending on property type and in particular about whether a heat pump or alternative approach is the most appropriate option; it is also important to be aware of social justice considerations and the need for a fair transition, mindful of those, for example, on low to middle incomes; and to address barriers.

b. It was recognised that Bristol has taken many positive steps in facilitating/encouraging the decarbonisation of residential buildings but this is not something that the council alone can achieve.

c. Bristol City Leap will have a key focus on supporting the decarbonisation of the council’s social housing estate. It is anticipated that capacity and supply chains will be developed to feed into wider city initiatives over time.

d. All possible opportunities should be explored through landlord regulation to encourage improved energy efficiency across the private rented homes sector.

e. There are issues around the quality of construction of some new build housing. In the private sector, good quality eco-housing design is not necessarily always followed through by contractors in terms of the construction and quality of finish of properties. This is an industry-wide quality assurance/employment standard issue – the Council can set a standard/example through work carried out on Council owned properties/land.

Recommendation C1 - Residents need further/improved access to information about the options available for decarbonising their homes and about finance options, recognising that these can be barriers to individuals taking action.

Recommendation C2 - It is important to recognise the range of audiences that need to be reached, e.g. private homeowners, private landlords. Communicating positive stories based on lived experiences (e.g. from the Westbury-on-Trym heat pump pilot project) will be important in helping to break down barriers.

Recommendation C3 - The general approach being taken by the council on heat decarbonisation is supported. It will also be important though to go beyond the current approach, e.g. by trying to attract innovative finance mechanisms/options to assist homeowners in making choices. This will also apply in relation to the council's own estate, recognising that whilst the council has the long-term aspiration to decarbonise its housing stock, the Housing Revenue Account does not have the necessary funds currently to achieve this. The Group strongly urges that all possible emphasis be placed on taking forward the decarbonisation of the council's housing estate and exploring new financial mechanisms to enable this. It is noted, however that this will likely require additional officer resource, especially in light of the transfer of a key team to the Bristol City Leap joint venture taking with them experience and resource associated with funding bid writing for decarbonisation work in social housing and the council estate. The importance of ensuring certain skills and training provision to support decarbonisation in the wider city should also be an important consideration to enable a sufficient supply chain to implement decarbonisation work.

Recommendation C4 - It will be important to pursue all available innovation opportunities such as the 'Pathfinder Places Bristol Mission Net Zero' work (funded by Innovate UK) - this may lead to further options around scale-up and levels of collaboration.

Recommendation C5 - A review should be carried out to ensure that all possible opportunities are being taken through landlord regulation and advice to landlords to encourage improved energy efficiency and climate-related environmental improvements across the private rented homes sector.

Recommendation C6 - The Group recognises and supports the policies included in the draft Bristol Local Plan around Net Zero and climate, and biodiversity and nature recovery. The Group also recommends that further work is needed:

- in terms of new build eco-housing, to work towards an outcome whereby contractors have a minimum number of employees qualified in green construction skills (mindful that a number of developments have not been built to the standards in respect of which consent has been granted).

- to investigate what action can be taken to ensure new build developments meet the eco/environmental standards set through planning consent, and with an eye on the future sustainability standards which will be more rigorous than they have been.
- to investigate requirements in terms of contractor green skills levels that could be applied in respect of developments taking place on council-owned land.

D. Recommendations arising from Deep Dive 3 - Communications / engagement

As part of the deep dive into this issue, a key point taken into account by the group is that the Council has made a public commitment to lead climate engagement, culture and inclusion on behalf of the city. This enabling condition is to help achieve all objectives set out in the One City Climate Strategy.

Through this deep dive, the current community-led and business engagement initiatives were reviewed in detail. It was recognised that it can take time for public acceptance of the benefits that can be brought through policy/initiatives that require behaviour change, and that effective communications are critical to this. It is also critical to engage widely and effectively with the public/communities to emphasise the multiple benefits that change could enable.

Recommendation D1 - The current community-led and business engagement initiatives are strongly supported and must be maintained/enhanced. In particular, Community Climate Action plans (such as those developed by the Climate Action Programme led by Bristol Green Capital Partnership) should continue to be developed and grown across all areas of the city with whatever support they need.

Recommendation D2 - Options should be examined to maximise how local groups can be supported. Some initial community actions will be very specific and less impactful (e.g. litter picking initiatives) but may be capable of further development to take more substantial (climate-related) action if supported by an element of low-level funding/micro-grants or community development support or if the action demonstrated is influential, for example, where the actor has a significant following in the community. Through amplifying the communications and activities of groups, examples of good practice may be shared more widely.

Recommendation D3 - In highlighting community actions, it is also critical to communicate clearly how they are making an impact on carbon emissions and climate.

Recommendation D4 - It is recognised that a significant amount of the communications activity around climate is currently sourced from within the Climate Change Team and could have more impact if supported by adequate communications professional resources. Consideration should be given to ensuring there is appropriate investment/capacity from the council in climate-related communications activity. A large-scale communications campaign possibly with public and private sector partners should be considered.

Recommendation D5 - It is particularly important to encourage

- engagement with schools, and children and young people to help them feel empowered to engage with climate change
- the investigation of concerns about engaging children with climate change leading to climate anxiety; and exploring ways to educate children effectively without increasing climate anxiety.

- Innovative initiatives - e.g. tree planting to provide summer shading.

Recommendation D6 - Through communications and engagement, the opportunity should be taken to highlight the ‘suite’ of different levels of climate activity needed – e.g. actions that individuals and households can take; actions that can be taken at the neighbourhood and community level; actions for business; and the actions that the council and the West of England Combined Authority can/are taking. In terms of communications, some ‘blanket’ messaging will be needed, with more tailored, specific messages for different audiences (drawing on the Britain Talks Climate work by Climate Outreach). The council should seek to work on this in an integrated way across teams. For example, Community Development teams and processes may be able to contribute as part of their role and this should also be supported via the work of Bristol Green Capital Partnership. Different areas of the city and communities will need tailored messages to encourage local climate action.

Recommendation D7 - It will be important to be flexible and supportive in engaging with businesses. Some SMEs, for example, may not have the capacity to engage directly in specific climate actions but might be willing to engage in ‘practical offsetting’ by making a financial contribution to support action taking place locally but outside of their core business activity.

Councillor Katy Grant
Chair, Climate Change Working Group
June 2023

Overview and Scrutiny Management Board

4 September 2023



Report of: Guy Collings, Head of Insight, Performance & Intelligence

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

Ward: All wards

Officer Presenting Report: Guy Collings, Head of Insight, Performance & Intelligence

Contact Telephone Number: 0117 9220000

Recommendation

That OSMB note the progress to date made against delivering the Priorities within the 7 Themes in the BCC Corporate Strategy 2022-27 and Business Plan 2022/23, 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, and includes a performance progress report with detailed data appendices for each of the 7 Themes in the BCC Corporate Strategy.

Of the overall Performance Metrics and Actions reported this quarter:

- **53%** of Q4 Business Plan Priority Measures are **on or better than target** (31 of 59)
- **65%** of Q4 Business Plan Priority Measures **have improved** (36 of 55)
- **78%** of Q4 Business Plan Actions are currently **on track or better** (67 of 86)



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.

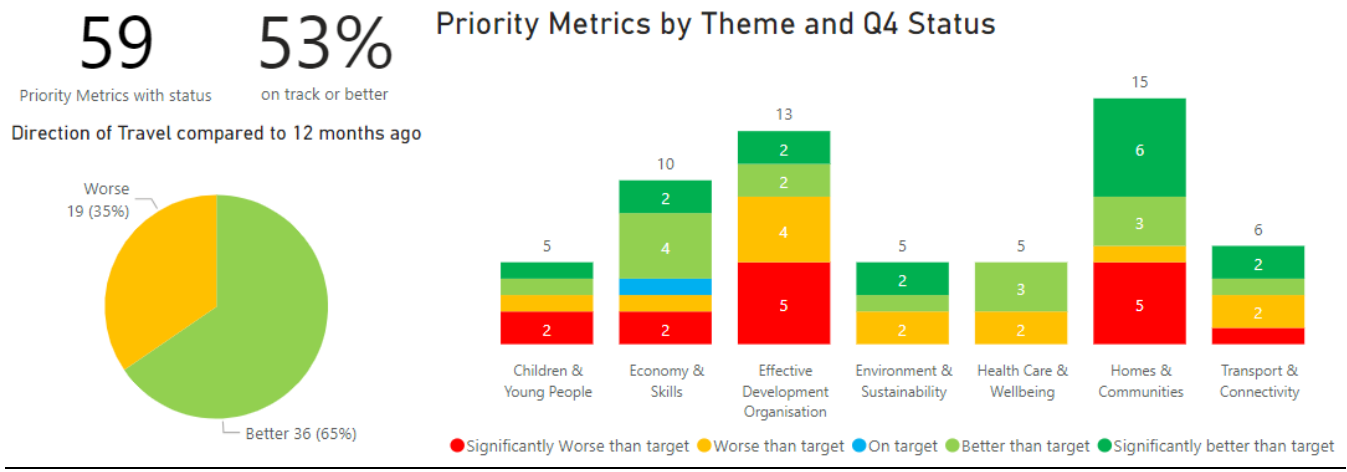
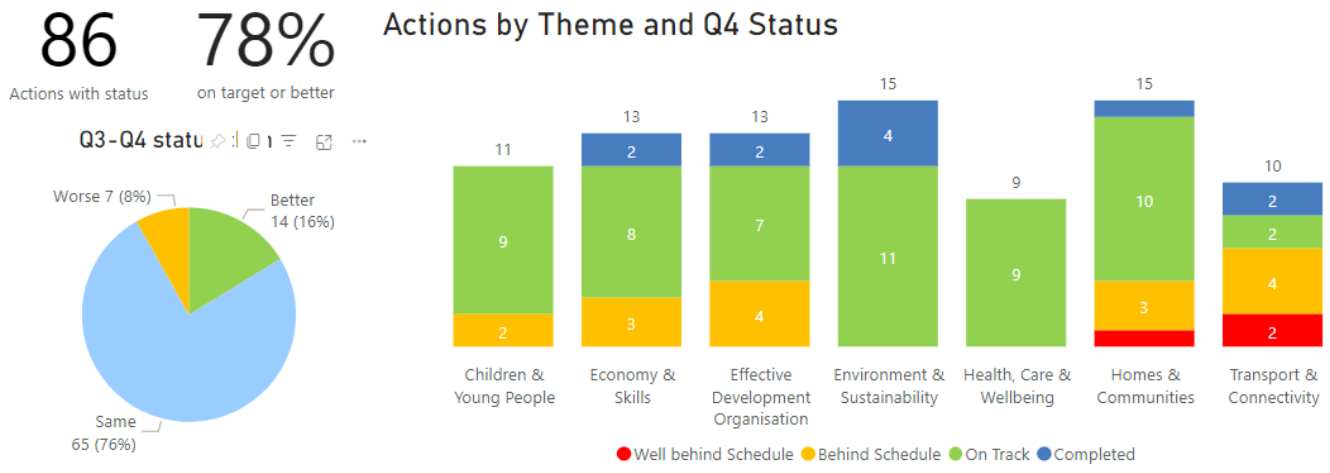
Impact of Covid-19 – Covid-19 renewal and recovery is embedded into our Business Plan Priorities and is being delivered across all areas of the council. Targets are set to take account of this, including some which may appear counter-intuitive compared to last year's outturn (see [2022/23 Performance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

2. Summary

Overall Performance summary:

Taking the Business Plan Performance metrics and Actions available this quarter:

Business Plan Actions	Business Plan Priority Metrics	City Outcomes (mainly annual metrics)
Current Performance		
78% on track or better (67/86)	53% on target or better (31/59) of those with targets	48% on target or better (16/33) of those with targets
Direction of Travel		
16% better than Q3 (14/86) 76% same as Q3 (65/86) 8% worse than Q3 (7/86)	65% improved compared to 12 months ago (36/55)	52% improved & 6% same compared to 12 months ago (18/31)



Key Points of focus:

Whilst 4 of the Themes report as On Track at year-end (see below), Homes & Communities and Effective Development Organisation Themes remain Behind schedule and Transport & Connectivity is Well behind schedule.

The Transport and Connectivity Theme ended well behind schedule, as the majority of actions and metrics / outcomes here are behind schedule or below target. However, on a positive note all actions in the Environment & Sustainability and Health, Care & Wellbeing Themes ended on track. A few metrics were not able to report year-end data due to processing delays and will be reported early in 2023-24.

Overall, over three quarters of the Business Plan Actions (78%) are reported as completed or on track at year end, a positive reflection of the work done throughout the year. Around half of Business Plan Priority Metrics (51%) ended on target, slightly above previous quarters (45% - 50%), and 64% of Metrics are doing better than at the same point last year. A similar proportion of City Outcome measures (48%) are on target, reflecting the overall 'health of the city' as opposed to specific Council performance, and 58% of these are improved or the same compared to last year.

Key headlines from the relevant Thematic Performance Clinics are below, and full Thematic reports with a summary for that Theme and progress against all individual metrics and actions are included in Appendix A1.

Note - Full details of all relevant Performance measures and Actions are also contained via the internal link:

[2022-23 Corporate Performance Dashboard - Power BI](#)

Theme	Q1	Q2	Q3	Overall Q4 Progress	Points of Focus by Theme
1. Children & Young People	On Track	On Track	On Track	On Track	<ul style="list-style-type: none"> • Increase % of Outcomes Achieved through the supporting families programme – This has been outperforming against target since Q2, showing that where we have a targeted outcome set against a family we are doing well to deliver. • Increase % of final EHCPs issued within 20 weeks excluding exception cases – This has been a consistent challenge for Bristol City Council. Numbers of requests for Education, Health & Care Plans (EHCPs) continues to increase meaning there is a growing number of open cases and increasing workloads for the SEND team officers. Timeliness of final plans is improving year on year but whilst there remain overdue cases to address, the 20-week target remains under pressure.
2. Economy & Skills	On Track	On Track	On Track	On Track	<ul style="list-style-type: none"> • 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 the financial year. • BPPM266 – Increase % of adults with learning difficulties known to social care who are in paid employment: This remains significantly below target. There are queries around the way the data is calculated & presented, and work with Adult Social Care colleagues is ongoing to address this.
3. Environment & Sustainability	On Track	On Track	On Track	On Track	<ul style="list-style-type: none"> • P-ENV3.2: Work with businesses and commercial waste companies to deliver a cleaner, more sustainable approach to commercial waste. Phase 3 is now complete, with over 550 commercial bins removed from the street and over 80 separate businesses engaged during this part of the process. • A number of ENV Theme metrics are proving difficult to report on, especially re our CO2 / net zero commitments due to data not being available in a timely fashion, or unresolved issues with agreeing definitions.
4. Health, Care & Wellbeing	On Track	On Track	On Track	On Track	<ul style="list-style-type: none"> • This Theme is On Track with all Actions (100%) on schedule or complete and 60% of Priority Metrics and City Outcome Measures on target or better. • BPOM282a/b - Healthy life expectancy for men / women - the years a person can expect to live in good health; it remains a concern with both figures significantly worse than nationally. There is a lot of work underway to promote healthy living, but challenges prevail due to the cost-of-living crisis.
5. Homes & Communities	Behind schedule	Behind schedule	Behind schedule	Behind schedule	<ul style="list-style-type: none"> • BPM353 Homelessness prevention and BPPM352b rough sleeping count are both better than target, but lower numbers of households moving on from Temporary Accommodation due to private rent levels and affordable home availability means BPPM357 number of households in temporary accommodation is significantly worse than target. • BPPM375 Empty council properties and BPPM374a Average relet times are both significantly worse than target due to the new contractor contracts 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.

6. Transport & Connectivity			Well behind schedule	<ul style="list-style-type: none"> • This Theme is well behind schedule due to the overall poor performance across its Actions (40% on schedule or done), Priority Metrics (50% on target or better) and City Outcome Measures (0% achieving target). • Despite progress in several transport projects (A37/A4018, Portway and A38 south and city centre projects), the complexity and challenge of others including the M32, A4 and mass transit system means discussions with partners to find deliverable solutions are ongoing. Air quality measures are performing below target although particulate matter has improved over the last 3 years. Additional nitrogen dioxide monitoring sites located at busy roadside junctions for Clean Air Zone monitoring programme has led to the overall percentage of compliant monitoring sites reducing.
7. Effective Development Organisation			Behind schedule	<ul style="list-style-type: none"> • BPPM516: Increase the percentage of Corporate Freedom of Information (FOI) requests responded to within 20 working days: After a period of improving performance, outturn has dropped. Reduced resources and increased demand on officer time has led to this drop, which is particularly evident in the Adult Social Care and Children & Education Directorates. • BPPM522: Reduce the average number of working days lost to sickness: Performance has now worsened for eight consecutive quarters and is at its highest level for 15 years. Cold, Flu and Covid (44%) are the primary reasons for the increase in short-term sickness absence, though Stress (40%) is by far the biggest cause of long-term absence.

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 reports and appendices combined

Appendix A2: Short definitions for each Performance metric included on Appendix A1

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

2022-2023 Children & Young People Actions & Performance Metrics (Qtr 4 Progress)

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.

CYP	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS Page 66	BPOM211	Reduce % of children living in poverty (low income families)	C&E - Children Families & Safer Communities				Significantly Worse than target Annual Actual 22% Annual Target 18%	↓	(2022 - 2023) It is likely that poverty rates for children increases because of national and international factors and mitigation to this is to reduce the harms caused by this. 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. Holiday activity funding is also rolled out in the holiday period for children on FSM and includes nutritious food within the offer. The council has introduced welcoming
	BPOM215	Reduce incidents of domestic abuse involving children	C&E - Children Families & Safer Communities				No Target Annual Actual 742% Establish Baseline		(2022 - 2023) This quarter has seen the launch of the Children affected by domestic abuse provision in the city run through Next Link. This has significantly increased provision to support children affected by domestic abuse and contribute to the long term recovery and reduction in harm related to domestic abuse. The Safe and Together co-located workers in social care are continuing to deliver services for children. Professionals has reported in this improving the quality of their interventions with children and families affected by domestic abuse and enabled a more domestic abuse informed approach.
	BPOM217	Improve the % of 17 - 18 year old care leavers in EET (statutory return - recorded around birthday)*	C&E - Children Families & Safer Communities				On target Quarter 4 Actual 74% Annual Target 74%	↔	
	BPOM220	Increase the number of new specialist schools places available	C&E - Education & Skills				Worse than target Annual Actual 234 Annual Target 240		(2022 - 2023) A cabinet paper was approved on 6th September with finances to progress with works to increase the number of specialist places available. From phase 1 of the project 24 places are currently in delivery and will be complete by November. A further 12 will be delivered in April 2023. Phase 2 is underway with 20 places delivered already and surveys are currently being procured for each site. Negotiation is underway with schools who will be involved in phase 2. We are targeting 216 additional places in phase 2 which will be delivered between September 2023 and September 2025. This together with other capital projects means we are on target to exceed 450 specialist provision places.
	BPOM230b	KS2 - increase the % of disadvantaged pupils at KS2 achieving the expected standard in RWM	C&E - Education & Skills				No Target Annual Actual 39% Establish Baseline		(2022 - 2023) This data remains provisional. The impact of Covid and the assessment system means it is challenging to make any comparisons with previous data (2019). However performance gaps for disadvantaged pupils continues to be a priority focus for schools and trusts. In Bristol 39% of disadvantaged pupils achieved this target as opposed to 68% of non-disadvantaged. In England the corresponding figures were 43% and 66%.
	BPOM231d	Key Stage 4: Attainment 8 - Reduce the Points gap between the Disadvantaged and Non-Disadvantaged	C&E - Education & Skills				No Target Annual Actual 19.4 points Establish Baseline		(2022 - 2023) In Bristol the average A8 score for disadvantaged pupils was 35 for non-disadvantaged pupils it was 54.4 a gap of 19.4 points. The corresponding England figures were 37.6 and 52.8 with a gap of 15.2 points.

