

# Growth and Regeneration Scrutiny Commission Agenda



**Date:** Thursday, 7 March 2024

**Time:** 5.00 pm

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

## **Distribution:**

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

**Issued by:** Johanna Holmes, Scrutiny Coordinator

City Hall, PO Box 3167, Bristol, BS3 9FS

Tel: 0117 90 36898

E-mail: [scrutiny@bristol.gov.uk](mailto:scrutiny@bristol.gov.uk)

**Date:** Wednesday, 28 February 2024



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

## 2. Apologies for Absence and Substitutions

## 3. Declarations of Interest

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

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

## 4. Minutes of Previous Meeting

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

(Pages 7 - 16)

## 5. Action Tracker

(Pages 17 - 18)

## 6. Chair's Business

To note any announcements from the Chair

## 7. Public Forum

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5pm on Friday 1<sup>st</sup> March**.



Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by **12.00 noon on Wednesday 6<sup>th</sup> March.**

- |  |                          |
|--|--------------------------|
| <b>8. Quarter 3 Performance Report</b>                   | <b>(Pages 19 - 39)</b>   |
| <b>9. Quarter 3 Risk Report</b>                          | <b>(Pages 40 - 62)</b>   |
| <b>10. Culture and Creative Industries Service</b>       | <b>(Pages 63 - 65)</b>   |
| <b>11. Strategic Transport Update</b>                    | <b>(Pages 66 - 96)</b>   |
| <b>12. Capital Programme Update</b>                      | <b>(Pages 97 - 104)</b>  |
| <b>13. Work Programme</b><br>To note the work programme. | <b>(Pages 105 - 109)</b> |



# Public Information Sheet

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

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

## Public meetings

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

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

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

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

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

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

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

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

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

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

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

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



## Public Forum

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

The following requirements apply:

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

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

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

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

### During the meeting:

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



- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

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

### Webcasting/ Recording of meetings

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

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



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



**27 November 2023 at 5.30 pm**

### **Members Present:-**

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

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

The Chair welcomed everyone to the meeting. Health and safety information was provided.

#### **Officers in attendance were as follows;**

- John Smith, Interim Executive Director, Growth and Regeneration
- Alex Hearn, Interim Director: Economy of Place
- Simone Wilding, Chief Planner, Head of Planning Services
- Felicity Williamson, Strategic Intelligence and Performance Advisor
- Jason Thorne Service Manager, City Centre and High Streets
- Anesa Kritah, Head of Economic Development
- Matthew Sugden, Principal Flood Risk Office
- Shaun Hartley, Project Director, Bristol Avon Flood Strategy, Working with Bristol City Council
- Johanna Holmes, Scrutiny Coordinator

#### **Also in attendance:**

- Councillor Nicola Beech, Cabinet Member for Strategic Planning, Resilience and Floods

### **2 Apologies for Absence and Substitutions**

- Cllr Marley Bennett is a Cabinet Member and no longer a member of the Scrutiny Commission.



### 3 Declarations of Interest

There were none.

### 4 Minutes of Previous Meeting

The minutes of the meeting on the 28th September 2023 were agreed as an accurate record.

### 5 Action Tracker

All actions with the exception of the final action (12. Temple Quarter Regeneration Programme Update - biodiversity net loss) were agreed as complete. It was agreed that action would remain on the tracker until a full response was received.

### 6 Chair's Business

There was none on this occasion.

### 7 Public Forum

Public Forum for this meeting can be viewed [here](#).

#### Public Forum Questions:

Of those who submitted questions the following were in attendance to ask supplementary questions:

#### Rob Bryher supplementary questions;

PFQ4: In reference to the written response provided and the noted 12 enquiries about pavement licences/parking bay suspension, Rob Bryher asked how when all the different demanding priorities were factored in, was it possible to help anyone with this type of enquiry and what happens when this is asked for?

**Reply:** Officers said there was a system in place where chairs and tables could be put out within a pedestrianised area as long as there is enough space. However, this was more difficult to permit when there isn't a pedestrianised area in place already.

PFQ5: In reference to the written response previously provided; what were 'vehicular rights' and what rights do people have to park their cars on the road, is there actual legislation to say that?

**Reply:** Interim Director: Economy of Place, said that this was really less about 'rights' and more about what is permissible, enforceable and regulated on the different parts of the highway.

PFQ6: Using Church Road as an example of a key arterial route and local high street; was it possible to influence there being more space taken away from cars being parked on the road and more space being given over to the priorities of local pedestrians?

**Reply:** Officers said there were some potential plans for the area in the pipeline such as changes to the carriageway but it was suggested that the question would be better to directed to transport and highways colleagues.





PFQ7: Using Church Road as an example of a busy key route in and out of the City what can be done to mitigate this and make it a more liveable space?

**Reply:** Church Road provides more than one role for the City and is key to keeping the City moving. If it were made harder for vehicles to pass through, it would have improved air quality, but there was a balance to strike. Church Road had been part of recent discussions about mass transit and whether it should be fully segregated or not, but it was a complex issue.

Jo Sergeant (On behalf of Save the Giant Gorum Campaign) supplementary question; Jo Sergeant said that her original question had been related to what she described as the 'wilful neglect of pubs and protecting those awaiting planning decisions or those that had already been refused'. She asked if anything would change in terms of the viability of reports on them, were they going to be independently verified, and how wilful neglect could be dealt with to avoid situations where they are unlawfully demolished. Also, could compulsory purchase orders (CPO) be used in areas where community hubs and support was needed?

Officers said there was some strengthening on the points raised in the emerging Bristol Local Plan but until that was adopted, which was still quite some time away, it carried very limited weight. But the intention was to strengthen the policy in this area. It was added that there had been some previous decisions by the Planning Inspectorate at appeal where they had supported keeping 'community use' of pubs but each case was treated on its individual merits, so it was not possible to generalise what this might mean in future. It did however provide some pointers in terms of what evidence would be required in order to defend such proposals going forward.

It was also added that the Government were looking to bring in some high street rental options which would give local authorities some powers to make property owners or landlords that are not using the property use them for rented accommodation again. But it was not yet clear what kind of mechanism or powers would result from this. Officers were watching developments on this with interest.

#### **Public Forum statements:**

The Ashton Vale Bus Users Campaign Group; were in attendance and Bernice McKendrick read aloud a statement from the Group. In summary the statement raised a number of issues including, how the West of England Combined Authority (WECA) was using funding for public transport, particularly bus service provision and recent cuts to the services. The cuts to bus services in some areas was said to be having a detrimental effect on many people's lives and in some cases meant people were now housebound.

John Smith, Interim Executive Director, Growth and Regeneration thanked the Group for taking the time to come to the meeting and make their statement. Officers said they would follow up on this with and see what could be done. It was confirmed that it was possible for companies other than First to run bus services.

David Redgewell attended to read his statement and ask supplementary questions to his original questions as follows;

- It was said that each year the relevant West of England local authorities (LAs) should undertake public consultation on the funding given to WECA for the Transport Levy. This was said to be a legal requirement and the funding should not be 'handed over with no questions asked' and negotiations should take place on what it would be spent on. What progress was being made with regards to this year's Transport Levy and the consultation?
  - Officers said they expected the Combined Authority, as the Transport Authority, to host any consultation but they would look into what would happen this year. It was confirmed that funding



for the Transport Levy was included in the Council's 2024/25 budget proposals. **ACTION: Officers agreed to provide information about what progress was being made with regards to this year's Transport Levy and any consultation.**

- Would the current work with the other four unitary authorities continue after the local elections in May?
  - The Interim Director, Economy of Place confirmed that work would continue with the other West of England authorities and the Combined Authority after May.

## 8 Quarter 1 Performance Report

The Quarter 4 Performance Report was introduced by Felicity Williamson, Strategic Intelligence and Performance Advisor.

The Chair asked a number of questions about the information being reported on the Transport and Connectivity theme as follows:

- From Q4 to Q1 the overall RAG rating progress had changed from red to green. Which was initially quite surprising. However, it was requested for consistency purposes if it could be agreed going forward, that performance reporting should track a project through from start to finish, which isn't currently the case. Also, if what is being measured has changed, it should clearly say so in the report. The Strategic Intelligence and Performance Advisor said they agreed, this was a valid point. But the challenge here was the annual cycle of the Business Plan, because Q4 related to the 2022/2023 and Q1 related to the 2023/2024 Business Plan. So, the actions were now different and included a new set of metrics.
- The reference numbers had changed which made it very difficult to track the progress of actions over time. Some actions no longer existed with no explanation of why. Which meant some things that were being tracked were not now. This all meant it was very difficult to take a long-term view of any progress that was or wasn't being made. The Strategic Intelligence and Performance Advisor said that the numbers were however unique to each individual annual Business Plan. The Chair replied that the issue was more about trying to track actions that hadn't been completed Q4 and then subsequently not being able to continue to track actions and projects across to the next municipal year. Officers did concur that this was an issue to be resolved if the actions and numbers assigned were only relevant to that particular year. They were however, just starting to plan for next year's business planning process so would feedback this issue. Other Members concurred about the importance of being able to track the progress and performance of long-term projects across multiple years.

A Member said they were generally positive about the new performance dashboard and said it was helpful. There were still said to be some issues to be ironed out such being able to easily navigate the system but that was partly Members learning how to use it rather than the system itself.

A discussion was had about why some themes show overall progress as green when some actions within that theme were showing as red. It was said that each Director makes a judgment on what status or colour the theme should show as. But it was about best overall fit for that theme rather than the individual picture. This was the first time this had been used and officers were picking up issues to feedback so they could make some things clearer going forward.



A Member asked about the delivery of major infrastructure works across the city which were very large and complex. In future, will Members be able to drill down further into the themes and the detailed information about individual projects and be able to see if they are on track or delayed etc?

The interim Executive Director agreed that it was complex and provided some examples such as the Portway Park and Ride was showing as red when it had been completed. With regards to the Bath Road works the Council had asked WECA to help and this had resulted in being able to re-baselined figures. This is part of the normal process for completing large projects and makes them much more deliverable. It was agreed that at the Commission's next meeting this level of detail would be provided for the major infrastructure works as part of the Capital Programme Update.

Members reiterated the importance of being able to track and monitor projects over time and for the performance information to be more transparent.

Officers said if there was specific information that that Members weren't able to track across from Quarter 4 to Quarter 1 they could look into this and bring the information back if Members requested it.

## 9 City Centre & High Streets Recovery and Renewal

Jason Thorne, Service Manager, City Centre and High Streets took Members through the published report. The City Centre & High Streets Recovery and Renewal programme was delivering over £7m investment across the city, to safeguard and create businesses and employment opportunities. The Service Manager outlined some of the support that had been provided to businesses, and some of the events that had been facilitated and provided some examples of street scene and greening in priority high streets. Engagement on draft designs for six of the priority high streets was underway and the plans were on the internet and could be commented on until the 10<sup>th</sup> of December.

The following points were discussed with Members;

- How much liaison was there between this work and highways officers? Was it linked up?
  - Officers said that Transport and Highways Officers were on the City Centre & High Streets Programme Board where they provide advice and approve planned interventions on highways. The team are also engaged with other teams across the Council to discuss and agree activities and identify and potential challenges and opportunities.
- A Members asked about street scene projects that were being planned and the timescales that were proposed for completion. With the current difficulties of getting contractors and materials, was it likely the originally proposed timescales would now be pushed back?
  - Officers said they were doing preparation work to get it up and running but agreed the timescales were now ambitious.
- 'Greening businesses' (P44 of pack), could officers provide more information about this?
  - The Interim Executive Director said some existing business had growing concerns about their viability. This was said to be a way of providing support them and helping them to identify match-funding that could enable them to do more in this area. It was also about helping business to reduce some of their costs. The Head of Economic Development said in addition, and as part of the support programme, small grants are also available etc to help the increase green practices such as packaging.
- A Member asked about the Vacant Commercial Property Grant Scheme, how much had been spent before it had finished in October?



- Officers said the scheme had now been extended until March 2024 because there was still some unallocated funding available. It was confirmed that £1.3m had been allocated for the grants to support small businesses, sole traders, charities, community interest companies (CICs) and arts and culture groups.
- The potential new mobility hub at The Galleries (P45 of pack). Was there a timescale for this?
  - Officers said this was still at the planning application stage and timescales were still unknown. The Chair suggested as cycle theft was said to be endemic, that in the meantime some vacant shop units could potentially be utilised for cycle storage.

The Chair thanked officers for the report and positive discussion.

## 10 Planning Service Update

John Smith, Interim Executive Director, Growth and Regeneration, introduced the item to Members and provided some background and context to the main challenges and pressures with regards to the Planning Service. These were said to be exacerbated by budget pressures and the recruitment freeze in late 2022.

The Director then introduced Alex Hearn, Interim Director: Economy of Place and Simone Wilding Head of Planning Services who were already said to be making a positive difference. However, although things were showing signs of improvement this was still a fragile recovery.

The Interim Director: Economy of Place said the national context needed to be acknowledged and that many local authorities had been struggling for at least a decade. Also, nationally there were not enough trained professional planners available to recruit and the Council had struggled to compete in the labour market. The team consisted of hard-working officers that want to do a good job and the situation was being taken very seriously at both officer and Director level.

The Chief Planner then presented the published slides to the Members. Some of the key points were as follows;

- Detailed information about the key causes of delays such as resourcing and productivity.
- Actions taken since May 23 (when the Head of Planning Services started in post), to rebuild capacity in the team and shortening the time taken to make decisions.
- Further information about recruitment and retention issues and long-term solutions to help resolve those issues.
- Officers were said to be spending valuable time responding to Freedom of Information (FOI) requests and complaints. The plan was to reduce the number of those so that productivity could increase.
- There was a risk that the Council could find itself being put in special measures unless it could clearly demonstrate that has a clear and achievable plan for improvement.
- Improvements were being made and the current backlog with regards to applications and decisions was continuing to reduce.
- Short and long-term plans to increase the capacity of the team, ensure sustainability of resources and enable speedy, pragmatic decision making.



- Central Government had brought forward the fee increases to 6<sup>th</sup> December. This would increase the income but would also bring higher expectations of what should be delivered. It was confirmed the increases would be 35% for major applications and 25% for non-majors.

The following points were discussed and questions asked:

- Members asked about the aspiration by June 2024 to double productivity and increasing capacity. Was this a real possibility and would it require more people to do the work?
  - It was said to be a mixture of both. Although the doubling of productivity was aspirational it was already showing to be substantially better than it previously had been a short while ago which was encouraging. But whilst there would be an increase in fees there had also been a slight tailing off of applications, and so balancing the financial side of things to ensure the service received the right budget was quite tricky.  
The wider economic conditions did have an impact on the number of applications received but bringing forward the fee increases would help. However, there was now the added risk of refund, which was what the aforementioned 'higher expectations' referred to. Also, this is not ringfenced funding so there is no obligation for the Council to keep the funding within the service.
- A Member asked about the aforementioned freeze in recruitment and asked had there not been some sort of warning about the likely impact on the Planning Service?
  - The Interim Executive Director said the recruitment freeze was applied right across the Council but at the time the Planning Service wasn't singled out as an area where it would have such a significant impact.
- It was asked if Bristol City Council was the only local authority in the west of England that doesn't pay planners professional fees?  
Officers said it was not the only one as far as they knew. It was however highlighted with regards to recruitment and retention issues that the Council was also competing with buoyant private sector and it needed to show that it can offer a competitive package to employees.
- A Member asked what system was currently in place to deal with high numbers of applications, for example was there a triage system in place?
  - Officers said yes that type of system was already in place. They were also increasingly looking to use the filters that are in the application management system to help streamline and speed up the process, for example grouping applications that had no objections so that they could be dealt with more quickly. But there were a number of competing pressures involved here and doing that could mean other applications not being dealt with in the correct timeframe. This in turn can increase the risk of non-determination appeals which means more work for the team and decisions are being taken out of the Council's hands.
- A Member said they understood there were numerous reasons that could warrant fast-tracking applications but it was important to retain transparency and not lose the public's trust. What could be done about this?
  - Officers said they receive lots of valid requests from various parties about fast-tracking applications and they try to be as accommodating as possible but they cannot allow the system to be abused either. The Service was in the process of overhauling the messaging that's put online and so as to be as clear as possible about prioritisation processes. The current situation demonstrates the myriad of impacts and consequences a 'broken' planning service creates across the board and how important a well-functioning planning authority was to a council. In the next two to three weeks a new update would also be put on the website which would make it clearer what the waiting times were for respective applications.
- A discussion took place about the modelling of potential increased productivity and if the levels on the graphs were really feasible?



- Officers said the information the modelling was based on was only available relatively recently and so their understanding was still growing very quickly in this area. There were still many decisions to be made about what was best, particularly in the longer-term, to maintain sustainability and also for example, make sure the graduates knew there were development opportunities and feel valued in the team and looked after.  
The Member said they agreed with that but they were sceptical it was possible to raise the productivity of the whole team by a third.  
Officers said it was fortunate there were more of what could be described as straightforward applications for the new members of the team to pick up which would help the productivity levels and waiting times.

The Chief Planner said that it was crucial for the service to get to a sustainable position. The situation had been going on for a considerable time but officers were confident they were on the right path now and the service would improve.

The Interim, Executive Director reiterated how important the Planning Service was and that this clearly demonstrated that no more funding could come out of the service in the foreseeable future and that any further savings would be counterproductive.

The Chair thanked officers for their time and the helpful discussion.

## 11 Bristol Avon Flood Strategy

Councillor Nicola Beech, Cabinet Member for Strategic Planning, Resilience and Floods provided some context by highlighting the links between the Bristol Avon Flood Strategy and local spatial strategies for urbanisation and building on brownfield land in the City Centre. The Flood Strategy was therefore said to be intrinsically linked to the Council's ability to deliver its Local Plan.

Shaun Hartley, the Project Director for the Bristol Avon Flood Strategy briefly took Members through the published slides. Which focussed on the following;

- Strategic Approach; Wider ambition, responding to numerous city challenges
- Indicative timeline, including the January 23<sup>rd</sup> 2024 Cabinet approval of the Outline Business Case (OBC).
- Key issues of planning, funding, timing, consultation

This was said to be an important time for what was described as a crucial project. Currently, 1,300 existing properties are at risk of severe flood and if nothing was done that figure would rise to approximately 4,500 by the end of the century.

Flood risks were also said to be constraining development in the City and so further flood defences were needed if the City were to reach its ambitions. They were also a vital part of ensuring the resilience of the whole City region.

With regards to funding there remained a significant capital funding gap, and as expected there had been upward pressures on costs over the past few years. Officers were still working on the increased costs figures and the implications of these on the business case. In attempt to try and close the funding gap they were continuing to explore opportunities with other local authorities and WECA.



The following points were discussed and questions asked;

Members asked for clarification on the different sources of the funding. It was said that funding would come from various sources. It was confirmed that a significant proportion of capital costs would be funded from grant aid which was administered by the Environment Agency (EA) on behalf of DEFRA. Last October the Council had committed just over £20m of future CIL towards the capital costs, £10m from reserves and £10m from the Economic Development Fund had been identified. It was thought that some additional Community Infrastructure Levy (CIL) funding would also be required.

The Interim Director of Economy of Place said this could be delivered compartmentally but there was still a need to have some certainty about the funding. CIL was tied to developments and only available in tranches and so more stability was needed. It was also necessary to get more from the projects such as housing and workspace and therefore the Council would look to the development industry to make contributions. It would therefore take a cocktail of funding sources to fund this.

A Member asked for clarification about the actual financial figures involved, half the funding had been identified but how much was that? Officers said when the OBC work was complete they would be able to provide the figures but it was currently estimated that construction costs would be around the £216m.

A Member asked about 'piece-meal' developments that were said to be causing missed opportunities, and the importance of not letting developments that have already happened stop the Council from protecting them going forward. It was said the Local Plan could help steer future and current developments. It wasn't in any way about stopping development, it was about steering it towards working with the Council on pre-applications and finding solutions. That was the message that was being put out but it was also important that developers kept up with and are clear of the Council's expectations.

A Member asked about being reactive because it was not known what speed the climate would continue to change; so was there a degree of flexibility within the plans if things needed to be brought forward? In reply it was said that in terms of what the strategy needed to do, it was important to ensure mitigations works were completed first, but they would also be guided by when it's possible to build out in certain areas, on the proviso that they were not going to cause detriment at any point. The phasing and understanding of the key constraints were said to be a key part of the master plans and how the strategy could be delivered over time.

