

Overview and Scrutiny Management Board Agenda



Date: Wednesday, 18 December 2019

Time: 6.00 pm

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

Distribution:

Councillors: Geoff Gollop, Stephen Clarke, Claire Hiscott, Paula O'Rourke, Celia Phipps, Jo Sergeant, Anthony Negus, Jeff Lovell, Lucy Whittle, Mark Brain and Brenda Massey

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Date: Tuesday, 10 December 2019



Agenda

1. Welcome, Introductions and Safety Information

(Pages 5 - 6)

2. Apologies for absence

3. Declarations of Interest

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

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

4. Minutes of the previous meeting(s)

14th August 2019

30th October 2019

(Pages 7 - 16)

5. Chair's Business

To note any announcements from the Chair

6. Public Forum

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on Thursday 12th December 2019.

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 Tuesday 17th December 2019.



7. Work Programme

To note the work programme.

(Pages 17 - 25)

8. Bristol Holding Group Company Business Plans

Appendix 1: BCC Holding Limited Board – Commentary on Business Plans

Appendix 2: Bristol Holding Limited Draft Business Plan 2020-2021

Appendix 3: Bristol Waste Company Draft Business Plan 2020-2025

Appendix 4: Goram Homes Draft Business Plan 2020-2025

Appendix 5: Bristol Energy Draft Business Plan 2020 - 2025

(Pages 26 - 107)

9. Exclusion of Press and Public

That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of schedule 12A of the Act.

10. Bristol Holding Group Company Business Plans - Exempt

Introduction to exempt session

Appendix 6a: Exempt Appendix to Bristol Energy Ltd. proposed draft Business Plan for 2020-2025

Appendix 6b: Exempt Appendix to Bristol Waste Company Ltd. draft proposed Business Plan for 2020-2025

Appendix 6c: Exempt Appendix to Goram Homes Ltd. proposed draft Business Plan for 2020-2025

11. Mayor's Forward Plan - Standing Item - For information

(Pages 108 - 130)

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

(Pages 131 - 135)

13. Performance Q2 report - For information

(Pages 136 - 149)



14. Risk Register Q2 - For information

(Pages 150 - 183)



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.

You can also inspect papers at the City Hall Reception, College Green, Bristol, BS1 5TR.

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 and be available in the meeting room one hour before the meeting. Please submit it to democratic.services@bristol.gov.uk or Democratic Services Section, City Hall, College Green, Bristol BS1 5UY. 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, 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. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).



We will try to remove personal information such as contact details. 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. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

Process 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.

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) and the footage will be available for two years. 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.

Bristol City Council
Minutes of the Overview and Scrutiny
Management Board



30 October 2019 at 6.00 pm

Members of the Board Present

Councillors Stephen Clarke, Geoff Gollop (in the Chair), Claire Hiscott, Brenda Massey, Anthony Negus, Celia Phipps, Jo Sergeant and Jerome Thomas (substituting for Paula O'Rourke).

Other Members in attendance;

Councillors Eleanor Combley and Gary Hopkins

1. Welcome, Introductions and Safety Information

The Chair welcomed all attendees to the meeting.

2. Apologies for absence

Apologies for absence were received from Councillors Johnson, and O'Rourke and Wright. Councillor Thomas substituted for Councillor O'Rourke.

3. Declarations of Interest

There were no declarations of interest.

4. Public Forum

The following public forum was received and a copy placed in the minute book.

No.	Name	Topic
Statement 1	Councillor Geoff Gollop	Clean Air Zone
Statement 2	Councillor Clive Stevens	Clean Air Zone



Statement 3	Alan Morris, Bristol Clean Air Alliance	Clean Air Zone
Question 1	Suzanne Audrey	Overview and Scrutiny
Question 2	Cllr Eleanor Combley	Clean Air Zone
Questions 3 & 4	Cllr Jerome Thomas	Clean Air Zone
Question 5	Geoffrey Allan, Chair of Totterdown Residents Environmental & Social Action Community Interest Company (TRESA CIC)	Clean Air Zone
Questions 6, 7, 8 & 9	Gavin Spittlehouse	Clean Air Zone
Question 10	Christina Biggs	Clean Air Zone

Following a supplementary question from Suzanne Audrey in relation to the late circulation of the papers for the meeting, Members noted that Officers had been working to tight deadlines to prepare the documentation, however, a number of measures had been put in place by way of mitigation, including two briefing sessions for Members and an extension to the usual public forum deadlines.

5. Improving Public Health Clean Air Plan

Officers introduced the item by providing a presentation (see Appendix A), and circulating a revised copy of the Clean Air Zone map (see Appendix B). During the ensuing discussion the following information was provided by Officers by way of clarification;

- The Clean Air Plan scheme would be implemented by March 2021.
- The proposed Clean Air Plan included a Clean Air Zone (CAZ C) which would apply 24 hours a day, 7 days a week to all vehicles except private cars. Fees for HGVs, coaches and buses would be £100 per day, with other vehicles (e.g. taxis and Light Goods Vehicles) charged at £9 per day. The proposed scheme was a hybrid combining these two schemes i.e. CAZ C and a diesel vehicle ban.
- The private vehicle diesel car ban (including all categories of diesel vehicle such as those that were 'Euro 6') would be implemented for parts of the city centre and harbourside and would apply to all vehicles from 8am to 3pm, 7 days a week. It should be noted that the CAZ scheme must meet various legal tests in terms of proportionality and deliverability so a total car ban would not be accepted by the Government.
- A small number of schemes would be rolled out to assist with the introduction of the CAZ including a Park and Ride facility on the M32 and bus priority measures on Cumberland Road.
- Modelling indicated there were nine key sites in the city that were the most problematic in terms of meeting the Government's air quality standards. Marlborough Street was the worst affected due to narrow roads, tall buildings, heavy traffic and the overall road network around the city.