BPOM253	Reduce the percentage of children with excess weight (10-11 year-olds)	A&C - Communities & Public Health				Better than target Annual Actual 36.4% Annual Target 38%		(2022 - 2023) The latest NCMP data for Year 6 children measured in Bristol during the 2021/22 academic year is 36.4%. This is similar to the national average of 37.8% for 2021/22. No Bristol data was available for the previous year in 2020/21 as NCMP was suspended in March 2020 due to the pandemic however the national average for 2020/21 was calculated on a limited sample at a significantly higher rate at 40.9%. Pre-pandemic data for Bristol during the 2019/20 academic year was 33.9%. This again was similar to the national average of 35.2% for 2019/20. Although the current 2021/22 statistic for Bristol certainly suggests that child excess weight has worsened (36.4% is the highest prevalence for year 6 excess weight we've seen since NCMP began) it is not a statistically significant increase over the 2019/20 pre-pandemic figure. The current 2021/22 statistic for Bristol at 36.4% also shows there to be some post pandemic recovery compared to the 2020/21 national average figure of 40.9%.
BPOM263	Improve the % of 16 /17 year olds (Academic Age) meeting their duty to participate in EET (Sept Gua)	C&E - Education & Skills				Better than target Annual Actual 93.9% Annual Target 93%	↑	(2022 - 2023) This annual figure is reported in Qtr 2. The team have worked hard to record Sept G and resolved issues with the system to ensure that the young people's Sept Guarantee has been recorded. Year 11 Sept Guarantee is 98.1% & year 12 is 89.4%. We are still working on this number and making contact with young people to get an update on destinations.

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.

CYP	Code	Title	Directorate	Q	Q	Q	Q4 Status and Performance	Comparison over 12 months	Management Notes
				1	2	3			
Page 67 ACTIONS	P-CYP1.1	Keep children and young people safe in all settings and promote their wellbeing by working closely with the Keeping Bristol Safe Partnership. We will do this by rolling out Trauma-Informed Practice, working with City Partners to reduce violence and building on our knowledge of what works by learning from best practice and peers	C&E - Children, Families Community Safety				On Track		Work through the Trauma Informed practice grant is progressing well. In Adults work has begun with Dignifi to embed a trauma-informed, person centred practice model. A trauma-informed commissioning approach is in development and includes the development of a trauma informed commissioning toolkit, centred on the BNSSG Principles for Trauma Informed Practice. The Bristol Trauma Informed Practice Network has been established and currently has a membership of over 450 multi disciplinary professionals from across the local partnership. BCC facilitate Bristol Trauma Informed Practice Network meetings once quarterly, supported by a brief written bulletin.
	P-CYP1.2	Support and welcome newly arrived children, including refugees and unaccompanied asylum seekers to our city. We will find suitable accommodation, or foster carers within the city and develop clear processes and pathways to ensure every child is safe, nurtured and has timely access to education provision	C&E - Education & Skills				On Track		Work continues to support the placement and educational needs of newly arrived pupils and unaccompanied asylum seekers across the city. Work to enhance the support for these cohorts has been further developed through the inclusion of the Attendance and Belonging Team as part of the assessment process for Schools of Sanctuary. In addition the establishment of the Supporting Refugees and Assylum Seeking Pupils in Schools (SRASPS) group has brought together the LA and different stakeholders including parent groups to help ensure the ongoing needs of pupils and their families is recognised and subsequently met.

	P-CYP1.3	Increase apprenticeships across the City and within the Council targeted towards children and young people in care and care leavers.	Resources - Workforce & Change				On Track		Bristol City Council continue to actively explore opportunities within the council to support young people into early careers through the apprenticeship pathway, creating a range of entry level positions. BCC work with external agencies through projects like Project Bristol, in collaboration with Sixteen, with a greater focus on those in care and care leavers, with a view a to turn the placements in to apprenticeship positions. The Apprenticeship Team communicate with local schools, FE colleges, Sixth Forms and their career leads to ensure opportunities at level 2, 3 and 4 are made accessible to those thinking about their post 16 career choices. The team also ensure information sessions are in place online to support young people with the application process as well as guidance notes with each advert. The BCC recruitment policy ensures when care leavers apply for apprenticeship positions, they are guaranteed an interview if they meet the person specification.
PERFORMANCE METRICS Page 68	BPPM201	Percentage of audited children's social work records rated good or better *	C&E - Children Families & Safer Communities				Significantly Worse than target Quarter 4 Actual 56% Annual Target 70%	↓	
	BPPM203	Increase % of workforce trained to be trauma and adversity champions	C&E - Children Families & Safer Communities				No data Establish Baseline		(2022 - 2023) Bristol has awarded a grant contract to a training provider to deliver a programme of training in trauma informed practice which is open to colleagues across the organisation. This begins on the 27th April with dates available until Spring 2024. This training will be managed via itrent which will improve reporting. This training is not for trauma and adversity 'champions' but will be a programme of training aligned to the current workplan. A multi agency training offer also continues via the Keeping Bristol Safe Partnership.
	BPPM213	Reduce incidents of serious violence involving children and young people	C&E - Children Families & Safer Communities				Significantly better than target Quarter 4 Actual 842 Annual Target 975	↑	(Quarter 1 - 4) Rates of serious violence continue to be lower than the previous years this is benchmarked against demonstrating ongoing positive impact of investment in serious violence prevention strategies and approaches through Safer Options.

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.

CYP2	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS Page 69	P-CYP2.1	Deliver a Youth Zone in the south of the city which will offer access to more than 20 activities per night, for children and young people including football, boxing and climbing, to creative arts, music, drama and employability training	C&E - Children, Families Community Safety				Behind Schedule		Planning determination has been delayed but is due through delegated decision in June. Risk if planning is not approved in June that build will be delayed beyond the point that BCC can benefit from the £650k government funding as this must be spent on revenue costs before the end of March 2025.
	P-CYP2.2	Provide early help to families through newly formed family hubs, which will be physical and virtual spaces in our communities where children (aged 0–19, up to 25 years old with special educational needs and disabilities) and families can access early help from a variety of agencies	C&E - Children, Families Community Safety				On Track		Funding for Year One (2022/23) of programme received from DfE. City-wide Parent Carer Panel established to co-produce developments. Start for Life offer published on Bristol City Council website. Needs analysis and options appraisal completed and 3 Family Hubs identified to be opened on 28th June 2023: Wellspring Settlement; Southmead and Hartcliffe. Locality partnership delivery groups established to drive local developments.
	P-CYP2.3	Target support to children and young people in need, by reviewing and delivering bespoke Youth Services, Short Breaks for Disabled Children, Home to School Travel and Alternative Learning Provision.	C&E - Children, Families Community Safety				On Track		All routes have now moved to the new DPS and there are new contractors joining all the time which is resulting in greater sufficiency of provision as well as more competitive pricing. Targeted youth services were agreed at Cabinet and co-production has led to youth alliance organisations working together across the locality areas to establish a clear area plan for North, South and East-Central. Young people are due to review these plans in June and notification of funding will be sent to multiple providers ahead of the new services. Short breaks services will commence consultation and co-production in the next quarter. There is also consultation taking place on the proposed Cabinet reductions to this budget. Providers have needed support to pass the specification questions for the ALP framework and this has been intensive in bursts. There is still a small overlap in ALP operating via 2 systems, but this should resolve before the new academic term in September 2023.
PERFORMANCE METRICS	BPPM247	Increase % of Family Outcomes achieved through the Supporting Families programme	C&E - Children Families & Safer Communities				Better than target Quarter 4 Actual 70% Annual Target 65%	↑	(Quarter 4) 21/30

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.

CYP3	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS Page 70	P-CYP3.1	Work with partners across the city to ensure that every child benefits from high quality education. Raise standards across Bristol schools, ensure that we meet or exceed the national average for Ofsted ratings that at least 86%* of Bristol schools attain Good or Outstanding ratings, by examining performance data for schools and creating improvement plans to improvements to education outcomes	C&E - Education & Skills				Behind Schedule		
	P-CYP3.2	Tackle high levels of absence and suspensions through the delivery of the Belonging Strategy and improved provision for special educational needs. This will improve outcomes and inclusion across the city's schools and reduce inequality amongst pupils.	C&E - Education & Skills				On Track		Work continues to implement the Department for Education Action Plan to support improvements to attendance related activity. This also supports the implementation of government guidance 'Working Together to Improve School Attendance 2022.' Changes to the Bristol Inclusion and Fair Access Panel and the introduction of inclusion support surgeries has supported schools with multi agency input to help address the needs of pupils at risk of permanent exclusion. The Exclusion Task and Finish Group continues to focus on a reduction in suspensions and exclusions.
	P-CYP3.3	Deliver improvements for children and young people with special educational needs and disabilities (SEND) and care leavers; by working with schools and settings to become more inclusive and increasing the amount and range of specialist provision across Bristol to reduce the number of children with SEND using alternative provision	C&E - Education & Skills				On Track		Progress continues on the delivery of new specialist places for young people with SEND. The Specialist Placement Manager is working to extend and expediate these places for delivery in September 2023 and 2024. The recent SEND action plan, in response to the Green paper on SEND and ALP outlines the ways in which Alternative Provision will be used to support the placement of young people with SEND. We currently have a number of settings with current and planned expertise in supporting young people with SEND and are looking to extend the use of the provisions. Our surgery process will be extended to primary schools as of September 2023 which will also help to triage and support at an earlier point, those with additional needs.
	BPPM225e	Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases *	C&E - Education & Skills				Significantly Worse than target Quarter 4 Actual 37.9% Annual Target 50%	↑	(Quarter 1 - 4) Between January and December 2022 762 Education Health and Care plans were issued (excluding exception cases and those with a mediation/tribunal prior to the issuing date). Of these 289 were issued within the 20 week timescale. This year there has been an increase in requests for assessment (17.8% increase in 2022 – 1001 requests) which means there are more on-going cases in the system at any one time resulting in increased workloads for Statutory SEND team officers. Processes are in place to monitor the on-going children's assessments that are out of statutory timescales. Whilst there are overdue cases in the system the 20-week target is going to be under pressure. The number of new EHC plans issued in 2022 has increased by 39.5% compared to the same period in 2021. The Department for Education (DfE) Special Educational Needs Survey (SEN2) has in previous years collected aggregated local authority level data on EHC plans but in 2022/23 it changed to a person level submission replicating and extending the aggregated data collection by collecting information relating to each child or young person for whom EHC plans are maintained. This measure is a key performance indicator included in the SEN2 and the change in collection processes may result in some differences to our in house data and the DfE publication as new methodologies and systems are established to collect and aggregate the data. Our timeliness data has been through a robust quality assurance process during the year and we are confident in our methodology.

BPPM244a	Reduce the number of suspensions from Primary Schools	C&E - Education & Skills				No Target Quarter 4 Actual 748 Establish Baseline		(Quarter 4) We are continuing to establish baseline data for suspensions. Please note Quarter 4 does not correspond with the end of the academic year. In line with government published data the overall trend for primary suspension rates has been reducing and the gap between national (England) data has been reducing.
BPPM244b	Reduce the number of suspensions from Secondary Schools	C&E - Education & Skills				No Target Quarter 4 Actual 6,485 Establish Baseline		(Quarter 4) We are continuing to establish baseline data. Please note Quarter 4 does not correspond with the end of the academic year. In line with government published data the overall trend for secondary suspension rates for Bristol have continued to be above national (England) data. Post pandemic the rise in suspensions in Bristol reflects the national pattern of an increase in suspensions at secondary level.
BPPM246	Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)	C&E - Education & Skills				Worse than target Quarter 4 Actual 85% Annual Target 86%	↑	

CYP Priority 4: Intergenerational equality

Lead city-wide approaches to tackling the root causes of structural inequality, breaking cycles of disadvantage, poverty, and trauma across generations to improve health and life opportunities.

CYP4	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-CYP4.1	Work with partners to join up activity and offer employment support and work experience for young people not in education, employment or training (NEET), migrants, refugees, asylum seekers and others experiencing poverty. Including, actively support individuals to transition into quality post 16 destinations	C&E - Education & Skills				On Track		Into Learning meeting has been revamped and moved to a new date. Last count we had over 25 practitioners and providers who have shared their current offer and what help and support is needed. We continue to post on this channel on a regular basis and promote the current opportunities for young people across Bristol.
	P-CYP4.3	Invest in our social workers by providing new evidence-based training programmes to ensure that we offer families the best support so children can thrive	C&E - Children, Families Community Safety				On Track		This quarter saw the start of our next cohort of Level 1, Level 2 and Leadership courses with the Centre for Systemic Practice. It also saw the conclusion of the Systemic Practice in SEND pilot course.

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

2022-2023 Economy & Skills & Performance Metrics (Qtr 4 Progress)

Theme 2: Economy & Skills

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

ES	Code	Title	Directorate	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS	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.
	BPOM222	Increase the take-up of free early educational entitlement by eligible 2 year olds	C&E - Education & Skills				Better than target Annual Actual 71% Annual Target 66%	↑	(2022 - 2023) There has been an increase in the number of children taking up their offer due to strategies we have implemented. This has significantly narrowed the gap with the national average at 72%. Local intelligence is informing us that there could be issues with available places in the autumn term due to the significant challenges early years settings are facing in relation to staffing recruitment and retention. We will be monitoring this closely.
	BPOM269	No of adults aged 19+ who progress from all employment support activities into employment or better	C&E - Education & Skills				Significantly better than target Quarter 4 Actual 834 Annual Target 705	↑	(Quarter 1 - 4) This year we have successfully extended our One Front Door and Future Bright programmes through WECAS funding and we have commenced delivery of our Healthier Together funded Inclusive Career Pathways programmes in Health and Social Care and Parks & Green Spaces sectors. All programmes are delivering within the funders target thresholds
	BPOM438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	Resources - Policy Strategy & Digital				Better than target Annual Actual 93% Annual Target 91.5%	↑	(2022 - 2023) It is pleasing to see an increase in those with access to the internet at home. Further analysis of the Quality of Life survey will be presented which will give more detail of type of access (e.g. fixed broadband mobile broadband) as this varies across different parts of the city.
	BPOM505	Percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	Resources - Finance				Better than target Annual Actual 56.8% Annual Target 56%	↑	(2022 - 2023) 56.8% of BCC's procured spend in 22/23 was with suppliers identified as Small-Medium size Enterprises (SMEs) with fewer than 250 employees. This percentage is greater than the proportion of UK business's total turnover attributed to SMEs (51.1% from 2022 ONS figures) suggesting that BCC is not disfavoured SMEs. Note that spend with other public bodies has been excluded from calculations where the transactions are not primarily "procurements" – for example spend with other Councils NHS Trusts Clinical Commissioning Groups Bristol Waste etc as well as Partner bodies such as Bristol LEP City of Bristol College South Glos College etc. Where data on employee numbers was not available Annual Turnover has been used to define SME status instead. The Council's Procurement & Contract Management strategy adopted in April 2023 reaffirms our commitment to spending money with a diverse range of businesses and VCSEs particularly smaller local businesses and sets out actions we will take to achieve this.

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	Q1	Q2	Q3	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	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
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.
	BPPM263a	Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	C&E - Education & Skills				Better than target Quarter 4 Actual 4.9% Annual Target 5%	↑	(Quarter 4) Team have worked hard ensuring that young peoples destinations and current status have been updated. There was a push over December to share opportunities of new courses that are starting in Jan such as Level 1 with city of Bristol College and this along with data cleansing last year has ensured that the young peoples records are accurate and correct.

PERFORMANCE METRICS	BPPM265a	Increase the amount of Bristol City Council Apprenticeship Levy spent	Resources - Workforce & Change			Better than target Quarter 4 Actual £1,135,526 Annual Target £1,100,000	↑	(Quarter 1 - 4) Levy spend continues to be affected by subdued numbers on programme and the achievement of spend in excess of target represents a significant increase in levy sharing activity £121k and completions £122k for the year respectively. Total on-programme spend has reduced 19%; however recruitment numbers and fewer completions next term plus a further increased sharing commitment will increase spend next term with early indications that £1.25m is achievable.
	BPPM266	Increase % of adults with learning difficulties known to social care who are in paid employment	C&E - Education & Skills			Significantly Worse than target Quarter 4 Actual 4.8% Annual Target 7%	↓	(Quarter 1 - 4) 49/1023. There is a severe discrepancy in the collection of this data and the reality of the results we are seeing through our WE WORK for Everyone programme. We have recently started attending Team Around the Person meetings with Adult Social Care and hope that this will see an increase in the reported outcomes.
	BPPM268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	C&E - Education & Skills			Better than target Quarter 4 Actual 902 Annual Target 885	↑	(Quarter 1 - 4) Our Future Bright in work support programme continues to deliver a strong performance and has recently been extended for a further two years through a new package of funding from WECA
	BPPM270	Increase experience of work opportunities for priority groups	C&E - Education & Skills			Better than target Quarter 4 Actual 6,757 Annual Target 6,200	↑	(Quarter 1 - 4) There has been an extremely higher number of experiences of work this term (3008) for a number of reasons. This is always the busiest quarter for school delivery - especially because schools are keen to have a wide range of opportunities within National Careers Week and National Apprenticeships Weeks. Alongside this the majority of our contracted work was arranged for this period. We also had 2 new members join the Bristol WORKS team which helped expand out reach. Of this number 628 were experiences of work for young people with special educational needs 49 were for a cohort identified at risk of disengaging and 36 experiences of work were part of a coaching programme for children in care. We also supported 4 people on work experience (3 of whom have special educational needs)

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	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES3.1	Drive sustainability through the council's procurement and commissioning supply chain and processes to help the council promote the voluntary, community and social enterprise sectors and achieve its carbon neutral, climate and ecologically resilient and wildlife rich city by 2030. Deliver training and market awareness to ensure these processes are fully embedded in existing and new contracts.	Resources - Finance				Completed		The Healthy & Sustainable Procurement Policy is now approved and full launched across the Council after a 12month pilot. Sustainability must be included in all tender processes where appropriate. A dedicated Sustainable Procurement Specialist ensures training and support is available internally. Regular communication and feedback from the supply chain is obtained, aswell as scheduled supplier engagement days with Micro/SME's. Work is ongoing on how we measure Carbon across the organisation.
	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.
	BPPM506	Increase the level of Social Value generated from procurement and other Council expenditure	Resources - Finance				Significantly better than target Quarter 4 Actual £6,060,299 Annual Target £3,059,000		(Quarter 4) BCC use the national Themes Opportunities & Measure (TOMs) methodology to quantify additional Social value associated with contracts let by the council. The £6061k figure is based on the increase in social value verified as having been delivered against individual contractual commitments compared with a baseline of the beginning of financial year.