It was asked what modelling scenario was being used to design the flood prevention schemes because it looked increasingly likely that global temperatures would increase by 1.5C earlier than had been hoped. At what point would it be necessary to alter the current plans? Officers said they used an adaptive approach and worked closely with the EA and the modelling that they provide which is kept up to date. The maps are online and the information feeds into the plans.

## **12 Local Flood Risk Management Strategy**

Matthew Sugden, Principal Flood Risk Officer, briefly introduced the item to Members. The difference between the two flood strategies was explained and it was said that the Local Flood Risk Management Strategy was updated every four to five years.



Officers provided some examples of the work that had been carried out since April 2023 (when the Strategy was last taken at Scrutiny in March 2023). These examples demonstrated what work was being done and how things were being delivered, against national ambitions and local objectives.

Members asked the following questions;

- How closely did the Flood Risk Officers work with and communicate with neighbouring local authorities (LAs) on managing surface water on new housing developments? A Member said a recent situation in their ward suggested this hadn't happened. Officers said that they communicated regularly with colleagues in other LAs, especially South Gloucestershire on new housing developments which had been mentioned. There were said to be large water storage areas or basins near the Cribbs Patchway New Neighbourhood (CPNN) development to mitigate the impact of the development on neighbouring communities in Bristol. Other examples were provided by officers and there was said to be a lot of joint cross-border working taking place.
- A Member asked about the maintenance of culverts and ensuring they can handle the flow of water. An example was given where eventually it was discovered flooding was being caused by a culvert being blocked with years of rubbish. What maintenance took place to ensure they weren't blocked? Officers said they should be inspected on a six yearly cycle. But depending on the circumstances they can become blocked very quickly. Unfortunately, it can also sometimes be disputed in terms of ownership who has responsibility.

### 13 Work Programme

The Work Programme was noted.

It was agreed that the Lead Members would discuss items in the 'to be scheduled' section at the next Agenda Planning Meeting.

Meeting ended at Time Not Specified

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







**Growth and Regeneration Scrutiny Commission Action Tracker 2023/2024**

<b>Agenda Item</b>	<b>Action</b>	<b>Responsible Officer / Member</b>	<b>Action taken and date completed</b>
<b>28<sup>th</sup> September 23</b>			
<b>12. Temple Quarter Regeneration Programme Update</b>	Ref biodiversity net loss: Officers agreed to report back and confirm which parks and/or greenspaces have been decided upon to create the 10% biodiversity net gain.	Johanna Holmes, Scrutiny Coordinator  Jon James, Head of Service for Natural and Marine Environment	Assessment of the potential sites is still underway and so a decision has not yet been made. Local engagement work will take place on the suggested sites and this will take place once the Parks and Green Spaces Strategy has been adopted.  Continue to follow-up.
<b>27<sup>th</sup> November 23</b>			
<b>7. Public Forum</b>	Officers agreed to provide information about what progress was being made with regards to this year's Transport Levy and any consultation.	Alex Hearn, Director: Economy of Place	The levy was previously fixed at the current level, based on the budgeted amounts for the activities transferring to the Combined Authority (CA) and at the January 2024 WECA Committee the decision was taken to maintain the current levels. While there is no requirement for annual public consultation, the UA's were involved in agreeing the expenditure of supported bus service funding, a process that included public consultation. If Bristol was to reduce its contribution to the Levy (which it is not proposing to do), then at the very least it would of course require consultation through the annual budget setting process.  The CA determines how that money is spent for discretionary elements (the amount spent on concessionary travel is statutory and demand driven). BCC, and the other UAs will have an expectation that this expenditure is appropriately used for the delivery of the transferred activities and work to hold WECA and bus operators to account to meet the needs of our

Agenda Item	Action	Responsible Officer / Member	Action taken and date completed
			<p>communities. It is not accurate to say that funding is handed over with no questions asked, and of course, some decisions on spend are taken at Committee so by default with the involvement of the Unitary Authorities.</p> <p>Complete.</p>

# Growth & Regeneration Scrutiny Commission

7 March 2024



**Report of:** Felicity Williamson, Strategic Intelligence & Performance Advisor

**Title:** Quarterly Performance Report (Quarter 3 2023/24)

**Ward:** All wards

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

**Contact Telephone Number:** N/A

## Recommendation

That the Growth & Regeneration Scrutiny Commission note the progress to date against delivering relevant Priorities in the 7 Themes of the BCC Corporate Strategy 2022-27 and Business Plan 2023/24, and that Scrutiny members note areas of specific interest or concern to review progress with relevant Managers or Directors.

## The significant issues in the report are:

In addition to Theme Summary reports for each of the 7 Themes in the BCC Corporate Strategy, this enhanced approach to performance reporting now includes a **Performance Dashboard** for each Scrutiny Commission, with all Performance Metrics and Actions at:

[2023-24 Performance Dashboard \(Q3 Scrutiny - public link\)](#)

NB This new interactive Power Bi tool replaces the previous pdf data appendices.

For the Growth and Regeneration Scrutiny, of the overall Performance Metrics and Actions reported this quarter:

- **90%** of Business Plan Actions are currently **on track or better** (18 of 20)
- **38%** of Business Plan Priority Measures (with targets) are **on or better than target** (3 of 8)
- **58%** of all City Outcome Measures (with data & targets) are **on or better than target** (7 of 12)



## 1. Background context

Performance reporting is based on the Bristol City Council (BCC) [Corporate Strategy 2022-27](#). This report and appendices provide the relevant Performance Measures from the [Business Plan 2023/24](#), as approved by CLB in March and noted by Cabinet in April 2023. Key points of note:

**Performance Dashboard** - All Performance Metrics and Actions are at: [2023-24 Performance Dashboard \(Q3 Scrutiny - public link\)](#); this new interactive Power Bi tool replaces the previous pdf appendices (follow the links to view by individual Scrutiny Commissions).

**Thematic Performance Clinics** - As per the [Performance Framework 2023/24](#), reporting is primarily through Thematic Clinics which focus on overall Performance for each of the 7 Business Plan themes and address specific Performance Improvement issues. Appendix A2 contains all 7 Theme Summary reports.

**Business Plan Actions** – Performance reporting includes progress of the Business Plan Actions as well as Performance Metrics. This allows much more focus on delivery of the Business Plan Priorities.

**Business Plan Priority Metrics / City Outcome Measures** – Performance reports include **Business Plan Priority Metrics** (mainly quarterly measures for the Business Plan Priorities; metrics the council has direct responsibility over so measure council performance) plus **City Outcome Measures** (mainly annual indicators on the Corporate Strategy themes and overall ‘health of the city’; outcome-focused measures that are slow moving, with long-term targets).

**Targets** – Any Targets which require explanation, such as appearing counter-intuitive compared to last year’s outturn, are noted in [BCC 2023/24 Business Plan Performance Measures and Targets](#).

## 2. Summary

### Overall Performance summary:

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

- 90% of Business Plan Actions are currently on track or better (18 of 20)
- 38% of Business Plan Priority Measures (with targets) are on or better than target (3 of 8)
- 58% of all City Outcome Measures (with data & targets) are on or better than target (7 of 12)

### Key Points of focus:

The Growth and Regeneration Scrutiny Commission has 46 Performance Metrics and Actions across 5 Themes, primarily in the Transport and Connectivity Theme (19) followed by Homes and Communities (9), Economy & Skills (8), Environment & Sustainability (8) and Effective Development Organisation (2).

Note: some Metrics are annual and are not updated in Q3.

Key points of note for this Scrutiny Commission from relevant Themes are below, plus

- all data on Actions, Performance metrics and City Outcomes (for each Scrutiny Commission remit) are in Appendix A1: [2023-24 Performance Dashboard \(Q3 Scrutiny - public link\)](#)
- full Thematic Summary reports are included in Appendix A2

Theme 2 - Economy & Skills (4 Actions, 1 Priority Metric and 3 Outcome Measures):

- All four Actions remain on track. The one Priority Metric **BPPM103 Black, Asian and minority ethnic-led business supported** remains behind target in Q3, but is expected to improve by Q4 following the conclusion of the service agreement with the Black South West Network (BSWN) for the Coach House in St. Paul's. Whilst the living wage outcome measure (**BPOM141**) remains on track, the out of work benefits claimants (**BPOM105**) has increased slightly and the overall employment rate (**BPOM041**) remains above the national rate but continues on a downward trend and is now below the South West rate.

Theme 3 – Environment & Sustainability (6 Actions, 1 Priority Metric and 1 Outcome Measure):

- Five of the six Actions remain on track. **ENV2.2 Develop an ecological and green infrastructure investment plan** is still behind schedule. The Ecological Emergency Co-ordinator and Biodiversity Net Gain officer is in post and work is progressing, but this Action will not be completed this financial year as planned.
- **BPPM420a the council's direct carbon dioxide emissions** (for 2022-23) is significantly better than target with a 25% reduction from the year before. However, **BPOM433 Bristol City carbon dioxide emissions** for 2022-23 was significantly worse than target and an increase from the previous year, which reflected the rebound of activities following the pandemic. Similar patterns have been seen across the UK.

Theme 5 - Homes & Communities (2 Actions, 3 Priority Metrics and 4 Outcome Measures):

- **HC1.1** and **BPOM425 affordable home delivery** are now better than target with 397 affordable home completed after being behind in Q2, although affordable home starts have slipped for one larger development.
- **BPPM414 Improve energy efficiency from home installations** for low-income households living in the worst quality, off-gas grid homes is still significantly worse than target but the number of installations is continuing to increase each quarter.
- **BPOM411 Percentage of people who take part in cultural activities at least one a month** is at 37.4%, better than target and significantly improved on last year (was 31.9%)

Theme 6 – Transport & Connectivity (8 Actions, 3 Priority Metrics and 8 Outcome Measures):

- Seven of the eight Actions continue to be on track. **TC1.1 Improve connectivity across the city via planned transport projects** remains behind schedule due to no further update being available on Mass Transit progress.
- There is no progress yet on the **BPPM120 road safety incident number** data supply issues.
- **BPOM470 percentage of people saying traffic congestion is a problem their area** is behind target and has remained static for three years. **BPOM467 the number of people actively travelling to work by walking and cycling** is significantly behind target but has improved 2.5% compared to last year to 34.5%. This is made up of travelling to work by walking 18.6% up 1.0% from last year and travelling to work by cycling 15.9% up 1.5%.

**3. Policy**

Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data and reporting through the BCC Decision Pathway.

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, 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: [2023-24 Performance Dashboard \(Q3 Scrutiny - public link\)](#);

Appendix A2: All 7 Theme Summary reports

Appendix A3 Performance Dashboard User Guide (Scrutiny)

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

Background Papers: None

# Children & Young People Theme Summary Report

## Qtr 3 (01 October 23 – 31 December 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

**Report of the Lead Director: Fiona Tudge** [Director Children and Families]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
83% on schedule or better (10 of 12)	56% on target or better (5 of 9)	20% on target or better (1 of 5)	
<b>Direction of Travel</b>			
N/A	40% improved compared to 12 months ago (2/5)	80% improved compared to 12 months ago (4/5)	

### 1. Theme Actions / Priority Metrics performing well:

- BPPM245a – **Reduce Suspension rate for Black Caribbean, Mixed White & Black Caribbean, & GRT In Primary Schools** – This measure is performing above target this year.
- BPPM245b – **Reduce Suspension rate for Black Caribbean, Mixed White & Black Caribbean, & GRT In Secondary Schools** - This measure is performing above target this year.  
 These targets are related to last year’s performance and whilst this target is better than last year’s performance our performance of **50.4%** for an academic year is still well above the last national data we have which is **29%** (2021/22). The performance indicates we are on an improving trajectory although we continue to have high suspension rates for these groups of children in relation to the same cohorts in England, and much higher than their Bristol peers from white ethnic groups.

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

- BPPM080 -**Increase the take-up of free early educational entitlement for 3 & 4 year olds**– This measure is only performing slightly behind target but is a decrease on 12 months ago.
- BPPM213 – **Reduce incidents of serious violence involving children and young people** – This measure has fallen behind target this quarter and is behind where it was 12 months ago.
- BPOM247 – **Increase % of family outcomes achieved through the supporting families programme** – this measure has remained behind target this quarter and is a decrease in performance from last year.

### 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- Education summary focussing on school provision and attainment.
  - BPPM248 – increase % of schools rate good or better by Ofsted (all phases) for BCC maintained schools was performing better than target as at the end of November at 92%
  - BPOM246 – Increase percentage of schools and settings rated ‘good’ or better by Ofsted (all phases) is slightly below those of Bristol maintained schools at 87%
  - The group will receive an update on the newly configured education improvement offer.
  - BPOM230b – KS2 – increase the % of disadvantaged pupils at KS2 achieving the expected standard in Reading, Writing and Maths – this has dropped significantly lower than target, discussions around the context of why this is below the national average.
  - BPOM231d – Key stage 4: Attainment 8 – reduce the point gap between the disadvantaged and non-disadvantaged – there is currently a difference of 18 points 3 points above the target of 15, actions taking place against this are to be included in the anti-racism strategy.

**4. Lead Director Comments:**

Performance overall has improved since Q2. When compared to the same period in the previous year there has been an overall improvement although work is being progressed to continue to improve performance. No Priority performance metrics are significantly behind target this quarter although there are two city outcomes significantly behind target.

**Fiona Tudge** [Director: Children and Families]

**Date of Thematic Performance Clinic**

30/1/24



# Economy & Skills Theme Summary Report

## Qtr 3 (01 October 23 – 31 December 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

**Lead Director: Christina Gray** [Director Communities and Public Health]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>Behind schedule</b>
<b>83%</b> on schedule or better (10/12)	<b>50%</b> on target or better (4/8)	<b>50%</b> on target or better (3/5)	
<b>Direction of Travel</b>			
N/A	<b>38%</b> improved on 12 months ago (3/8)	<b>40%</b> improved on 12 months ago (2/5)	

### 1. Theme Actions / Priority Metrics performing well:

- BPPM268 – **Increase the number of adults in low pay work & receiving benefits accessing in work support** - This measure is well above target for Q3 at 631 (target for Q3 = 450) and is exceeding all programme targets. Additional funding has recently been secured for a further year.
- BPOM269 – **No. of adults aged 19+ who progress from all employment support into employment or better** – above target for Q3 and on track to meet end of year target.
- BPPM506 – **Increase the level of social value generated from procurement and other council expenditure** – significantly above the annual target at the end of Q3 at £13,103,519 (target: £6,500,000).

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

- BPPM266 - **Increase % of adults with learning difficulties known to social care who are in paid employment** – despite a slight improvement this quarter, this metric remains significantly below target at 3.8%.
- BPPM103 – **Black, Asian and minority ethnic led businesses supported** – well under target each quarter this year. Discussed in detail at thematic clinic.
- BPPM270 – **Increase experience of work opportunities for priority groups** – Performance has dipped in Q2 and Q3 after a strong start in Q1. Q2 is expected to be lower due to school holidays but has not reached target again in Q3. Staff shortages have created challenges.
- BPOM401 – **Improve the overall employment rate of working age population** – 2.3% points below target and has been decreasing since June 22. It does however remain above the national average.

### 3. Key points discussed at Thematic Performance Clinic, inc. next steps:

#### **Black, Asian and minority led business supported:**

- Colleagues from equalities, economic development and employment & skills attended to discuss current work and priorities.
- This metric was developed post-Covid to address the significant impact on Black and Asian minority communities including the impact on Black, Asian and minority led businesses. Funding for programmes that supported this work has now ended. However, the work initiated by these programmes continues with other organisations such as Bristol South West Network (BSWN) and BCC supports this.
- There is now a new business and enterprise service (Bristol Business & Enterprise Support, BrisBES) that is joint with the combined authority (WECA) Growth Hub. This launched in August. This programme has a different focus, working in areas of high deprivation and has a wider reach. The service is aiming for their profile of clients to better represent the demographic of Bristol and reach all equalities groups, including Black and Asian minority groups plus others.

- The metric reported is being revised for the 2024/25 business plan to better reflect the new priorities and work being carried out by the new programme. It was noted that it is important to ensure the new metric is clearly defined and able to provide the same level of detail into each cohort as the previous metric.

**Improve the overall employment rate of the working age population:**

- Employment rate has been declining month on month. Although it still sits above the national average, we are aware there are complex challenges to be considered.
- The rate did go up in 2022 after the drop due to Covid but has now started to come back down again. Need to understand changes that have led to this.
- Need to ensure we are encouraging start-up businesses. Are jobs going to local people or are jobs going to people out of area? Where is the growth and in what sectors? Need to connect people to those opportunities.
- Challenge is job creation. Need to attract new employers to the city. Then work out how we link those jobs to the people who need them.
- Aware there is uneven distribution of businesses and access to businesses across the city. Skills of local people often don't match the local jobs. Skills gap.
- In some employment areas the conditions of the employment are poor, e.g. early years care work. Pay is too low for skills required. This is a national problem.
- Discussed significant challenges facing disabled workers. Must be looked at in different light as their access requirement will be different. There is a focus nationally at the moment on getting disabled young people into work.
- New inclusive growth strategy looks at these issues.
- There is a lot of collaborative working happening between services and partners to better understand challenges in this area.

**4. Lead Director Comments, inc summary of Theme rating:**

The indicators which remain below target have plans in place which have been reviewed in the performance clinic. The Black and minoritised business programme has had some notable successes and the programme is being developed and extended. The Social Care indicator remains stubbornly low but is slowly beginning to shift in the right direction and is part of wider system transformation. Overall employment rate is subject to external factors, but there is a good understanding of how Bristol can mobilise its assets to best effect.

**Christina Gray** [Director Communities and Public Health]

**Date of Thematic Performance Clinic**

1 Feb 2024

# Environment & Sustainability Theme Summary Report

Qtr 3 (01 Oct 23 – 31 Dec 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc. summary from lead Director.

Lead Director: Pete Anderson [Director Property, Assets and Infrastructure]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
88% on track or better (7/8)	60% on target or better (3/5)	33% on target or better (1/3)	
<b>Direction of Travel</b>			
0 improved since Q2 8 are the same as Q2 0 are worse than Q2	80% improved compared to 12 months ago (4/5)	67% improved compared to 12 months ago (2/3)	

## 1. Theme Actions / Priority Metrics performing well:

- **BPPM420a** – *Reduce the council's direct carbon dioxide equivalent emissions (in tonnes)*. Currently performing at significantly better than target (*outturn is for the 2022-23 year*). Target was 9,145 Tonnes and the actual was 6,816 Tonnes representing a 25% reduction from the year before. Some £12m of council funding, and hopefully more from grant applications to government, was approved by Cabinet in September 2023 to continue this downward trend.
- **BPPM545** - *Fly-tip reporting and subsequent clearances* were significantly better than target during Q3, continuing the trend seen this year. Looking at the cause for this reduction - it is believed it could be linked to cost of living crisis and residents consuming and therefore fly tipping less items.
- **BPPM542** – the amount of untreated waste landfilled has remained very low this quarter due to our Energy Recovery Centres remaining fully operational during the quarter.
- **P-ENV1.2** - *City Leap* – the energy partnership which will be key in attracting £1 billion of investment over the 20-year concession and that will support the creation of a zero-carbon, smart energy city by 2030. A concession agreement was entered into at the start of 2023; a healthy pipeline of projects was also developed this quarter, alongside an updated five-year business plan, which is close to being finalised.

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

- **P-ENV2.2** – Developing an ecological and green infrastructure investment plan continues to show as behind schedule. Officers, including the Ecological Emergency Co-ordinator, are now in post and work is progressing. A new timetable is being developed but it will not be possible to complete the action this financial year as originally planned.
- **BPOM433** - *Reduce the total CO2 emissions in Bristol City (k tonnes)* is showing as significantly worse than target. Data presented here for the performance year 2023/24 represents data from the calendar year 2022. The variance from target reflects the rebound of activities following the pandemic, with similar patterns being seen across the UK. The expectation is that this target will not be met in the future due to Bristol declaring a climate emergency some years ago (*when our target dates towards net zero were shortened considerably*).

### 3. Key points discussed at Thematic Performance Clinic:

#### 1. Looking at the inputs around BPOM433 – reducing CO2 emissions in Bristol.

CO2 emissions in the city have decreased by 43% in the past 16 years (where current data goes back to), with Bristol's current performance being lower than that of the other Core Cities. This can in part be explained by the more manufacturing base and therefore industrial infrastructure that these cities hold. However, and as noted above, our targets have begun to steepen towards 2030 since they were moved from achievement by 2050 as part of the climate emergency.