- The figures used to inform the modelling were based on traffic samples taken in 'neutral' months such as November, as defined by the Department for Transport.
- The preferred hybrid model was predicted to reach clean air compliance in 2027, which was the earliest date of the options considered. When the Full Business Case for the CAZ was prepared, more detailed modelling for specific years would be conducted which may result in earlier compliance.
- Once the measures relating to the Clean Air Plan had been announced it was anticipated that people would start to change their behaviour by replacing vehicles with those that were more efficient or using more sustainable methods of transport. This could lead to earlier improvements in air quality.
- Engagement with key stakeholders and businesses had been a major element of the project and would continue to be an important element of the development of the Full Business Case. The purpose of this would be to identify the most appropriate use of exemptions, concessions and other mitigations to help stakeholders and businesses in relation to the implementation of the hybrid option.
- Details of the vehicle scrappage scheme were being prepared but it was estimated that up to £2k would be available for qualifying residents, with those on low incomes likely to be prioritised. The Council would need to submit a bid for appropriate funding to the Government's Clean Air Business Fund.
- A Health Impact Assessment would be prepared as part of the Full Business Case although this was not a requirement of the Government.
- Consideration would be given to small businesses that may require employees to travel around the city, particularly those based outside of the diesel car ban area which may not qualify for scrappage scheme funding.
- The issues and information that had been collected as part of the responses to the consultation around the Clean Air proposals would be used to inform the Full Business Case.
- Some displacement of vehicles in the streets around the perimeter of the hybrid option was anticipated as part of the CAZ. This would be closely monitored following implementation and additional changes could be introduced to prevent issues.
- It was acknowledged that income from penalty charges for entering the diesel car bar zone were estimates only.

During the discussion, Members made a number of comments on the Clean Air Plan proposals for submission to Cabinet on 5th November 19 when the Outline Business Case was being considered. Details as follows;

Overall Comments on the Clean Air Plan

- Members of the Overview and Scrutiny Management Board recognised that a significant amount of Officer and Consultant work had gone into producing the report and particularly wanted to put on record their thanks to Adam Crowther, Head of Strategic Transport and his team for their efforts, and for the very positive way they had engaged with Members in the run up to the meeting. The comments that follow are not intended to be critical of Officers but do reflect Members' concerns.



- All Members stressed that the Clean Air Plan was a vital policy and they did not want to delay its implementation, but they were also seeking clarification around some queries and significant areas of concern.
- Members found the report to be lengthy and repetitive in places and whilst they understood this was because of the requirements set out by the Government's Joint Air Quality Unit for the Outline Business Case, they concluded it may be difficult for the public to follow. Members suggested that a plain English executive summary of the report be provided, including a more detailed commentary of the various appendices.
- The Board understood that the Clean Air proposals needed to be submitted to the Government by 6th November 19 and this would not allow for a further round of public consultation. In view of this they suggested that additional public engagement be conducted as part of the development of the Final Business Case, particularly as the hybrid nature of the recommended scheme had not been subject to consultation.
- Members made a range of comments about the Clean Air proposals that were both constructive and positive. They agreed that it would have been preferable for a representative of the Cabinet to have been in attendance at the meeting to hear the discussion.

Concerns Requiring an Urgent Response

- Access to a number of hospitals was a major concern as several were situated within the diesel car ban area. Members understood the need to improve the overall air quality in the city, however, they strongly suggested that work be undertaken to mitigate the impact on patients and visitors using the hospitals, many of whom would be located in the wider Bristol area and beyond. In particular, Members referred to St Michael's Hospital, which provided a number of maternity services, including those for pregnant mothers and premature babies, who may experience extended stays.
- Members queried the impact of the displacement effect on air quality standards on roads outside of the Clean Air Zone. They requested that information be made available to show the current pollution levels at various monitoring points and for the modelled figures for future years to also be provided so that interested parties could assess the extent of any deterioration.
- The Board considered the impact of the proposed Arena in Filton and suggested that this should have been included in the modelling exercise, although they noted this was because Planning Permission had not been approved to date. Local ward Members wanted to know what the air quality impact would be in North Bristol if the Arena went ahead as displacement could make that area significantly worse.
- Under the proposals, drivers of newer Euro 6 'clean' diesel cars would be treated the same way as drivers of 'dirty' diesel vehicles, but the emissions of Euro 6 diesels were often lower than older petrol cars. Members suggested that blanket implementation of the ban was inappropriate when technology should exist to differentiate between vehicle type. Members felt this approach was unjust and would potentially penalise motorists who had acquired 'clean' diesel vehicles in recent years.



- Financial assistance to business owners within the ban area was welcome, but many contractors who worked in central Bristol would travel in from the Greater Bristol area. Members recommended that a more inclusive solution be taken.
- The effectiveness of the diesel vehicle scrappage scheme was queried. Members were concerned that the Clean Air Plan proposals would not support all those who needed assistance as appeared to be directed at people living within the ban areas and did not recognise that those who worked or had other reasons to travel to the area could be equally affected.
- The Board were advised that the First Bus fleet would be compliant by March 21, and that no other bus operators had taken up the funding opportunities offered to upgrade their vehicles. Members expressed concern that this made it harder for potential competitors to First Bus to enter the market and suggested that support to other bus providers be re-offered.
- Members noted the proposed exemption for designated school buses but suggested that this be extended to include vehicles being used for school trips to visitor attractions in the city else the CAZ charge could make the excursions unviable, which would also impact on visitor numbers.
- Those areas that were already saturated with commuter parking were likely to find increased pressure from diesel drivers looking for parking spaces, which would produce further deterioration in air quality. Mitigation for those areas was essential.
- Concern was expressed that no alternative options had been considered for spending £113m on improving air quality.

Administrative matters;

OSMB members wished to raise two general points about the 5 November 19 Cabinet meeting;

Five working days' notice

- The practice of producing Cabinet papers to tight deadlines makes scrutiny difficult, and potentially impossible. The Clean Air proposals were potentially one of the most significant and important decisions to be taken by the Cabinet in recent years. However, Scrutiny effectively had 36 hours to absorb over 1000 pages. Members thanked Officers for providing supportive briefings to assist in this process but wished to put on record that for scrutiny to be effective, sufficient time needed to be factored in to the decision-making process for the papers to be scrutinised with proper notice. Cabinet should note that this wasn't solely in relation to Members of Council, as the public also saw the scrutiny process as part of proper public engagement

Exempt Papers

- There was a process whereby the Chair of OSMB and the relevant Scrutiny Commission were advised of any exempt papers and asked to agree with the classification. In the past that had worked, and the Chairs had seen the papers and the exempt documentation prior to publication, with sufficient time to assess the content and to be briefed if appropriate.