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.

ES4	Code	Title	Directorate	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES4.1	Secure Free Early Education Entitlement provision for all eligible children (Eligible 2-Year-Olds and all 3- and 4-Year-olds.	C&E - Education & Skills				Behind Schedule		Cause for concern . Reduced take up of Free Education Entitlement for eligible 2 Year Olds notable, with Early Years team analysis showing only 65% current take up (March '23). Team analysis highlighting that 78% of eligible families have now registered following revised and strengthened strategy to increase take up. However, reduced capacity at nursery settings due to the current workforce recruitment and retention crisis resulting in families/Early Years officers unable to place children. Further exacerbated by hourly rate for 2 Year Olds not meeting costs or being financially viable. Pressure on LA maintained provisions (including 12 maintained Nursery Schools) to reduce 2 Year Old places in view of current sustainability challenges. Able to secure a stronger financial position by increasing 3 and 4 Year Old take up. Early Years workforce Recruitment and Retention Forum established , with identified workstream activity underway. 3 and 4 Year Old take-up currently remains stable at 90%, with continued promotion of offer. Planned strategy to promote maintained Nursery School provision to secure increased paid day care offer alongside free entitlement offer.
	P-ES4.2	Secure sufficient childcare for working parents, or parents in education and training by reviewing latest census data to ensure sufficient places available in each ward and promoting childcare to eligible families for 2,3 and 4 year old provision.	C&E - Education & Skills				On Track		Latest 2022 Childcare Sufficiency Assessment (CSA) indicating that Bristol sufficient in the availability of childcare places for all ages. However, this is a city-wide analysis and dependent on parents/carers being able to access childcare in wards citywide. The CSA provides detailed information at ward level of where increased places are required. St George West, Stoke Bishop and Windmill Hill highlighted for all ages. Sufficiency of eligible 2 Year Old places presenting cause for concern in view of reduced staffing capacity - currently impacted by workforce recruitment and retention crisis and financial viability (2 Year Old hourly rate not meeting costs) Further concern highlighted in view of Chancellor's Spring '23 announcement re expansion of childcare, initially for 2 Year Olds at a universal level. Additional service resource required to model impact of increased demand on sufficiency to determine future need.
PERFORMANCE METRICS	BPPM224	Percentage of Childcare (non-domestic) settings rated good or better by Ofsted	C&E - Education & Skills				Worse than target Quarter 4 Actual 96.4% Annual Target 99%	↓	(Quarter 4) These are published every six months so the data remains the same as the previous quarter's. (Resource to reinstate quarterly updates from Ofsted feed to be requested) Current position (March '23) shows 2 settings judged Inadequate and 3 settings judged as RI. Robust support and monitoring in place to secure rapid improvement through deployment of central SEND team and sector-based Lead Teacher Local Specialist Leader teams. Continued close liaison with regional Ofsted to share information and monitor progress in relation to regulatory and quality aspects of provision.

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.

ES5	Code	Title	Directorate	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ES5.1	Establish IT hubs and mini-IT suites in deprived communities, as part of our Digital Inclusion Plan where residents can have access to digital hardware, data, skills and training.	C&E - Education & Skills				Completed		There are now 30 Venues with upgraded digital hardware. 186 devices have been provided and as at the end of March 8783 citizens had engaged with and used the equipment provided. Feedback from Filwood Community Centre (a venue in the heart of one of the most deprived areas of Bristol): The TV is being used regularly as a teaching aid in the IT Room, for the benefit of the local community to improve their Maths, English and IT skills, and by other organisations who book the room and run courses. The chrome books are used by staff and as back up for larger groups. The laptops that individuals have been given through attending Community Learning courses are an absolute god-send!! A lot of people in this community can't afford to buy their own laptops, and it certainly makes life much easier as nearly everything is online these days. Also people can bring their laptops into the IT Room to use and get help if they need it. Thank you very much!!
	P-ES5.2	Increase access to technology enabled care and maximise the use of digital technology to support people to live independently at home (e.g. use of technology such as falls monitors, medication prompts or digital systems).	A&C - Adult Social Care				Behind Schedule		Delivery of Technology Enabled Care (TEC) was behind target due to delays in recruiting and training new recruits to install equipment until the start of Q3. Staff and equipment now in place and delivery improved significantly in Q3 and Q4, although the final installation number was lower than target. However cost avoidance savings delivered were in excess of £1.6M, well in excess of the £350K annual savings, planned for 2022-23
	P-ES5.3	By 2024, deliver a digital service for Bristol City Council housing residents. Reviewing residents' access to information and services to identify areas for improvement and ensure we have the right IT systems and tools in place to deliver effective services.	G&R - Housing & Landlord Services				On Track		Full Business Case approved by Cabinet Feb 2023. Contract signed for a new single platform housing systems provider. Work focussed on development of an implementation plan and planning data migration.
PERFORMANCE METRICS	BPPM308	Increase number of people able to access care & support through the use of Technology Enabled Care	G&R - Housing & Landlord Services				Significantly Worse than target Quarter 4 Actual 831 Annual Target 1,050	↑	(Quarter 1 - 4) Delivery of Technology Enabled Care (TEC) was behind target due to delays in recruiting and training new recruits to install equipment until the start of Q3. Staff and equipment now in place and delivery improved significantly in Q3 and Q4 although the final installation number was lower than target. However cost avoidance savings delivered were in excess of £1.6M well in excess of the £350K annual savings planned for 2022-23

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:
<ul style="list-style-type: none"> • BPPM542: <i>Reduce the residual untreated waste sent to landfill (per household)</i> 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: <i>Reduce Bristol City Council's use of pesticides</i> 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:
<ul style="list-style-type: none"> • BPP541: <i>Increase the percentage of household waste sent for reuse, recycling and composting</i> 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: <i>Reduce the number of incidents of fly-tipping that are reported and removed</i> 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
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<i>4 May 2023</i>

2022-2023 Environment and Sustainability Actions & Performance Metrics (Qtr 4 Progress)

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 Page 85	BPOM330	Increase the percentage of citizens who have created space for nature (QoL)	G&R - Economy of Place				Worse than target Annual Actual 52.6% Annual Target 54%	↓	(2022 - 2023) We have supported a range of communication activities to encourage citizens to create space for nature in partnership with organisations such as the Natural History Consortium and Avon Wildlife Trust. This includes the Festival of Nature in June. Whilst slightly lower than last year there is not yet a clear trend.
	BPOM335z	Increase the city's tree canopy cover	G&R - Management of Place				No Target Annual Actual 16.9% Establish Baseline		(2022 - 2023) Bristol's tree canopy has been measured at 16.9% or 18.8km2 (city land area is 111.6 km2) using data provided by Bluesky from aerial photographs of the city taken in 2020. A Bristol Tree Strategy is due to be published in Autumn 2023. This strategy will define a target to increase tree canopy alongside how to protect and manage existing tree cover. Bristol's tree cover will be re-measured every 3-years using the same method with the next update due to be published in 2024.
	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.
	BPOM435z	Increase the % of Bristol's waterways that have water quality that supports healthy wildlife	G&R - Economy of Place				No data Annual Target Establish Baseline.		(2022 - 2023) A methodology for monitoring this will be developed in 23/24 and targets set when a replacement Ecological Emergency Co-ordinator is in post. Data may be used from the Environment Agency. BCC solely monitors water quality in the Floating Harbour for human health purposes.
	BPOM540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	G&R - Property Assets & Infrastructure				Worse than target Annual Actual 82.2% Annual Target 80%	↓	(2022 - 2023) Work is being undertaken to understand when QoL occurred and identify any influencing factors at the time.

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-ENV1.2	Deliver our Climate and Ecological Emergency Programme that will contribute to Bristol City Council specific 2025 climate and ecological goals. This will include delivering projects promoting sustainable food, the pesticide amnesty and supporting community action by offering small financial grants.	G&R - Economy of Place				On Track		The Climate Change and Ecological Emergency Programme has now been in implementation for 2 years with the majority of projects set out in the original business case progressing as planned. An expanded business case and additional funding was approved at the June 2022 Cabinet. New action was unable to start as planned due to recruitment freeze (three posts) and other financial restrictions, but recruitment has now commenced and the programme timetable amended to reflect this. Hence programme is back on this revised track.
	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 METRICS	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 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.

ENV2	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ENV2.1	As part of our response to the Ecological Emergency, develop planning policies that protect and improve biodiversity within the forthcoming Local Plan, including delivery of 10% increase in biodiversity on development sites.	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 provide a policy response to the Ecological Emergency (including Biodiversity Net Gain).
	P-ENV2.2	Create a Bristol Blue/Green Infrastructure Strategy, to ensure that enhancing the natural environment is embedded into planning policy, council projects and new developments. Blue-green infrastructure refers to the use of blue elements, like rivers, canals, ponds, wetlands, floodplains, water treatment facilities, and green elements, such as trees, forests, fields and parks, in urban and land-use planning.	G&R - Economy of Place				On Track		This project forms part of the Climate and Ecological Emergency Programme and has been subject to some delays since the June Cabinet approved funding for the work. Recruitment has now commenced and the programme timetable amended to reflect this. Hence project is back on this revised track.
	P-ENV2.3	Monitor and report on the delivery of the One City Ecological Emergency Strategy with partners and support the One City Environment Board, key networks and initiatives	G&R - Economy of Place				On Track		This project forms part of the Climate and Ecological Emergency Programme and has been subject to some delays due to the recruitment freeze. Recruitment has now commenced and the programme timetable amended to reflect this. Hence project is back on this revised track.
PERFORMANCE METRICS	BPPM336	Increase % of Council's land managed for the benefit of wildlife	G&R - Management of Place				No Target Annual Actual 15% Establish Baseline		(2022 - 2023) Proposed definition of Council land being managed for nature is that the land is either being managed on a conservation maintenance regime (mapped in asset management system); or it has a Habitat Management Plan/Brief which is being actively implemented.
	BPPM436	Reduce Bristol City Council's use of pesticides	G&R - Economy of Place				Significantly better than target Annual Actual 1668 Litres Annual Target 1922 Litres		(2022 - 2023) Consumption in 21/22 was 1773. Target for 22/23 set on basis of use in 20/21 and a trajectory to 2030 target. No herbicide was used this March (2023) due to the wet weather however this is when the first herbicide treatments would have been applied for quite a few sites. This will have resulted in the herbicide figure being lower than it would otherwise have been and means that this first treatment will be included in next year's figure which is likely to mean that it could be significantly higher.

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.

ENV3	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-ENV3.1	Trial new way of working with Bristol Waste which will adopt a 'neighbourhood approach' to street cleansing and will provide a focus on local communities, this approach has been successful in the Big Tidy initiative.	G&R - Property, Assets & Infrastructure				Completed		Project complete – no further updates.
	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. This approach is being trialled in the Old City where commercial bins will be removed from the streets. Discussions are also being held with waste contractors and businesses to see how we can collectively improve the look of the streets.	G&R - Property, Assets & Infrastructure				On Track		Phase 3 is complete with a further 113 commercial bins removed from the streets. 81 business were engaged. The total commercial bins removed is now over 550. Phase 4 is being scoped and longer solutions are being developed to enable a more efficient and less resource intensive approach.
	P-ENV3.3	Improve the ways citizens can report fly tipping, graffiti and other waste & street cleaning issues.	Resources - Policy Strategy & Digital				On Track		The online forms are still due to be reviewed as part of the Channel Shift & CRM workstream under Digital Transformation Programme 2. Incremental changes continue to be made by the in-house team.
ICE METRICS	BPPM541	Increase the percentage of household waste sent for reuse recycling and composting	G&R - Property Assets & Infrastructure				Worse than target Quarter 4 Actual 45% Annual Target 47%	↑	(Quarter 4) The recycling rate has recovered slightly from the drop incurred during the COVID pandemic. BCC will be working with BWC to explore how we can increase recycling rate.
	BPPM542	Reduce the residual untreated waste sent to landfill (per household)	G&R - Property Assets & Infrastructure				Significantly better than target Quarter 4 Actual 39.56 kg Annual Target 80.00 kg	↑	(Quarter 1 - 4) The energy recovery centres were fully operational during 2022/23. This has resulted in greater diversion of household waste from landfill.

PERFORMAN	BPPM544z	Reduce total household waste	G&R - Property Assets & Infrastructure				Better than target Quarter 4 Actual 339.2 kg Annual Target 348.0 kg	↑	(Quarter 4) This small reduction is likely to be a result of the "cost of living crisis" which is making residents reduction their consumption and in turn their waste generation.
	BPPM545z	Reduce the number of incidents of flytipping that are reported and removed	G&R - Property Assets & Infrastructure				Worse than target Quarter 4 Actual 10,181 Annual Target 10,000	↑	(Quarter 1 - 4) Compared to last year there was a 4.35% reduction in the incidents of fly-tipping.

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	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 Page 90	P-ENV5.1	Work with partners and experts from Harvard University to explore how Bristol can reduce food waste and make the best use of excess food, such as to tackle poverty or produce energy.	Resources - Policy Strategy & Digital				Completed		This was completed in Q3.
	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		<ul style="list-style-type: none"> - U7 continues to gain pace, and was formally adopted by the G7 process during the Clinta Ministerial in April 2023. Representatives from UK, Germany, France and Italy have started a side conversation together about influencing their European governments through the U7 process, and we hope to use it as a platform to drive forward climate finance work through 3Ci - Conversations have started with New York, and the UK Mission to the UN in New York, regarding city input to the High Level Political Platform (HPLF) and UN General Assembly (UNGA) in July/Sept 2023 - Through Core Cities, Bristol has a strong presence at the Brussels Urban Summit in June 2023, building on the links with Eurocities SecGen and the UK's confirmed Associate membership of the EU - The importance of culture in city-to-city relationships continue to grow in visibility and impact, eg the current and future UNESCO Ambassadors visited the city in March 2023 - COP - working with the FCDO, 3Ci climate, Core Cities and other partners to drive coordination before COP28, and raising the voice of cities within that particularly on climate finance and the just transition
	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		Horizon Europe Cities Mission bid for Pilot Projects was successful, winning €1.5m for Bristol. The funding will help establish community-based investment under a new Bristol Net Zero Investment Co-Innovation Lab. This will allow testing of new climate finance mechanisms to accelerate investment in climate action including the potential for community-based investment under a new Bristol Net Zero Investment Co-Innovation Lab. The successful Bristol consortium partners are Bristol City Council, Bristol and Bath Regional Capital, Bristol Green Capital Partnership and Abundance Investment with the bid led and submitted by the Council. This will lead to around €500k to BCC for staff costs to support the project delivery over two years. The team also helped apply for funding to enable the former Youth Mayors to travel to twin city Hannover to join the Youth Mayors for Peace Conference in Summer 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

2022-2023 Health, Care & Wellbeing & Performance Metrics (Qtr 4 Progress)

Theme 4: Health, Care & Wellbeing

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

HCW	Code	Title	Directorate	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS	BPOM258	Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)	A&C - Communities & Public Health				Significantly Worse than target Annual Actual 8.1% Annual Target 7%	↓	(2022 - 2023) The draft Food Equality Strategy Action plan is nearing it's final draft form. It was presented to the Stakeholder group in a face to face workshop on 30th March 2023 where comments and amendments were sought. A Steering group meeting is planned for 18th April where progress will be presented. The final draft will go for a peer review until the end of April. It will be presented to senior management meetings including Cabinet Members briefing and the Health and Wellbeing Board for information during May 2023. It's launch is planned end of June during Food Justice Fortnight.
	BPOM259	% of households in the most deprived areas using a food bank or charity in the last year (QoL)	A&C - Communities & Public Health				Significantly better than target Annual Actual 4.1% Annual Target 7%	↑	(2022 - 2023) The draft Food Equality Strategy Action plan is nearing it's final draft form. It was presented to the Stakeholder group in a face to face workshop on 30th March 2023 where comments and amendments were sought. A Steering group meeting is planned for 18th April where progress will be presented. The final draft will go for a peer review until the end of April. It will be presented to senior management meetings including Cabinet Members briefing and the Health and Wellbeing Board for information during May 2023. It's launch is planned end of June during Food Justice Fortnight.
	BPOM260	Reduce % of people in the 10% most deprived areas of Bristol reporting poor mental wellbeing (QoL)	A&C - Communities & Public Health				Worse than target Annual Actual 34.2% Annual Target 32%	↓	(2022 - 2023) Self-reported mental wellbeing continues to deteriorate locally and nationally with ongoing pressures relating to Covid and flu' the cost of living crisis and more. The national average benchmark score has been adjusted recently which makes it difficult to make comparisons between reporting periods. So for this reason we will continue to use the previous score in calculations. And in future the national average benchmark will not be used in order to avoid confusing comparisons. The Thrive at Work West of England programme continues to be promoted to support the SME workforce. The Thrive at Night programme has been launched to support the mental health and wellbeing of the Night Time Economy workforce (approx. 30% of the workforce in Bristol). Thrive Bristol training has been delivered to nearly 100 community organisations over the last year with 90%+ attendees reporting increased knowledge skills and confidence in supporting people around their mental wellbeing. Areas of deprivation are prioritised. Training is being arranged for Job Centres advice services and employment support services. A wellbeing offer has been developed for Welcoming Spaces as part of the One City cost of living response targeting areas of the city where people are at higher risk of cost of living pressures.
	BPOM281a	Prevent increase in life expectancy gap between men living in deprived & wealthy areas of Bristol	A&C - Communities & Public Health				No data Annual Target 9.9 years		(2022 - 2023) New data for the period 2019-21 will not be published until later in 2023. Following Census 2021 and the publication of the first results (Population and household estimates England and Wales: Census 2021) the Office for National Statistics (ONS) is now carrying out reconciliation and rebasing of the mid-year population estimates (MYE) it produces. This process happens every 10 years following the census and will affect all indicators which use MYE as their denominators. Single year data for 2021 is available for some indicators but is not comparable with historical data at this stage.
	BPOM281b	Prevent increase in life expectancy gap between women living in deprived & wealthy areas of Bristol	A&C - Communities & Public Health				No data Annual Target 6.9 years		(2022 - 2023) New data for the period 2019-21 will not be published until later in 2023. Following Census 2021 and the publication of the first results (Population and household estimates England and Wales: Census 2021) the Office for National Statistics (ONS) is now carrying out reconciliation and rebasing of the mid-year population estimates (MYE) it produces. This process happens every 10 years following the census and will affect all indicators which use MYE as their denominators. Single year data for 2021 is available for some indicators but is not comparable with historical data at this stage.