Moving forward the path to net zero would also be hugely helped by national policy changes – there is only so much that Bristol can do on its own. City Leap being instigated is a positive factor here, although is relatively minor compared with what is needed to be addressed nationally. Policy is led by the Department for Energy Security & Net Zero - more needs to be forthcoming from them in order to hit net zero in a timely fashion, although as ever political imperatives are not always aligned in one direction. BCC is also hoping to use their internal performance towards net zero (buildings, fleet etc.) as a lever to show the rest of the city what can be done.

#### 2. Waste Strategy – BCCs response to the DEFRA bill and any refresh/update needed before the new BCC administration begins.

A new food waste collection service is being introduced for hard-to-reach properties across the city, moving away from a one size fits all approach. This should help in some way to increase performance against targets. The Council is in discussion with the Department for Environment, Food & Rural Affairs (DEFRA) to assist with this project, called 'Simply Recycling' which may result in additional funding.

The Waste client continues to work with Bristol Waste Company to consider ways to save money, reduce waste and increase recycling. This is in full knowledge that the cost of waste disposal is going to increase noticeably in the coming years with the introduction of the [UK Emissions Trading Scheme](#). Bearing this in mind it is imperative that we can find new and original ways to restrict, where possible, the need to dispose of waste over the coming years if we do not want to see a significant rise in costs.

#### 3. City Leap KPIs – to look at where we are with the core concession agreement and if there is merit in a proposal to include certain KPIs within the BCC Business Plan suite before 2025/26. *This item was postponed due to lack of time – to be revisited at a later clinic.*

### 4. Lead Director Comments, inc. summary of Theme rating:

- The Environment & Sustainability theme remains on track this quarter. While things such as fly tipping, waste sent to landfill and BCC's own CO2 targets are performing significantly better than target, the realisation that hitting our city-wide aspiration for net zero by 2030 is looking very unlikely without significant policy movement by central government. Looking forward the costs of waste disposal are likely to significantly increase in the future.
- Creative approaches and innovative solutions remain important when striving to reach the ambitious targets set in the areas of net zero and waste and recycling.

*(Details of the specifics on all the associated measures can be found in Appendix B)*

**Pete Anderson [Director Property, Assets and Infrastructure]**

**Date of Thematic Performance Clinic**

31 January 2024

# Health, Care & Wellbeing Theme Summary Report

Qtr 3 (01 October 23 – 31 December 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

**Lead Director: Mette Jakobsen** [Director Adult Social Care]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
86% on track or better (6/7)	29% on target or better (2/7)	33% on target or better (1/3)	
<b>Direction of Travel</b>			
86% the same as previous quarter (6/7)	57% improved compared to 12 months ago (4/7)	33% improved compared to 12 months ago (1/3)	

## 1. Theme Actions / Priority Metrics performing well:

- 6 of the published actions (87%) for this theme are presently on schedule. With one action completed:
  - Work with partners across the Integrated Care System, NHS and VCSE sector to develop an Integrated Care strategy that looks to improve population health through prevention and addressing inequalities.
- 4 of the priority performance metrics (57%) are better than Q3 in 2022/23.
  - Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services
  - Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services
  - increase the percentage of service users (aged 18-64) receiving Tier 3 (long term care) at home or tenancy [snapshot]
  - Increase % of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'.
- 1 outcome performance metric (33%) is better than the same period a year ago:
  - BPOM260 - Reduce % of people in the 10% most deprived areas of Bristol reporting poor mental wellbeing (QoL)

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

Significantly behind target:

- Both the food poverty metrics being significantly worse than target and worse than a year ago.

Below Target:

- 5 (71%) of the Transforming Care priority performance indicators are below target; although 3 are only marginally so.

## 3. Key points discussed at Thematic Performance Clinic:

BPOM258 - Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)

- City Wide Average was 8.3% (Target 7%) and for the most Deprived Wards, this figure increased to 18.9%

BPOM259 – Reduce the percentage of households in the most deprived areas using a food bank or charity in the last year (QoL)

- The most Deprived Wards was 6.1% (Target 4%) and the city-wide average was 2%

#### 4. Lead Director Comments, inc summary of Theme rating:

The focus of the Thematic Performance Clinic was around the two food poverty KPIs, that are measured through the annual Quality of Life survey as they were both worse than the 2022/23 figures and significantly below target. The presentation was useful to help us understand the amount of work being undertaken across the city to address food poverty under the One City Food Equality Strategy. Including the work of key partners and the Steering Group trying to prevent food insecurity.

[The Food Equality Action Plan \(2023-26\)](#) highlights how we can foster a healthy food culture in which residents have the skills and resources to grow, prepare and cook fresh food. Local Food Justice networks are being established across the city; and looking ahead, in June 2024, there will be an opportunity to give further support during the Food Justice Fortnight.

The food poverty indicators cannot be looked at in isolation, there are so many wider socio-economic factors that impact these and other metrics around fuel poverty, healthy weight, general health and life expectancy.

Aside from the above KPIs, it was good to note that 6 of the 7 actions were reported, at 31 December '23, as 'On Track', with the 7<sup>th</sup> forecasting 'on track' in the last quarter.

Whilst 5 priority performance indicators are showing 'Below Target', 57% of the priority performance metrics are better than Q3 in 2022/23. The 5 x KPIs that are presently 'Below Target' are within my Directorate, Adult Social Care, and the position is being closely monitored.

There was contrasting performance across the Health, Care & Wellbeing Theme in Q3, but on balance the Theme is judged to be "On Schedule" for where we expect it to be.

**Mette Jakobsen** [Director - Adult Social Care]

#### Date of Thematic Performance Clinic

5 February 2024

# Homes & Communities Theme Summary Report

Qtr 3 (01 October 23 – 31 December 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 [Business Plan](#), inc summary from lead Director.

**Lead Director: Donald Graham** [Director Housing and Landlord Services]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>Behind Schedule</b>
75% on track or better (9/12)	43% on target or better (6/14)	67% on target or better (4/6)	
<b>Direction of Travel</b>			
8% worse than Q2, 8% better, 83% the same.	50% improved compared to 12 months ago (7/14)	60% improved compared to 12 months ago (3/5)	

## 1. Theme Actions / Priority Metrics performing well:

- BPOM425 397 affordable homes have been completed as at the end Q3, above the target of 375.
- BPOM312 The percentage of Quality of Life survey respondents who volunteer or help out in their community at least three times per year has risen for the third year in a row to 48.4%.
- BPOM411 The percentage of Quality of Life survey respondents who take part in cultural activities at least once per month has risen 5% to 37% compared to last year. This is the first time it has risen in six years.

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

- The number of households in temporary accommodation (HC3.2 and BPPM357) is mirroring the national trend and has risen nearly 9% since Q2 to 1,497. For comparison, Q3 in 2018-19 was 493 households.
- The number of people rough sleeping (BPPM352a) is still significantly worse than the target of 50 at 67 but has reduced from 86 in Q2.
- Average re-let time (BPPM374a) is still significantly worse than target (115 days, target 50), but has reduced very slightly compared to Q3, the first reduction since September 2022.
- A reduction in the number of Bristol Waste Company engagement officers has impacted the number of litter picking activities in Q3 which means it is still significantly behind target.
- BPOM251 The percentage of people whose day-to-day life is affected by fear of crime – significantly worse than target of 16% at 21.4%

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

### Fear of crime

BPOM251 The percentage of people whose day-to-day life is affected by fear of crime (Quality of Life survey) has increased 4% compared to last year to 21.4% overall. In deprived areas it has risen 12% to 44.4%. The survey is designed to cover a wide range of topics rather than provide detailed information on individual questions, so it is not possible to drill into what specifically people are fearful of. However, widely reported serious incidents prior to the survey, prevalent levels of ASB in some more deprived areas of the city and the well-publicised, antisocial use of e-bikes and e-scooters are all factors that may have led to an increase in the fear of crime.

The Keeping Bristol Safe Partnership's priorities include serious violence, Anti-Social Behaviour and hate crime. Each priority has a strategic delivery group and ongoing work plan with overarching aims to drive

down levels of crime. In addition, communications plans are being developed which aim to provide strong and accurate messaging which reflects the level of incidents and seeks to reassure communities as to how partner agencies are responding and supporting those affected. The Keeping Bristol Safe Partnership is focussed on supporting community-led approaches to building community resilience and empowering communities to take ownership and affect change within their own community on issues such as ASB and the carrying of knives. There is a focus on ensuring that children who are known to be at risk of causing crime have the right educational offer in place to meet their needs. Childrens Services undertake early intervention work including youth work and support struggling families with their needs. There is ongoing work to ensure that existing funding is used effectively, and additional funding opportunities are identified and accessed. The QoL fear of crime metric does fluctuate over time. It is hoped that the communication plans in particular will help reduce the number of people who say their day-to-day life is affected by their fear of crime.

**Re-let times**

BPPM374a Reduce average relet times (all properties). Despite a slight improvement from Q2 (119 days), average relet times remain significantly worse than target at 115 days (target 70 days). There has been a concerted effort, agreed by councillors, to focus on long-term (over 12 months) empty properties this year. All long-term empty properties have been reviewed. Each now has an action plan in place and contractor capacity has been increased to undertake the work required. This means that average relet times may stay high or even spike as these empty properties are brought back into use. However, as the backlog reduces, the average relet time should start to decrease more rapidly after Q4. For context, currently 0.84% of council stock is empty.

Looking ahead, service wide workshops will be held from March 2024 to review from end to end the current repairs and letting processes for all tenure types so that improvements can be identified and plans put in place to implement changes.

**4. Summary of Theme rating:**

There is a mixed performance picture across the theme. However, overall, this theme is still judged to be “Behind Schedule” due to a slight increase in the number of metrics performing below target in Q3. It is hoped that the focused approach on long-term empty properties will mean that improvements in relet times will continue in Q4.

**Date of Thematic Performance Clinic**

7 February 2024



# Transport & Connectivity Theme Summary Report

Qtr 3 (01 October 23 – 31 December 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 [Business Plan](#), inc summary from lead Director.

Lead Director: Patsy Mellor [Director Management of Place]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
88% on track or better (7/8)	0% on target (1/1)	67% on target or better (4/6)	
<b>Direction of Travel</b>			
100% same as Q2 (8/8)	100% worse compared to 12 months ago (1/1)	100% improved compared to 12 months ago (6/6)	

## 1. Theme Actions / Priority Metrics performing well:

- **BPOM 323** Quality of Life survey metric on the percentage of people who see friends and family as much as they want to has increased year-on year since 2020 and is above target at 80.1%.
- **BPOM 474 and BPOM 475** Bus passenger and park and ride numbers are continuing to increase and are above target for Q3.
- **TC4.1** The new street lighting network LED (Light Emitting Diode) and CMS (Central Management System) is slightly ahead of the planned programme.

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

- **BPOM470 Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)** 74% - behind target of 73% and has remained static for 3 years.
- **BPOM476 Increase the number of people travelling actively to work by walking and cycling (QoL)** 34.5% - below target of 40% although increased by 2.5% from last year.

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Whilst the number of people returning to the office after working from home is increasing, the percentage of people saying traffic congestion is a problem has remained static but is 3% better than the 2019-2020 figure. Hybrid working may mean people are willing to tolerate congestion if it is only a day or two a week. The council has limited ability to impact congestion as it is affected by a number of factors such as fuel price, wider economic factors, roadworks etc. The council delivers a programme of sustainable transport projects that seek to provide sustainable alternatives to the private car, this seeks to reduce congestion by providing good, alternative ways for people to travel other than the private car. The percentage of people travelling actively to work by walking or cycling has increased after last year's drop and is expected to continue to increase in areas where cycle route schemes are progressing. Schemes recently completed, currently under way or starting shortly include Old Market roundabout, Park Row, Cotham Hill, Bristol Bridge, Victoria Street, Counterslip and Tower Hill. Previous schemes show us that where sustainable travel is made more attractive – either to avoid congestion or where it becomes easier to access, the number of trips made increases as well as there being a shift from car trips to cycling. We expect the increase in Active Travel mode share to increase and congestion acts as a natural barrier to increasing car use, encouraging more use of sustainable modes.

## 4. Lead Director Comments, inc summary of Theme rating:

The Theme overall remains "On schedule" with seven out of eight Actions on track and all six outcome measures showing improved performance compared to twelve months ago. Whilst the number of people actively travelling to work is significantly below target, it has increased on the previous year's figure. It is

hoped this trend that will continue following completion of the schemes mentioned. The request for the road safety incident data supply issues to be raised by the CEO with the PCC is continuing to be progressed.

**Patsy Mellor [Director Management of Place]**

**Date of Thematic Performance Clinic**

30 January 2024

# Effective Development Organisation Theme Summary Report

Qtr 3 (01 Oct 23 – 31 Dec 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc. summary from lead Director.

Lead Director: **Tim Borrett** [Director Policy, Strategy and Digital]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>Behind schedule</b>
92% on track or better (11/12)	42% on target or better (5/12)	0% on target or better (0/3)	
<b>Direction of Travel</b>			
1 improved since Q2 10 are the same as Q2 1 is worse than Q2	67% improved compared to 12 months ago (8/12)	0% improved compared to 12 months ago (0/3)	

## 1. Theme Actions / Priority Metrics performing well:

- **P-ED05.1** - *Preparing the organisation for its change to a committee model of governance* remains on track. The amended Constitution that will underpin the Committee System was approved at Full Council on 9th January 2024, therefore all formal arrangements are now in place. Work is underway to prepare the organisation for the introduction of the Committee System and arrangements are progressing well, including work streams such as staff briefing/training, internal and external comms, and the pulse of meetings.
- **BPPM502a** - *Increase the percentage of invoices paid on time (date received)* is showing as better than target for the third quarter in a row. Improved performance has been due to vacancies filled in the team and staff returning from sick leave, alongside managing the team effectively by cross training staff on indexing and registration. 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. E-invoicing has been implemented with 5 pilot suppliers. Further suppliers will be added to the system by the end of the financial year which will have further positive impact.
- **BPPM420b** - *Reduce the council's direct carbon dioxide equivalent emissions from buildings (tonnes)* is showing as significantly better than target. The actual figure of 3,223 Tonnes represents a 55% reduction from the previous year. Some £12m of council funding, and hopefully more from grant applications to government, was approved by Cabinet in September 2023, with the majority of this focused on our buildings. (Nb. This figure is for the 2022/23 year due to data lag)

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

- **BPPM515** - *Reduce the % of complaints escalated from Stage 1 to Stage 2* is still showing as significantly worse than target. The figure for Q3 (9.65%) is expected to get worse in Q4 as a result of a large spike in Stage Two complaints over the Christmas period due to Bristol Waste changes. Despite continued training from the central complaints team, officers across all services are spending less time completing high-quality Stage One responses to complaints. More complainants are now prepared to take their complaints further too - a trend which is likely to continue to be seen in the future.
- **BPPM529** - *Increase the % of young people (16-29) in the Council's workforce* remains significantly worse than target, with performance here currently static. Efforts continue to attract more young people to the Council. An increased focus on apprenticeships and career progression opportunities is hoped to attract a greater number of younger people to work for us.

- **BPPOM530** - *Increase the satisfaction of citizens with our services (QoL)* is also showing as significantly worse than target. The annual Quality of Life survey has shown a drop in citizen satisfaction levels with the services provided by the Council, however it should be noted that the percentage figure this year is broadly in line with performance against this indicator pre-pandemic. Those years saw a spike in satisfaction that has since fallen away again and levelled out. This has been a turbulent year politically on both a national and local scale, citizens may be expressing their wider sense of disenfranchisement across a number of levels. There remains scope for enhanced levels of citizen engagement in the development of services and in seeking their feedback on current provision. This should be seen alongside an increase in the number of complaints received by the Council and viewed as a timely reminder to identify and focus on those issues most pertinent to the citizens of Bristol.
- **P- EDO5.2** - *Review and refresh our IT governance structure and policies* is continuing and has identified further areas for attention, including a gap in having a written technology strategy. Initial scoping of a cyber-review was undertaken but has been held whilst some in-flight security work with a Microsoft partner has been completed. Overall staffing capacity is tight and whilst coordination of the policy framework is much improved, limited progress is being made on substantive updates and new policy formation as the technical leads and managers needed for this work are focused on Digital Transformation Programme delivery. A capacity review for Digital Strategy and Transformation will be undertaken during Q4 to consider this further.

### 3. Key points discussed at Thematic Performance Clinic, inc. next steps:

**Workforce diversity** – to have a discussion around related current metrics and targets in the Business Plan and assess their usefulness moving forward. Also to look ahead to the Workforce Strategy and how we can enable best practice more generally.

- Although talks to agree the suite of metrics related to the 2024/25 Business Plan are now well advanced, it was noted that there would be a full set of HR metrics embedded into the new Workforce Strategy.
- The Workforce Strategy is currently being worked up, with conversations being had at every level across the organisation to ensure that it is both fit for purpose and has longevity as we move forward. The aspiration is that it delivers a road map to enable continued high-level employment within BCC.
- The Workforce Strategy first draft will be sent to CLB in the spring for further comment, and along similar timescales there will be Member engagement via appropriate committee(s).
- The HR team were preparing for the change in BCC governance structure and anticipate providing guidance via tutorials to the new HR Committee once established after the elections in May this year.
- It was also noted that our internal Power BI Organisational Scorecard needed to be refined with help from HR colleagues. A meeting will be set up to look at the metrics currently being used and see what scope there was to improve their visualisation in the future.
- It was hoped that the Organisational Scorecard could then be the vehicle to deliver all of the HR data reflected in the Workforce Strategy to the wider organisation.

### 4. Lead Director Comments, inc. summary of Theme rating:

Whilst actions remain largely on-track this has not translated to substantially improved performance against metrics, and as the Business Plan 2024/25 is developed it is important that senior leaders and Members consider if the proposed actions are likely to make a material impact on this in future. If not, it may be that the council needs to consider different actions or measures of success more closely aligned to the actions being taken.

The forthcoming Workforce Strategy is intended to be instrumental in improving many elements of the council's employment offer and helping improve workforce diversity to make the workforce more representative of the city we serve. To achieve this, it will be vital that the strategy is costed and suitably

funded by the council, as previous reductions within Workforce and Change (and many other services) are known barriers to achieving this aspiration.

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

**Date of Thematic Performance Clinic**

6 February 2024

# Appendix A3: Performance Dashboard User Guide (Scrutiny 2023-24)

When you first access the **2023-24 Performance Dashboard\*** you should see a summary page (referred to as the **Home Page** if you need to get back to it). The information on this page will build up over time as the year progresses through each quarter.

\*NB The images below are Quarter 1 so will change for subsequent updates, but the principle is the same.

Click this button to view more detail

Keep an eye on the options the buttons in the bottom left-hand corner give you. Further into the Dashboard they allow you to return to the Home Page or reset a page.

**Corporate Performance Reporting 2023/24**

This is the new 2023-24 Corporate Performance Dashboard, for tracking progress against Actions, Performance metrics and City Outcome measures in the annual Bristol City Council Business Plan.

Performance progress is updated every quarter where data is available.

**2023-24 Business Plan Performance Reporting (% on track / on target by quarter)**

Business Plan Theme	Q1 (Apr-Jun 23)	Q2 (Jul-Sep 23)	Q3 (Oct-Dec 23)	Q4 (Jan-Mar 24)
1. Children & Young People	On Schedule			
2. Economy & Skills	On Schedule			
3. Environment & Sustainability	On Schedule			
4. Health, Care & Wellbeing	On Schedule			
5. Homes & Communities	On Schedule			
6. Transport & Connectivity	On Schedule			
7. Effective Development Organisation	Behind Schedule			

Overall Theme status as reported in quarterly reports which take into consideration Actions, Priority Metrics and City Outcome Measures.

You should get the following page when you click on the button that says **Click to view Business Plan Themes by Scrutiny Commission**

Click these boxes on and off to change the charts to display information for an individual scrutiny commission

**Scrutiny Commission Summary Page** 2023/24

Use the check boxes below to select results for an individual Scrutiny Commission (first remove 'Select all'). For OSMB leave as 'Select all'.