- Members anticipated there would be exempt papers for the Clean Air proposals and asked if this was the case on a number of occasions but received repeated assurances that there would be none.
- The Chair of the Overview and Scrutiny Management Board was surprised therefore to receive a call at 7pm on publication day to be advised that there were indeed confidential papers. At that stage Members had not seen any of the papers and did not know there were over 1000 pages. The Chair advised he would not agree to exempt papers in those circumstances.
- Members were further surprised to discover there were other exempt papers for the November Cabinet meeting and none of these had been through the above process.
- The established process was an important check and balance to prevent abuse of exempt status and Members would like assurances that this breach would not be repeated.
- Members hoped their comments conveyed the serious and business-like approach that OSMB took and that the Mayor and Cabinet would respond positively by acknowledging that the concerns raised reflected views expressed by affected residents and concerned local Members.

RESOLVED; That the statement outlined above be referred to Cabinet on 5th November 19

Meeting ended at 9.02 pm

CHAIR _____



14th August 2019



Members of the Overview and Scrutiny Management Board (or substitutes) present;
Councillors Mark Brain, Geoff Gollop (in the Chair), Claire Hiscott (in part), Anthony Negus, Jeff Lovell, Brenda Massey (in part), Paula O'Rourke and Councillor Clive Stevens (substituting for Councillor Clarke).

1. Welcome, Introductions and Safety Information

The Chair welcomed all attendees to the meeting and introductions were made.

The Head of Paid Service provided a verbal update regarding the Air Quality consultation that had recently closed advising that around 5000 responses had been received and that officers were working to bring an update report to a Cabinet meeting in September 19, date to be confirmed.

2. Apologies for Absence and Substitutions

Apologies for absence were received from Councillors Clarke and Phipps.

3. Declarations of Interest

Councillor Gollop declared that he attended meetings of the Council's Shareholder Group as an observer.

4. Public Forum

The following public forum was received and a copy placed in the minute book, alongside the written answers to questions;

Ref	Name	Title
Question 1	Cllr Clive Stevens	Bristol Waste Company - Pay Mechanism adjustment
Question 2	Cllr Clive Stevens	Bristol Energy Company - Getting to sustainable profits and delivering social value
Statement 2	Cllr Clive Stevens	Bristol Energy

Answers to supplementary questions were provided as follows;

- £355k was being returned to the council by the Bristol Waste Company (BWC) (see page 11 of the accompanying papers) as part of the payment mechanism, which has been introduced as the basis of the contract for services with the company.



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- Financial reviews of the operation of the payment mechanism would be conducted regularly to identify trends, and the results could be shared with the Overview and Scrutiny Management Board.

5. Bristol Waste Annual Performance 2018/19

Members received a presentation from representatives of Bristol Waste Company (BWC) setting out the Bristol Waste Annual Performance report for 18/19, a copy of which is appended to these minutes at Appendix A. The Board went on to comment on the information provided and ask for additional details in a number of areas. The discussion was as follows;

- BWC was permitted to operate commercial waste contracts at up to 20% of the company's annual turnover. A number of steps were being taken to secure new commercial waste customers. It was important to ensure that all commercial waste contracts generated sufficient profit.
- Staff at BWC were being supported with learning and development, as set out in the learning catalogue. This included help with literacy and numeracy where appropriate.
- Safety was a concern for waste collection operatives as some drivers drove in an irresponsible way, for example overtaking on narrow streets. The installation of cameras on all waste collection vehicles would be completed by the end of August 19 and a public awareness campaign in conjunction with Avon and Somerset Constabulary and the Bristol Post was planned.
- Consideration had been given to minimising waste collections during rush hours but were focussing attention on making the kerb side sort process more efficient, by making it easier for customers to sort their waste more efficiently, which would take less time and vehicles could move on more swiftly.
- BWC could not currently combine household and commercial waste collections as the Department for Environment, Food and Rural Affairs required the collation of separate data.
- The recent innovative marketing campaigns such as 'Slim my Waste' were welcomed.
- BWC recognised that some recyclate was a valuable asset and sold it on where possible, raising £2.2m in 18/19. In order to maximise profits, the timing of the sale of some material, such as aluminium, was managed to optimise income. Recent staff movements in the community engagement function were discussed.
- Most plastics, with the exception of black plastic, were collected by BWC. A campaign is due to start in the autumn to remind residents about the correct receptacles to use for different types of waste.
- The Hartcliffe Recycling Centre is on target for construction by summer 2020.
- The Clean Streets programme aimed to bring together key stakeholders to reduce waste at source and was one of the main priorities for BWC.
- Schemes to incentivise residents to recycle more waste – such as reductions in Council Tax – should be explored.
- Bristol had the highest recycling rates of the Core Cities and the second highest for amounts of waste produced, but more was being done to further improve.
- BWC was looking to work closely with the Council on collaboration with respect to back office services, such as IT and HR, in order to improve cost effectiveness.

Bristol Waste were thanked for the update.

RESOLVED; That Bristol Waste Company's Performance report for 18/19 be noted.



6. Bristol Energy Annual Performance 2018/19

Members received an introductory presentation from representatives of Bristol Energy Company (BEC) which is appended to these minutes at Appendix B. The Board considered the information, seeking clarification where appropriate. The salient points were as follows;

- BEC was participating in a trial of the Councils' Social Value portal, which used a range of factors, including staff salaries, carbon savings and charitable donations when assessing a company's social value performance. Only Bristol based staff salaries had been included in the assessment. The social value methodology could be shared with Members if required. Members asked BEC to elaborate on the company's Social Value performance in future reports, to include benefits to employees and statistics around reductions in fuel poverty and investments in green energy infrastructure etc.
- BEC had an apprenticeship scheme and also offered employment to people with a broad range of backgrounds.
- Concerns were raised about the size of some salaries at BEC in view of the company's losses. It was agreed that the company's business plan for 19/20, which was exempt from publication, could be shared with the committee members if requested.
- The customer base of BEC had increased by 38%, and now included 22000 of Bristol's households.
- BEC had developed a refreshed marketing strategy for the company which would soon be rolled out.
- The Council were of the view that the future for BEC was aligned with the cities ambitions for decarbonisation, set out in the City Leap - a series of energy and infrastructure investment opportunities for a cleaner, greener Bristol.
- Additional consideration of the future of BEC would take place when the OSMB reviewed the Companies' business plans in December 19.

Bristol Energy Company were thanked for attending the meeting.

RESOLVED; that the update be noted.

There was a 5 minute comfort break. Councillors Massey and Hiscott left the meeting.