BPOM282a	Improve healthy life expectancy for men	A&C - Communities & Public Health				On target Annual Actual 59.8 years Annual Target 59.8 years	↓	(2022 - 2023) At local level values for male healthy life expectancy fluctuates considerably compared to England due to the smaller numbers. This is reflected in relatively large confidence intervals. However Bristol has had significantly worse than England (and the South West) in recent years and addressing inequality in men's health is a priority
BPOM282b	Improve healthy life expectancy for women	A&C - Communities & Public Health				On target Annual Actual 61.5 years Annual Target 61.5 years	↓	(2022 - 2023) Female healthy life expectancy has remained relatively stable but overall is worse than England and with considerable disparities. A 10 year UK Women's Health Strategy was published in August 2022. The national strategy sets out a 6 point plan for women's health. A JSNA women's health report was produced for Bristol and presented to the HWBB in the autumn '22.
BPOM283	Reduce the Suicide Rate per 100000 population	A&C - Communities & Public Health				Better than target Annual Actual 12 Annual Target 12	↑	(2022 - 2023) Suicide is the second biggest cause of years of life loss after heart disease. The rate of death by suicide in Bristol is 11.8 which is statistically similar to England. More deaths by suicide are men. Please see the annual Suicide Prevention report and revised action plan on the council web site for more detail about local suicide prevention work. https://www.bristol.gov.uk/council-and-mayor/policies-plans-and-strategies/social-care-and-health/suicide-prevention
BPOM295	Percentage of adult social care service users who feel that they have control over their daily life	A&C - Adult Social Care				Worse than target Annual Actual 77.6% Annual Target 78%	↑	(2022 - 2023) We have made a slight improvement on last year's performance (77.2%) but unfortunately have just missed out on achieving on our target of 78%. Understanding what would help people to feel more in control of their lives is important so we are looking at how to achieve more engagement and co-production when we are commissioning services.

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.

HCW	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
Page 95	P-HCW1.1	Support people to live independently at home through commissioning a transformative model of Home Care Support that is responsive to needs of citizens. The focus will be on creating more flexible, community based, local home care that will promote wellbeing and independence.	A&C - Adult Social Care				On Track		The Adult Commissioning Team continue to recommission home care services via the development and tender of a Single Framework for adult social care. Home Care services will be a 'Lot' under the Single Framework and work continues at pace to meet the August 2023 deadline for tender of the Framework. Analysis of the current home care services, needs of the city, equality impact and gaps in supply have been completed. Engagement is planned with internal and external stakeholders for May 2023. Work with the West of England Academic Health Science Network and Procomp Global Solutions to test innovative route optimisation technology has informed strategic optimisation of the home care market and principles for improved workforce wellbeing and retention. A pilot of the Procomp tech is being expanded to include more Bristol home care providers. This quarter, supply of home care has been strong with the lowest waiting list numbers ever recorded since the waiting list has been introduced. Quality of the service remains good. A strategic decision has been made to focus efforts on retaining this good level of supply and quality in the recommissioning process. The home care service model will be improved with the learning and best practice mentioned above, but will largely stay the same. The new single framework specification and contract will provide opportunity to make iterative, coproductive and transformative changes to the service model in the future - 2024/25.

P-HCW1.2	Through co-design with service users, families and care providers; develop and re-commission extra-care housing, and supported living services that help people to live independently within their communities.	A&C - Adult Social Care				On Track	Adult commissioning team are re-commissioning extra care housing and supported living via the Single Framework for adult social care. The single framework for adult social care will encompass the majority of third party spend and is scheduled to be tendered Summer 23. The single framework will set out BCC's vision for adult social care commissioned services, including themes around place based services and the promotion of wellbeing and belonging. Engagement with service users and people with lived experience is currently taking place in partnership with Healthwatch Bristol. The insights from this will inform the future service specifications where services need to be improved and transformed. Engagement will also take place with key city partners such as BNSSG ICB and VCSE organisations. The new commissioning model for supported living and ECH will be operational April 24.
P-HCW1.3	Drive new partnerships with NHS, VCSE and Local Authorities to develop and implement the Bristol, North Somerset, and South Gloucestershire Integrated Care System which aims to foster partnership, collaboration and joined up working across health, care, and wellbeing systems.	A&C - Adult Social Care				On Track	BCC continues to play an active role within the Integrated Care System supporting the development of the Integrated Care Strategy and ICB five year operational plan. In July the Cabinet Member with responsibility for Adult Social Care and Integrated Care System will chair the Integrated Care Partnership. Each of the three Locality Partnerships in Bristol have now developed a set of priorities and delivery plans that focus on the needs and inequalities within the areas. They also continue their work on implementing the integrated mental health models and Ageing Well priorities.
BPPM290a	Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services	A&C - Adult Social Care				No Target Quarter 4 Actual 3% Establish Baseline	(Quarter 4) 86 New Service Users aged under 65 and 2881 persons aged under 65 with a contact in the three months up to 31 Mar 2023. Numbers stable with 86 compared with 83 last quarter. Continued trend of being down from peak of May 22 of 3.53%. This means on average 28.6 clients a month aged 18-64 came into a BCC Tier 3 long term care service. We now have a full year's data on this KPI. We will see next quarter if numbers into long term care rise as they did this time last year to see if there is a seasonal trend coming out of winter escalation. Caveat on data. this is a conservative estimate of demand management in adult social care as this is just looking at the contacts that come into our call centre as we are not yet able to accurately capture the number of contacts that come through the hospital discharge to access service. But it does capture all new clients regardless of their route in and so allows us the better understand the amount of demand on the service and the level of demand management already in place.
BPPM290b	Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services	A&C - Adult Social Care				No Target Quarter 4 Actual 7.3% Establish Baseline	(Quarter 4) 225 New Service Users aged 65+ and 3090 persons aged 65+ with a contact in the three months up to 31 Mar 2023 Very stable moving ever so slightly downwards each quarter from the start of last year. We now have a full year's data on this KPI. We will see next quarter if numbers into long term care rise as they did this time last year to see if there is a seasonal trend coming out of winter escalation. Caveat on data. this is a conservative estimate of demand management in adult social care as this is just looking at the contacts that come into our call centre as we are not yet able to accurately capture the number of contacts that come through the hospital discharge to access service. But it does capture all new clients regardless of their route in and so allows us the better understand the amount of demand on the service and the level of demand management already in place.

BPPM291a	Number of service users (aged 18-64) in Tier 3 (long term care) [Snapshot]	A&C - Adult Social Care			Worse than target Quarter 4 Actual 2,609 Annual Target 2,541	↓	(Quarter 4) This remains our most challenged indicator. Long term support for 18-64 year olds has grow by 22 service users this year so is fairly stable but still above our target. Recent 2021 census information shows Bristol city as having a higher number of residents with a disability and high numbers of people with a learning disability. The current figures still show the growth in service users with mental health as their primary support reason post Covid. For these reason we are seeing demographic pressures on this KPI. Growth is slow but consistent just a few additional service users have a big impact on the budget given the complexity of need and the unit cost of services to support residents with MH and LD. Senior managers have put in place tighter sign off controls to make sure and be satisfied that all alternatives to Tier 3 long term care have been considered by the social worker holding the case at the request of the chief executive. New 'Support Outcome Forums' are being set up earlier in the support planning process to make sure all options for community based solutions have are being explored.
BPPM291b	Number of service users (aged 65+) in Tier 3 (long term care) [Snapshot]	A&C - Adult Social Care			Worse than target Quarter 4 Actual 2,612 Annual Target 2,580	↓	(Quarter 4) This KPI has moved by just 17 service users all year. and we have 17 less service users than we started the year and less service users than we had when this KPI started in 2020/21. However we are missing the target set for this year by 32 as we want to see a small decrease and continue the trend of the past few years. Pressure from the two hospital to discharge very early in a patients recovery period is meaning greater use of step down beds in care homes. A recent Local Government Association audit suggests these pathways are not always providing the best outcomes and such early discharge is restricting the opportunity to get patients out through Pathway 1 back into their own home with only short term targeted support. This pressure in the system has a knock on impact on the number of over 65s in long term support.
BPPM292a	% of service users (aged 18-64) receiving Tier 3 (long term care) at home or tenancy [snapshot]	A&C - Adult Social Care			Better than target Quarter 4 Actual 83.7% Annual Target 83.7%	↑	(Quarter 4) 2609 Service Users aged 18-64 of whom 424 in Residential or Nursing service on 31 Mar 2023 This % supported at home has been remarkably consistent throughout the year. Increasingly we are looking to find supported accommodation alternatives to traditional residential homes for people with learning disabilities but the market will require long term investment and support to be able to increase this percentage consistently over the next 3-5 years. A new joint team for learning disability and autism is being recruited to now funded by health partners for two years with a focus on supporting step down from long stay hospital for the most complex cases. This additional commissioning capacity can support wider system work on further developing the provider market offering more support to people in their own home or tenancy.
BPPM292b	% of service users (aged 65+) receiving Tier 3 (long term care) at home or tenancy [snapshot]	A&C - Adult Social Care			Better than target Quarter 4 Actual 62.2% Annual Target 61%	↑	(Quarter 4) 2612 Service Users aged 65+ of whom 988 in Residential or Nursing service on 31 Mar 2023 The numbers of service users over 65 supported in their own home shows a small increase but only back to the levels seen in 2020. Since the KPI started over the past 3 years the % has over moved by 2% each way showing a very consistent profile of support in care homes verses support in a community setting. Opportunities to improve this figure further will be challenging given the hospital pressure to use step down beds that through the 'Pathway 3' (assessment bed) discharge pathway often result in the need for permanent residential and nursing placements.
BPPM294	Increase % of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'	A&C - Adult Social Care			Better than target Quarter 4 Actual 97.4% Annual Target 91%	↑	(Quarter 4) The actual position of 97.4% is a very positive message for quality of local care provision across Bristol. The city continues to be a top performer on quality of care based on the CQC ratings against a lower national average. BCC took up the opportunity offered by the CQC to review 3 of our 6 providers that require improvement quickly where we think there is the potential to improve their rating. The impact of this work is evidenced in this very high rating of providers rated good or better.

HCW Priority 2: Mental health and wellbeing

Alongside partners, increase mental health support and training to help tackle the causes of poor mental health and wellbeing such as adverse childhood experiences and trauma. Co-develop community and cultural assets that reduce inequalities and help build resilience. Make sure there is better integration across local mental health systems, with improved services and outcomes

HCW2	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS Page 98	P-HCW2.1	Improve outcomes for adults experiencing multiple disadvantages by testing a more joined-up, person-centred approach with a range of organisations in local areas through the Changing Futures Programme	A&C - Adult Social Care				On Track		<p>"My Team Around Me" (MTAM) continues to gain momentum with 56 people who are typically some of our most vulnerable citizens, now receiving co-ordinated, person centred support. The concept continues to embed, a MTAM introduction video has been created and disseminated and we have created a review tool to measure implementation of the approach and aid reflect and learn for practitioners.</p> <p>We are seeing a real appetite for reflective practice and trauma informed approaches and are delivering cross team reflective practice sessions and cross sector manager learning. The positive outcomes for people are being documented, examples include evictions that have been avoided, addressing unconscious racial bias and a joint safety and risk planning tool and approach that is now being piloted across partners.</p> <p>We have seen 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. Our work on the Multiple Disadvantage Needs Analysis and Strategy is furthering our shared understanding of MD in Bristol and will be presented at the Health and Wellbeing Board in May 2024.</p>
	P-HCW2.2	Improve outcomes for adults with mental health needs by developing the Community Mental Health Framework. This will provide more joined up and easier to access support within local communities that are flexible to the needs of individuals and help prevent as well as support people with mental health needs	A&C - Adult Social Care				On Track		<p>Bristol City Council continues to work in partnership with AWP, Sirona, ICB VCSE partners and social care providers s part of locality partnership board. Progress with Community Rehab pilot is ongoing and we have successfully recruited a social worker role on a secondment with Second Step within integrated mental health services. The SW will continue to undertake responsibilities of Care Act within an Multidisciplinary approach this will allow better outcomes for service users and ensure better partnership working. We will take this learning and apply this to future SW recruitment in a new Integrated Personalised Care Teams in Bristol will inform future options for closer integrated Social Care and health partners to deliver better outcomes for people with Serious Mental illness.</p> <p>Strategic commissioners are working with Mental Health social care providers to develop an improved offer to support individuals with mental health needs and more robust provision of supported living providers</p>
	P-HCW2.3	Better mental health and wellbeing through the delivery of Thrive Bristol which is a ten-year programme focusing on how different parts of our city – such as our communities, our places of education and work, and our homes - can keep us mentally healthy	A&C - Communities & Public Health				On Track		<p>Thrive Bristol training has been delivered to nearly 100 community organisations over the last year, with 90%+ attendees reporting increased knowledge, skills and confidence in supporting people around their mental wellbeing. Training is being arranged for Job Centres, advice services, and employment support services. A wellbeing offer has been developed for Welcoming Spaces as part of the One City cost of living response. The Thrive at Work West of England programme continues to be promoted to support the small and medium enterprise workforce. The Thrive at Night programme has been launched to support the mental health and wellbeing of the Night Time Economy workforce (approx.. 30% of the workforce in Bristol).</p>

HCW Priority 3: Poverty

Tackle the root causes of poverty, reducing the impact of social and economic disadvantage on the health of different groups of people. Take action to help 10,000 households in Bristol suffering from food insecurity, including access to culturally diverse, nutritional food and building on the success of being a Gold Sustainable Food City.

HCW3	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-HCW3.1	Deliver the Fuel Poverty Action Plan and provide guidance and advice through a food and fuel poverty resource and information hub	A&C - Communities & Public Health				On Track		<p>Work to implement the Fuel Poverty Action Plan continues:</p> <ul style="list-style-type: none"> - In January project management support from the Centre for Sustainable Energy started and the No Cold Homes steering group restarted - A health and fuel poverty sub-group has been set up and work continues to embed fuel poverty awareness across health settings - Delivery of actions continues and a full progress report will be produced in the next quarter
	P-HCW3.2	Through adopting the One City Food Equality strategy we will invest in solutions that create fair and affordable access to food, create a system for monitoring food inequality and implement a communications strategy which will provide information about services which can support people experiencing food or financial hardship	A&C - Communities & Public Health				On Track		<p>The draft Food Equality Strategy Action plan is nearing it's final draft form. It was presented to the Stakeholder group in a face to face workshop on 30th March 2023, where comments and amendments were sought. A Steering group meeting is planned for 18th April where progress will be presented. The final draft will go for a peer review until the end of April. It will be presented to senior management meetings, including Cabinet Members briefing and the Health and Wellbeing Board for information during May 2023. It's launch is planned end of June during Food Justice Fortnight.</p>
	P-HCW3.3	Provide emergency payments to reduce food and fuel poverty and housing costs through the Local Crisis Prevention fund and other schemes such as Free School Meals Holiday vouchers and Discretionary Housing payment	Resources - Finance				On Track		<p>C&CI team given approval to begin process on closing the Wildlife Photographer of the Year exhibition at end of May 23.</p>

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

2022-2023 Homes and Communities Actions & Performance Metrics (Qtr 4 Progress)

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 Page 102	BPOM249	Reduce Anti-Social Behaviour incidents reported	C&E - Children Families & Safer Communities				No Target Annual Actual 20,441 Annual Target Not Set	↑	(2022 - 2023) This is the first time we are using this outcome measure. To provide some comparison the figure for 2021/22 was 24448. This indicates a 4007 reduction in ASB incidents reported. One likely reason for this is due to Police ASB calls being followed up and recategorised as crimes. It is also worth noting that these figures include ASB cases recorded by BCCs H&LS and ASB Team who record 'cases' (which may have multiple incidents). The above points are indicative of complexities with this metric and as a result it is likely to be reviewed for next year.
	BPOM251	Reduce the percentage of people whose day to day life is affected by fear of crime (QoL)	C&E - Children Families & Safer Communities				Better than target Annual Actual 17% Annual Target 18%	↑	(2022 - 2023) It is promising that we have met this target. However we recognise and anticipate a potential increase in crime and fear of crime possibly linked to cost of living crisis. As a result work continues to ensure that there are adequate operational responses to crime and we are moving to take a more pro-active data-led approach to identifying community safety issues and trying to put interventions in place to mitigate these risks.
	BPOM312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	A&C - Communities & Public Health				Better than target Annual Actual 47.1% Annual Target 46%	↑	(2022 - 2023) This is a welcome improvement on last year which reflects a year when community life has been returning spaces are open welcoming people in and volunteers are a crucial part of this. Can Do Bristol has been very effective in reaching people willing to help with the cost of living crisis with an increased membership of 3000 this year. We are not quite back to pre COVID levels which reflects the impact of COVID and the cost of living.
	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
SNOLTCY Page 103	P-HC1.1	Review access to housing for people with social care needs to live independently in their communities by improving the lettings process and enabling them to be eligible for band one priority on housing waiting lists. Continue to deliver outcomes of the Better Lives at Home programme which is a partnership between adult social care and housing to develop more accessible housing for people with care and social care needs in the community.	A&C - Adult Social Care				On Track		A total of 24 Adult Social Care clients stepped down into general needs housing between September 2022 and March 2023. This resulted in a significant and reoccurring saving being realised. The Community Supported Accommodation process is part of Business As Usual and now established, has been embedded as an alternative pathway available to be explored by practitioners. A revised allocation of general needs housing has been agreed and ASC remain on track to meet this target. We are developing units of specialised supported housing (SSH) in partnership with a local Registered Provider using the SSH legal framework - these will be designed to meet the needs of autistic people and to support people coming out of hospital and long stay institutions.
	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.
	P-HC1.3	Improve how council and social housing is allocated and let in Bristol to make the process more user friendly and makes best use of housing supply from our existing stock to ensure that priority is given to those most in need in the city.	G&R - Housing & Landlord Services				On Track		Reports finalised and published on 28th March to go to cabinet on 4th April. Arrangements for implementation have been put in place.
	BPPM310	Increase the number of private sector dwellings returned into occupation	G&R - Housing & Landlord Services				Better than target Quarter 4 Actual 399 Annual Target 375	↑	(Quarter 1 - 4) Focused action on long term empty properties has resulted in nearly 400 properties being brought back into use in 2022-23.
	BPPM350z	Number of households on the BCC Housing Waiting list	G&R - Housing & Landlord Services				Not calculable Quarter 4 Actual 20,041 Annual Target Not Set		(Quarter 4) The number of households on the BCC housing waiting list is increasing due to high level of new applications driven by affordability challenges with private renting and home ownership and the cost of living crisis

BPPM374a	Reduce average relet times (all properties)	G&R - Housing & Landlord Services				<p>Significantly Worse than target Quarter 4 Actual 99 days Annual Target 50 days</p>	<p>↓</p>	<p>(Quarter 4) Marginal increase in duration of time taken to complete voids. Contract mobilised with external contractor support however external contractors have been on hold for 2 week periods due to capacity and internal issues we have approached the 2nd contractor on the list they need 2 weeks to mobilise which causes further delays in reducing the void times KPIs still not in effect. Recruitment of surveyors has led to the back log of voids internal surveyors at capacity meaning we have issues with getting to site and specifying the work this leads to delays with our internal staff not being able to carry out the work as surveyor lead times are high. recruitment process and agency drives have failed looking to upskill internal workforce to accommodate the shortfall in the market at present this will lead to increased times until staff are fully operational.</p>
BPPM375	Reduce the number of empty council properties	G&R - Housing & Landlord Services				<p>Significantly Worse than target Quarter 4 Actual 351 Annual Target 150</p>	<p>↓</p>	<p>(Quarter 4) Target worsening despite implementation of new contractor framework and new working practices amongst service. Contractor performance has not be at expected levels on both quality and timeliness. Improvement plans are underway. Furthermore internal changes to working practices to remove duplication has had unintended consequences of further delays. As a result the service is reverted back to a previous iteration whilst further evaluation of structure improvements are undertaken The relet action plan hosts multiple sub tasks to improve this metric including review relet and TA standard improve pre tenancy exit interviews improve waste clearance repair instead of replace. All of which will have a positive impact on times and financial pressures over the coming year.</p>
BPPM425	Increase the number of affordable homes delivered in Bristol	G&R - Housing & Landlord Services				<p>Significantly Worse than target Quarter 4 Actual 309 Annual Target 500</p>	<p>↓</p>	<p>(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 figured has been revised from 26 to 31 and Q3 figure from 167 to 166 following updates from providers.</p>

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
ACTIONS	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.
	P-HC2.2	Invest £97m between 2022-2030 into Council-owned homes for energy efficiency and carbon retrofitting measures. The funds will be spent on measures such as wall insulation schemes and a programme of solar panel installations. This will ensure all homes reach a minimum EPC of C by 2030.	G&R - Housing & Landlord Services				On Track		Confirmation received from the Department of Business, Energy and Industrial Strategy that the Social Housing Decarbonisation Fund bid was successful and will be awarded £~9m in grant funding. Work in hand to scale up the programme accordingly for delivery in 2023/24 and 2024/25
	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	BPPM377c	Reduce the number of Council homes with an EPC rating of D or lower	G&R - Housing & Landlord Services				Significantly Worse than target Quarter 4 Actual 27.6% Annual Target 22.5%	↑	(Quarter 4) Very marginal increase in target however significant improvements will be realised in the next year as a result of; Improved governance to planned works which will result in more work being delivered on time and City leap relationship now active and support for additional project delivery and Social housing decarbonisation funding grant of 9m deliver between 2023-2025 will see this metric improve.
	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 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.