Scrutiny (select one for OSMB)

- Select all
- Communities
- Growth & Regen
- People
- Resources

For Theme based scrutiny:

- Actions
- Priority Metrics
- City Outcome Measures

**Actions by Status** (Total: 71, On track or better: 90%)

On track or better	64
Behind schedule	7

**Priority Metrics by Status** (Total: 52, On target or better: 52%)

Significantly better than target	14
Better than target	11
On target	14
Worse than target	11
Significantly worse than target	2

**City Outcome Measures by Status** (Total: 13, On target or better: 69%)

Significantly better than target	2
Better than target	6
On target	1
Worse than target	3
Significantly worse than target	1

**Direction of Travel compared to 12 months ago**

**Priority Metrics:** Worse 19 (41%), Better 27 (59%)

**City Outcome Measures:** Worse 3 (27%), Better 7 (64%)

Click on these buttons to view information about the three types of performance measures. Each button relates to more detailed information behind one of the three bar charts on this page. If you want to know more about the red (Significantly worse than target) Priority metrics in the middle bar chart, click on the **Priority Metrics** button.

The screenshot below shows the **Actions**. The page title will tell you which view you are looking at.

Click these boxes on and off to see information for an individual scrutiny commission or particular status

**Scrutiny Commission by Actions** 2023/24

Scrutiny (select all for OSMB)

Actions: 12 | Actions with status: 12 | On track or better: 92%

Status Change compared to previous quarter: 1 Behind Schedule, 11 On Track

As business plan actions can change each year, comparison is only 'in-year'.

Code	Division Responsible	Title	Q1	Q1 Action Progress
P-EDO6.1	G&R - Property, Assets & Infrastructure	Continue to Implement the Corporate Landlord model. Focus on progressing with the office and depot rationalisation workstreams in order to deliver revenue savings.	1	Office and depot rationalisation are key workstreams of the Property Transformation Programme. Corporate Finance are actively reviewing the ledgers to identify revenue savings from buildings identified for disposal. Ernest Young (Finance Strategic Partner) have been commencing work on a new Corporate Landlord financial model for the Council. Options paper to ensure that the revenue target is achieved presented at September 2023 Cabinet.
P-EDO6.2	G&R - Property, Assets & Infrastructure	Continue to deliver the wider disposals programme and support generating capital receipts.	1	The Disposals Programme is now an integral workstream of the Property Transformation Programme (top 4 council savings priorities). The Property Board is now meeting on a 6 weekly basis with the sole purpose of agreeing property asset disposals. Cabinet received a disposal Options paper to ensure that the capital receipts target is achieved for 2023-24 is to be presented at September 2023 Cabinet.

You can move this slider down to view more of the table

**Scrutiny Commission by Actions** 2023/24

Scrutiny (select all for OSMB)

Actions: 1 | Actions with status: 1 | On track or better: 0%

Status Change compared to previous quarter: 1 Behind Schedule, 0 On Track

Data on quarterly status change will be available after completion of quarter 2.

As business plan actions can change each year, comparison is only 'in-year'.

Code	Division Responsible	Title	Q1	Q1 Action Progress
P-ES5.2	G&R - Housing & Landlord Services	Continue work to deliver a digital service for council housing residents by 2025, increasing access to ultra-fast fibre broadband.	1	Project paused throughout covid, however has been resourced to re-ignite. Project board re-created with new membership, Stakeholders and contractors agreeing composite wayleaves, surveying standard and financing model to contribute to internal costs; allowing for scale up of project to catch up on lost time.

You can click on a chunk in the bar chart to view the corresponding text in the table below. Click on the chunk for a second time to get the full table contents back.

If you get in a muddle, just click the Reset Page button in the bottom left corner.

# Growth and Regeneration Scrutiny Commission



7<sup>th</sup> March 2024

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

**Title:** Growth and Regeneration Risks from the Corporate Risk Management Report – Q3 2023/24

**Ward:** Citywide

## Recommendation

For the Growth and Regeneration Scrutiny Commission to note the attached Growth and Regeneration Risks from Corporate Risk Management Report Q3-2023/24 that went to Cabinet on the 22<sup>nd</sup> January 2024.





---

## **1. Policy**

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

## **2. Consultation**

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

**External** - None

## **3. Context**

### **Corporate Risk Register (CRR)**

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

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

- 3.2. The CRR provides assurance to management and Members that Bristol City Council’s significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that ‘risk’ by definition includes both threats and opportunities, which is reflected in the CRR.
- 3.3. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council’s objectives and prioritise actions for managing those risks.
- 3.4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual’s safety at harm, impact upon service delivery and the council’s reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.
- 3.5. The CRR summary of G&R Q3 risks is attached to this report at Appendix A is the latest position following a review by managers and Directors.

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

- 3.6. The CRR sets out the critical, significant, and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the DRRs.
- 3.7. The Q3 23-24 Corporate Risk Report (CRR) as at December 2023 contained the following risks that are the responsibility of the Growth and Regeneration directorate (please see the attached Appendix A for details on these risks and their management):

Threat Risks	External / Contingency Risks
<ul style="list-style-type: none"> <li>• 11 high</li> <li>• 0 medium</li> <li>• 0 low</li> </ul>	<ul style="list-style-type: none"> <li>• 1 high</li> </ul>

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

- 3.8. There are no improving threat risks.
- 3.9. There are no deteriorating risks from the Q2 period.
- 3.10. Two risks were escalated from the Corporate Risk Register in Q3.
  - CRR 58 - Failure to maintain and replace the Highway and Traffic assets may lead to future budget shocks and potential injuries to the public: The risk score has increased from to 7 x 3 = High 21. Defects on network are increasing as depreciation accelerates; and this may lead to an increase in litigation and settlement payments to network users and motorists.

- 
- CRR59 - Failure to deliver timely statutory planning decisions: The risk score has increased to 5 x 5 = High 20 as the backlog in planning applications may lead to delays in delivering development and potentially refund of fees.

3.11. Four risks that were de-escalated from the Corporate Risk Register in Q3.

#### *Threat Risks*

- CRR18 - Possible failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets: This risk has scored between Medium 10 and 15 High since December 2022; and will continue to be actively managed as a Growth and Regeneration Directorate Risk.
- CRR27 - We may fail to Deliver the Capital Transport Programme: This risk has score High 15 since December 2022 and will continue to be actively managed as a Growth and Regeneration Directorate Risk.
- CRR41 - Capital Portfolio Delivery May Fail: This risk has a score of High 15 and will continue to be actively managed as a Growth and Regeneration Directorate Risk.

#### *External and Civil Contingency Risks*

- BCCC1 - Flooding May Impact Public Safety: This risk has scored High 15 since 2021 and will continue to be actively managed as a Directorate Risk the Growth and Regeneration Directorate.

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

3.13. It is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

## **4. Proposal**

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

## **5. Other Options Considered**

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

## **6. Risk Assessment**

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

---

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

No Equality Impact anticipated from this report.

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

### **Legal**

Not Applicable

### **Financial**

Not Applicable

### **Land**

Not Applicable

### **Personnel**

Not Applicable

### **Appendices:**

Appendix A – Q3 Corporate Risk Report 2023-2024

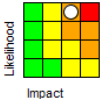
## **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

### **Background Papers:**

Risk Management Assurance Policy.

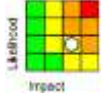
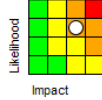
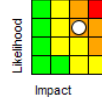

## Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023

### Threat Risk Performance Summary

Risk	Page Number	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)
CRR5 - Business Continuity and Operational Resilience may not be effective	4	10 ↑		14 ↓		21 ↓		21 ↓	
CRR12 - Emergency planning measures and resources may be overwhelmed by scope and scale of an emergency or incident faced by the council.	5	14 ↑		14 ↓		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.	11	21 ↓		21 ↓		21 ↓		21 ↓	
CRR52 - Potential failure to manage and evidence building safety obligations in HRA stock	12	21 ↓		21 ↓		21 ↓		21 ↓	
CRR37 – Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes	8	20 ↓		20 ↓		20 ↓		20 ↓	
CRR43 - Lack of progress for Mass Transit may have on Impact on the city	10	20 ↓		20 ↓		20 ↓		20 ↓	

### CORPORATE RISKS DE-ESCALATED FROM THE CORPORATE RISK REGISTER IN Q3

#### Threat Risks De-Escalated

Risks De-escalated	Page Number	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)
CRR18 - Possible failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets.	6	10 ↓		15 ↓		15 ↓		15 ↓	

## Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023

Risks De-escalated	Page Number	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)
CRR27 – We may fail to Deliver the Capital Transport Programme	7	15 		15 		15 		15 	
CRR41 – Capital Portfolio Delivery May Fail	9	20 		20 		15 		15 	

### External and Civil Contingency Risks De-escalated

Risks De-escalated	Page Number	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)
BCCC1 – Flooding May Impact Public Safety	16	15 		15 		15 		15 	




### CORPORATE RISKS ESCALATED TO THE CORPORATE RISK REGISTER IN Q3

#### Threat Risks Recommended for Escalation

Risks Escalated	Page Number	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)
CRR58 - Failure to maintain and replace the Highway and Traffic assets may lead to future budget shocks and potential injuries to the public	14	9 		9 		21 		21 	
CRR59 - Failure to deliver timely statutory planning decisions	15	12 		12 		12 	12 	20 	



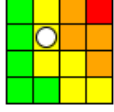
**Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023**

**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.


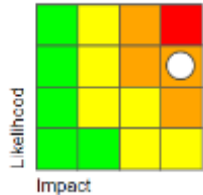
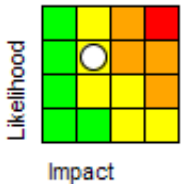
# Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023

## Threat Risks


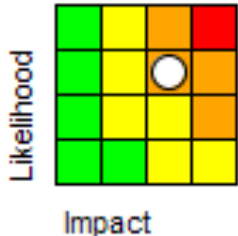
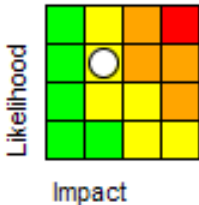
<p><b>Risk Title:</b> CRR5 - Business Continuity and Operational Resilience may not be effective</p> <p><b>Description:</b> If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event may be increased with a greater impact on people and council Services.</p>	<p><b>Deteriorating</b></p> 	<p><b>21</b></p> <p>Impact = 7 Likelihood = 3</p>		<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>	 <p>Likelihood Impact</p>
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-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</li> </ul> <p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>Inability to deliver/support front line services.</li> <li>Service Disruption.</li> <li>-Loss of service.</li> <li>Transportation disruption.</li> <li>Additional demand on services.</li> <li>-Stress.</li> <li>-Potential risk to staff and public safety.</li> <li>-Increased financial cost in terms of damage control and insurance costs.</li> <li>-Legal compliance and financial penalty.</li> <li>-Reputational damage.</li> </ul>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p>	<ol style="list-style-type: none"> <li>1. A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota.</li> <li>2. Corporate Business Continuity Framework, including BC escalation process - Framework presented at CRG on 11th July 2022.</li> <li>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.</li> <li>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.</li> <li>5. The CRG will seek assurances from key service areas regarding the robustness of continuity arrangements against local risk.</li> <li>6. Service Level Business Continuity Planning - Services will be developing their BC plans in Q3, aligned to service planning.</li> <li>7. Finance Budget</li> <li>8. Growth Paper</li> </ol>	<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
			<p>Assessment on adherence and implementation</p>	<p>March 2024</p>	<p>40%</p>
			<p>BC Resource to support pan BCC</p>	<p>April 2024</p>	<p>70%</p>
			<p>BCC utilisation of escalation framework</p>	<p>February 2024</p>	<p>30%</p>
			<p>Business Continuity 2023 workshops pan BCC</p>	<p>March 2024</p>	<p>80%</p>
			<p>Embed Corporate Resilience Group and Business Continuity Group into corporate governance framework, including alignment with corporate risk group</p>	<p>May 2024</p>	<p>80%</p>
			<p>IT Resilience (BC)</p>	<p>February 2025</p>	<p>80%</p>
			<p>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.</p>	<p>January 2024</p>	<p>80%</p>
			<p>Workshops to support services to complete Business Continuity templates</p>	<p>December 2023</p>	<p>100%</p>
			<p>BCC wider BC Plan Quality and Adherence</p>	<p>Jan 2025</p>	<p>70%</p>
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration Director Management of Place.</p>	<p><b>Summary of Progress:</b></p> <p>From September 2023 workshops and awareness sessions have hosted by EPRT BC Resource (1 FTE) these have been running twice a week. Also BIA was required / completed as part of service planning for all HoS. Despite the training and the BIA requirement we are still yet to see a 100% return of impact assessments. So 100% is needed but also an assessment to audit if the BIA's produced are of a meaningful quality and only exercising on the BIA will tell - so that'll be the next actions. But this is a challenge / balance given the limited resource now trying to balance BC demands and support across BCC with an audit of service planning BIA returns for quality and content, this is a challenge with 1 FTE resource on business continuity for all BCC. (when that 1 FTE also supports emergency response and recovery - thus was recently 100% engaged in Barton House Major incident). Risk assessment and support to mitigate / reduce is being drafted into Growth Paper for decision pathway. (DMT/EDM/CLB)</p>				
<p><b>Portfolio Flag:</b> City Economy, Finance &amp; Performance</p>					
<p><b>Strategic Theme:</b> Our Organisation, Wellbeing.</p>					




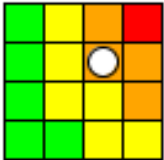

## Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR12 - Emergency planning measures and resources may be overwhelmed by scope and scale of an emergency or incident faced by the council.</p> <p><b>Description:</b> A Major Incident or emergency which exceeds the response capacity of the council and partner responding organisations leading to mass fatalities, excess deaths, damage to property and infrastructure and an ability to deliver key service to the community. In addition, further consequences could be litigation and reputational damage to the council.</p>	<p><b>Deteriorating</b></p> 	<p><b>21</b></p> <p>Impact 7 = Critical Likelihood 3 = Likely</p>		<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Emergency risks not identified and prepared for.</li> <li>-Lack of trained and available responding staff.</li> <li>-Emergency roles and responsibilities not embedded.</li> </ul> <p><b>Risk Consequences:</b></p> <p>Increased risk of:</p> <ul style="list-style-type: none"> <li>- Disruption of public services; Disruption of transport networks; Death/injury</li> <li>- Displacement of people</li> </ul>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1.24/7 Operations Centre provides effective monitoring for the city and a co-ordinary role in response and recovery		Development and roll out of the Emergency Planning e-learning package	May 24	60%
	2.Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties		Community Resilience Mapping development	January 24	80%
	3.Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising.		Emergency training – rest centres, humanitarian assistance and training for Marshals currently running	May 2024	70%
	4.Emergency Plans		Plan and Deliver Corporate exercise	March 2024	70%
	5.Duty Director rota in place		ERPT Resource Growth bid	March 2024	60%
	6.Duty Civil Protection Officer & other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)		Emergency Volunteer Reduction. Need increase.	March 2024	10%
	7.BCC emergency plan training and exercising in place		Horizon scanning for emerging risks annually (Via CRG, BC Group and LRF)	March 2024	65%
	8.Monitoring of severe weather events		Public Health demand v standard	March 2024	80%
	9.Close working with Safety Advisory Group for Events		COMAH Off Site Emergency Plan and Exercise (New)	Nov 24	70%
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Management of Place.</p>	10.Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)	Updating Core Guidance (New)	March 24	60%	
<p><b>Portfolio Flag:</b> City Economy, Finance &amp; Performance</p>	<p><b>Summary of Progress</b></p> <p>The BCC ERPT team 3.5 FTE (total resource for the team inc manager to support Emergency response, recovery and business continuity across BCC), emergency response and recovery was recently 100% engaged in Barton House Major incident, thus a risk of potential concurrent or sequential incidents maybe impacted BCC./City/Citizens as the 3.5 would not have been able to respond). Risk assessment and support to mitigate / reduce is being drafted into Growth Paper for decision pathway. (DMT/EDM/CLB)</p>				
<p><b>Strategic Theme:</b> Our Organisation, Wellbeing</p>					




**Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR18 - Possible failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets.</p> <p><b>Description:</b> Failure of the City to deliver to the Mayoral Target of 2000 new homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p>	<p><b>Constant</b></p> 	<p><b>15</b></p> <p>Likelihood = 3 Impact = 5</p>		<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Not enough planning applications submitted</li> <li>-Not enough planning permissions granted</li> <li>-Insufficient housing land identified in strategic planning documents</li> <li>-Inability of the housebuilding industry to deliver at this level</li> <li>-Increased uncertainty in the market due to Brexit and Covid-19.</li> </ul> <p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>-Reputational damage</li> <li>- Fail to deliver inclusive growth</li> <li>- Increased housing need / homelessness</li> <li>-Increased cost of housing</li> <li>-Failure to retain economically active residents.</li> <li>-Widening gap on demand</li> <li>-Growth of student accommodation retracting</li> </ul>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
	1.Created a single multi-disciplinary Housing Delivery Team		Secure Homes England Affordable Housing Programme Funding	March 2026	70%
	2.Established a Local Housing Company (Goram Homes). Introduced the Affordable Housing Practice Note.				
	3.Issued grants to Registered Providers (RPs).				
	4.Manage a targeted grant funding programme to subsidise the delivery of affordable homes.				
	5.Required a minimum of 30% affordable housing on land released by the Council.				
	6.Secured additional grant funding for infrastructure. Secured funding from Homes England				
	7.Service Review of Housing Delivery Team				
8.Worked collaboratively with Homes England					
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Development of Place.</p>	<p>9. Strategic City Planning monitor housing completions and future pipeline of consents</p>				
<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>	<p><b>Summary of Progress:</b></p> <p>This has materialised for this FY. There may also a likelihood of this re-occurring next FY - however due to the time lag between decision making and completion there is now little that the planning team can do to influence figures in the current FY.</p>				
<p><b>Strategic Theme:</b> Fair and Inclusive</p>					


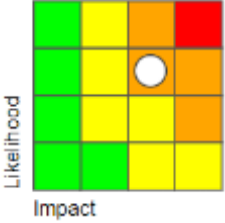
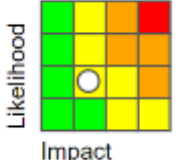
**Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR27 – We may fail to Deliver the Capital Transport Programme</p> <p><b>Description:</b> Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p>	<p><b>Constant</b></p> 	<p><b>15</b> Likelihood = 3 Impact = 5</p>	<p>Likelihood</p>  <p>Impact</p>	<p><b>9</b> Likelihood = 3 Impact = 3</p>	<p>Tolerance Likelihood</p>  <p>Tolerance Impact</p>
	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	Quarterly capital review boards		Capital Programme Transformation Project (New)	March 24	50%
	Capital Programme Transformation Project		Health reviews of various projects (New)	March 24	75%
	Regular briefings and reporting to senior management and cabinet members.		Recruit to vacant posts across the service (New)	March 24	10%
<p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>- Financial impact</li> <li>- Failure to progress schemes or delays to schemes</li> <li>- Impact on productivity of city and aims to reduce congestion, air pollution and inequality</li> <li>- Reputation Impact</li> </ul>					
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.</p>					
<p><b>Portfolio Flag:</b> Transport (Cllr Alexander)</p>	<p><b>Summary of Progress:</b> Lack of resource and high number of vacancies still leading to significant risk of failing to deliver capital programme. Support services can also be an issue.</p>				
<p><b>Strategic Theme:</b> Our Organisation, Wellbeing</p>					


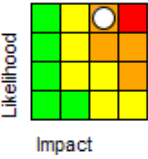
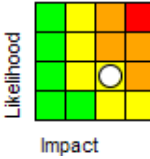
## Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR37 - Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes</p> <p><b>Description:</b> The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.</p>	<p><b>Constant</b></p> 	<p><b>20</b></p> <p>Likelihood = 4 Impact = 5</p>	 <p>Likelihood Impact</p>	<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>	 <p>Likelihood Impact</p>
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-The ending of the eviction ban</li> <li>-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 &amp; abuse.</li> <li>-Supply of affordable rented housing reducing</li> <li>-Increasing popularity of Bristol as a city to move to, and associated increased pressure on demand and cost of private rented accommodation</li> </ul> <p><b>Risk Consequences:</b> Increase in homelessness and the number of households in Temporary Accommodation. Expenditure on Temporary Accommodation does not return to pre-pandemic levels and could continue to increase.</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p>	<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>	
	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Effective Commissioning - Recommission our short-term supported housing (Pathways) accommodation &amp; support contracts - to maximise effectiveness of these resources / funding stream and minimise repeat homelessness.</li> <li>▪ Effective cost - New supplier contracts - successfully introduced new block contracts for some Temporary Accommodation, reducing the cost of TA to the Council. Planning to bring more block contracts on-line this financial year</li> </ul>	<p>Changing Futures Programme</p>	<p>March 2024</p>	<p>45%</p>	
		<p>Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022</p>	<p>March 2024</p>	<p>60%</p>	
		<p>Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.</p>	<p>December 2023</p>	<p>50%</p>	
		<p>Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention and prevention of homelessness</p>	<p>March 24</p>	<p>15%</p>	
<p>Submit a bid to Single Homelessness Accommodation Programme (SHAP) to bring on-line additional supported housing</p>		<p>September 2023</p>	<p>100%</p>		
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Housing</p> <p><b>Portfolio Flag:</b> Housing Delivery and Homes</p> <p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>	<p><b>Summary of Progress:</b></p> <p>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) 1300 on 31st July 2023 to 1431 on 30th November 2023. Factors including fast tracked asylum decisions, increased homelessness from the private rented sector and early prison release has contributed to the increase. 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 £1.9m.</p>				