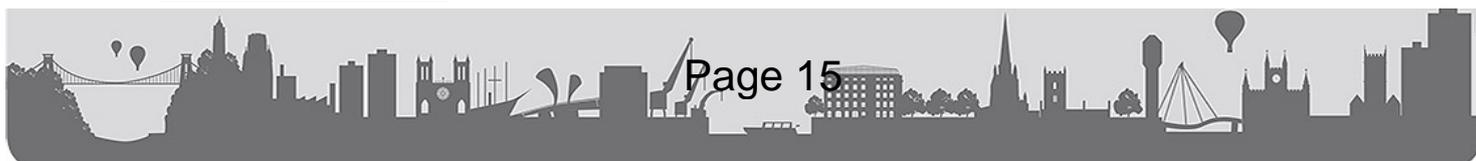
7. Bristol Holding Limited Annual Performance 2018/19

The Chair introduced the item, commenting that transparency around the Council's Companies and willingness for cooperative working had improved significantly in recent times, which should be welcomed.

Members queried the situation regarding Goram Homes (the Council's Housing Company) and were advised that it was formed on 1st October 18 and the first business plan would be provided to OSMB in December 19.

The meeting ended at 5.27pm

CHAIR _____



Appendix A – Bristol Waste Company Annual Performance Report 18/19 presentation

Appendix – Bristol Energy Company Annual Performance Report 18/19 presentation



Overview and Scrutiny Management Board

18th December 2019



Report of: Tim O’Gara, Service Director, Legal and Democratic Services

Title: Scrutiny Work Programme – 2019/ 2020 (Standing Item)

Ward: City wide

Recommendation:

The Overview and Scrutiny Management Board (OSMB) are asked to note the Scrutiny work programme which was unanimously agreed at the workshop on the 6th June 2019.



Context

1. At the Scrutiny workshop on the 6th June 2019 Members were presented with a range of potential scrutiny items and a variety of background information. Members discussed and created a work programme, supported by senior officers from each directorate and scrutiny policy advisors.

1.1 The work programme is presented by Scrutiny Commission: OSM, People, Communities, Resources & Growth & Regeneration.

1.2 Scrutiny Chairs can agree necessary changes to individual work programmes when required.

Next Steps

2. As the parent committee with overall responsibility for scrutiny, the OSMB will receive the work programme as a standing item at each meeting.

Financial Implications

3. Not applicable

Legal Implications

4. Legal Services will be consulted on aspects of the work programme as appropriate

Public Sector Equality Duties

5. The Scrutiny function plays an important part in assisting the Council in meeting its public sector equality duties and ensuring that the views of different communities and members of the public are taken into account in the development and delivery of services. Scrutiny work streams need to ensure that assessments of equalities impacts are an integral part of their work both in terms of scoping topics, gathering evidence and formulating recommendations.

Appendices

Appendix A – Work Programme

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

Scrutiny Work Programme 2019 / 2020

People Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
July 2019				
2pm, Thursday 18th July	2pm, Thursday 24th July	6pm, Tues 23rd July (WECA Briefing beforehand)		6pm, 17th July (MQT 5pm)
Annual Business Report	Annual Business Report	Annual Business Report		Performance Report (Q4)
Performance Report (Q4)	Performance Report (Q4)	Performance Report (Q4)		Risk Report (Corporate)
Transition Support for Disabled Young People	Parks and Green Spaces Strategy (possibly allotments)	School Streets and No-idling		Clean Air Plan
SEND Standing Item -> SEND Strategy	Crime and Disorder - Crime and ASB performance	Public Transport including 'Transport Authority and Governance', Bus Strategy, Bus Deal, real-time information, and future mobility		BREXIT Preparedness Report
Better Lives – focus on working age adults	Waste – recycling and reuse; waste minimisation; clean Streets and enforcement (including graffiti update).	Multimodal Transport (including mass transit and rail, interchanges, ticketing)		Work Programme – including Scrutiny Inquiry Days and Task and Finish Groups
				Budget Scrutiny Process Confirmation
				BCC Thematic Boards
				Health Sub-Committee Terms of Reference
				Temple Island - update on proposals and disposal arrangements
August 2019				
				3pm - 14th August
				Companies Performance
September 2019				
		6pm, Thurs, 26th September	4pm, Weds 18th September	Sept TBC – Post Cabinet Dispatch
		Performance Report (Q1)	Annual Business Report	Air Quality (Cabinet Report)

People Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
		Assets Strategy	Performance Report (Q1)	
		Update on the Mayor's Climate Emergency Action Plan	Finance Monitoring Reports	
		Local Plan (responses to May 2019 public consultation)	IT Transformation Programme To include External Auditor	
		Bristol Harbour Review	Financial Debt / Arears across the council	
			Commercialisation and Innovation – general overview	
			Investment in Regional Community Bank and City Fund – questions only	
			Annual Business Report	
October 2019				
5pm, Monday 14th October	5pm, Thursday 10th October		3pm Thurs 31st October	6pm, Wed 30th October
Performance Report (Q1)	Performance Report (Q1)		Finance Monitoring Report	Performance Report (Q1)
SEND Standing Item -> SEND OFSTED Inspection/ Improvement plan	Libraries - Update		Legal Services - Service Plan and Draft Strategy	Clean Air Plan
Contextualised Safeguarding	Neighbourhood Enforcement		Collection Fund / Financial Surplus/Deficit Report	
Strengthening Families Programme	Risk Report (Corporate)		Council Tax Base Report	
Risk Report (Corporate)			Report from Financials T&F Group	
			Risk Report (Corporate)	
November 2019				

People Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
2pm, Thursday 28th November		6pm Thurs, 14th Nov MEETING POSTPONED		
Performance Report (Q2)				
Thrive update				
Substance Misuse Strategy development				
Domestic Violence and Sexual Abuse commissioning				
December 2019				
Page 21			3pm Wednesday 18th December	5pm Weds, 18th December
			Performance Report (Q2) - TO NOTE	Performance Report Q2
			Finance Monitoring Report P7 - TO NOTE	Risk Report
			University Buildings and Business Rates	Housing Company Business Plan
			Report of Financial T&F Group	Energy Company Business Plan
			Commercialisation and Innovation (Information Item)	Bristol Waste Company Business Plan
			Contract Management	
			Agile Working ICT Report	
January 2020				
10am Mon 27th January	10am Mon 27th January	6pm, 9th January 2020		10am, Tue 28th January
Keeping Bristol Safe - new governance arrangements and remit. Joint session with Communities Scrutiny	Keeping Bristol Safe - new governance arrangements and remit. Joint session with People Scrutiny Commission	Performance Report (Q2)		High Streets Inquiry Day

People Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
Commission				
	Housing Lettings Review	Risk Report		
	Performance Report (Q2)	DRAFT Asset Management / Property Strategy		5pm, 30th January 2020
	Student Impact on Communities	Update on the Mayor's Climate Emergency Action Plan Emerging Evidence Base for the One City Climate Strategy		One City Plan – annual report
		Temple Island Regeneration Approach		One City Plan – progress update
				Clean Air Zone Update

February 2020

10:30pm, Mon 3rd February		February (TBC/ WC 11th Feb 6pm) <i>(G&RSC Member visit to Temple Meads in advance of meeting)</i>	4pm, Thurs 6th February	
Page 22				
OFSTED/CQC report		Temple Meads and St Philips Master Plan To include Temple Quarter Enterprise Zone	Budget Scrutiny meeting (see appendix A)	
		Bristol Local Flood Risk Management Strategy, including River Avon Flood Strategy	Information Management Strategy (TBC)	
1:30pm, Mon 3rd February		City Centre Framework	Legal Services - Service Plan and Draft Strategy – Exempt Item?	
SEND Evidence Day				
10am, Thursday 27th February				
Hospital Education				

Strategy for Inclusion				
Fixed Term Exclusions				
SEND Evidence Day recommendations				
	10am, Thursday 12th March			5pm, 2nd March 2020
	Risk Report			City Leap
	Performance Report (Q3)			Business Plans
	Community strategy, including community partnerships / Area Committees			
	Bristol Impact Fund (funding for the voluntary sector)			
Items to be Scheduled				
Page 23	Sports Strategy briefing Community Safety Partnership / Crime and Disorder briefing: To inform for December CSC (new structure – new governance arrangements and what is the remit).			
	Performance criteria for waste – possible T&F			
	Parks commercialisation			
	Waste			

2019/2020 Budget / MTFP Scrutiny: timeline, process and associated Task and Finish Group

The proposal for 2019 /2020 scrutiny of the budget and MTFP is as follows:

- Budget / MTFP Task and Finish Group – see timeline below. Please note the number of T&F Group meetings is yet to be confirmed
 - Suggestion that the Group is retitled the ‘Financials’ T&F Group
- Because of the short timescales between the release of the budget information and Cabinet meeting it has been suggested to feed Budget Scrutiny into Full Council instead of Cabinet as this gives much more time for officers to respond to questions and provide information. The Task and Finish Group would work as before and assist officers in preparing a robust budget and make sure all councillors are as informed as possible before they vote at the end of February.
- A report on the budget from scrutiny would be submitted to Full Council and sent to all Members (via MATI email). This would be around the same time as the Group Amendments are submitted.
- The Scrutiny Budget Report will be a public document.
- The Task & Finish Group will start to look at the MTFP in September. Then switch to the Budget and complete in end of January / early February with the goal of informing Full Council.

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Timeline and Activity

Green = T&F Group

Blue = Resources Scrutiny Commission

Purple = Cabinet

Orange = Full Council

Date	Activity	Further Information
<ul style="list-style-type: none"> • 20/09/19 • 04/10/19 • 18/10/19 	Financials T&F Group – begins	Stage 1 (3 meetings) on Government’s 4 year settlement for 2020 incl. 75% business rates, MTFP and capital program. Ending in a paper to Resources Scrutiny (and Cabinet).
<ul style="list-style-type: none"> • 31/10/19 	Resources Scrutiny Commission meeting	Ahead of 6 th November Cabinet

<ul style="list-style-type: none"> 05/11/19 	MTFP on Cabinet Meeting Agenda	
<ul style="list-style-type: none"> 15/11/19 29/11/19 	Financials T&F Group	Stage 2 (2 meetings) and informed by P4 and/or P5 accounts / variances etc, challenging the budget assumptions (in 2018 we looked at SEN and both aspects of ASC). And perhaps a summary to December Resources Scrutiny.
<ul style="list-style-type: none"> 18/12/19 	Resources Scrutiny Commission meeting	
<ul style="list-style-type: none"> 13/01/20 21/01/20 	Budget Cabinet Meeting Papers Published Budget Cabinet Meeting	
<ul style="list-style-type: none"> 24/01/20 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 25</p>	Financials T&F Group	<p>Stage 3 (1 or 2 meetings) and informed by Cabinet Budget papers, “to make sure FC makes an informed decision when it votes in February 2020”. This stage would include a joint meeting with Resources Scrutiny (as per below)</p> <ul style="list-style-type: none"> Pre-prepared questions for officers Finance Officers present Report produced for RSC in Feb
06/02/20	Resources Scrutiny Commission - Budget Scrutiny Meeting	<ul style="list-style-type: none"> Invite T&F Group and OSMB Members RSC report produced and sent to all Members to inform Full Council debate Exec Directors and Portfolio holders invited to respond to questions
14/02/20	Budget Full Council Papers Dispatch	To include a report from Scrutiny
25/02/20	Budget Full Council	

Overview and Scrutiny Management Board

18 December 2019



Report of: Mike Jackson, Executive Director of Resources and Head of Paid Service

Title: Bristol Holding Limited Group Company Draft Business Plans 2020/21 –2024/25

Ward: All

Officer Presenting Report: Penny Fell: Director of Commercialisation, Citizens and Shareholder Liaison

Contact Telephone Number: 0117 92 22287

Recommendation:

That members review and provide comments on the Draft Business Plans of the Bristol Holding Group of companies prior to their approval at Cabinet.

The significant issues in the report are:

1. Bristol Holding Ltd will update the committee on the progress of the companies in the production of their annual Draft Business Plans, (Appendix 1)
2. Bristol Holding Ltd. proposed Draft Business Plan for 2020/21 is provided. (Appendix 2)
3. Bristol Waste Company Ltd. proposed Draft Business Plan for 2020/21-2024/25 is provided. (Appendix 3)
4. Goram Homes Ltd. proposed Draft Business Plan for 2020/21-2024/25 is provided. (Appendix 4)
5. Bristol Energy Ltd. proposed Draft Business Plan for 2020/21-2024/25 is provided. (Appendix 5)



1. Summary

The Bristol Holding Group of companies includes Bristol Holding Limited (company number 9302408) as parent company, the Bristol Waste Company Limited (company number 09472624), Bristol Energy Limited (company number 09135084), and Goram Homes Limited (company number 11597204).

The annual approval of a rolling five year Business Plan sets the direction for the future of each of the companies. This approval is a key decision, and so will be made at Cabinet. Members are asked to review and provide comments prior to this decision being made.