HC3	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-HC3.1	Develop new, as well as retaining existing successful, employment and skills programmes for rough sleepers and those at risk of becoming homeless	C&E - Education & Skills				On Track		Total number of citizens reached by end of Mar 2023: 8,783 (engaged or used services)
	P-HC3.2	With partners, we will increase the amount of flats or bedrooms in shared houses for homeless people to move into when they are ready to live independently	G&R - Housing & Landlord Services				Behind Schedule		68 of these units have been delivered. One unit has been withdrawn from this programme due to delays. The total now to be delivered is 149. More units are schedule for delivery throughout '23-'24 and there continues to be regular contact with all local providers on these schemes.
	P-HC3.3	Review the current needs of the homeless population and conduct an audit of homeless deaths in the city. By working with key partner agencies, such as Golden Key we will be better able to target services to meet needs.	G&R - Housing & Landlord Services				Completed		The Health Needs Analysis has been completed and published. The audit of deaths of people experiencing homelessness has been completed.
PERFORMANCE METRICS	BPPM352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	G&R - Housing & Landlord Services				Better than target Quarter 4 Actual 48 Annual Target 50	↓	(Quarter 4) In Q4 we had a count of 48 within target demonstrating the effectiveness of the services in place despite 900 people coming onto the streets in 2022-23 (an increase of 34%). It is anticipated that there will be an increase of people coming onto the streets in 2023-24 as a result of the Cost of living crisis and fast track immigration decisions from the Home Office as a result of backlogs.
	BPPM353	Increase the number of households where homelessness is prevented	G&R - Housing & Landlord Services				Significantly better than target Quarter 4 Actual 1,536 Annual Target 1,300	↑	(Quarter 1 - 4) Prevention figures include prevented cases who we owed a Part 7 homelessness duty. It also includes successful prevention work within WRAMAS (Welfare Rights and Money Advice Service) tenancy support services and Youth MAPS (Youth homelessness hub).
	BPPM357	Reduce the number of households in temporary accommodation	G&R - Housing & Landlord Services				Significantly Worse than target Quarter 4 Actual 1,252 Annual Target 1,100	↓	(March) The number of households in Temporary Accommodation has increased from the beginning of the year despite our efforts in preventing homelessness which is mirroring a national trend. A number of factors are contributing to this rise including lower availability of social housing an expensive private rented and home ownership market and the cost of living crisis
	BPPM358a	Number of households moved on into settled accommodation	G&R - Housing & Landlord Services				Better than target Quarter 4 Actual 1,085 Annual Target 1,050	↑	(Quarter 4) Increased focus on move on into social housing and private rented has brought us back in line with target

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.

HC4	Code	Title	Directorate	Q 1	Q 2	Q 3	Q4 Status and Performance	Comparison over 12 months	Management Notes
P	P-HC4.1	Increase the recruitment and progression for people with disabilities through a range of specialist and targeted activities such as Accelerated Learning Centres and increasing the recruitment of inclusive apprenticeships.	C&E - Education & Skills				On Track		Devices: 186
	P-HC4.2	Improve transition between childhood and adulthood for children and young people with special educational needs and disabilities	A&C - Adult Social Care				Behind Schedule		<p>Demand and complexity of need that we are seeing has increased so, to ensure that we are best placed to provide the best service within the resources that we have, we are undertaking a review of our existing teams and developing a new Young Adults Transition Service to strengthen the working relationship between the Pathway to Independence team and the 18-25 team allowing a smoother transfer of young people. This is a positive and exciting development to create a stronger service for young people across Bristol. We are also collating a larger number of feedback responses from young people and their families/carers to aid our development of our service.</p> <p>There has been an update of information available for families and professionals to enable self-directed support and increased knowledge of Transitional Pathway. The Pathway to Independence team is developing skills to support with self-assessments and Care Act assessments to ensure that needs are captured earlier and appropriate advice and information is available to young people, their families and carers at the most appropriate time. We have recruited an Occupational Therapist to compliment the service we can provide in the Young Adults Transitions Service to support with assessment of need to enhance the opportunity for meaningful outcomes for young people/adults.</p> <p>An embedded part of the service is the link professional role with other teams and looking to strengthen a 'super connector' approach, bringing the right people together to resolves blockages and delays in transitional planning. This has proved very successful increasing the focus on long term aims and smarter objectives.</p> <p>Technology Enabled Care usage for under 18s has increased and is developing to offer more specific TEC for younger people. The provision of Laptops via the Bristol City Council laptop scheme has been very successful and contributes to reducing online poverty for young people and enabling independence.</p>

	P-HC4.3	Review the existing adult social care services that BCC currently deliver in-house services to ensure they are delivered in the most efficient way to meet the needs of citizens. This includes either developing services to be more efficient or transferring the delivery to other provider partners who have greater expertise and can deliver better outcomes .	A&C - Adult Social Care				On Track		<p>Full council approved a balanced budget on 21st February 2023. Work on Bristol Community Links continues to progress circa £800k of savings in 2023 / 2024 has been achieved of the £1.5m total saving target. A timeframe continues to be developed to ensure that there is a suitable period for consultation on the proposed options. The consultation period remains pivotal and work with key stakeholders continues to ensure consistent messaging will be undertaken. The Community Meals review is completed and is now progressing the actions identified during the review towards the goal of cost neutrality. The service continues to meet regularly with colleagues from Public Health and reports to the PH Board on use of the Innovation Fund. This supports our initiatives in regards to marketing the service and plans to in reach into diverse communities to promote access to nutritious food in line with the Food Equality Strategy.</p> <p>Work on rebranding and marketing has been delayed due to capacity in our External communications team. This is an essential next step in promoting and growing the service.</p> <p>Over the next 12-18 months the service will be working on the procurement of; a meals service ICT platform, frozen meals and delivery vehicles.</p> <p>On 21 February 2023, Bristol's Full Council approved a number of measures that would achieve a balanced budget. One of these measures was a proposal to review the service provided at Concord Lodge.</p> <p>The council does not have a statutory duty to provide the type of service it currently offers at Concord Lodge, and already commissions care and support from a range of different providers for most adults with complex needs (including the type of service offered at Concord Lodge) and will continue to do so. This means that anyone who uses the services currently provided by Concord Lodge will continue to have access to the care and support they need.</p> <p>The savings to be achieved through a review of Concord Lodge are £450,000. This means we cannot continue to operate the service in the way we do currently. To explore and support this change, we are currently consulting for six weeks on the future of Concord Lodge. The consultation is now open and will close at midnight on Wednesday 24 May 2023.</p>
PERFORMANCE METRICS	BPPM307	Increase the number of people enabled to live independently through home adaptations	G&R - Housing & Landlord Services				Significantly better than target Quarter 4 Actual 4,058 Annual Target 3,400	↑	(Quarter 1 - 4) There has been a considerable increase in the delivery of aids adaptations and Technology Enabled Care (TEC) in 2022-23 as a result of the expansion of the TEC service and large of range of products being installed.

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
ACTIONS	P-HC5.1	Look to transfer some sports facilities to community organisations where there is appetite for the community to run and manage them	G&R - Management of Place				Behind Schedule		Recruitment to the Community Engagement and Support Officer role is ongoing with interviews on 14th and 18th April. Nicholas Wanderers have submitted a draft business case for facilities at Dundry Park for consideration by the CAT Group and the allocation of capital funds. They are seeking planning permission for asset enhancements and have other funding in place. The recruitment of the Community Engagement and Support Officer has taken longer to recruit to than expected which has delayed the project going forward.
	P-HC5.2	Improve equality of access to information about the council's decision-making processes, voter registration and standing for public office by delivering a research project on the barriers preventing citizens from engaging in the democratic process.	Resources - Legal and Democratic Services				On Track		This action continues to proceed as planned. The CMWG have now agreed the next phases of their Communications and Engagement Strategy, which will be delivered over the coming months.
	P-HC5.3	Maintain a responsive, accessible, and sustainable network of libraries working with communities and partners for the good of local communities and the city as a whole.	G&R - Management of Place				On Track		Q4 - still challenging due to the recruitment controls and increasing vacancies. Library closures increasing with public and councillor concerns being raised. Recruitment to commence from April 2023
PERFORMANCE METRICS	BPPM194	Numbers of citizens participating in community clean-ups per quarter	G&R - Property Assets & Infrastructure				Significantly better than target Quarter 4 Actual 4,306 Annual Target 3,500	↓	(Quarter 4) The number of people involved in litter picking and keeping their community clean continues to hold up.
	BPPM311	Maintain the levels of engagement with community development work	A&C - Communities & Public Health				Significantly better than target Quarter 4 Actual 11,494 Annual Target 8,000	↑	(Quarter 1 - 4) in Q4 we have delivered 2694 community conversations where we engaged with local residents in social action conversations purposeful conversations on vaccine uptake new developments in Tempe Quarter cost of living and also local conversations such as welcome spaces. We have facilitated connection people to people supported people taking actions and connection to opportunities as result of the conversations.
	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.
	BPPM537	Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	Resources - Policy Strategy & Digital				Significantly better than target Quarter 4 Actual 1.18 Annual Target 1.5	↓	(Quarter 4) The Q4 value is well within the 2022/23 target of 1.5 and remains close to the ultimate target of 1 (i.e. parity in response rates from areas of high and low deprivation). The 2022/23 Q4 value is slightly worse (higher) than the values for the previous four quarters which included a survey with an atypically high response rate from the most deprived 20% of the city.

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

2022-2023 Transport and Connectivity Actions & Performance Metrics (Qtr 4 Progress)

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 112	BPOM323	Increase % of people who see friends and family as much as they want to (QoL)	A&C - Communities & Public Health				Worse than target Annual Actual 77.6% Annual Target 78%	↑	(2022 - 2023) This is difficult to interpret but this could indicate the necessity for contact during COVID has reduced but the pandemic has also had a lasting impact on some people who are finding it hard to leave their homes or resume pre pandemic levels of interaction. Family and social networks have perhaps reduced as people resume work and struggling with the cost of living. The crisis in the care/health sector is well documented - this is also likely to be a contributory factor
	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
SNOLTCV Page 113	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.

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 improvements 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 Effective Development Organisation Actions & Performance Metrics (Qtr 4 Progress)

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.

EDO	Code	Title	Directorate	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
PERFORMANCE METRICS Page 121	BPOM520	Increase the % of colleagues who would recommend the council as a good place to work	Resources - Workforce & Change				Worse than target Annual Actual 70% Annual Target 72%		(2022 - 2023) We are broadly happy with performance against this metric this year especially when compared to our pre-pandemic outturn of 62% in 2019/20. Whilst we are showing as below target we also compare pretty favourably with the previous survey in 2020/21(71%). Targets were set to be especially stretching however being at or above 70% in consecutive surveys is pleasing. Our next staff survey is planned for April 2023.
	BPOM530	Increase the satisfaction of citizens with our services (QoL)	Resources - Policy Strategy & Digital				Worse than target Annual Actual 38.7% Annual Target 40%	↓	(2022 - 2023) The Quality of life survey formally reports once a year. Whilst the Council strives to provide a wide range of services that the citizens of the city value many factors beyond the scope of the local authority can influence how people think about and respond to these questions. Given the range of extraneous factors involved it is a challenge to influence responses however we do continually engage with citizens to understand their experiences of Council services and how things could be improved and a number of services run surveys and consultation events that they use to inform service delivery'
	BPOM531	Increase the % of people who think that the Council provides Value for Money (QoL)	Resources - Policy Strategy & Digital				Worse than target Annual Actual 25.5% Annual Target 26%	↓	(2022 - 2023) The Quality of life survey formally reports once a year. Whilst the Council strives to provide a wide range of services that the citizens of the city value many factors beyond the scope of the local authority can influence how people think about and respond to these questions. Given the range of extraneous factors involved it is a challenge to influence responses however we do continually engage with citizens to understand their experiences of Council services and how things could be improved and a number of services run surveys and consultation events that they use to inform service delivery.

EDO Priority 1: One City

Use a One City Approach to take a collective, partnership-focused approach to city leadership. Enable strong civic participation and the joining-up of activities by partners towards our common goals. Work to convene, build and exert regional, national, and international influence to advocate for the city and attract appropriate investment.

EDO1	Code	Title	Directorate	Q 1	Q 2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS Page 122	P-EDO1.1	Work with the universities in Bristol and the Further Education sector to create a written Civic University Agreement. This would set out how we work together and enable our major Higher and Further Education institutions to contribute to the civic life of the city.	Resources - Policy Strategy & Digital				Behind Schedule		A final draft of the Civic University Agreement has been prepared following BCC review, which took longer than hoped due to capacity issues across multiple services. Work will continue to discuss and agree updates with partners before making a final decision about it.
	P-EDO1.2	Work with relevant partners across the Council and city to help embed the 'health in all policies' approach to tackling the wider factors which determine good health and maximise positive health outcomes.	A&C - Communities & Public Health				On Track		<p>Actions to progress health in all policies continues including:</p> <ul style="list-style-type: none"> - Review of Frome Gateway development framework and Health Impact Assessment - Review of Local Plan policies - Embedding Bristol Eating Better Award and Healthy and Sustainable Procurement policy across the council - Considering health as part of the climate change awareness e-learning module - Scoping impacts of the cost of living crisis on communities health and wellbeing <p>We continue to scope learning resources and tools required to support the implementation of health in all policies.</p>
	P-EDO1.3	To keep Bristol safe and manage Covid 19 infection through the implementation of Bristol Living Safely with Covid Framework	A&C - Communities & Public Health				On Track		During quarter 4 the data available has become more limited due to changes in testing and national surveillance. We have continued to use what is available to undertake local risk assessment and frame our communication to key stakeholders including the public. We are moving much more to a business as usual approach incorporating COVID-19 into other infectious diseases prevention and control work. The targeted COVID-19 vaccination booster programme has been announced and early treatment for those most at risk continues to be offered.

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.

EDO2	Code	Title	Directorate	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-EDO2.1	The council will identify where colleagues do similar work in different departments, bringing some professional functions more closely together. This will help make sure we are efficient, joined-up and best able to direct our limited resources at our highest priorities.	Resources - Workforce & Change				Completed		The Common Activities Programme closed as planned on the 16/12/22. As at January '23 a total of 133.3 FTE have been moved into a central function, with a further 25.5FTE due to be delivered by CA Leads post programme closure. The Performance Board is live, providing an ongoing governance for management of any operational issues arising associated with the implementation of the new operating models. There will ultimately be an over-delivery of total committed savings, realised in 23/24 and work is progressing to formally mark these savings as 'safe' in the Budget Monitor. However, due to limited full year effect for a number of services there is a temporary in year shortfall for 22/23 which is being tracked and managed through the Delivery Executive. The changing financial context and increased savings delivery from central functions does mean for a minority of CA areas there will be delays to delivery of the full original blueprints as originally described. Positive feedback has been received from transferred colleagues and new structures are bedding in. The programme has reported delivery of all objectives as originally stated.
	P-EDO2.2	Improve Council digital services to drive down costs and increase efficiency, by delivering a Digital Transformation Programme	Resources - Policy Strategy & Digital Programme				On Track		The Programme is reporting 'Green' and is largely on track, and exception being a project to migrate locally stored files from S&G Drives to the cloud, which is behind on schedule. Its complexity means that elements of its Outline Business Case need to be revisited - this is due to the sheer volume of files and the capacity of the whole council to review their files and plan future file-structures to be used in the cloud. This is vital because a direct 'lift and shift' will mean the council retains and pays to store unnecessary files, and this would cost more than current arrangements. Progress in other projects is generally good, with particular milestones in Q4 including the completion of tendering for future Networks provision (saving £200k in one-off costs and producing £360k of future cost avoidance against OBC 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, including creation of associated business processes and guides for staff.
PERFORMANCE METRICS	BPPM523	Maintain appropriate staff turnover	Resources - Workforce & Change				Worse than target Quarter 4 Actual 15.6% Annual Target 12.5%	↑	(Quarter 1 - 4) Turnover is slightly above the normal range due to recruitment controls being in place from July 2022 and a challenging jobs market with national skills shortages in some key areas.
	BPPM535	Improve the percentage channel shift achieved for Citizens Services overall	Resources - Policy Strategy & Digital				Better than target Quarter 4 Actual 33.6% Annual Target 32.5%	↑	(Quarter 4) The number of citizens that are accessing services online continues to be high. Transactional services such as Waste are most popular for self-service.
	BPPM536	Increase % of all Equality Action Plan actions reporting expected progress (or better)	Resources - Policy Strategy & Digital				Worse than target Quarter 4 Actual 85.6% Annual Target 86%	↑	(October - March) End of year reporting shows that Council services have made good overall progress with their equality action plans particularly in embedding inclusive practice and improved collaborative working. However there were still a significant number of equality actions with less progress than expected due to in-year budget savings and staffing pressures including the recent recruitment freeze and some actions linked to planned activities which were postponed or changed to address the cost of the living crisis.