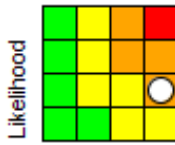
**Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level			
<p><b>Risk Title:</b> CRR41 – Capital Portfolio Delivery May Fail</p> <p><b>Description:</b> Capital portfolio is not delivered on time, within budget and does not deliver One City Plan and Corporate Strategy objectives.</p>	<p><b>Constant</b></p> 	<p><b>15</b> Likelihood = 3 Impact = 5</p>		<p><b>6</b> Likelihood = 2 Impact = 3</p>			
<p><b>Risk Causes:</b> Strategic, geographic, social, financial and economic conditions changing over time Oversight of Project Interdependencies not well managed Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure</p> <p><b>Risk Consequences:</b> The cost is higher than expected The capital portfolio is delivered later than planned The operating and maintenance cost of assets exceeds expectations Benefits not delivered resulting in failure to deliver outcomes to secure strategic objectives</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>				
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>		
	Introduction of enhanced highlight and exception reporting at the G&R Board - Change Services PMO have regular Highlight reports submitted to G&R Board from key and/or large capital programmes and projects. This is now ongoing		Capital transformation project to develop best practice governance, structure and assurance across whole capital programme.			June 2024	18%
	Internal/External comms factored in into all resource requests to reduce reputational risks						
	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.						
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration.</p>							
<p><b>Portfolio Flag:</b> Mayoral Portfolio and City Economy, Finance &amp; Performance</p>	<p><b>Summary of Progress:</b> The construction sector while still challenging continues to become less volatile. Actions taken to ensure sufficient capital contingency has resulted in a more resilient capital portfolio. Performance is uneven with variation across the portfolio. The capital transformation programme continues to implement improvements, substantially assured standard operating procedures and best practice across the capital portfolio to mitigate the risks identified in this item and target better speed, quality and value in delivery. A key outcome from the transformation programme will be enhanced reporting and corporate insight into the capital portfolio at a senior officer level.</p>						
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>							


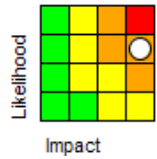

**Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR43 - Lack of progress for Mass Transit may have on Impact on the city</p> <p><b>Description:</b> Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.</p>	<p><b>Constant</b></p> 	<p><b>20</b> Likelihood = 4 Impact = 5</p>		<p><b>10</b> Likelihood = 2 Impact = 5</p>	
<p><b>Risk Causes:</b></p> <ol style="list-style-type: none"> <li>1. Resourcing Business Case development</li> <li>2. Lack of political consensus</li> <li>3. Viability of Business Case</li> <li>4. Lack of DfT support</li> </ol>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<p>Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project</p> <p>Regular internal briefings - Regular briefings with senior managers and administration</p>				
<p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>-Reputational impact.</li> <li>-Long term congestion and air pollution increase.</li> <li>-Regional productivity reduced.</li> <li>-Threat to investment across the city.</li> </ul>					
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.</p>					
<p><b>Portfolio Flag:</b> Transport (Cllr Alexander)</p>	<p><b>Summary of Progress:</b> Committee failed to agree a way forward for the strategic outline business case so currently no evident way forward for project. Awaiting update from WECA.</p>				
<p><b>Strategic Theme:</b> Our Organisation, Wellbeing.</p>					

## Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR48 - We may not be able to meet the affordable housing needs of the city by failing to meet the Project 1000 Delivery targets.</p> <p><b>Description:</b> Failure of the City to deliver to the Mayoral Target of 1000 affordable homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.</p>	<p><b>Constant</b></p> 	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>14</b></p> <p>Likelihood = 2 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>- Availability of public subsidy from homes England and challenges in meeting their funding viability and value for money assumptions</li> <li>-reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers</li> <li>- the complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery.</li> <li>- Insufficient land available</li> <li>- continued impact of Covid 19 on the delivery programme of developments in the City</li> <li>- Not enough planning applications submitted</li> <li>- Not enough planning permissions granted and delays within the planning process</li> <li>- Inability of the housebuilding industry to deliver at this level to meet need through the planning system</li> <li>- Increased uncertainty in the market due to Brexit</li> <li>- Lack of capacity within the council's delivery system and the local market</li> <li>- Insufficient housing land identified in strategic planning documents</li> </ul>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
<p><b>Risk Consequences:</b></p> <p>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</p>	1. Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery.	1. Secure Homes England Affordable Housing Programme Funding	March 2026	70%	
	2. Requiring a minimum of 30% affordable housing on land released by the Council.	2. Maximise capital funding from Homes England, WECA and DLUHC to address the complexities and additional costs of delivering an affordable housing programme on brownfield sites, including looking at ways of developing a strategic approach with key funding partners to meet infrastructure and abnormal costs.	March 2025	80%	
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.	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. 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.	5. KPI Targets for affordable housing delivery - quarterly reporting of KPI targets through spar.net providing corporate scrutiny on annual delivery against targets				
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.				
6. Revised Affordable Housing Practice Note.					
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration,</p>	<p><b>Summary of Progress</b></p> <p>Very little change from previous quarter in what is currently a difficult time for the construction and development sector. The HRA delivery programme has progressed well since last quarter with new planning consents and start on site milestones being reached on 5 sites delivering 76 new homes. 97 new affordable homes completed in q2, a total of 227 this year. There are 1900 affordable homes in active delivery in the city and a new sites pipeline of 80 development opportunities being brought forward which will deliver a further 3000+ homes in future years. Its is this longer term, future pipeline of affordable homes that is potentially at risk for the City as costs rise and capacity within the construction sector diminishes.</p>				
<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>					
<p><b>Strategic Theme:</b> Fair and Inclusive</p>					

**Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023**


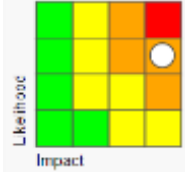
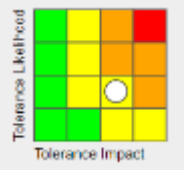
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR52 Failure to manage and evidence compliance with building safety obligations in HRA stock may lead to regulatory enforcement.</p> <p><b>Description:</b> Risk of failing to ensure high rise properties meet safety requirements</p>	<p><b>Constant</b></p> 	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>		<p><b>7</b></p> <p>Likelihood = 1 Impact = 7</p>	
<p><b>Risk Causes:</b> Findings from new PAS9980 inspection regime, learning from fires and new regulatory requirements. Difficulty recruiting to new posts and use of interim arrangements due to sector wide capacity issues with recruitment.</p> <p><b>Risk Consequences:</b> Risks to personal safety, reputational and legal (financial and criminal), increased insurance costs.</p> <p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Homes and Landlord Service</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<ul style="list-style-type: none"> <li>Building safety board meetings monitor fire and building safety compliance.</li> <li>Governance via HSLT, EDM, Corporate Safety, Health &amp; Wellbeing and Cabinet Member.</li> <li>Plan to create Building Safety Cases to evidence the safety management systems and action plans to remediate risks.</li> <li>Progression of a plan of action to meet requirements is underway through the Head of Business Development and Programme Lead (Residential Building Safety).</li> </ul>		A competent resource in place to manage and deliver building safety obligations	Dec 23	30%
			Evidence that all Building Safety Bill obligations are being met by ensuring all in scope buildings are registered and key building information supplied. - Phase 3 (building safety cases) (New)	April 23	3%
			Implement an evidenced risk-based approach to building safety management which ensures buildings which have a higher risk have more robust/intensive management.	April 23	20%
			Building/Fire Safety- develop plan for data, mandatory occurrence reporting, golden thread of information- strategy, data ownership, data storage and reporting software/systems under BSA	March 24	25%
			Building Safety – Develop strategy and programme following building safety case review from regulator. (New)	Oct 23	90%
			Building safety – Finalise and implement overarching resident engagement strategy	March 24	30%
			Building safety – Finalise and implement per block resident engagement strategy	March 24	30%
			Building Safety – Review performance reporting framework	Dec 23	100%
			Building safety –Review current governance structure through H&LS DMT, EDM and CLB	Dec 23	100%
			Building safety, Fire Safety – Comprehensive strategy for both building safety and fire safety for >11-18m stock due to very limited knowledge of 200+ mid-rise buildings	May 24	30%
		Building Safety- start building safety cases for HRBs	March 24	100%	




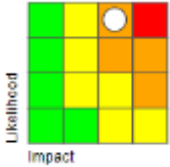
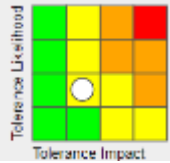
## Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023

<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>	<p><b>Summary of Progress:</b>                  The panel determined that the likelihood should increase to 4 (highly likely) to reflect the above concerns, and takes into consideration the current major incident declared at Barton House relating to structural issues. Following discussion with members of HSLT, the risk title has been amended to reflect the possible outcome of regulatory enforcement, and the likelihood of this reclassified as 3 (likely). Significant progress has been in resourcing the Building Safety Team - albeit still predominantly with Interim appointments, and a programme for prioritisation of delivery and management of our Building Safety Obligations.</p>
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	

**Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR58 Failure to maintain and replace the Highway and Traffic assets may lead to future budget shocks and potential injuries to the public</p> <p><b>Description:</b> Deterioration of highway condition. Additional roadworks resulting in congestion and air pollution. .</p>	<p><b>Constant</b></p> 	<p><b>21</b> Likelihood = 3 Impact = 7</p>		<p><b>10</b> Likelihood = 2 Impact = 5</p>	
<p><b>Risk Causes</b> Under investment in replacements and upgrades of highway and traffic assets Climate changes are accelerates the depreciation of the asset Lack of funding from Central Government and local funding</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
<p><b>Risk Consequences:</b></p> <ol style="list-style-type: none"> <li>1. Multi-storey carpark closure</li> <li>2. Multi-storey carpark structural failure</li> <li>3. Harbour Bridge Structural Failure</li> <li>4. Failure to safeguard against significant injury/death.</li> <li>5. Litigation from third party aggravated or who have suffered loss, due to non treatment of a perceived collision site or other Highways defect.</li> <li>6. Traffic congestion and air pollution.</li> <li>7. Increase in complaints and request for repairs diverts resources from core business.</li> </ol>	Depreciation modelling identifies the severity of the risk to Highway and Traffic asses	Request for funding to be included in the medium financial plan.	January 24	75%	
	Lifecycle modelling and scheme selection using data sets				
	Preventative maintenance approach to repairs extends the life of the asset and slows the depreciation.				
	Risk based to seeking additional funding (Challenge funds)				
<p><b>Risk Owner(s):</b> <b>Executive</b> Director Growth and Regeneration</p>					
<p><b>Portfolio Flag:</b> Transport</p>	<p><b>Summary of Progress:</b> Risk categories increased to major due to current circumstances. E.g. claims increase and defects on network increasing as depreciation accelerates. Risk of the asset depreciation has been presented to senior leadership and finance colleagues to support business case for additional funding</p>				
<p><b>Strategic Theme:</b> Well Connected</p>					



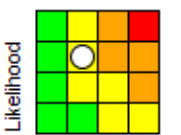
**Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR59 Failure to deliver timely statutory planning decisions	<b>Deteriorating</b>  	<div style="background-color: #FFD700; padding: 10px; text-align: center;"> <b>20</b>                      Likelihood =4                      Impact = 5                 </div>		<div style="background-color: #FFFF00; padding: 10px; text-align: center;"> <b>6</b>                      Likelihood = 2                      Impact = 3                 </div>	
<b>Description:</b> The DM service must determine applications in statutory time periods and failure to do this results in delays in delivering development and potentially refund of fees					
<b>Risk Causes</b> Inability to attract, recruit and/or retain existing suitably trained/qualified/experienced staff to support work programme and the development of the service. Small teams are less resilient than others, in some instances only one or two staff qualified to carry out services resulting in single point of failure. Jobs in the council not seen as aspirational and interest impacted by national news of council funding reductions. Salaries not as competitive as private sector. Limited opportunity for staff progression. Corporate financial pressures impacting recruitment and retention. Overturns of officer recommendations by Members at DC Committee. Decisions made under delegated powers that are overturned by the Planning Inspectorate at appeal.	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
			Backlog recovery plan of planning application decisions	June 2024	25%
<b>Risk Consequences:</b> Planning & building regulation applications take longer to determine. Delays in delivering developments. Potential fee refund if extended time not agreed. Inability to complete existing projects. Reduced ability to take on work and to respond to variations in workload and programmes. Loss of market share if delays not acceptable to the customer. Inability to honour career grade progression commitments.					
<b>Risk Owner(s):</b> Chief Planner					
<b>Portfolio Flag:</b> Strategic Planning and City Design <b>Strategic Theme</b> Empowering and Caring Strategic Planning and City Design	<b>Summary of Progress:</b> In light of the massive backlog this has been a serious issue for the last 6 months that are addressing as No. 1 priority in development management. The scale of the issue means, however, that recovering the situation will take at least another 6 months likely longer.				

Page 59

## Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 2023

### External and Civil Contingency Risks

External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> BCCC1 - Flooding May Impact Public Safety</p> <p><b>Description:</b> There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.</p>	<p><b>Constant</b></p> 	<p><b>15</b></p> <p>Likelihood = 3 Impact = 5</p>		<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Tidal surge, heavy rainfall, and river flood events</li> <li>-Impact of climate change</li> <li>-Lack of effective flood defences and preparedness for major incidents</li> <li>-Failure of existing flood defences</li> </ul>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
<p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>-Economic Impacts including loss of property</li> <li>-Loss of life/injury</li> <li>-Reputational damage</li> <li>-Damage to infrastructure including strategic highway</li> <li>-Blight of city centre development land</li> </ul>	<p>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.</p>		<p>Avonmouth Severnside Enterprise Area flood defence scheme - construction</p>	<p>June 2027</p>	<p>80%</p>
	<p>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.</p>		<p>Bristol Avon Flood Strategy - Outline Business Case</p>	<p>January 24</p>	<p>70%</p>
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.</p>	<p>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</p>		<p>Deliver Local Flood Risk Management Actions</p>	<p>February 2030</p>	<p>25%</p>
	<p>4. Regular and Emergency Maintenance and Clearing of Gullies and Culverts – especially in advance of storm warnings</p>		<p>Establish improved maintenance regimes for the assets in the floating harbour and update asset management system (New)</p>	<p>Dec 24</p>	<p>50%</p>
	<p>5. Ongoing engagement with Civil Protection unit</p>		<p>Resilient Frome project</p>	<p>March 27</p>	<p>20%</p>
<p><b>Portfolio Flag:</b> Climate, Ecology, Energy &amp; Waste and Strategic Planning, Resilience and Flood Strategy</p>	<p><b>Summary of Progress:</b></p>		<p>Underfall Yard sluice replacement works – construction (New)</p>	<p>July 24</p>	<p>20%</p>
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>	<p>Resource appointed to lead Frome resilience project, manager recruitment ongoing. Projects progressing but significant flood risk remain.</p>				

# Appendix A – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 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	Opportunity Likelihood	Almost certain	
	Likely	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3		Likely	
	Unlikely	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2		Unlikely	
	Rare	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1		Rare	
		1	3	5	7	7	5	3	1				
		Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight				

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 – Growth and Regeneration Corporate Risk Register Q3 2023-2024 as at December 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.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends.  No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends.  Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project.  Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation.  Dissatisfaction reported through council complaints procedure but contained within the council.  Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure.  Higher levels of local or national interest.  Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention.  Viral social media or online pick-up.  Public enquiry or poor external assessor report.

# Growth and Regeneration Scrutiny Commission 7<sup>th</sup> March 2024



**Report of:** Alex Hearn, Director of Economy of Place

**Title:** Culture and Creative Industries Service

**Wards:** All

**Officer Presenting Report:** Alex Hearn, Director of Economy of Place

**Recommendation:**

That the Commission notes the content of the report of the Culture and Creative Industries Service including an update in the Cultural Investment Programme (CIP)

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

To briefly describe the Culture and Creative Industries service including its structure and activities. This includes the Cultural Investment Programme.

This is not part of a decision pathway.

A PowerPoint slide deck will also be published in advance of the meeting with further information.



## 1. Summary

- 1.1 Culture and Creative Industries is a large service within Growth and Regeneration and manages and delivers collections, cultural programmes, funding and investment, commercial opportunities across a number of assets and in communities in the city.
- 1.2 In February 2024, the service returned to the Economy of Place division providing an opportunity to develop further synergies with services charged with the inclusive regeneration and decarbonisation of the city through a just transition to net zero.
- 1.3 Following a robust and comprehensive external recruitment process, a new permanent Head of Service will start on the 18<sup>th</sup> of March 2024.

## 2. Discussion

### **2.1 A powerpoint presentation will be published before the meeting which will describe the structure of the service, its activities and priorities.**

- 2.2 The Culture and Creative Industries service is very significant for the city and the council. It is an Arts Council England National Portfolio Organisation, it generates income from trading, grants and donations, it has a collection of approximately four million objects (including ten miles of archives), has a workforce of approximately 200 people and has enabled the city to become a Unesco City of Film.
- 2.3 Reporting to the currently vacant Head of Service role are five service managers responsible for Collections and Archives, Commercial and Operations, Public Programmes and Participation (including the Cultural Investment Programme), Film and South West Museums Development.
- 2.4 Between these pillars of the service, delivery is through the Bristol Museum and Art Gallery, MShed, Blaise Museum, The Red Lodge, The Georgian House, The Bristol Archives and The Bottle Yard Studios. This is a significant estate comprising public facing and operational functions including specialist production and conservation activities.
- 2.5 The Cultural Investment Programme (CIP) is the means through which the council is able to distribute grant funding to arts and culture organisations in the city. The overall aim is to Make Arts and Culture Accessible for All.
- 2.6 The aims for the CIP 2023-27 programme (approved by Cabinet in December Dec 2021) have been intentionally aligned to key priorities around diversity, inclusion and equity in the Bristol City Council Cultural Strategy, the Corporate Strategy 2022-27 and the One City Plan.
- 2.7 Alongside this strategic shift, the level of investment available to arts and cultural organisations through the CIP programme has reduced by 40% over the last 5 years (from £1,015,960 in 2017/18 to £635,960 in 2022/23). The combination of these factors has meant that recommendations have required the intention of achieving a step change in diversifying the programme at the same time as adapting to reduced budgets.
- 2.8 The investment of £635,960 per annum is reviewed every four years and the current programme runs until 2027 consisting of three funds:
  - Originators (1 year – up to £5k)



- Imagination (2 years – up to £15k per year)
- Openness (4 years – up to £30k per year)

2.9 Funding allocation decisions were taken through a transparent and robust process with recommendations from an independent panel.

### 3. Policy

3.1 In 2017 the council adopted the Bristol Cultural Strategy: City of Openness, Imagination and Originators.

- **City of openness:** increasing cultural participation through partnership and leadership; the development of capacity and infrastructure across a more connected city; and a clear offer of cultural education and routes into employment.
- **City of imagination:** re-imagining Bristol (its economy, infrastructure, identity) through culture by sparking the imagination; championing the radical; commissioning the unknown; and finding new uses for heritage assets.
- **City of originators:** supporting the city's artists, creatives and makers so they can develop productive and sustainable careers in Bristol and finding ways for the city's full talent base to contribute to success.

These principles also translate into the themes for the Cultural Investment Programme.

- 3.2 The activities and programmes of the Culture and Creative Industries service are aligned to all seven themes of the council's Corporate Strategy and to a vision 'In which everyone benefits from the city's success, and no-one is left behind' but including the specific and strategic five-year commitment that 'we will be a leading cultural city, making culture and sport accessible to all'.

Growth and Regeneration  
Scrutiny Commission  
7<sup>th</sup> March 2024



**Report of:** Executive Director: Growth and Regeneration

**Title:** Strategic Transport Update Paper

**Ward:** All

**Officer Presenting Report:** Adam Crowther, Head of City Transport

**Recommendation:**

That the Scrutiny Commission Members note and consider the content of the Strategic Transport Update Paper which follows.