2. Policy

Bristol Energy's Business Plan aligns with the key theme of wellbeing, supporting Bristol to be on course to be run entirely on clean energy by 2050 through both investment in renewable generation and development of innovative products to reduce domestic fuel consumption and tackle fuel poverty.

Bristol Waste's Business Plan aligns with the key theme of wellbeing, improving the environment, ensuring citizens enjoy cleaner streets, and moving towards a more 'circular economy', where goods and materials are reused and recycled rather than discarded, as waste can also help contribute to protecting both our economy and our environment, with positive wellbeing outcomes.

Goram Homes Business Plan supports the 'fair and inclusive' commitment to building 2,000 homes each year by 2020.

4. Consultation

4a) Internal

Company Business Plans undergo an annual process of review and sign off which begins at each of the subsidiary company Boards from September to November. Bristol Holding Ltd then carries out due diligence on the Business Plans during October to November, before a final review by the council's advisory Shareholder Group each November, prior to recommendation of the Plans to Cabinet in January 2020.

4b) External

None

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) As the expanded role of Bristol Holding Ltd beds in over the period of the Business Plans, the company intends to ensure a consistent approach is adopted across the group with respect to both monitoring, and increasing diversity and inclusion for persons with protected characteristics.

Appendices:

- Appendix 1. Bristol Holding Ltd Board – Commentary on Business Plans
- Appendix 2. Bristol Holding Ltd – Draft Business Plan 2020 - 21
- Appendix 3. Bristol Waste Company Draft Business Plan - 2020/21 –2024/25
- Appendix 4. Goram Homes Draft Business Plan - 2020/21 –2024/25
- Appendix 5. Bristol Energy – Draft Business Plan 2020/21 –2024/25

Exempt Appendices:

- Appendix 6. Exempt Appendices to Bristol Holding Group Company Business plans
 - 6a. Exempt Appendix to Bristol Energy Ltd. proposed draft Business Plan for 2020/21-2024/25
 - 6b. Exempt Appendix to Bristol Waste Company Ltd. proposed draft Business Plan 2020/21-2024/25
 - 6c. Exempt Appendix to Goram Homes Ltd. proposed draft Business Plan for 2020/21-2024/25

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Previous Business Plans of the companies:

1. Cabinet report 2 April 2018: Business Planning Update: Bristol Holding Ltd 2019/20
2. Cabinet report 22 Jan 2019: Business Planning Update: the Bristol Waste Company Ltd 2019/20 – 2021/22.
3. Cabinet report 2 April 2018: Bristol Energy Limited Business Plan 2019/20 –2023/24
4. Cabinet report 4 September 2019: Creation of the Housing Company

BCC Holding Co Ltd Update

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OSMB Meeting
Wednesday 18 Dec 2019

Across the Group

Headlines:

- BHL up and running from Sept with new Exec Chair and Board.
- BWC in good shape, returning a surplus this year and throughout BP period.
- Goram Homes now established with new MD since Sept, selected first JV partners and moving to develop Romney and Baltic Wharf sites.
- BE continues to face significant challenges, but new Board and MD driving various improvement programmes.

Bristol Holding Update

Headlines:

- Board in place since Sept and increasingly operating effectively.
- Excellent ongoing engagement/transparency with companies and their respective boards.
- Role agreed by Shareholder Group.
- Focus on performance management, governance and addressing audit and risk management across the Group.
- Big effort to shape Transition Year – Focus of 20/21 BP.
- Establishment of Heat Network Special Purpose Vehicles (SPVs).

BP Overview

Headlines:

- BHL – Focus on one (Transition) year, funded by taxing companies and BCC Progs (eg City Leap)
- BWC – Overall, continuing to return surplus throughout BP period with significant growth in non-teckal commercial business.
 - Key Risks: Waste disposal cost increase & Commercial business growth not achieved.
- Goram Homes - Preferred scheme and bidders for Romney and Baltic Wharf now approved and notified. Goram moving towards contract negotiation.
 - Key Risk: dependent on a development pipeline that enables a timely delivery programme
- BE – B/E Point remains 23/24; not seeking new investments nor increased collateral, however, risks/challenges remain significant.
 - Key Risks: Failure to secure customer base; market volatility; Credit Gap