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.

EDO3	Code	Title	Directorate	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-EDO3.1	Review and refresh the Workforce Strategy to reflect the needs of the new Bristol City Council Corporate Strategy, this will help us proactively meet the future challenges and requirements of the organisation by ensuring we have the right skills in the right places when we need them	Resources - Workforce & Change				Behind Schedule		Work to refresh the strategy has been temporarily paused to take account new or changing priorities following the budget for next year and the impact this may have on priority actions, or the available budget to fund it. The review has made good progress, with a review of all actions against the last plan complete. The priorities for the new strategy have been shaped by input from HR committee, and engagement with staff led groups and trade unions is due to get underway in 23/24 with a revised launch date due in Q2.
	P-EDO3.2	Engage with central government to create a healthier working environment for social workers to operate in. We will implement a new recruitment and retention approach across Childrens services and education to address workforce challenges and reduce our use of agency staff.	C&E - Children, Families Community Safety				Behind Schedule		Developments of retention projects for social workers have continued to be developed however have been delayed by a review of the current funding envelope for this element of transformation. Recent exit interviews demonstrate a growing focus on pay as a reason for staff leaving the service. Children's Services are considering a full transformation of the operating model to support long-term retention strategies for staff.
RICS	BPPM512	Reduce the gender pay gap	Resources - Workforce & Change				Significantly better than target Quarter 4 Actual 2.88% Annual Target 3.8%	↑	(Quarter 4) Our mean gender pay gap is at its lowest level since records began.
	BPPM513	Reduce the race pay gap	Resources - Workforce & Change				Significantly better than target Quarter 4 Actual 6.2% Annual Target 7.5%	↑	(Quarter 4) Our race pay gap is at its narrowest since records began.

PERFORMANCE METR	BPPM522	Reduce the average number of working days lost to sickness (BCC)	Resources - Workforce & Change				Significantly Worse than target Quarter 4 Actual 10.70 days Annual Target 9.00 days	↓	(Quarter 4) HR provide targeted support to managers in the proper management of cases. Management information is regularly reviewed in leadership meetings at all levels.
	BPPM528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	Resources - Workforce & Change				Significantly Worse than target Quarter 4 Actual 4% Annual Target 6.5%	↑	(Quarter 4) The recruitment controls in place since July 2022 have partly restricted our ability to make progress on this indicator.
	BPPM529	Increase the % of young people (16-29) in the Council's workforce	Resources - Workforce & Change				Significantly Worse than target Quarter 4 Actual 11.3% Annual Target 14%	↓	(Quarter 4) 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.

EDO Priority 4: Data Driven

Improve our ethical and inclusive use of research, data, insights and information to become more data-driven and evidence-led when making decisions.

Page 25	Code	Title	Directorate	Q	Q	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
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ACTIONS	P-EDO4.1	Give service areas access to better insights and data tools to support evidence-led decision making through the Data and Insights Programme; focus for this year is Children's Social Care, Housing and Education.	Resources - Policy Strategy & Digital				On Track		The central D&I team continues to embed and the functional operating model is taking shape. CSC insight packages x 5 are now in test and will be deployed across the service within a few weeks. Work continues on behalf of ASC and Education, as well as Homelessness. The updated HR accelerators should also be rolled out very soon. Resource constraints mean the focus is likely to remain on completing statutory returns (the burden of which cannot be understated) and the ASC, CSC/Education transformation programmes with limited scope for additional work.
	P-EDO4.2	Develop the Think Family database to share improved information with partners, such as the Police, about risks and vulnerability of children and families in the city. This will enable us to identify and respond at the earliest possible point.	Resources - Policy Strategy & Digital				Behind Schedule		The Q4 position remains largely as at Q3. The technical delays encountered by our delivery partner have caused a hold to be placed on a range of activity and with the focus on CSC/ASC/Education and Homelessness, the Think Family work is taking longer than anticipated but will resume early in the next financial year (23/24).

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.

EDOS	Code	Title	Directorate	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS	P-EDO5.1	Hold a referendum in May 2022 to determine how Bristol City Council is run.	Resources - Legal and Democratic Services				Completed		The election was successfully delivered as planned.
	P-EDO5.2	Take a new approach to corporate performance management, including a new corporate scorecard and city dashboard to monitor different performance measures. This will give managers, political leaders, Scrutiny members and the public a more joined-up overview of performance, both of the council and the wider city.	Resources - Policy Strategy & Digital				On Track		The new performance framework and thematic approach is now a year old and has become well embedded. The financial position of the council has led to a reduced resource in this area and the simultaneous increased focus on CSC/Education and ASC has diverted further resource. This means the continuation of the performance framework as is will be tested over the coming year. The first draft of the corporate dashboard is due to be shared with the Chief Executive and work continues on the wider performance dashboard, the first iteration of which is in use during Q4 and will develop into 23/24
PERFORMANCE METRICS	BPPM502a	Increase the percentage of invoices paid on time (date received)	Resources - Legal and Democratic Services				Worse than target Quarter 4 Actual 88.65% Annual Target 90%		(April - March) Performance has improved since February although below target by 1.35 %. Improved performance has been due to staff working overtime as well as additional resources added to the the team to process year end invoices. The Supplier Incentive Scheme is live and a small but increasing number of suppliers have been onboarded which will help with meeting this KPI on a consistent basis. The introduction of e-invoicing will also have a positive impact on performance. E-invoicing is expected to be operational by June/July.
	BPPM507	Increase the percentage of agreed management actions implemented within agreed timelines	Resources - Finance				Significantly Worse than target Quarter 4 Actual 80.3% Annual Target 93%	↓	(Quarter 4) The performance at 80.3% is significantly worse than target although better than the 73% in Q3. Half of the over due agreed management actions only fell over due at the end of March. Year end pressures on Directorate teams and the current pressures under which the Council is operating means that the updating of actions has slipped. Internal Audit has allocated resources in Q1 of 2023/24 to support Directorates through EDMs to undertake another holistic review of all outstanding actions and take appropriate actions. The monitoring and reporting of agreed management actions as part of performance management arrangements should be prioritised and sustained.
	BPPM515	Reduce the % of complaints escalated from Stage 1 to Stage 2	Resources - Legal and Democratic Services				Worse than target Quarter 4 Actual 8.1% Annual Target 8%		(Quarter 4) Performance is as expected this one fluctuates between 6-8%

PER	BPPM516	Increase the percentage of Corporate FOI requests responded to within 20 working days	Resources - Legal and Democratic Services				Significantly Worse than target Quarter 4 Actual 64% Annual Target 75%	↓	(Quarter 4) This is near the Q3 figure of 62% and Q2 figure of 67% and reflects widely officer capacity to complete FOI requests on time. Work is ongoing to improve this performance including updating the triage process and closer support for areas within the council that are facing the most challenge including training.
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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	Q1	Q2	Q3	Q4 Status and Performance	Comparison over 12 months	Management Notes
ACTIONS Page 127	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.
	P-EDO6.2	Commercialise our assets where it is profitable and viable to maximise value for money and generate extra funds which can be used to pay for other services. For this year, an example is installing a bar on the roof of the MShed Museum and improving the event suite for outdoor functions.	G&R - Management of Place				On Track		Following failed tender for the Early Years Facility, process formally closed down by incoming Interim Head of C&CI. Alternative proposal tabled by the C&CI team to use the M Shed TEG as an extension space for the Corporate Events business approved at EDM on 12 April, which will deliver an uplift on income, minimal investment to improve the AV capabilities in the space, release the Studios on a more regular basis for schools/families/community use, and retain the TEG as an exhibition space as a flexible exhibition space during the summer holidays.
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 128	CYP	BPOM230b	Key Stage 2: Increase % of disadvantaged pupils achieving the expected standard in Reading, Writing & Maths	Annual (Previous Academic year)	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. 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. Pupils are defined as disadvantaged if recorded as: <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)	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 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.
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
Page 134 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 139	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.

Overview and Scrutiny Management Board (OSMB)



4th September 2023

Report of: Stephen Peacock - Chief Executive
Title: Corporate Risk Management Report – Q1 2023/24
Ward: Citywide
Officer Presenting Report: Risk & Insurance Officer

Recommendation:

For the Overview and Scrutiny Management Board to note the attached Q1 2023/24 Corporate Risk Management Report and Appendix A - Corporate Risk Report (CRR) summary of risks that went to Cabinet on 4th July 2023.





Decision Pathway – Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 04 July 2023

TITLE	Corporate Risk Management Report – Q1 2023/24		
Ward(s)	City wide		
Authors: Risk and Insurance Senior Officers	Job title: Risk and Insurance Senior Officers		
Cabinet lead: Councillor Cheney - Deputy Mayor and Cabinet member for City Economy, Finance and Performance	Executive Director lead: Stephen Peacock - Chief Executive (Head of Paid Service)		
Proposal origin: BCC Staff			
Decision maker: For noting Decision forum: For noting			
Purpose of Report: 1. The report provides an update on current significant strategic risks to achieving the Council’s objectives as set in the Corporate Strategy 2022-2027 and summarises progress in managing the risks and actions being taken as at Quarter 1 2023-24.			
Evidence Base: Context 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 2022-2027. 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. 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. The Accounts and Audit Regulations 2015 require that the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council’s objectives and prioritise actions for managing those risks. 4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual’s safety at harm, impact upon service delivery and the council’s reputation are minimised, opportunities are maximised and when risks happen, they are managed effectively to minimise the impact. 5. The CRR summary of risks is attached to this report at Appendix A and is the latest position following a review by managers and Directors. Corporate Risk Report - Summary of Corporate Risks: 6. Cabinet are asked to note the CRR as a working summary report of the critical and significant risks from the Service Risk Registers as of June 2023. 7. The CRR sets out the critical, significant, and high rated threats and opportunity risks. All other business risks reside on the Service Risk Registers.			

8. A programme of work has been undertaken to review and revise afresh each CRR risk description and the DMTs risk registers. The scope of this work included where possible the identification of new risks and a fresh look to confirm ongoing risks are current along with the actions to mitigate the risks
9. Members of EDM's reviewed the DRRs in May/June 2023 to form the CRR and the CRR was reviewed by CLB in June 2023. Cabinet are asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers.

10. The Q1 23-24 Corporate Risk Report (CRR) as at June 2023 contained:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none"> ▪ 2 Critical ▪ 24 High ▪ 3 Medium ▪ 1 Low ▪ 1 Improving ▪ 2 Deteriorating ▪ 1 Escalated from service risk register 	<ul style="list-style-type: none"> ▪ 1 High ▪ 1 Deteriorating 	<ul style="list-style-type: none"> ▪ 1 High ▪ 1 Medium ▪ 1 Low ▪ 2 Improving

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

Threat Risks

12. There are two critical threat risks:

- 'CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)' The risk rating being $4*7 = 28$ critical threat risk. This risk is managed on the Resources Service Risk Register.
- 'CRR55 - Children placed in unregistered provision may be at risk'. This is an escalated threat risk from Children Services. The risk rating being $4*7 = 28$ critical threat risk. (New). We are still exploring the insurance position, waiting for feedback from Zurich Municipal Underwriting Services.

13. There is one improving threat risks within the report:

- 'CRR15 – Possible In-Year Financial Deficit' The risk has a rating of $4*7 = 28$ critical, downgraded during P1 to a rating of $2*7=14$, following setting a balanced budget for the year, and then re-assessed and increased to $3*7=21$ following P2/Q1 forecast financial position now being reported. This risk is managed on the Resources Service Risk Register.

14. There are two deteriorating threat risks within the report:

- 'CRR10 - Safeguarding Adults may be at Risk with Care and support needs.' The risk rating is $7*3 = 21$ High Risk Level, deteriorating from a $5*3 = 15$ High Risk Level.
- '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.

Opportunity Risks

15. There is one deteriorating opportunity risks within the report:

- 'OPP1 - Possible Impact of One City Approach' The risk rating is $7*2 = 14$ High Risk Level, deteriorating from a $7*3 = 21$ High Risk Level.

External and Civil Contingency Risks

16. There are two improving external threat risks within the report:

- 'BCCC5 - Cost of Living Crisis may have major impact on Citizens and Communities'. This risk has a risk rating of $4*7 = 28$ Critical threat risk to $3*4 = 12$ Medium threat risk
- BCCC4 - Possible Increase in Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health). This risk has a risk rating of $3*3 = 9$ Medium threat risk to $1*3 = 3$ Low threat risk

Additional Information:

- For more detail on individual risks and their management, please see the attached Appendix A.

- The closed risks are now reflected within individual risks across the Council's Service Risk Registers.
- All risks on the CRR have management actions in place.
- 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.
- Risks are escalated to the Corporate Risk Report (CRR) if the risk scores higher than a 20 or if a risk is determined by CLB to remain on the corporate risk report due to monitoring its significance to the councils aims and objective.

Cabinet Member / Officer Recommendations:

That Cabinet

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

Corporate Strategy alignment:

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

City Benefits:

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

Consultation Details: none

Background Documents:

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

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

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

1. Finance Advice: The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council's main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision for these risks is made through the budget planning process. The Council should ensure it has sufficient resource available to implement actions required to bring risks down to a tolerable level. This report highlights a number of critical financially related risks which will need to continue to be addressed and mitigated through planned improvements collectively owned by the leadership, refresh to the financial outlook through the MTFP, continued robust financial monitoring throughout the financial year, as well as the Council maintaining minimum reserves levels in line with the s151 officer review of financial risk in the budget taken in February 2023.

Finance Business Partner: Olu Kupoluyi, Finance Business Partner Resources. 16th June 2023

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

Legal Team Leader: Nancy Rollason, Head of Legal Service. 15th June 2023

3. Implications on IT: The Digital Transformation Team remain committed to undertaking and/or supporting the mitigation activities pertaining to the service risks. We provided identified those LOB systems that pose the greatest risk and made their details available to be incorporated on the risk registers of the area that own them, this includes details inherent in the risk such as; Cyber Security, and IT Resilience whereby ownership and mitigation activity should be led by the responsible service areas and reported individually.

IT Team Leader: IT Team Leader: Gavin Arbuckle, Head of Service Operations. 16th June, 2023

4. HR Advice: No HR implications of the recommendation.		
HR Partner: James Brereton, Head of HR. 19th June 2023		
EDM Sign-off	Resources EDM	14/06/2023
Cabinet Member sign-off	Cllr Cheney, Deputy Mayor and Cabinet member for City Economy, Finance and Performance	13/06/2023
For Key Decisions - Mayor's Office sign-off	Mayor's office	05/06/2023

Appendix A – Further essential background / detail on the proposal Q1 Corporate Risk Report 2023-2024	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Appendix A – Corporate Risk Register as at June 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	

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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



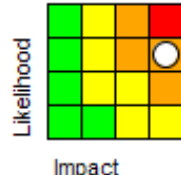
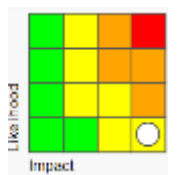
Threat Risks

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>	<h3>Improving</h3>	<h2>21</h2> <p>Likelihood = 7 Impact = 3</p>		<h2>6</h2> <p>Likelihood = 2 Impact = 3</p>		
<p>Risk Causes:</p> <p>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:</p> <p>The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>			
	<p>Control</p>		<p>Action Title</p>		<p>Due Date</p>	<p>Progress</p>
	<p>1. 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.</p>		<p>1.DSG - Analysis for Further Mitigations</p>		<p>August 2022</p>	<p>100%</p>
	<p>2. 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.</p>		<p>2. DSG - Phase 2 Programmes</p>		<p>April 2022</p>	<p>100%</p>
	<p>3. Ensuring engagement at local, regional and national level - in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long-term financial planning and strategic planning.</p>		<p>3. DSG - Proposal for Phase 3 Educations Transformation Programme</p>		<p>August 2022</p>	<p>100%</p>
	<p>4. 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.</p>		<p>4. Engagement process for indicative mitigations of the DSG management plan</p>		<p>February 2023</p>	<p>100%</p>
	<p>5. 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.</p>		<p>5. On-going process to develop, identify and delivery in-year mitigating actions</p>		<p>March 2023</p>	<p>100%</p>
	<p>6. 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.</p>		<p>6. DfE Deliver Better Programme</p>		<p>June 2023</p>	<p>50%</p>
<p>Risk Owner(s): Director of Finance (S151 Officer).</p>	<p>7. DSG - Early Years Block Task and Finish Group</p>					
	<p>8. Vacancy Freeze to manage budget overspend</p>					
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress:</p>					
<p>Strategic Theme: Our Organisation</p>	<p>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>					

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>					
	Control		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)	April 2023	80%
			Working with Cornwall as part of Sector Led Improvement to review our place-based leadership arrangements and prevention of care offer.	March 2023	100%
<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 - Viability 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%



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<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>				

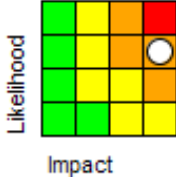
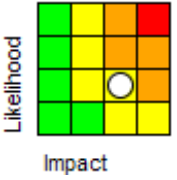
Appendix A – Corporate Risk Register as at June 2023

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>					

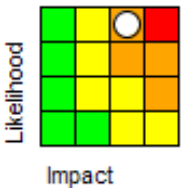
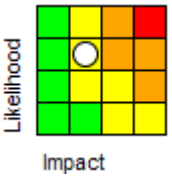
Appendix A – Corporate Risk Register as at June 2023

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>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<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>Risk Consequences: Risks to personal safety, reputational and legal (financial and criminal), increased insurance costs</p>					
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Homes and Landlord Service</p>					
<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 		Develop alternative to long term care provision - Increase provision of Technology Enabled Care, Shared Lives and Direct Payments	December 2022	50%	
			Increase the number of direct payments through reviewing process and practice	Sept 2023	80%	
			Increase the take up and opportunity around the use of technology enabled care	Sept 2023	90%	
			Management restructure and vacancy management to deliver savings	July 2023	90%	
			Review of in-house service provision to deliver efficiencies and savings	Sept 2023	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>			

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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>			Existing Controls		Mitigating Actions	
				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>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>	<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>					

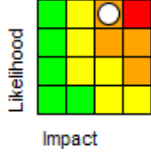
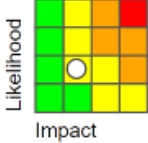
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR7 – Potential Cyber Security Issues</p> <p>Description: The Council's risk level in regard to Cyber-security is higher than should be expected.</p>	Constant	20 Likelihood = 4 Impact = 5		5 Likelihood = 1 Impact = 5	
<p>Risk Causes:</p> <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. <p>Risk Consequences:</p> <ul style="list-style-type: none"> a. Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. b. Safeguarding data breach impacting on safety of vulnerable child or adult. c. Risk of breaching the regulations and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover, enforced by the Information Commissioners Office on behalf of the European Union. d. Increased litigation. e. Reputational damage. <p>Risk Owner(s): Chief Executive, Senior Information Risk Owner (SIRO).</p>					
	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				
<p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation</p>	<p>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.</p>				

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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>				

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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 coming 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>				

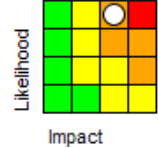
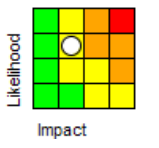
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR49 - Potential Impact of Weak Workforce Resilience</p> <p>Description: A lack of workforce resilience or capacity to provide statutory services and achieve strategic 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>			

Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level			
<p>Risk Title: CRR41 – Capital Portfolio Delivery May Fail</p> <p>Description: Capital portfolio is not delivered on time, within budget and does not deliver One City Plan and Corporate Strategy objectives.</p>	Constant	20 Likelihood = 4 Impact = 5		6 Likelihood = 2 Impact = 3			
<p>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</p> <p>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</p>	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%		
<p>Risk Owner(s): Executive Director Growth and Regeneration.</p>							
<p>Portfolio Flag: Mayoral Portfolio and City Economy, Finance & Performance</p>	<p>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.</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

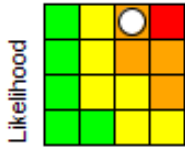
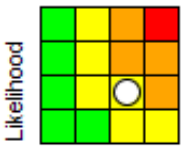
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR37 - Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes</p> <p>Description: The risk that homelessness and the subsequent cost of providing suitable affordable 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.				