# Strategic Corridors Programme Update

## A4 Portway P&R access

- Full Business Case approved by BCC and WECA
- Construction to commence in August 2024
- Target completion date March 2025

## A4 Portway Corridor improvements

- Outline Business Case going to BCC cabinet in March 2024 and Combined Authority Committee in June
- Finalising preliminary design for internal technical approval
- Full Business Case proposed for early 2025
- Construction commences November 2025

## City Centre

- Scheme designs moving forward
- Business cases being developed for delivery of schemes
- Bus rerouting agreed in principle with bus company to support the Development Delivery Plan, working closely with Regeneration team

# Strategic Corridors Programme Update

## A37/A4018

- Corridor being progressed as 3 distinct projects
- Central section – Victoria Street – scheme FBC approved by BCC and WECA. Construction due to commence in Autumn 2024
- Southern sections – Wells Road and Stockwood – Statutory consultation proposed – Final business case being prepared
- Northern section – currently a review of proposals ahead of business case submission in 2024

## A38 south

- Bedminster Green works ongoing, to complete in Summer 2024
- Metrobus extension – options being agreed with metrobus operator and Combined Authority
- Detailed design to commence when preferred southern route extension agreed

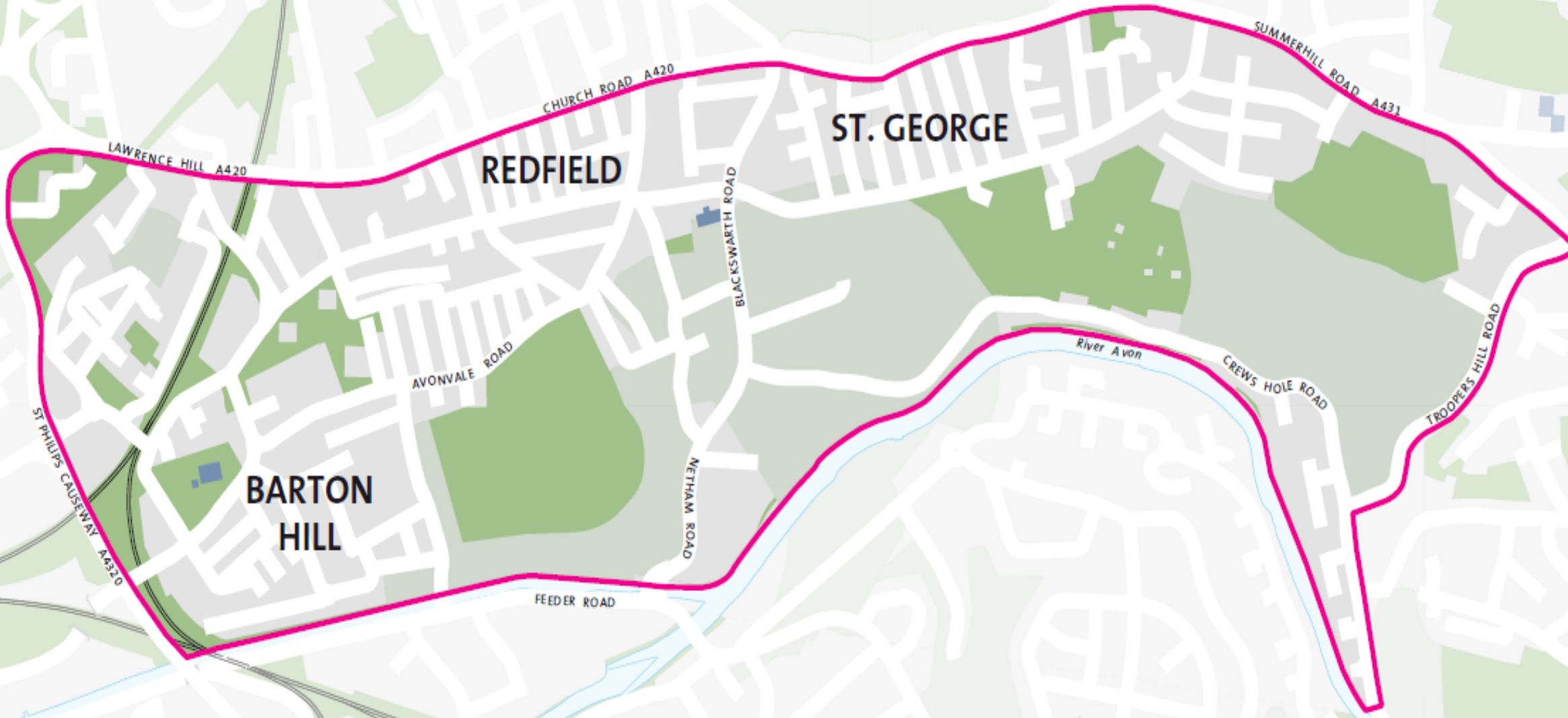
# East Bristol Liveable Neighbourhood

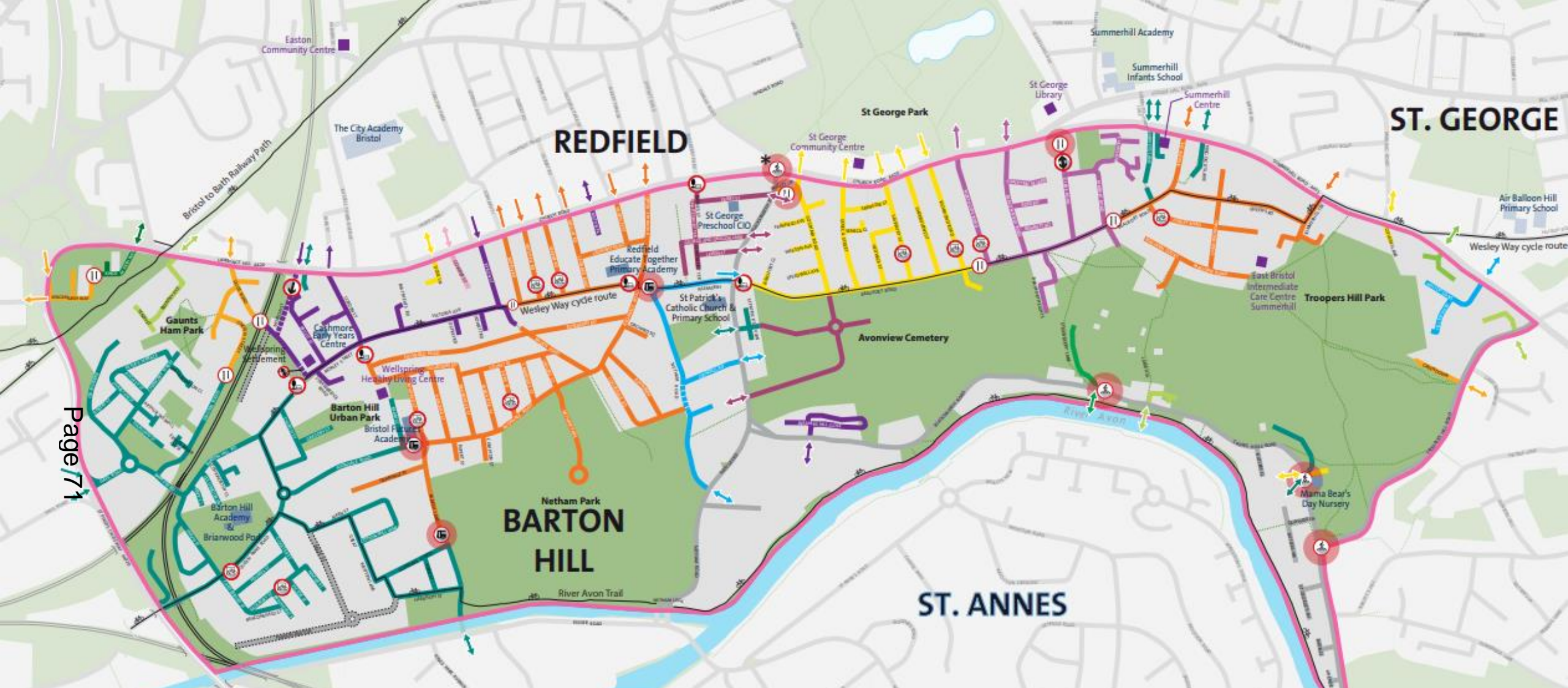


# Liveable Neighbourhood project area



Page 70





**KEY**

East Bristol Liveable Neighbourhood boundary

Cycle routes  
 Public rights of way  
 Railway  
 Private roads

Roads split into colour coded zones

One-way and two-way entry and exit routes for motorised vehicles into corresponding colour coded zones  
 Road/sections of road that are affected by changes to one or two-way movements within corresponding colour coded zones

- Updated measure from community feedback
- 
- Modal filter
- Two-way traffic
- Bus gate\*\*
- Cycle hangars
- Pocket park
- Crossing and junction improvements
- One-way traffic

\*\*includes a number of exemptions free

\*to be delivered at a future date

**ST. PHILIPS MARSH**

**BARTON HILL**

**REDFIELD**

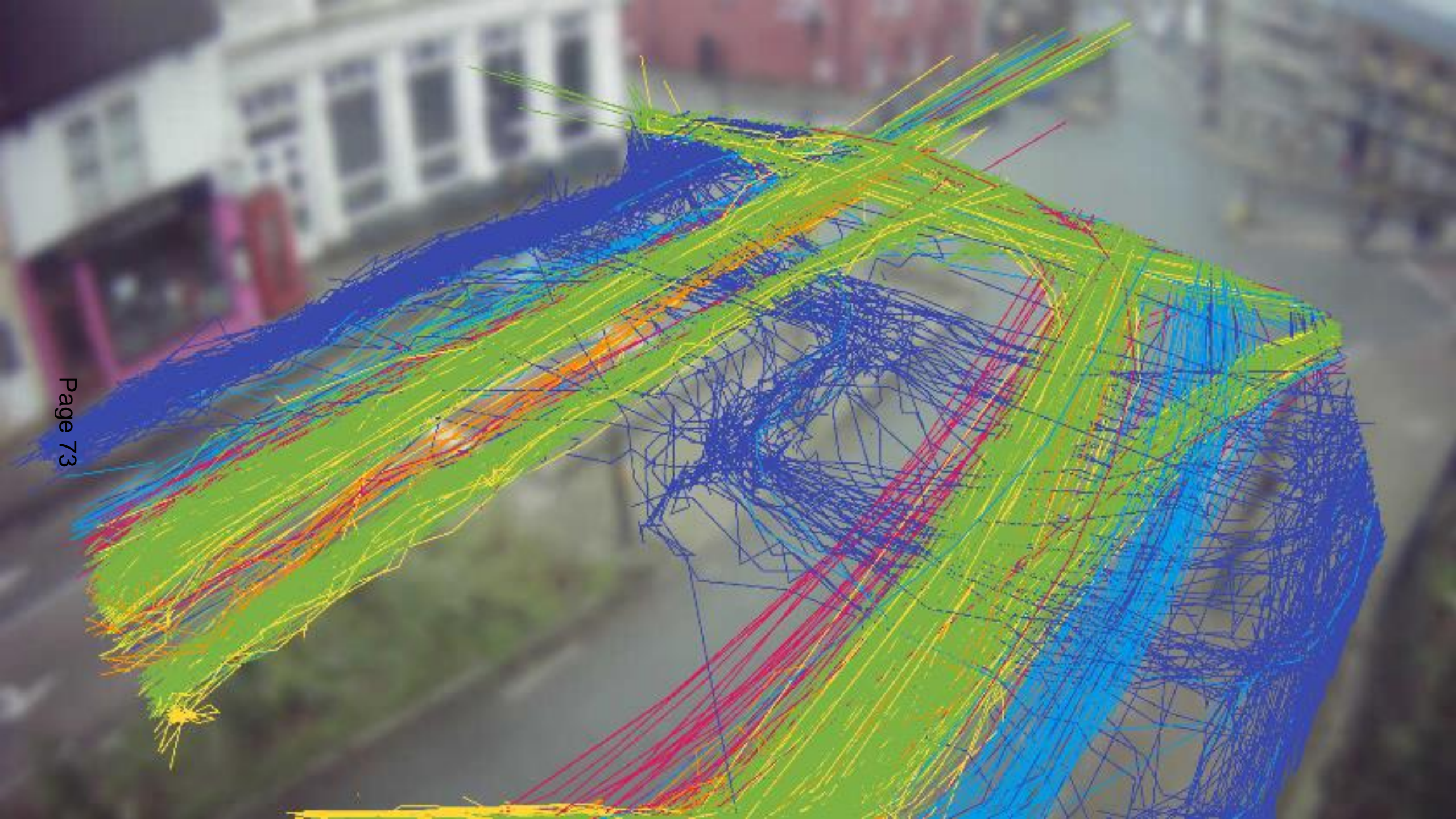
**ST. ANNES**

**ST. GEORGE**

Dundridge Park









## **CONSULTATION**

### **East Bristol Liveable Neighborhood**

**Changes to how motorists can drive through  
St George, Redfield and Barton Hill are proposed in  
this area.**

**For further information (available from 29 January 2024) visit:**

**[www.bristol.gov.uk/EBLN-TRO](http://www.bristol.gov.uk/EBLN-TRO)**

Hard copy documents are available to view at:

- **Citizen Service Point**, 100 Temple Street, Redcliffe, Bristol, BS1 6AG
- **St George Library**, Church Road, Bristol, BS5 8AL
- **Wellspring Settlement**, 43 Ducie Road, Barton Hill, Bristol, BS5 0AX

**This consultation closes on 20 February 2024**



A. HEARN  
Interim Director: Economy of Place

# Next steps

- Statutory consultation on the trial scheme recently concluded
- Officers cataloguing and reviewing all comments received
- Report to be considered by the Administration before a scheme could be implemented.
- Series of cycle hangars to be installed across the area

# South Bristol Liveable Neighbourhoods

## Project Update

February 2024

Page 76



# Study Area

The study area is approximately **4.62km<sup>2</sup>** and includes most of Southville, Bedminster and Windmill Hill wards.



# Project Timeline

Page 78



November 2023 – April 2024

May 2024/February 2027 (Provisional)

# Cotham Hill

- Construction concluded end of January 2024
- A survey is being undertaken, and an associated Monitoring & Evaluation report is being produced
- Press has been broadly positive
- The QA5 process is underway
- The project is due to close end of March, a month ahead of time
- The project is also projected to come in slightly under budget



# Park Row

- Construction is due to commence late March 2024
- The main contractor is Taylor Woodrow
- A programme of works in the process of being finalised
- Works are due to conclude early 2025
- The Council web page will be kept updated throughout the project





# Old Market Gap

## Programme:

- Currently in construction phase and due to complete in May 2024.

## Project Benefits:

- Making it easier and safer to walk and cycle in this area by providing a segregated route for cyclists.
- Improving the safety of traffic lights at the junction for all road users.
- Encouraging people to take the bus, walk or cycle.
- Completing an important gap in the cycle route to the east, linking up the Castle Park route and the recently completed Old Market roundabout route, resulting in a more consistent and direct route.



# Cycle Hangars (ATF4)

## Programme:

- Order Hangars: May 2024
- Construction begins: June 2024
- Construction completes October 2024
- Milestones still to be agreed with Combined Authority

## Project Benefits:

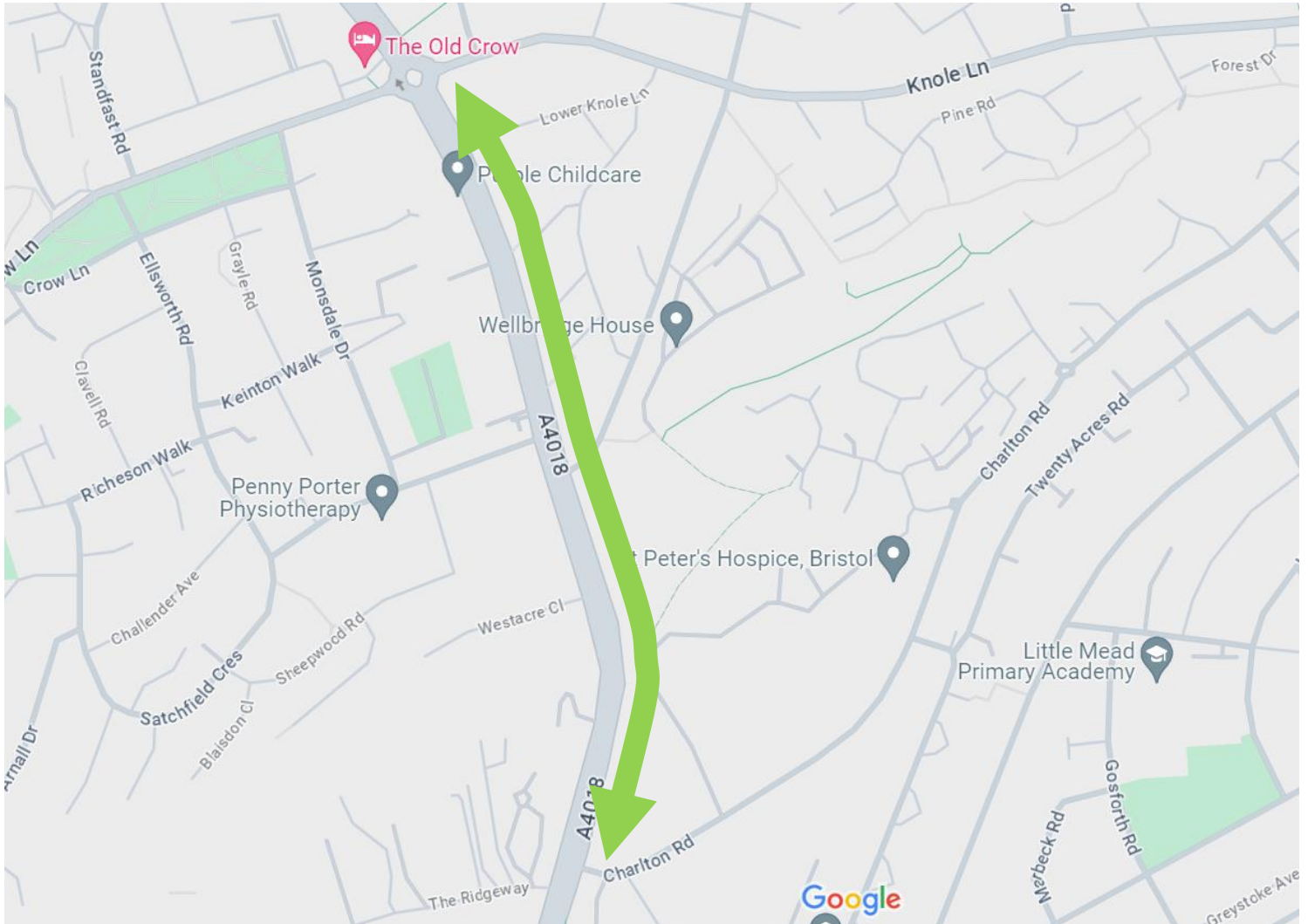
Page 82  
Making every journey by bicycle more convenient for users of a cycle hangar.

- Providing a secure place for storing a cycle outside of the home for users.
- Improving cycling infrastructure will promote Bristol residents to cycle.
- Other benefits include improving air quality, combatting climate change, improving health and wellbeing, addressing inequalities, and tackling congestion.