Bristol Holding



Q & A Session

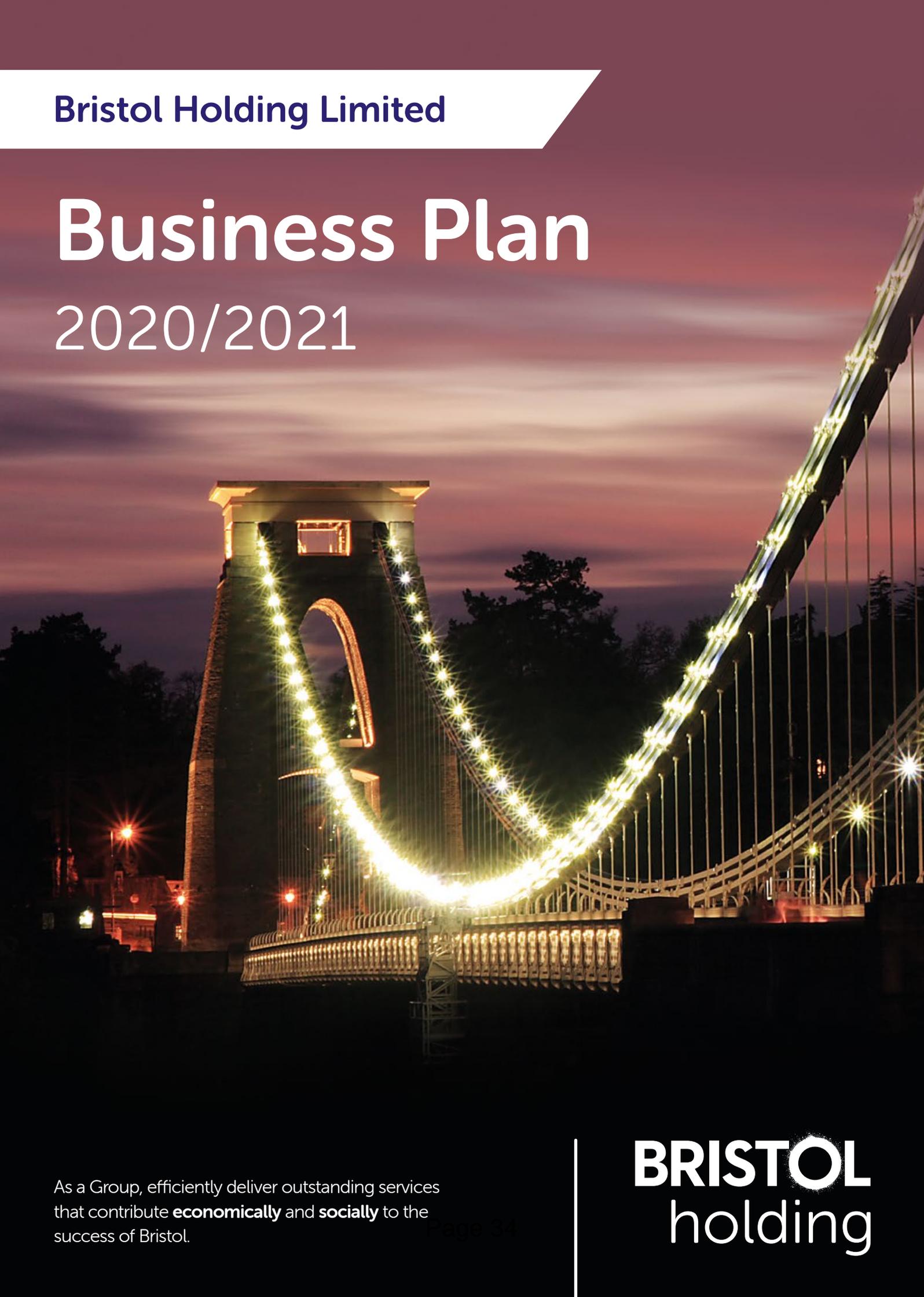
Bristol Holding Limited

Business Plan

2020/2021

As a Group, efficiently deliver outstanding services that contribute **economically** and **socially** to the success of Bristol.

BRISTOL
holding





Bristol Holding Limited

Business Plan 2020/2021

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Foreword

By Peter Beange

Executive Chair,
Bristol Holding Co Ltd

I am delighted to introduce this year's business plan. As readers may already know, Bristol City Council (BCC) owns a diverse set of companies and the Bristol Holding Company (BHL) has been established to manage its interests across this group of companies.

It is very early days and this year's plan focuses on the transition period as we start up BHL and establish effective governance and oversight functions across the Group of companies. The BHL Board has ambition and is clear in what needs to be done as we work together with our BCC Shareholder and subsidiary companies to deliver change and position the Group for future growth.



"This plan sets our vision and priorities to ensure we deliver for Bristol, its communities and meet the ambitions of BCC."

Background

Councils continue to face budget challenges and BCC in common with many other Local Authorities has set up commercial trading companies to deliver services or add value.

When council budgets are under pressure Local Authority Trading Companies (LATCOs) can provide cost effective and efficient ways of providing services. Bristol Energy (BE) and Bristol Waste Company (BWC) have operated for over three years and Goram Homes has recently joined the BHL Group. Each of the three subsidiaries in the Group deliver specific services in their own fields of expertise.

The BHL Group of companies will deliver a return to Bristol in several ways: -

- **Financially** - direct financial returns to the Council
- **Investing in Bristol** - through capital investments
- **Productivity and efficiency** - through modernising the businesses, shared services, more efficient processes and agile working
- **Employment and skills** - today 827 staff are employed across the Group, approx 80% live in a Bristol postcode. Our companies invest in skills and training of our people.
- **Expenditure** - our staff and business contribute to the GVA of Bristol.
- **Environment** - our companies are focussed on minimising the adverse impact to the environment
- **Local communities** - our businesses consider carefully how they can contribute social value and add community benefits across their operations

As we develop the BHL Group we will quantify these benefits and embed clear objectives in all of these important areas across the companies.

Introduction

In April 2019 the BCC Cabinet approved the 2019/2020 business plan to re-launch the concept of a council owned holding company to support the Shareholder in managing its current and future interests in its companies more effectively.

The Executive Chairman of the Holding Company was recruited in August and the newly structured Holding Company Board (See Appendix 1) held its first meeting in September this year. Although it is very early in the transition to a fully effective holding company, our vision and thoughts for the future are ambitious, and aim to create efficiencies and opportunities and ensure successful company performance within the Group.

Strategic Alignment



The Council wishes to ensure that, wherever possible depending on each company's legal status, that the core of each business is aligned around the same core values:

- **Citizens at the heart** – providing great services that are right for all citizens and customers.
- **A commercial approach**, which secures value for money and optimizes all available resources.
- **Partnerships and collaboration** – to maximise opportunities for joint working, particularly in the context of BCC, its family of companies and the One City Plan².
- **Governance, fairness and transparency** – implementing robust procedures to ensure regulatory and legal compliance.
- **Ethical standards** – ensuring the well-being and protection of the work forces throughout the companies.
- **Innovation and improvement** – continuously developing and improving our processes and working innovatively to secure improved outcomes.

Our Vision for the Group

BHL has been established to drive greater effectiveness of the Council companies as a group, so our vision is rightly concerned with the Group, rather than just the holding company, per se. The Board's ambition is that by working together with BCC, its Shareholder Group (SHG) and subsidiary business leaders, we can create a commercial organisation that sets the foundations for the future. A group model that will be seen to be effective in delivering quality services in a commercially effective and efficient manner, whilst ensuring a strong contribution to improving social value. By doing so, we will be judged by others as a centre of excellence within the City of Bristol, attracting further commercialisation of existing BCC services.

We are Dedicated

We strive to make a difference

We are Curious

We ask questions and explore possibilities

We show Respect

We treat each other fairly

We take Ownership

We accept personal accountability

We are Collaborative

We come together to reach shared goals

¹ Bristol Energy, Bristol Waste, Goram Homes and Bristol is Open.

² In January 2019 BCC published its first ever One City Plan. It is the product of our city's commitment to come together to agree and work for the future we want to see by 2050. www.bristoloncity.com



The Board's ambition is that by working together with BCC, its Shareholder Group (SHG) and subsidiary business leaders, we can create a commercial organisation that sets the foundations for the future.

The Group's Mission



As a Group, efficiently deliver outstanding services that contribute economically and socially to the success of Bristol.