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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 															
<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>	Existing Controls		Mitigating Actions												
	<table border="1"> <thead> <tr> <th>Control</th> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Regular internal briefings - Regular briefings with senior managers and administration</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Control	Action Title	Due Date	Progress	Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project				Regular internal briefings - Regular briefings with senior managers and administration					
Control	Action Title	Due Date	Progress												
Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project															
Regular internal briefings - Regular briefings with senior managers and administration															
<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>															

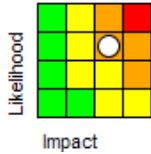
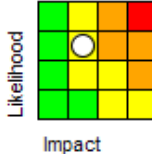
Appendix A – Corporate Risk Register as at June 2023

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	20 Likelihood = 4 Impact = 5		6 Likelihood = 2 Impact = 3	
<p>Risk Causes: 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: 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>					

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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>	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 	<p>Development and delivery of Safeguarding Hub as a priority for the partnership.</p> <p>Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.</p> <p>Internal Audit Actions – feeding into existing controls</p> <p>Developing a Risk Enablement Tool</p> <p>Develop Self-neglect pathway – providing training, tools to better escalate cases of neglect</p>	<p>August 2023</p> <p>December 2022</p> <p>March 2023</p> <p>April 2023</p> <p>August 2023</p>	<p>80%</p> <p>100%</p> <p>95%</p> <p>100%</p> <p>85%</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>						
<p>Portfolio Flag: Adult Social Care & Integrated Care System</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>					
<p>Strategic Theme: Strategy Theme: Our Organisation, Empowering others 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: 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>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<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>0%</p> <p>0%</p>	
<p>Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).</p>					



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	<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>		

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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			

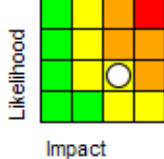
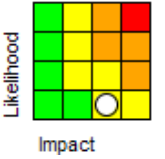
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Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR5 - Business Continuity and Operational Resilience may not be effective</p> <p>Description: If the council has a Business Continuity disruption and is unable to ensure 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>		<h1>9</h1> <p>Likelihood = 3 Impact = 3</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>				

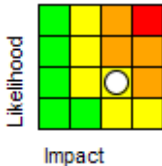
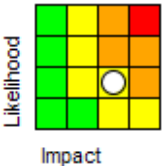
Appendix A – Corporate Risk Register as at June 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR26 – ICT Resilience May Not Be Effective</p> <p>Description: The Council's ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</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
	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.		1. Application/system risk log	September 2021	100%
	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.		2. IT Resilience and BCP Phase 2	January 2023	100%
	3. Moved critical systems to the cloud with more effective DR.		3. IT Resilience and Business Continuity Project Phase 1	March 2022	100%
	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		4. Project to move Shared Drives to Cloud	November 2023	50%
	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.		5. Removal of legacy hardware from estate	August 2025	50%
	3. Weekly testing of individual systems restore - The restore of individual systems is tested weekly on a rotational basis				
<p>Risk Owner(s): Chief Executive, Director, Digital Transformation, Service Area Leads.</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>				
<p>Strategic Theme: Our Organisation</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>				

Appendix A – Corporate Risk Register as at June 2023

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 £ to £500,000 to 10-20m Euros of 4% of global turnover. Increased litigation. Reputational damage.</p>		<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 	<p>Action Title</p>	Due Date	Progress	
			<ol style="list-style-type: none"> Continue roll out of Policies with oversight from ICGB Information Governance Tool Implement Audit Actions with oversight by IG Board 	December 2023	85%	
<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>						

Appendix A – Corporate Risk Register as at June 2023

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>						
	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					



Appendix A – Corporate Risk Register as at June 2023

	<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>	

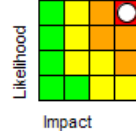
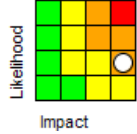
Appendix A – Corporate Risk Register as at June 2023

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 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>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</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>				

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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>	<h3 style="margin: 0;">New & Escalated</h3>	<h2 style="margin: 0;">28</h2> <p style="margin: 0;">Likelihood = 4 Impact = 7</p>		<h2 style="margin: 0;">14</h2> <p style="margin: 0;">Likelihood = 2 Impact = 7</p>	
<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		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> • TBC 		Ensure that permission of placement can only be agreed by DCS.	Sept 2023	50%
			Explore with Ofsted more creative solutions	Sept 2023	50%
			Implementation of BCC Families Transformation Programme.	Sept 2023	50%
			Weekly oversight by Service Director and reporting to CLB.	Sept 2023	50%
<p>Risk Owner(s): Executive Director People, Service Director Education and Skills</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>Portfolio Flag: Children’s Services, Education & Equalities</p>					
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					

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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

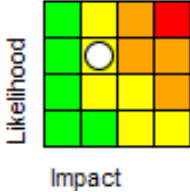
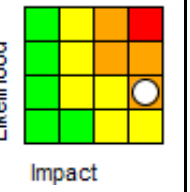
External and Civil Contingency Risks

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 					
<p>Risk Owner(s): Executive Director People, Director Public Health</p>	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					

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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%	
	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.		Deliver Bristol Avon Flood Strategy	December 2023	25%	
	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		Deliver Local Flood Risk Management Actions	February 2030	25%	
	4. Regular and Emergency Maintenance and Clearing of Gullies and Culverts – especially in advance of storm warnings		Expression of Interest to participate in the DEFRA Innovation and Resilience programme	June 2021	100%	
	5. Ongoing engagement with Civil Protection unit		Strategic Outline Case for Managing River Avon Flood Risk	June 2021	100%	
			Frome Catchment Innovation Programme - Development of a number of measures to mitigate flood risk from the river Frome	March 2027	20%	
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.</p>						
<p>Portfolio Flag: Climate, Ecology, Energy & Waste and Strategic Planning, Resilience and Flood Strategy</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>					
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>						

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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>	<h2>3</h2> <p>Likelihood = 3 Impact = 1</p>		<h2>14</h2> <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
	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	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.
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.

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
CQC Update		Annual Business report	Annual Business Report		Annual Business report
SEND Update: Standing Item		Parks funding	WECA / BCC Infrastructure Update		Report from Climate Change Working Group
Adult Social Care Transformation Programme 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
Children and Education Transformation Programme Update: Standing Item		Update on Tree and Woodland Strategy	Temple Quarter Update		Latest Corporate Risk Report
			Quarter 1 Performance Report		Goram Homes
			Risk Report		Mayor's Forward Plan – standing item (will be included for each meeting)
					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' (Possible joint item with PSC)			Digital Transformation programme progress update	

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	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	30.11.23 5.30pm	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		
			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					
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 value policy across strategies and procurement	Relationship with WECA / WECA scrutiny (informing work planning)

				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
Page 193 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 	

<ul style="list-style-type: none">• 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)	

Forward plan



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

This update published 7 August 2023

Democratic Services

Contact: Amy Rodwell, Democratic Services Officer, email: amy.rodwell@bristol.gov.uk

BRISTOL CITY COUNCIL - FORWARD PLAN INDEX OF PROPOSED KEY DECISIONS

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

Key Decision

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

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

Non-key Decision

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

Cabinet Meetings

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

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

Glossary:

HWB Health and Wellbeing Board

LCPB Learning City Partnership Board

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

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

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

Cabinet Members

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

The City Council’s website www.bristol.gov.uk contains all supporting documents and decisions for formal meetings and lots more about the City Council.

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Kurt James, - Neighbourhood Co-ordinator kurt.james@bristol.gov.uk	<p>Introduction of penalties for emission of smoke in Smoke Control Area</p> <p>To seek approval to adopt the powers given by the government for regulation of smoke in a smoke control area under the Environment Act 2021.</p> <p>Open</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Climate, Ecology, Waste and Energy	Growth & Regeneration Scrutiny Commission
Steph Griffin, Director Workforce & Change steph.griffin@bristol.gov.uk	<p>Occupational Health Provision, Health Monitoring and Employee Assistance Programme contract</p> <p>To seek approval to procure and award a contract for Occupational Health, Health Monitoring and the Employee Assistance Programme.</p> <p>Open</p>	Cabinet 5 Sep 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Steph Griffin, Director Workforce & Change steph.griffin@bristol.gov.uk	<p>Managed service provider for contingent workers contract</p> <p>To seek approval to procure and enter into a contract for a Managed Service Provider for contingent workers.</p> <p>Open</p>	Cabinet 5 Sep 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Gail Rogers, Head of Service - Children's Commissioning gail.rogers@bristol.gov.uk	<p>Development of External Residential Children's Homes</p> <p>To seek approval for proposals to develop the supply of children's residential placements.</p> <p>Open</p>	Cabinet 5 Sep 2023	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission
Fiona Tudge, Director Children, Families and Safer Communities fiona.tudge@bristol.gov.uk	<p>DfE Enhanced Diagnostic Grant Funding</p> <p>To approve and accept the grant funding awarded by the Department for Education (DfE)</p> <p>Open</p>	Cabinet 5 Sep 2023	Deputy Mayor with responsibility for Children's Services, Education and Equalities	People Scrutiny Commission
James Anderson, Head of Capital Projects james.anderson@bristol.gov.uk	<p>Education Capital Update</p> <p>To seek approval to accept and spend capital grant funding from the Department of Education (DfE) for specific Special Education Needs and Disabilities (SEND) projects.</p> <p>Part exempt 5</p>	Cabinet 5 Sep 2023	Deputy Mayor with responsibility for Children's Services, Education and Equalities, Deputy Mayor with responsibility for Finance, Governance and Performance	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Mette Jakobsen mette.jakobsen@bristol.gov.uk	<p>Adult Social Care Review of Concord Lodge To seek approval for the proposal for the closure of Concord Lodge by March 2024 and the transfer of the building to the Property Programme for disposal consideration.</p> <p>Open</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Adult Social Care and Integrated Care System	People Scrutiny Commission
Richard Hills, Deputy Director - Commissioning richard.hills@bristol.gov.uk	<p>Adult Social Care Single Commissioning Framework To seek approval to procure and enter into a single commissioning framework for the purchasing and provision of the majority of Adult Social Care long term care services and continued use of existing framework agreements where required for 6-12 months.</p> <p>Open</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Adult Social Care and Integrated Care System	People Scrutiny Commission
David Martin, Head of Facilities Management david1.martin@bristol.gov.uk	<p>Estate Rationalisation – Surplus Asset Disposals To seek approval for the disposal of BCC assets which have been identified by the Estates Strategy Board as being surplus to the Council's</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>requirements.</p> <p>Part exempt 3</p>			
<p>Becky Lewis becky.lewis@bristol.gov.uk</p>	<p>Annual amendments to the Keeping Bristol Safe Partnership Constitution and Terms of Reference To seek approval for the amendments to the Keeping Bristol Safe Partnership Constitution and Terms of Reference</p> <p>Open</p>	<p>Cabinet 5 Sep 2023</p>	<p>Deputy Mayor with responsibility for Children’s Services, Education and Equalities</p>	<p>People Scrutiny Commission</p>
<p>Christina Gray, Service Director, Public Health christina.gray@bristol.gov.uk</p>	<p>Bristol, North Somerset and South Gloucestershire (BNSSG) Integrated Care System (ICS) Strategy To seek approval for the adoption of the Bristol, North Somerset and South Gloucestershire Integrated Care Strategy</p> <p>Open</p>	<p>Cabinet 5 Sep 2023</p>	<p>Cabinet Member with responsibility for Adult Social Care and Integrated Care System</p>	<p>People Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Paul Sylvester, Head of Housing Options paul.sylvester@bristol.gov.uk	<p>Single Homelessness Accommodation Programme (SHAP) Funding Bid</p> <p>To seek approval to submit a bid and, if successful, to accept and spend grant funding for the Single Homelessness Accommodation Programme (SHAP).</p> <p>Open</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Alex Minshull, Sustainable City and Climate Change Manager Alex.Minshull@bristol.gov.uk	<p>Mission Net Zero funding bid to Innovate Pathfinder Places Programme Phase 2</p> <p>To seek approval to submit a bid to Innovate UK's Net Zero Living Programme Pathfinder Places Competition Phase 2 to contribute to the achievement of Bristol City Council's and the city's climate goals.</p> <p>Part exempt 3</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Climate, Ecology, Waste and Energy	Communities Scrutiny Commission
Shaun Taylor, Highways Manager shaun.taylor@bristol.gov.uk	<p>Structural Repairs to Avon Fixed Bridge and associated Cumberland Basin Complex Structures</p> <p>To update cabinet on Avon Fixed Bridge and the wider Cumberland Basin complex and to seek approval for additional capital funding, future</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>capital funding streams and timeframes and phasing to progress strategic high priority capital works.</p> <p>Open</p>			
<p>Paul Sylvester, Head of Housing Options paul.sylvester@bristol.gov.uk</p>	<p>Targeted Funding to reduce rough sleeping To seek approval to accept and spend the Targeted Funding award from Department for Levelling Up, Housing and Communities (DLUHC) for 2023-25.</p> <p>Open</p>	<p>Cabinet 5 Sep 2023</p>	<p>Cabinet Member with responsibility for Housing Delivery and Homes</p>	<p>Communities Scrutiny Commission</p>
<p>Helen Reed, Interim City Leap Client Function Lead helen.reed@bristol.gov.uk</p>	<p>Gas supply renewal To seek approval to renew the Council's natural gas supply contract for up to four years, on a flexible procurement basis.</p> <p>Part exempt 3</p>	<p>Cabinet 5 Sep 2023</p>	<p>Cabinet Member with responsibility for Climate, Ecology, Waste and Energy</p>	<p>Communities Scrutiny Commission</p>
<p>Paul Sylvester, Head of Housing Options</p>	<p>Young People's Housing and Independence Pathway Commissioning Plan 2024</p>	<p>Cabinet 5 Sep 2023</p>	<p>Cabinet Member with responsibility for</p>	<p>People Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
paul.sylvester@bristol.gov.uk	<p>To seek approval of the Young People’s Housing and Independence Pathway Commissioning Plan and authority to procure and enter into the contracts to deliver the plan.</p> <p>Open</p>		Housing Delivery and Homes	
<p>Adam Crowther, Head of City Transport adam.crowther@bristol.gov.uk</p>	<p>Portway Park and Ride Bus Access Improvements Full Business Case (FBC) To seek approval for the submission of a Full Business Case (FBC) to the West of England Combined Authority (WECA) for City Regional Sustainable Transport Settlement (CRSTS) funding and subject to approval, to accept and spend the funding to deliver the Portway Park and Ride Bus Access Improvements.</p> <p>Open</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny Commission
<p>Shaun Taylor, Highways Manager shaun.taylor@bristol.gov.uk</p>	<p>Asset Management Software Contract To seek approval to procure and enter into a contract for an asset management software system via the government digital marketplace framework (G-Cloud).</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			
<p>Helen Reed, Interim City Leap Client Function Lead helen.reed@bristol.gov.uk</p>	<p>Bristol City Council Corporate Estate Decarbonisation Programme</p> <ol style="list-style-type: none"> 1. To seek approval for the allocation of funds from the 23/24 and 24/25 Decarbonisation Fund for the purposes of a Public Sector Decarbonisation Scheme (PSDS) grant funding bid, spend to save energy efficiency projects and electric vehicle infrastructure projects. 2. To seek approval to submit a bid to the Public Sector Decarbonisation Scheme, Phase 3c (PSDS3c) and if successful to accept and spend any award. 3. To authorise the submission of applications to future grant funding opportunities related to decarbonisation measures which may arise from 2023-2025. 4. To seek approval to enter into contract for 23/24 spend to save energy efficiency projects to reduce consumption and create savings on the Council's energy bills. 	<p>Cabinet 5 Sep 2023</p>	<p>Cabinet Member with responsibility for Climate, Ecology, Waste and Energy</p>	<p>Communities Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			
Adam Crowther, Head of City Transport adam.crowther@bristol.gov.uk	<p>Transport Development Management – Section 278 and Section 38 Assessment and Inspection Fees & Charges</p> <p>To seek approval for a comprehensive and above inflation uplift to the fees charged for Section 38 and Section 278 agreements in the interest of further improving / enhancing the service offered and to bring Bristol in line with other authorities.</p> <p>Open</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny Commission
Donald Graham, Interim Director Homes and Landlord Services Donald.Graham@bristol.gov.uk	<p>Trinity Road Police Facility – Strategic CIL</p> <p>To seek approval to allocate strategic Community Infrastructure Levy (CIL) to support the Guinness Partnership (Guinness) with the delivery of a neighbourhood police facility as part of their mixed-use development at Trinity Road (Trinity Road Police Station, Trinity Road Bristol) delivering affordable homes.</p> <p>Part exempt 3</p>	Cabinet 5 Sep 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Growth & Regeneration Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Tim Borrett, Director: Policy, Strategy and Digital tim.borrett@bristol.gov.uk	<p>Digital Transformation Programme - Annual Update 2023 To update on the progress of the Bristol City Council Digital Transformation Programme. Non Key Open</p>	Cabinet 5 Sep 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p>Finance Exception Report (P4) To present Cabinet with the latest detailed financial outturn report and identify any additional financial approvals that are required. Open</p>	Cabinet 5 Sep 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Dan Feeney, Interim Head of Culture and Creative Industries Dan.Feeney@bristol.gov.uk	<p>Cultural Investment Programme 2023 to 27 To seek approval of the recommendations for the allocation of Imagination and Openness grant funding for the second round of the Cultural Investment Programme. Open</p>	Cabinet 5 Dec 2023	Mayor	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
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**West of England Combined Authority
West of England Combined Authority Overview & Scrutiny Committee**

Monday, 13 March 2023, 10.00 am - 12.20 pm
Bristol City Council Council Chamber, City Hall, College Green, Bristol BS1 5TR

Present:

Cllr Winston Duguid, Bath and North East Somerset Council	Cllr Ed Plowden, Bristol City Council
Cllr Hal MacFie, Bath and North East Somerset Council	Cllr Steve Smith, Bristol City Council
Cllr Geoff Gollop, Bristol City Council	Cllr Tristan Clark, South Gloucestershire Council
Cllr Brenda Massey, Bristol City Council	Cllr Matthew Riddle, South Gloucestershire Council
Cllr Steve Pearce, Bristol City Council	Cllr Andrew Varney, Bristol City Council

Present from North Somerset Council (observers)

Cllr Huw James
Cllr Mike Bird

Officers In Attendance:

Richard Ennis, Interim Acting Chief Executive	Roger Hoare, Head of Environment
Stephen Fitzgerald, Interim Director of Investment and Corporate Services	Selonge Russell, Head of Finance and Procurement
Stephen Gerrard, Interim Director of Legal and Democratic Services	Pete Davis, Head of Grant Management and Assurance
Alistair Kirk, Interim Director of Infrastructure	Jessica Lee, Head of Policy & Strategy
Andy Cornelius, South Gloucestershire Council	

Apologies:

Cllr Brian Allinson, South Gloucestershire Council

Minutes

1	Evacuation Procedure The Evacuation Procedure was noted.
2	Apologies for absence Apologies for absence had been received from Cllr Brian Allinson (South Gloucestershire Council) and Cllr Peter Crew (North Somerset Council). Cllr Andrew Varney was thanked for attending on behalf of Bristol City Council.
3	Declarations of Interest under the Localism Act 2011 There were no declarations of interest declared.
4	Minutes The minutes of the meeting held on 27 January 2023 were agreed as a correct record and signed by the Chair.
5	Chair's Announcements The Chair made no announcements.
6	Items from the Public (Questions, Statements and Petitions) Two questions had been received from one member of the public in advance of the meeting. These questions and replies had been published on the Authority's website and had been

circulated.