# A4018 Corridor

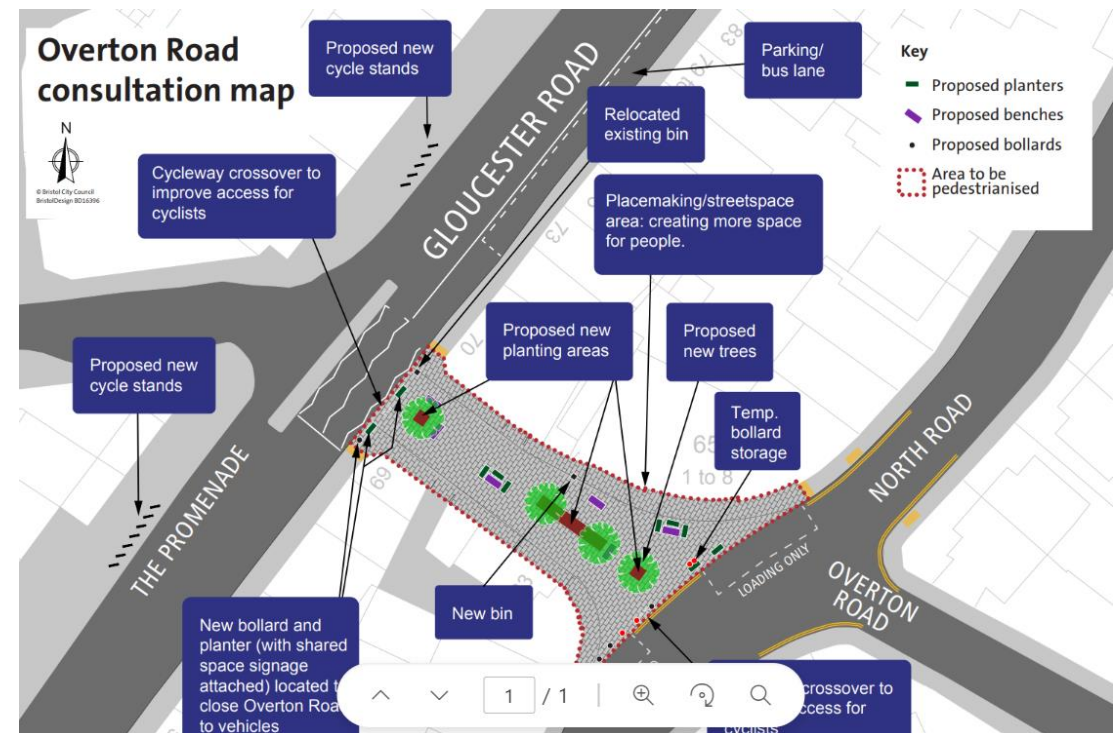
- Segregated bi-directional cycle lane alongside the A4018 Passage Road between Crow Lane and Charlton Road
- Mitigation for CPNN development
- Scheme budget from CRSTS: £5.9m
- About to go to tender
- Approx construction phase August 2024-August 2026



# Streetspace 1

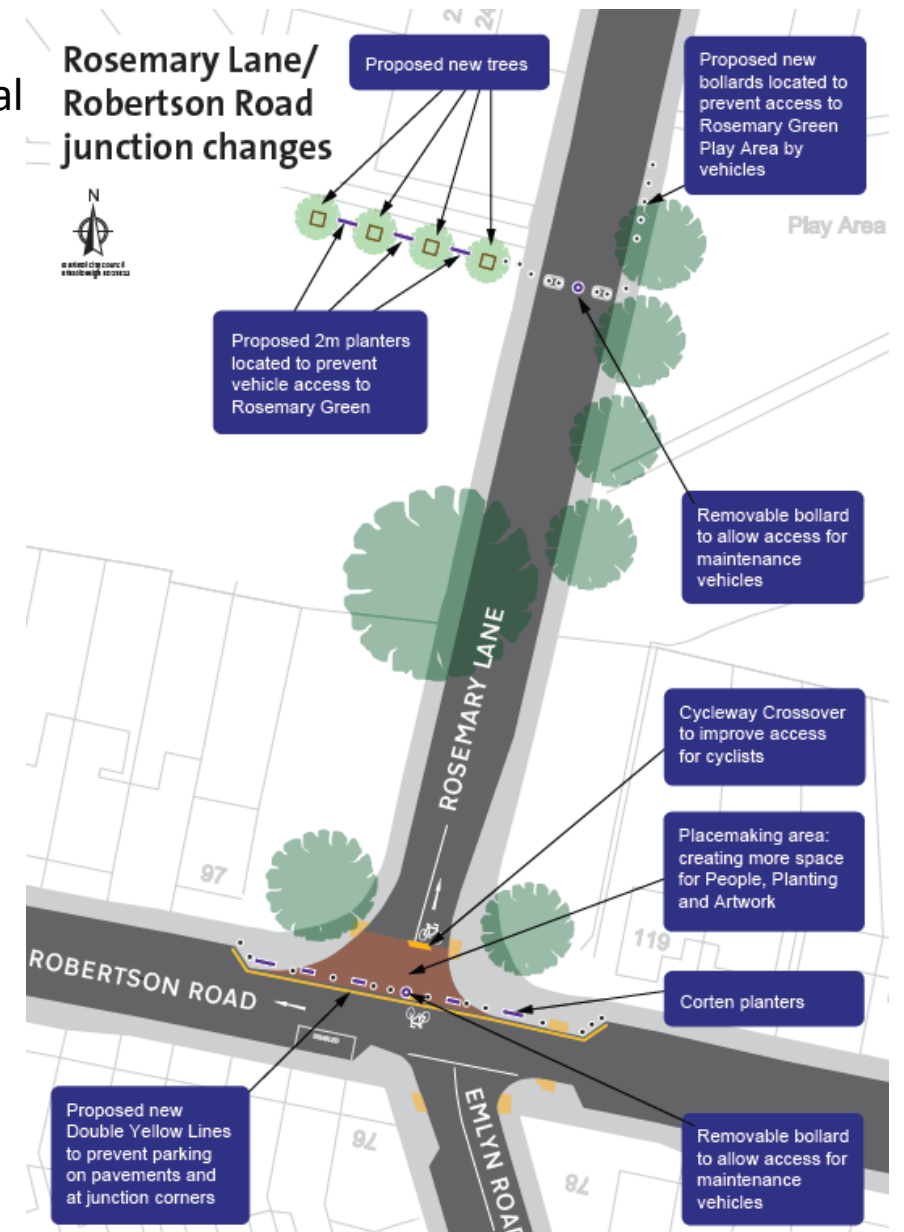
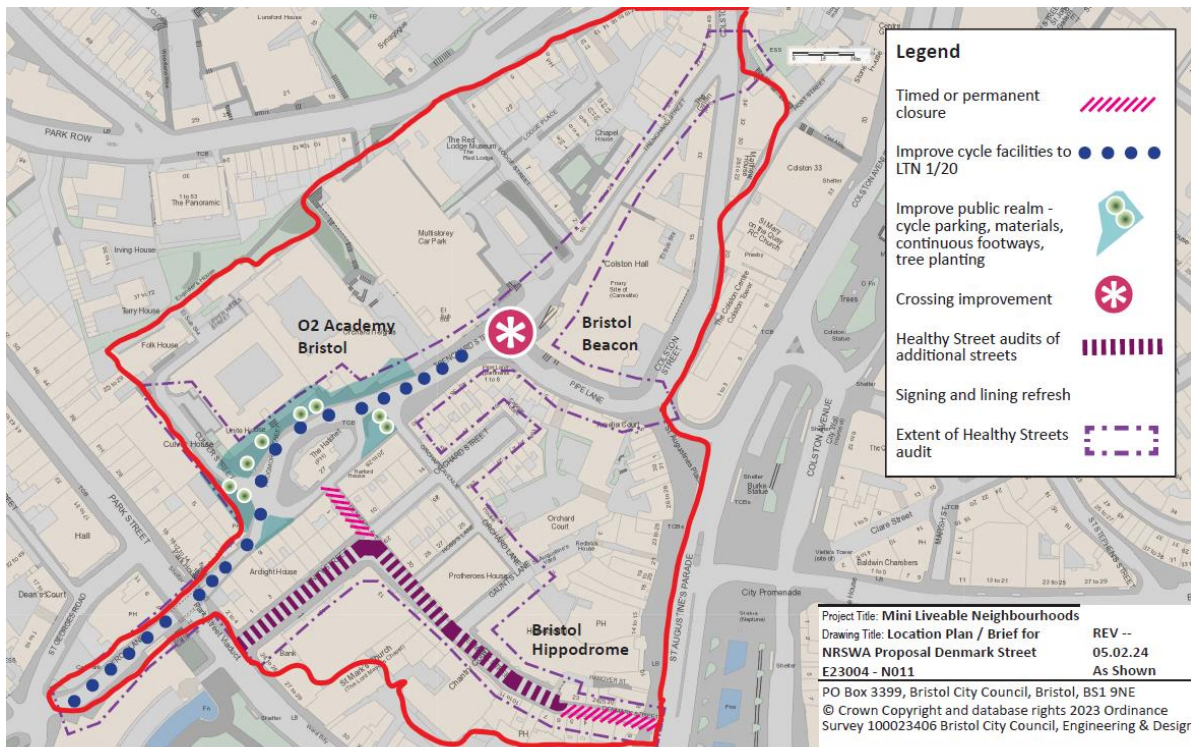
- Two schemes using Liveable Neighbourhood funding to introduce local improvements by removing through traffic
- First scheme expanding on existing Princess Victoria Street, Clifton, timed closure; second scheme to close Overton Road, St Andrews
- Construction to follow FBC in early 2025

Page 84



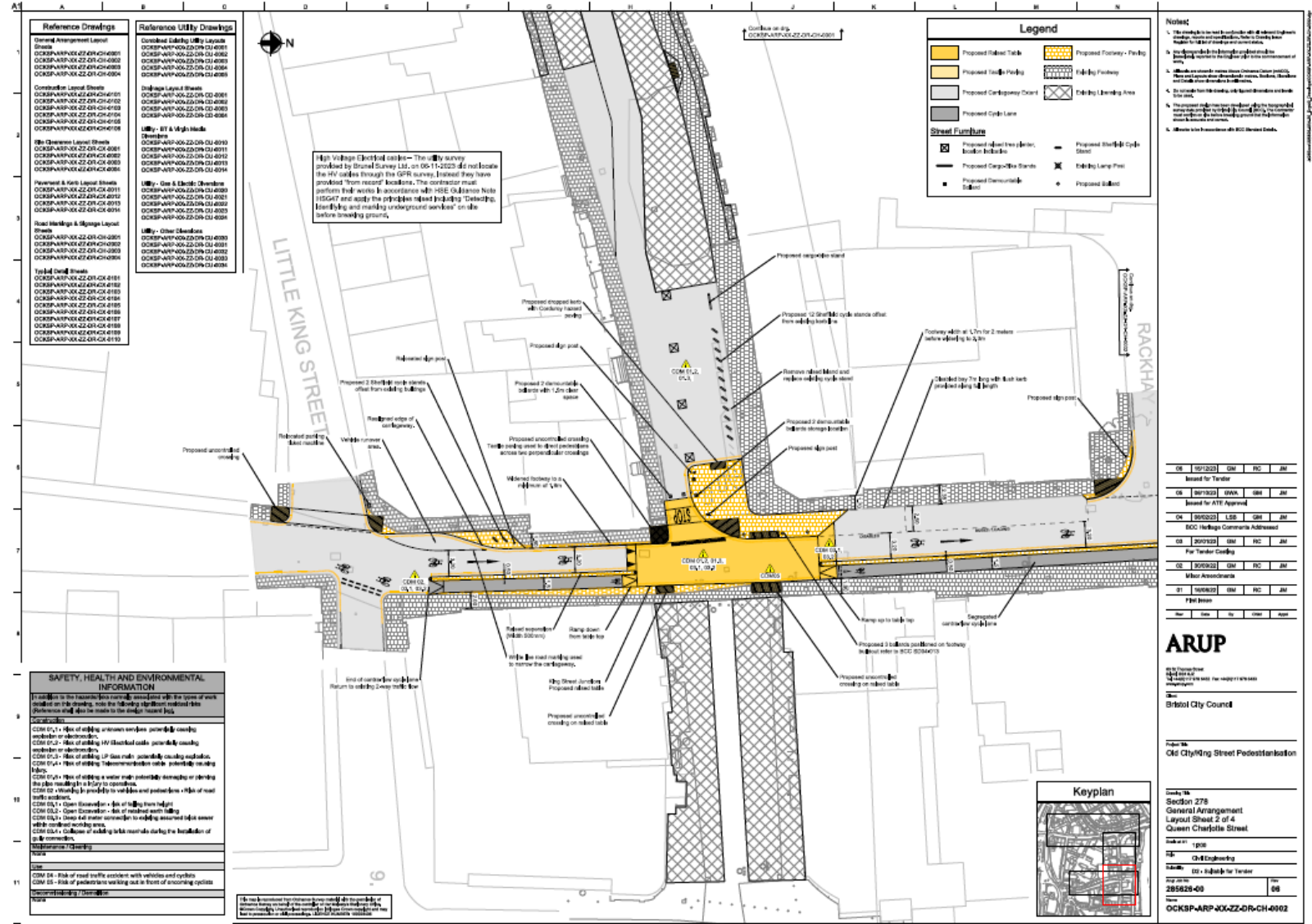
# Streetspace 2

- Two schemes using Liveable Neighbourhood funding to introduce local improvements by removing through traffic
- First scheme investigating closure of Rosemary Lane, Easton; second scheme to improve the environment around Denmark Street, Centre
- Construction to follow FBC in summer 2025



# Queen Charlotte St/King St

- Scheme designs finalised
- Tenders have been assessed
- A contractor is to be appointed in February 2024/early March 2024, with the order raised before the end of March 2024.



- Notes**
- The contractor to erect and maintain all safety barriers and signage throughout the project. Safety barriers shall be erected in accordance with the relevant standards and shall be removed at the end of the project.
  - The contractor to ensure that the proposed scheme does not conflict with any existing or proposed schemes for the area.
  - The contractor to ensure that the proposed scheme does not conflict with any existing or proposed schemes for the area.
  - The contractor to ensure that the proposed scheme does not conflict with any existing or proposed schemes for the area.
  - The contractor to ensure that the proposed scheme does not conflict with any existing or proposed schemes for the area.
  - The contractor to ensure that the proposed scheme does not conflict with any existing or proposed schemes for the area.

DR	REV	DATE	BY	CHK
01	01	15/12/2023	GM	PG

Issued for Tender

DR	REV	DATE	BY	CHK
02	01	15/12/2023	GM	PG

Issued for ATC Approval

DR	REV	DATE	BY	CHK
03	01	15/12/2023	GM	PG

BCC Highways Comments Addressed

DR	REV	DATE	BY	CHK
04	01	15/12/2023	GM	PG

For Tender Closing

DR	REV	DATE	BY	CHK
05	01	15/12/2023	GM	PG

Minor Amendments

DR	REV	DATE	BY	CHK
06	01	15/12/2023	GM	PG

Final Issue

**ARUP**

15th Floor  
150 Broad Street  
Bristol City Centre  
Bristol  
BS1 4JF

Client  
Bristol City Council

Project  
Old Chisling Street Pedestrianisation

Section 278  
General Arrangement  
Layout Sheet 2 of 4  
Queen Charlotte Street

Scale  
1:500

Date  
15/12/2023

Author  
285628-00

Check  
002






Project  
OCSKPARP-XX-ZZ-DR-CH-0002

# Old City Automatic Barriers

- Issue in the Old City currently due to continued failure of the bollards through vandalism enabling vehicles to continue to enter the Old City area
- Physical barriers arms were installed during the w/c 8th Jan 2024
- The barriers went live 22nd Jan 2024
- There have been some failures and vandalism to the barriers since installation
- A report is currently being drawn up that lists and explains each incident that has taken place. This report will be taken to Council executives and Councillors for feedback.

Page 87



-  Barriers
-  Loading bay
-  Disabled badge holders only
-  pedestrianised / closed to traffic
-  direction of vehicle travel

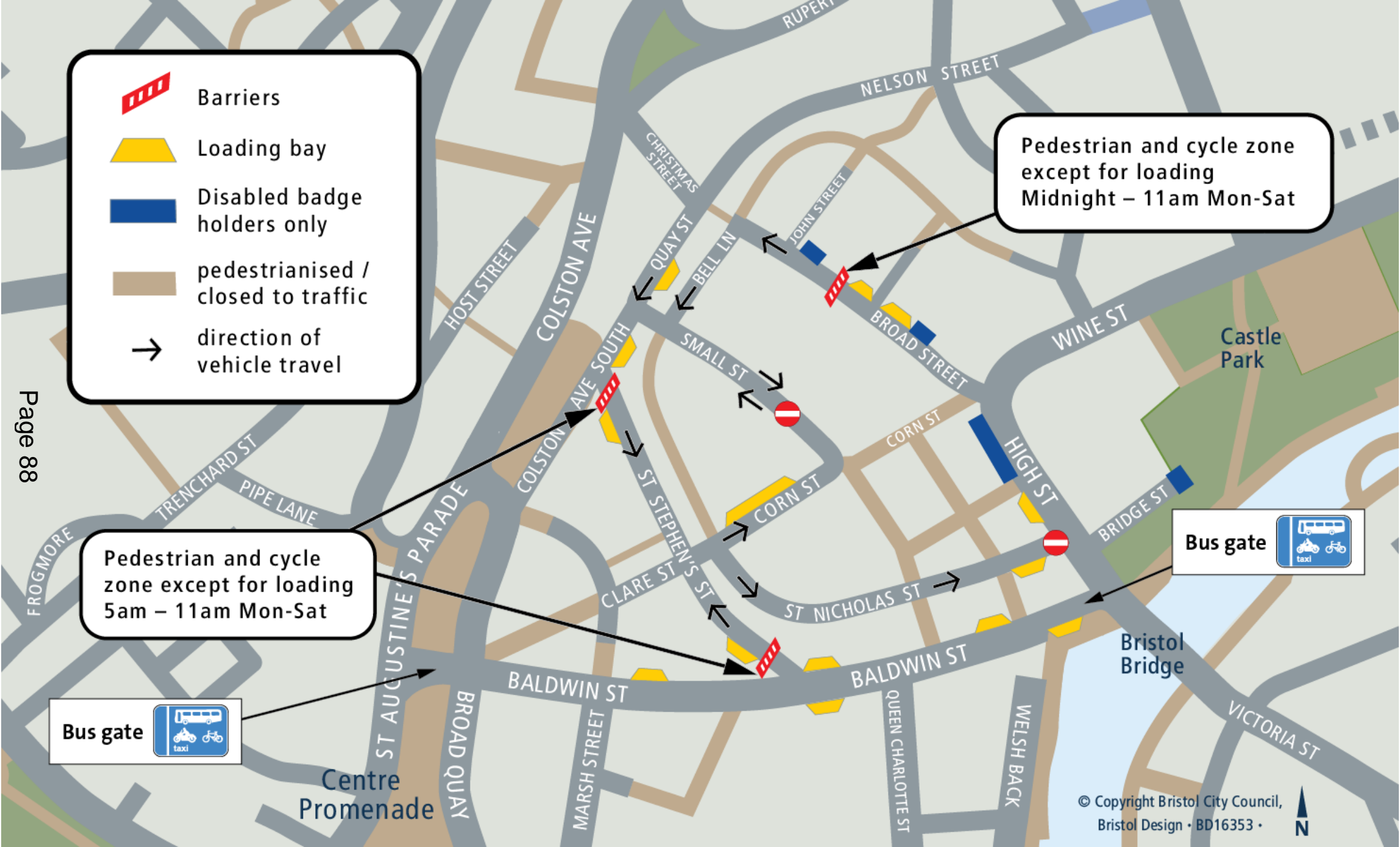
Pedestrian and cycle zone  
except for loading  
Midnight – 11am Mon-Sat

Pedestrian and cycle zone  
except for loading  
5am – 11am Mon-Sat

Bus gate 

Bus gate 

Centre Promenade





# Ongoing feasibility studies

- Concorde Way
- Malago Greenway
- Old Market Quietway
- Filwood Quietway
- Deanery Road



**CITY LEAP  
CLIENT  
FUNCTION**

**BRISTOL**

Page 90

# EV Infrastructure Update

Scrutiny Meeting 7 March 2024



# Electric Vehicle Infrastructure (EVI) – progress to date

## Background

- The Revive electric vehicle charging network was launched by the West of England (WoE) local authorities in 2019 to increase number of public EV charge points across the WoE, to encourage EV uptake
- Over 200 public charging bays have been installed across the WoE region with 80 in Bristol
- Charge points for car club vehicles and taxis have also been installed, as well as 40 private charging bays for the Council’s fleet, to support electrification
- Since go-live of City Leap, the role of the Revive Operational Team (responsible for operating Revive on behalf of the Council, for the Revive Network Board) has transferred to City Leap

Page 91

## Key activities in the past year have included

- BCC has begun producing an Electric Vehicle Infrastructure (EVI) strategy document (ETA late 2024)
- City Leap has continued to develop several EVI projects begun by the Council’s Energy Service prior to City Leap stand up
- BCC has been awarded Local Electric Vehicle Infrastructure (LEVI) “capability funding” which is being used to support a fixed term post to assist with delivery of LEVI “capital funding” project (awarded to BCC for rolling out new public charge points), and to help co-ordinate the approach to EVI across the council, overseeing the expansion of the Revive network and managing assurance of EVI delivery by Bristol City Leap
- Roll out of the Centre of Excellence funded programme for installation of public ultra-rapid charge points to support the electrification of BCC’s fleet, as well as public commercial vehicles
- £1m of the decarbonisation fund has been allocated to support BCC fleet EV charging projects



# WECA Green Recovery Fund (GRF)

- West of England Combined Authority (WECA) have been developing an EVI strategy for the region, which includes supporting and promoting Revive as the region's Local Authority operated public EV charging network.
- Up to £4.9m has been offered by WECA across the region, of which up to £2.46m will be allocated to Bristol
- Acceptance and spend of this allocation approved by Cabinet in February 2024
- The GRF is fully financing an extended roll out of on and off-street charge points as follows:
  - On-street residential charging (e.g. single or double socket 5-7kW AC charge points installed on-street – 150 planned for Bristol)
  - Community charging hubs (i.e. typically standard/fast 7kW AC charge in off-street car park in residential or suburban environment) – 11 planned chargers across 7 provisional sites
  - Destination charging (i.e. where drivers are visiting a location e.g. supermarket or shopping centre and take the opportunity to top up their charge) – 26 planned chargers across 4 provisional sites
- Increased roll-out of destination charging continues the approach of the Revive network which has already installed fast and rapid chargers in council owned car parks.
- As part of the on-street residential delivery, the GRF will be used as match funding for a lamp post charge point trial (150 single socket charge points to be fitted to columns) for an existing BCC grant awarded by the On-street Residential Charge point Scheme (ORCS) scheme, replacing previously required BCC match funding.
- Travelwest site selection tool can be used by the public to suggest sites. Feedback gathered from this tool has helped inform site selection.

# Local Electric Vehicle Infrastructure (LEVI)

- UK Government has recognised that pace of delivery of public on-street charge points represents a material challenge for the sector as commercial business case is often weaker
- The government invited councils to apply for LEVI grants in February 2023, intended to:
  - deliver a step change in deployment of local on-street charging infrastructure; and
  - accelerate commercialisation of and investment into local charging infrastructure sector.
- BCC's approach will be to “choose the right charger for the right location” – including a mix of on-street chargers, community hubs/car-parks and rapid chargers.
- BCC will seek to use Ameresco under the City Leap delivery model to roll-out LEVI funded charge points, and bring in additional investment required to match the government grant.
- Three stages of LEVI:
  - Stage 1 submission of interest – submitted 26 May 2023
  - Stage 2 submission of draft tender by WECA and WoE authorities – submitted 30 November 2023. Successful submissions will be awarded 90% of their share of the WECA funding allocation upfront (remainder held until stage 3)
  - Stage 3 – finalise draft contracts with commercial partner for review by OZEV. If approved, remaining 10% of funding released and project progresses to delivery.
- Expected funding of up to £4m for BCC.

# Local Electric Vehicle Infrastructure (LEVI)

- LEVI approach supports work to date by Revive network and builds on the delivery under Green Recovery Fund
- A public site suggestion tool is being developed by WECA as part of the LEVI project to enable sites to be recommended by the public. This is due to be released shortly.
- Site selection methodology is being finalised, as are the terms for delivery that BCC will expect Ameresco to sign up to. This is likely to follow closely requirements that are put in the WECA procurement tender.



# Key considerations for future EVI roll-out

- **The right charge point for the right location:**
  - sometimes this will be ultra-rapid charge points offering shorter charging times, but more often it will be more suitable for charge points offering longer dwell times. This supports the behaviour change from “going to fuel up” to “what to do whilst charging”.
  - Off-street locations will be identified (as per BCC’s preference), but there will be a need for on-street locations too. When on-street, this will be carefully planned with BCC Highways ultimately signing off, taking into account not only charge point users, but other pavement users too.
- **Accessibility and usability** should be at the heart of EVI roll-out now and into the future. This is already being factored into standard design work, in preparation for GRF, LEVI and other sites. National recommended standard PAS 1899:2022 is being considered in preparation for this.

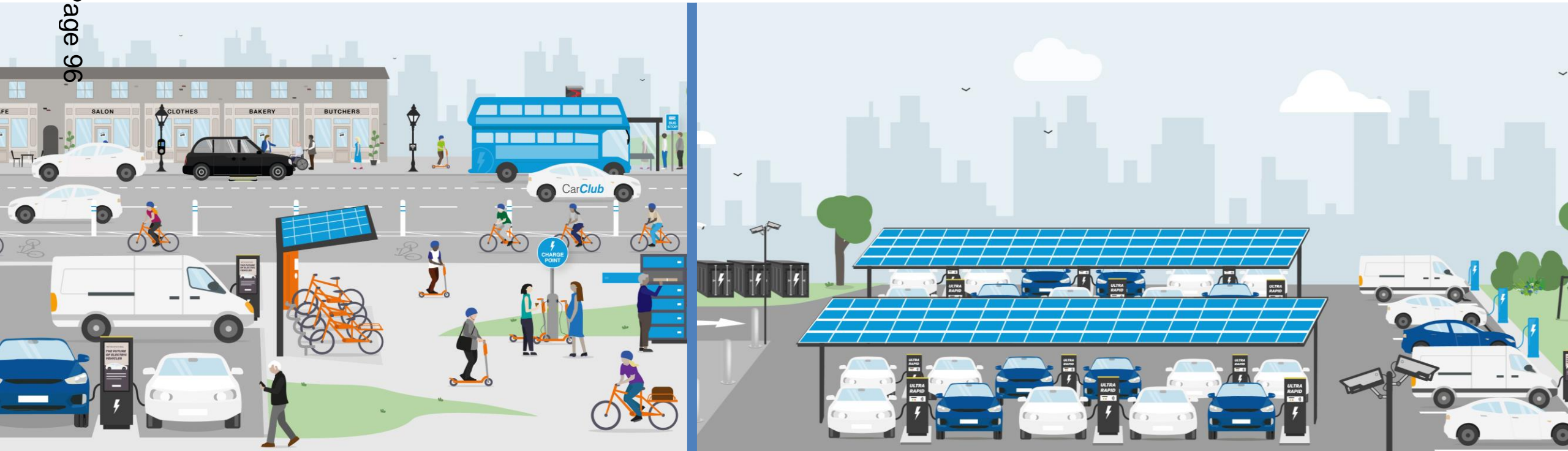
Page 95



# Key considerations for future EVI roll-out

- **Traffic Regulation Orders (TRO)** will be key to ensuring enforceability, but will require buy-in and resource prioritisation within BCC to ensure this is not a bottleneck to delay charge point installations
- **Site suggestions** continue to inform data-led insights showing where charge points are needed.
- **Cable gully solutions:** current BCC Highways position is not to allow any trailing cable solution on the Highway, and to monitor trials to determine whether this solution is sensible for Bristol in future.
- **The projected number of charge points** needed in Bristol (9000+ by 2040) exceeds the expected roll-out that GRF and LEVI enables, so in addition Ameresco will bring forward further proposals for funded EV charge points beyond delivery of GRF and LEVI through the BCL Joint Venture.

Page 96





# Growth and Regeneration Scrutiny Commission 7<sup>th</sup> March 2024



**Report of:** Executive Director: Growth and Regeneration

**Title:** Capital Programme Update including overview of current programme and proposals for a Capital Portfolio Management Office

**Wards:** All

**Officer Presenting Report:** John Smith, Executive Director: Growth and Regeneration

**Contact Telephone Number:** 0117 922 2000

## **Recommendation:**

To note the report and appendices and the progress being made.

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

The report acknowledges the maturity journey we are committed to around our Capital delivery and highlights progress made to date as well as proposals being developed to improve timely delivery of the Capital Portfolio, namely a Capital Portfolio Management Office function.



## 1. Summary

The report acknowledges the maturity journey we are committed to around our Capital delivery and highlights progress made to date as well as proposals being developed to improve timely delivery of the Capital Portfolio. This primarily includes a proposal to develop and implement a Capital Portfolio Management Office function for the Capital Portfolio from 24/25 onwards.

Building on best practice models and learning from other Core Cities, the proposed Capital PMO will become the "Centre of Excellence" for all standards and approaches relating to Capital Portfolio Delivery. We will work in new ways across the organisation to bring together existing expertise across, Portfolio, Programme and Project Management, Capital Delivery, Finance, Procurement, Health and Safety, Legal and Data and Insight. The PMO will tailor and develop approaches to meet the current and future requirements of Capital Delivery, with internal and external partnership working at the heart of this journey, to improve delivery performance of the Portfolio. Work is currently in progress to develop a funding model to support the delivery of this proposal and progress in 24/25.

## 2. Context

- a. Internal Audit Report Published in May 2021, with a follow-up in March 2022, into Capital Plannings Governance (arrangements pertaining to the Capital Portfolio).  
Outstanding actions included:
  - i. Lack of a documented plan to incorporate the whole capital portfolio in the new governance arrangements.
  - ii. Lack of Independent Assurance over the capital portfolio.
  - iii. Training and development around roles and responsibilities needs further development.
- b. The Capital Portfolio Transformation Project was initiated in May 2023 and whilst progress has been made, there is now a case for the organisation to invest in the management of this Portfolio in a more strategic, long-term way.
- c. Capital delivery forecasts continue to be over-optimistic, with a considerable gap between these and actuals.
- d. The recent Health and Safety incidents and responses mean organisationally we require improved visibility, control and tracking in the Capital Delivery space e.g. CDM compliance.
- e. We are consequently committed to a long-term maturity journey in terms of our management of the Capital Portfolio and acknowledgement we require a step-change in our approach to increasing timely, successful delivery in this space.

## 3. Policy

**Not applicable.**

## 4. Consultation

### a) Internal

Not applicable

### b) External

Not applicable

## 5. Public Sector Equality Duties

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

### Appendices:

*To follow subject to Full Council Budget Approval.*

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

#### Background Papers:

*None*

# Update on the Capital Portfolio Transformation Project and proposals to develop a Capital Portfolio Management Office

G&R Scrutiny – 7th March 2024



# Context and drivers for change:

**Outlined below are some of our key drivers for change, that will be addressed as part of our commitment to improve Capital delivery:**

- Internal Audit Report Published in May 2021, with a follow-up in March 2022, into Capital Planning Governance (arrangements pertaining to the Capital Portfolio). Outstanding actions included:
  1. Lack of a documented plan to incorporate the whole capital portfolio in the new governance arrangements.
  2. Lack of Independent Assurance over the capital portfolio.
  3. Training and development around roles and responsibilities needs further development.
- The Capital Portfolio Transformation Project was initiated in May 2023 and whilst progress has been made, there is now a case for the organisation to invest in the management of this Portfolio in a more strategic, long-term way.
- Capital delivery forecasts continue to be over-optimistic, with a considerable gap between these and actuals.
- The recent Health and Safety incidents and responses mean organisationally we require improved visibility, control and tracking in the Capital Delivery space e.g. CDM compliance.
- We are consequently committed to a long-term maturity journey in terms of our management of the Capital Portfolio and acknowledgement we require a step-change in our approach to increasing timely, successful delivery in this space.

# Progress made through the Capital Portfolio Transformation Project

- Capital Project Lifecycle included in our 24/25 Capital Strategy (subject to Full Council Approval).
- We now have a Project Register that contains all the projects in the Portfolio, updated on a regular basis and used to inform decision-making.
- We have undertaken a series of health check processes that could be rolled out and delivered as part of an Assurance Strategy for the Portfolio.
- We are developing a Capital Portfolio SharePoint site – a home and go-to for our standards and approaches.
- Reporting improvements.
- Building and developing our relationship with WECA.
- Established the Capital Delivery Board that started meeting in Autumn last year.

# Capital Portfolio Management Office Proposal

- **A Portfolio Management Office is an organisational structure and/or function that provides support to a Portfolio of projects and programmes.**
- **PMOs can provide capability and capacity across the portfolio to deliver:**
  - Controls and reporting: Collecting, analysing and presenting progress information and managing interdependencies.
  - Assurance: Audits, health checks and reviews to support decision gates and change control.
  - Centre of excellence: Improving processes, tools and techniques; embedding through training and support; and measuring capabilities to review progress and target higher levels of maturity.
  - Specialist support: Provision of specialist skills such as risk; quality, planning or finance resources as role models to other project professionals.
  - Information Management: Document management and access to information, tools and services.
- **The proposed Capital PMO will become the "Centre of Excellence" for all standards and approaches relating to Capital Portfolio Delivery.**
- **We will work in new ways to bring together existing expertise** across, PPPM, Capital Delivery, Finance, Procurement, Health and Safety, Legal and Data and Insight.
- **We will tailor and develop approaches** to meet the current and future requirements of Capital Delivery.
- **Partnership/matrix working will be at the heart of the new PMO**, working across internal and external organisational boundaries to improve delivery.
- **Working currently in progress to develop a funding model** to support the delivery of this proposal and progress in 24/25.

# Benchmarking against other Core Cities:

**Key finding: every Local Authority we have spoken to have a type of Portfolio Management Office offer in place for their Capital Portfolio.**

- Most of their PMO functions carry out the core functions of reporting, assurance and governance for the Portfolio.
- All Core Cities we have spoken to, at least partially, capitalise their PMO function.
- In most cases, the Capital Portfolio Management Office is more mature than the Transformation Portfolio Management Office.
- Some have actively developed a "Clienting" function to mature their approaches and behaviours on their path to becoming a "Good Client".



**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
<b>July 23</b>					
<b>August 23</b>					
<b>September 23</b>					
<b>27.9.23, 6pm</b>		<b>14.9.23 5.00 pm</b>	<b>28.9.23 5.30pm</b>		<b>4.9.23, 3pm</b>
Annual Business Report		Annual Business report	Annual Business Report		Annual Business report
CQC Update		Parks funding	WECA / BCC Infrastructure Update (Transport)		Report from Climate Change Working Group
SEND Update: Standing Item		Parks and Green Spaces Strategy pre-consultation update (including Allotments and Food Growing Strategy)	Strategic CIL (Community Infrastructure Levy)		Quarter 4 Corporate Performance Report
Adult Social Care Transformation Programme Update: Standing Item		Update on Tree and Woodland Strategy	Temple Quarter Update		Latest Corporate Risk Report
Children and Education Transformation Programme Update: Standing Item		Quarter 4 Performance Report	Quarter 4 Performance Report		Goram Homes
Q4 Performance Report			Quarter 1 Risk Report		Mayor's Forward Plan – standing item (will be included for each meeting)
Adoption West Annual Report (noting only)					WECA Forward Plan / WECA Scrutiny minutes – standing item (will be included for each meeting)
<b>October 23</b>					
	<b>11.10.23 4.30pm</b>				
	Healthwatch Updates (Standing Item) To include: <ul style="list-style-type: none"> <li>Menopause services in Bristol</li> <li>'Local Voices' report</li> </ul>				
	Access to Dentistry				
	Strengthening hospital discharge processes (reducing number of				

	patients classed as 'no criteria to reside' (Possible joint item with PSC)				
	Update from ICB: Winter Resilience Framework engagement with local primary and community services				
	Update on stroke programme from ICB/NB NHS Trust (Information Paper)				
<b>November 23</b>					
		<b>20.11.23 5.00 pm</b>	<b>27.11.23 5.30pm</b>	<b>21.11.23 4.00 pm</b>	<b>2.11.2023, 6pm (TBC)</b>
		Libraries update – focus on innovation report/lessons learnt and library utilisation/opportunities for co-location	High Streets update Including Business Improvement Districts (BIDS)	Annual business report	Quarter 1 Performance Report
		Welcoming Spaces and Community Resilience Fund update/lessons learnt	Bristol Local Flood Risk Management Strategy (Statutory Item)	24-25 Council Tax Reduction Scheme consultation outcomes	Bristol Beacon
		Update on community toilets scheme	Bristol and Avon Flood Strategy	Collection Fund surplus/deficit report	City Leap
		Risk Report	Planning Service Update	Council Tax base report	
		Quarter 1 Performance Report	Quarter 1 Performance Report	Digital Transformation programme progress update	
				Quarter 1 Performance Report	
<b>December 23</b>					
<b>6.12.23, 6pm</b>	<b>7.12.23 4pm</b>			<b>8.12.23 &amp; 15.12.23</b>	<b>04.12.23, 1pm</b>
Learning Disability Update	Healthwatch Updates (Standing Item)			8.12.23 - 2.30 - 5.30 pm: scrutiny of 24-25 budget proposals/consultation (part 1);  15.12.23 - 9.30 am - 12.30 pm: scrutiny of 24-25 budget proposals/consultation (part 2)	Transformation Programme overview
Direct Payments and Community Care	Children's Health: <ul style="list-style-type: none"> <li>Child and Adolescent Mental Health Services (CHAMS)</li> <li>Hospital Education</li> </ul>				
SEND Update: Standing Item	Autism Spectrum Disorder (ASD) Assessments - Sirona Care & Health – Autism Assessment Criteria				
Adult Social Care Transformation Programme Update: Standing Item					
Children and Education Transformation Programme Update: Standing Item					
Quarter 1 Performance Report					

January 24					
				<b>30.1.24 4.00 pm</b>	<b>18.1.24 4.00pm</b>
				Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 1	Clean Air Zone
					Quarter 2 Corporate Performance Report
February 24					
<b>19.2.24,</b>	<b>7.2.24, 4pm</b>	<b>27.2.24 5.00 pm</b>		<b>1.2.24 4.00 pm</b>	<b>12.2.24, 2pm</b>
Permanent Exclusion, Suspensions and the Inclusion Hub	Healthwatch Updates (Standing Item) <ul style="list-style-type: none"> <li>To include an up-date on 'Your NHS menopause experience'</li> </ul>	Community Safety Partnership annual report		Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 2	Companies' Business Plans
Extra-Familial Harm	Health Improvement Teams <ul style="list-style-type: none"> <li>To include Dementia Care</li> </ul>	Community Asset Transfers update			Risk Report
'Transitions' (education to employment) Inquiry Day: Outcome and Action Plan	GP appointments systems	Progress on Ecological Emergency (could involve inviting partners to attend)			
SEND Update: Standing Item	Pharmacy Services				
Adult Social Care Transformation Programme Update: Standing Item					
Children and Education Transformation Programme Update: Standing Item					
Risk Report					
March 24					
			<b>7.3.24 5pm</b>		
			Culture (to include Cultural Investment Programme (CIP))		
			Strategic Transport Update, to include: <ul style="list-style-type: none"> <li>Strategic Corridors</li> <li>Liveable Neighbourhoods</li> <li>Active Travel</li> <li>Electric Vehicle (EV) Charging Points</li> </ul>		
			Growth & Regeneration Capital Programme Update		
			Quarter 3 Risk Report		
			Quarter 3 Performance Report		
Provisional / To be scheduled					
	Quality Accounts: Sirona; AWP; NBT; UHBW; SWAS		Property Programme (Transformation Programme)	Corporate Performance reports	City Leap Business Plan 29.2.24 (TBC)

	(April-May 24)				
			Major regeneration projects: <ul style="list-style-type: none"> <li>Western Harbour (watching brief)</li> <li>Frome Gateway (watching brief)</li> </ul>	Corporate Risk reports	
				Finance Monitoring reports and quarterly savings monitoring reports	
				Integration of carbon assessment alongside financial business cases/carbon impact of Capital Programme – joint with G&R	
				Implementation of the new Procurement strategy; Procurement Bill / procurement waivers; Implementing social value policy across strategies and procurement	
				Corporate debt/arrears report – mid-year report	
<b>Other Scrutiny Activity</b>					
Adult Social Care Transformation Programme Scrutiny Workshops		Landlord Services Task Group: <ul style="list-style-type: none"> <li>Adaptive Homes</li> <li>Housing IT System</li> <li>Housing Allocation</li> <li>Temporary Accommodation</li> <li>Refugees</li> <li>Fire Safety</li> <li>Decent Homes (damp and mould)</li> <li>Decarbonisation</li> </ul>	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 28.3.24
Children and Education Transformation Programme Scrutiny Workshops		Waste ID (note – to be linked in with OSMB): <ul style="list-style-type: none"> <li>Future policy</li> <li>Collection methodology</li> </ul>			
‘Transitions’ Scrutiny					
<b>Member Briefings</b>					
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	
Teen Pregnancy (to include reference to Youth Homelessness). Joint with Health.	Update from AWP (Avon and Wiltshire Partnership) on Riverside CAMHS inpatient unit.			Cyber security and business continuity / financial risk – with Audit (Nov/Dec)	Equalities and Inclusion Strategy
Family Hubs	Update from BNSSG ICB / locality partnerships – Community mental health framework			Approach to performance data	Bristol Waste Update 5.2.24

	up-date (written update or briefing)				
Ofsted Improvement					