In addition three statements had been received from members of the public in advance of the meeting. One member of the public attended the meeting to submit their statement in person: David Redgewell, South West Transport Network and Railfuture Severnside. Adam Reynolds had also submitted a statement but had been unable to attend the meeting. However, the Chair asked for it to be read out as it contained important information about the CRSTS allocation. A statement had also been submitted by Ian Beckey, Gloucestershire Catch the Bus Service Campaign and Brendon Taylor, Bristol Disability Equalities Network & Somerset catch the bus campaign. The statements had been published on the Authority's website and had been circulated.

The Metro Mayor Dan Norris attended the meeting and participated in a question and answer session with Members of the Committee. Issues from the statements included:

- Cllr Geoff Gollop noted that the issues referred to by Mr Adam Reynolds had been raised at Audit Committee and internal audit were looking at aspects of this during the course of this year. He requested that the statement be referred to internal audit.
- Cllr Ed Plowden mentioned concern about a liveable neighbourhoods approach, noting that Government guidelines state that "largely cosmetic" approaches are not a suitable use of Active Travel budgets, and there was a risk that Mr Reynolds' comments about B&NES and the near-doubling of a budget in Bristol might be questioned as to whether it was a legitimate use of the funding.

It was agreed that the Overview and Scrutiny Committee would monitor the process of the £540m spend, noting the importance of officers synching on this matter.

Direct Response Transport and West link

Members queried when the West Link website would be launched since the scheme commenced in 3 weeks. It had been noted that there would be a need for effective communication and promotion, particularly in those areas losing bus services.

The Metro Mayor advised that overall, these pots of money had a very small window of spend, for instance a couple of years in relation to the Bus Service Improvement Plan. A longer lead in time would be preferred with West Link but the funding would be lost if not used and officers had been working hard to ensure the window would be met.

Members noted that West Link was not a substitute for all the subsidised buses that had been cut. The Combined Authority (CA) was working with the Unitary Authorities (UAs) to create a system irrespective of cuts. Demand Responsive Transport (DRT) would pick up people from virtual bus stops or local bus stops and take them to the main routes. This was why there had been a big investment to improve the frequency on the main routes. However, it was noted that it was not going to meet the needs of, for example, school children.

The Metro Mayor confirmed that he would be happy to hold discussions concerning West Link and advised it would roll out from April. He acknowledged that it would not be considered perfect by all but that learning points would be responded to. He also wished to remind members that this was the biggest on demand public transport system created in England which he wanted to prove to be commercially viable. He noted the shortage of drivers and advised that West Link information would be made public as soon as possible.

From the perspective of North Somerset, there was a missed opportunity where DRT was being used to backfill missing services. It was felt there is a huge opportunity to create

integrated transport facilities and hubs and that DRT was not sustainable in the longer term in encouraging people out of their cars.

The Metro Mayor confirmed that he had no influence over existing subsidised services and that he hoped the situation would improve following the May 2023 elections.

It was acknowledged that from the viewpoints of residents, they just see that they no longer have a bus service. It was understood that residents may not be aware of DRT provision, that some areas would not have DRT, and that this may lead to people purchasing cars. It was felt there was a real disconnect and lack of recognition, and that residents' needs are not going to be met. It was suggested that a public consultation could be held should agreement not be found between the UAs and the Combined Authority.

Other transport issues

Members queried whether funding would be set aside for franchising. It was suggested that the precept could be set up from the start as one package. A masterplan for walking and cycling was also requested, with maps of proposed corridors. It was also suggested that more due diligence was required from Bristol City Council on maintenance.

The Metro Mayor noted that without precepting the region would not have franchising. At the moment, South Gloucestershire Council did not want franchising nor precepting. He advised that he would be investigating the roll out of this in Greater Manchester later this year but highlighted that we do not have Greater Manchester's tram system which would be very helpful in terms of franchising.

It was noted that the recruitment of drivers was the pressing issue of the day.

The Metro Mayor was asked to confirm whether he or the Combined Authority Transport Team had agreed that any future subsidy on new routes under BSIP would only be given to bus routes that have a cost per passenger of less than £40.

Function	2022/23 Levy budget allocation	2022/23 Levy spend forecast
Transport Operations Team	855,622	855,622
Transport Operations Team	855,622	855,622
Community Transport Grants	1,653,017	1,693,146
Concessionary Fares	13,018,696	9,477,081
Real Time Information	402,622	401,645
Supported Bus Services	3,059,462	9,320,000
metrobus	72,741	72,741
Bus Information	177,142	175,377
Travel west	13,668	13,668
Integrated Ticketing	215,830	215,830
	19,468,800	22,225,110
Additional income		
Lost mileage		(237,397)
S106		(462,549)
Bus Service Operator Grant		(1,147,621)
Net forecast spend		20,377,543

	Forecast overspend	908,743

N.B. Forecast overspend is to be offset by reserve from 21/22

The Metro Mayor was also questioned on the current year's projected overspend on supported buses — it is forecasted to be triple what was originally budgeted.at over £9.3m (see above). Why such an overspend?

The Interim Strategic Director for Infrastructure confirmed this matter would be investigated with a response being provided following the meeting. (see Appendix 1 for more details)

The Interim Acting Chief Executive Officer referred to the bus companies having asked for significant increases to continue to run supported bus services in May / June 2022 or they were going to stop them.

The Metro Mayor advised that the way in which we operate had changed. If there are extra passengers, then we are going to get the majority of the money. He noted that it was good to talk about the importance of buses, but it is necessary to match those words with resources.

SOLACE report

The Metro Mayor was questioned on what he thought the Combined Authority was for and whether the current arrangements could deliver or if a different Constitution were needed.

The Metro Mayor advised that the Combined Authority provided an opportunity for a strategic approach to challenges in the region, rather than a piecemeal focus on individual council areas which had not served residents well. He noted that all Metro Mayors and Combined Authorities had their own challenges because the Government had created a devolution that was not about giving power and resources to the CA but was instead about taking away from Local Authorities. He acknowledged that the Constitution could be improved.

Members felt that a pressing matter regarding how the Combined Authority works was the £1.4m allocated to Bath & North East Somerset Council and South Gloucestershire Council to deliver directly against infrastructure projects, whilst Bristol City Council was still in discussion on how it was going to deliver this. This demonstrated ongoing uncertainty about the organisational model for delivery.

Members commented that the Solace report mentioned the West of England working in partnership with Western Gateway, in particular in relation to the Severn tidal survey and railways. It was queried whether resources and support would be allocated to work with them on independent projects. It was noted that the Combined Authority's new office could provide a space to work collaboratively with Western Gateway.

The Metro Mayor noted that Western Gateway had something to offer but it did not bring resources. He wanted to also work with organisations who have resources like the Welsh Government, for example in relation to Housing.

Members asked the Metro Mayor about the progress with regards to housing. He advised that the Spatial Development Strategy (SDS) had stopped since agreement had not been found. In particular, South Gloucestershire Council wanted too small a number. He noted that housing needs to be strategically co-ordinated with job needs etc and that collective

	<p>leadership would be required to resolve the situation.</p> <p>At this point the Metro Mayor was thanked for his attendance by the Chair who also noted the Metro Mayor's 100% attendance record in the last two years. Members moved on to discuss the reports being considered at the 17 March 2023 West of England Combined Authority meeting as follows:</p>
7	<p>Review of items for 17 March 2023 West of England Combined Authority Committee</p> <p>The Committee discussed the following reports due to be considered by the West of England Combined Authority Committee at its meeting on 17 March 2023: Audit Action Plan: Feedback from Audit and Overview & Scrutiny Committees and progress report; Climate and Ecological Strategy and Action Plan 2023; and the West of England Combined Authority and Mayoral Budget Forecast Outturn 2022/2023.</p> <p>The comments made by the Committee were collated and circulated to members of the West of England Combined Authority Committee in advance of its meeting.</p> <p>Agenda Item 15. Audit Action Plan: Feedback from Audit and Overview & Scrutiny Committees and progress report</p> <p>Cllr Geoff Gollop explained that Grant Thornton had produced a Value for Money report in November and officers had prepared an action plan. Audit Committee rejected this and a revised plan was submitted in December 2022, seeking advice on how to move forward. This was the first stage of the process.</p> <p>Solace have carried out their fact finding and summarised the challenges. For members' benefit, it was fair to say the Solace report and the extent of the issues raised were larger than potentially anticipated. Looking at the views from members, it was not anticipated that enough resources would be available to achieve what was being suggested. The positive response from officers in recognising the problems identified and trying to engage in finding solutions was welcomed. It was an ongoing problem that the leadership wanted to resolve in a constructive way.</p> <p>Cllr Steve Smith commented that the report was very good and covered a lot of issues. He said it was positive about the changes that the Interim Acting Chief Executive Officer had made. However, he was not convinced that the delivery of every item on the action plan would solve the problem. The fundamental purpose of the Combined Authority should be to drive strategy which in turn drives tactical decisions, but it does not have a strategy. What we have is a series of running battles on every decision that comes along. He was not convinced the Constitution being amended to require unanimity equipped the CA to deliver on a strategy either. He felt that the structure and the Constitution needed to be looked at to deliver on the potential there.</p> <p>Members expressed concerns about the time running out on North Somerset Council joining the Combined Authority. Operationally there were challenges though, such as relationships, the fate of the Local Enterprise Partnership, and elections. The Interim Director of Law and Governance (Monitoring Officer) reminded members that most of the Constitution provisions were hard wired into the Order which would require parliamentary or Secretary of State consideration. This Order was probably the most restrictive of all on what was the relationship and functions of the CA, but even if consensus was obtained, we would still have to go back to Government to ask it to change the statutory arrangements.</p> <p>Members noted that financial reports needed to demonstrate how we achieve economic growth. Solace's report did not mention green or carbon recovery or how the Constitution balances these.</p>

The Interim Acting Chief Executive welcomed the Solace report and the further recommendations that would arise as it was all worked through. It presented a number of key areas requiring work, and the challenge was to determine how it would be resourced and who would lead. The Auditor had not commented on the action plan, and this was the first-time details had been put in since the 9 December 2022 meeting. He noted that Combined Authority officers would work closely with the officers in the UAs, in particular through the CEO's group. There had also been a first meeting of Mayors & Leaders with one representative from each local authority.

Agenda item 10. Climate and Ecological Strategy and Action Plan 2023

The Head of Environment advised that this was a revision of the Climate and Ecological Strategy and Action Plan which had first been published in 2022. It was more of a regional collaboration in the climate and ecological space, with good engagement, and the team had sought to make sure the actions were more measurable with a SMART approach. This allowed residents to hold the Combined Authority to account. It captured successes and achievements over the last year as well as an ambition to expand the role of the regional strategy to include climate resilience. Within the paper, authorisation was also being sought for additional funding through the Green Recovery Fund.

Members requested an update on JLTP4 mentioned in the report and commented that it was hugely ambitious but there was a funding shortfall. There were things that they would support on Metrobus to Yate, and some things within the plan were more long-term solutions.

The Head of Environment explained that, from his perspective in relation to the revision of JLTP4, the team were still waiting for clarity on what the update would require. It would be essential that it included decarbonisation of the transport system.

The Interim Strategic Director for Infrastructure advised guidelines were awaited but expected in the next 3-6 months. The team would then start consultation early in 2024.

Members felt that the map showing the flood areas in 2025 showed a very large flooding area all along the coast (both sides) and also a lot of North Somerset. They were concerned that the plan did not take into account the fact that there are already existing sea defences. For instance, It was not showing the protection for Oldbury on Severn, from Aust Cliffs and Avonmouth, and the raising of banks to give an extra 60 years of protection. There were currently no plans from Aust to Sharpness and this would need work and the banks would need to be raised. (Page 32 of the report).

Members asked that, in relation to Green Business, could more specificity be provided on (for example) low carbon fuels and renewable energy. Disappointment was expressed in relation to Share bike who did not want to carry on, it was not quite clear whether what was coming was a service that would be offered by the Combined Authority or another company. The Head of Environment confirmed that the team were looking for another company to provide this service.

Members noted that there was a hold on installing on-street residential lampposts. The Head of Environment confirmed that the team were getting closer to resolving this situation. The Interim Strategic Director for Infrastructure advised that a Full Business Case was being put to CEOs to discuss 250 ev-charging posts. The Combined Authority was currently in discussion with Bristol City Council on whether the CA should lead on that.

Members felt that they were not getting a sense of how much of what is going on will close the gap to 2030, and how much of that gap remains and what more would be required. The Head of Environment advised that in the narrative of the report it was clear that we are not

going to get there unless there was a dramatic change at a national level. He commented that a new data person had been appointed, part of whose role would be to look at how we communicate the gap in delivery.

Members were happy to see communications about tree canopy cover, given that it was difficult to put trees in streets. It was noted that there had been a Bristol City Council motion last year where free trees would be given to people to put in their front gardens, however this had not been actioned to-date.

It was noted that the workplace parking levy had been voted down in Bristol City Council last year. One of the issues was that businesses would relocate, so it would need to be a region-wide levy. The Head of Environment advised that the scheme had been notoriously difficult to implement across the country, and that it was about having a conversation as a region to open some of the doors.

He mentioned that one of the biggest assets for carbon capture were the moors which have locally shrunk by 0.5 metres so were absorbing less water. Members queried what actions could be taken to restore the moors for carbon capture and for wildlife as well. The Head of Environment said that the Strategy would identify areas and flood management, and it was a complicated but integrated conversation. He thought that having a regional strategy would help.

With the collapse of the SDS, members queried how Combined Authority officers were engaging with the Unitary Authorities on the drafting of Local Plans. The Head of Environment confirmed that his team had been consulted to ensure strategic themes were represented in the plans. The elements around the natural environment and planning the framework around these were key documents.

Members queried what the Combined Authority was doing as an organisation in terms of carbon intensity and having a carbon reduction plan. The Head of Environment explained that this was captured in the actions. The key part were big carbon contributions in infrastructure and how we build those pieces into investments. Consideration was also being given to training Combined Authority staff in carbon literacy so we could consider as an Authority how we embed the consideration of climate and carbon in what we do. It was suggested that an advisory Board, in addition to the existing Business/Skills and Transport/Planning & Housing Boards could be created to consider climate and ecological issues going forward. It was discussed and agreed that a Task and Finish group would be set up in the next few weeks to discuss various matters and this would be included.

Agenda Item 14. West of England Combined Authority and Mayoral Budget Forecast Outturn 2022/2023

Members agreed that the Task and Finish group should also discuss how the Committee would move forward on scrutinising the budget.

Appendix 1

Explanation of variance on Supported Bus Services budget 2022/23:

- The budget allocation for Supported Bus Services from the Transport Levy in 2022/23 was £3.059m.
- This budget reflected costs of the contracts operating during 2021/22 which would be subject to a re-tender exercise in early 2022 with a decision expected in April 2022 on contracts to be awarded from early September.
- Insufficient funding was available in the Transport Levy budget to cover a full year of

	<p>contracts in 2022/23.</p> <ul style="list-style-type: none"> • The Combined Authority Committee in June 2022 resolved to extend all contracts by 7 months from September and run a new tender exercise in late 2022 for new contracts from April 2023. • The cost of extending the contracts and replacing contracts that were handed back to us, as well as those covered when HCT folded, was £6.339m – this in part reflected the operators premium for the extension and needing to build in rising driver and fuel costs. • Whilst additional contract costs were incurred in switching net cost contracts to gross cost to accommodate the Fares Package #1 initiative from September 2022, this additional cost is covered by the Bus Service Improvement Plan funding allocation. • The figure of £9.32m in the paper is a gross spend against this budget line and will be reduced by around £2m once the S106, Bus Service Operator Grant and when our income from gross cost contracts is taken off. • The remaining overspend on the Supported Bus Services budget allocation will be offset largely by the underspend on Concessionary Fares which stands at around £3.5m currently. <p>Note: The Combined Authority Transport team are working through projections for next year as the concessionary fares reimbursement rate has still to be finalised. When this work is complete, the team can then provide more information on the 2023/24 budget expectations.</p>
	<p>Proposed date for next meeting: Monday, 12 June 2023</p>

Appendix 1

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- Insufficient funding was available in the Transport Levy budget to cover a full year of contracts in 2022/23.
- The Combined Authority Committee in June 2022 resolved to extend all contracts by 7 months from September and run a new tender exercise in late 2022 for new contracts from April 2023.
- The cost of extending the contracts and replacing contracts that were handed back to us, as well as those covered when HCT folded, was £6.339m – this in part reflected the operators premium for the extension and needing to build in rising driver and fuel costs.
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- The remaining overspend on the Supported Bus Services budget allocation will be offset largely by the underspend on Concessionary Fares which stands at around £3.5m currently.

Note: The Combined Authority Transport team are working through projections for next year as the concessionary fares reimbursement rate has still to be finalised. When this work is complete, the team can then provide more information on the 2023/24 budget expectations.