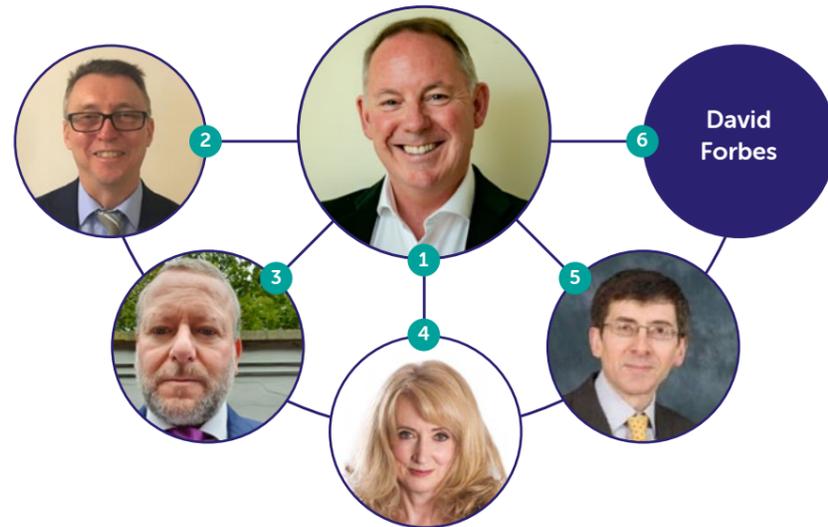
As outlined above, our purpose as a holding company is to lead and shape the wider group of companies to more effectively and efficiently deliver services. Thus, we see our mission as a group intent.

Values and Behaviours

As a BCC partner organisation, we will embrace the Council's values and behaviours.

As we establish BHL and build a collaborative approach to working across the Group, we will ensure that the Group's values and behaviours build on BCC Values and behaviours.

Our Board



1. **Peter Beange** | Executive Chairman
2. **Chris Holmes** | Group Finance Director
3. **Councillor Mark Bradshaw** | Council Nominated Non-Executive Director
4. **Elaine Holt** | Independent Senior Non-Executive Director
5. **Alex Wiseman** | Independent Non-Executive Non-Director
6. **David Forbes** | Company Secretariat





Bristol Holding Company Ltd (BHL) Purpose

Each of the three subsidiaries within the BHL Group deliver business specific services in their own fields of expertise³. BHL has been established to perform several specific governance and oversight functions necessary to ensure the continuing effectiveness of the Council along with regulatory compliance and effective management of risk.

First and foremost, BHL provides the necessary governance, scrutiny and assurance that the Council's strategic objectives on each subsidiary are being delivered, and that the individual subsidiaries are being run correctly. Next, and in order to relieve the Council of the day-to-day supervision of their companies, it is vital that BHL ensures there is consistency in reporting and oversight of the subsidiaries despite the significant differences across the businesses.

In the longer-term, we aspire to also save costs and thus increase returns across the Group and ensure compliance through a range of back-office shared services for, and on behalf of, the individual subsidiaries.



"We aspire to also save costs and thus increase returns across the Group and ensure compliance through a range of back-office shared services for, and on behalf of, the individual subsidiaries."

³At the time of writing, Bristol Energy; Bristol Waste and Goram Homes are already wholly owned subsidiaries of BHL. Under current plans, Bristol is Open may transfer to BHL in 2020.

Role

Historically, there has been extensive ongoing engagement between BCC and their companies.

However, this has required the Shareholder and various council officers to dedicate a considerable amount of effort and resource to managing the subsidiaries. In order to support the Shareholder in managing its current and future interests in its companies more effectively, BHL is now established to provide the following roles:

- Build & maintain strong links between BHL companies, the Shareholder, councillors and wider stakeholder community
- Implementing and auditing controls to ensure strong governance and effective oversight of the Group performance
- Ensuring effective Risk Management across the Group
- Achieve the strategic vision and delivering optimal performance across Group
- Determine strategic direction for BHL and providing strategic guidance/context to the Group
- Look at opportunities to grow profit for the Group
- Work with MDs to ensure a people-centric business in line with BHL Group Values
- Champion innovation and continuous improvement, challenging status quo in order to drive operational and service excellence
- Enable sustainable growth across the Group
- Build Shareholder's trust & confidence in all Group companies
- Create an environment whereby the companies can focus on operations with more freedom and agility
- Ensuring a safe and compliant environment across the group of companies.

Longer term Plan

To achieve our vision, the BHL Board needs to work together with subsidiaries and wider stakeholders to transform the way we do business today. There is much to be done and we envisage that it will require several years to achieve our overall intent.

Whilst in future business plans, we envisage setting out our plans as one group, 2020 is judged to be a transition year in building the foundations across the group; including the establishment of effective governance, performance and risk management, and starting to build a centralised shared service approach. We are also acutely aware that we need to minimise additional cost to the business, and that whilst we need the support and involvement of the subsidiary businesses, we also need to ensure that they remain focused on delivery of their services and execution of their own business plans.

This represents a significant business and operational challenge; however, the BHL Board has the necessary commercial background and wider business experience to ensure success. We are unified in our commitment towards achieving this vision.

BHL Transition Year

As outlined above, this year's business plan is focused on building the foundations for success in what is a transition year for BHL.

The remaining sections of this year's business plan set out the Governance and Risk Management approach, before detailing the budgetary resources that will be required. Next, we outline a range of operational targets that will need to be delivered this year. Finally, this plan outlines a selection of high-level risks that will need to be managed in the business.



Governance and Risk Management

The existing BHL Group governance structure and delegation of functions was developed in discussion with members of the Council's Shareholder Group over the latter part of 2018 and approved in the BHL 2019/20 Business Plan.

The Risk Management approach varies across the Group today. All subsidiaries have some form of risk register and some businesses also operate Audit & Risk Committees. The BCC Internal Audit team have also carried out audits on various subsidiaries over the last few years and additionally, subsidiaries have commissioned their own more technical audits.



"The BCC Internal Audit team have also carried out audits on various subsidiaries over the last few years and additionally, subsidiaries have commissioned their own more technical audits."

Governance

BHL is already moving forward to lead the Group in regard to establishing more effective oversight and governance of the business.

Working together with the Council and subsidiaries, 2020 will include a full legal review of the existing governance arrangements and levels of delegation with consideration to better enable BHL to operate more directly with subsidiaries across the Group, whilst protecting the Shareholder and BCC's interests.

Risk Management

The BHL Board is establishing group wide committees⁴, including an Audit and Risk Committee (ARC).

Whilst identification and management of the risks associated with each subsidiary within the Group will remain the responsibility of the respective business Board, the BHL ARC will be responsible for assisting the BHL Board in fulfilling its oversight responsibilities by reviewing and monitoring:

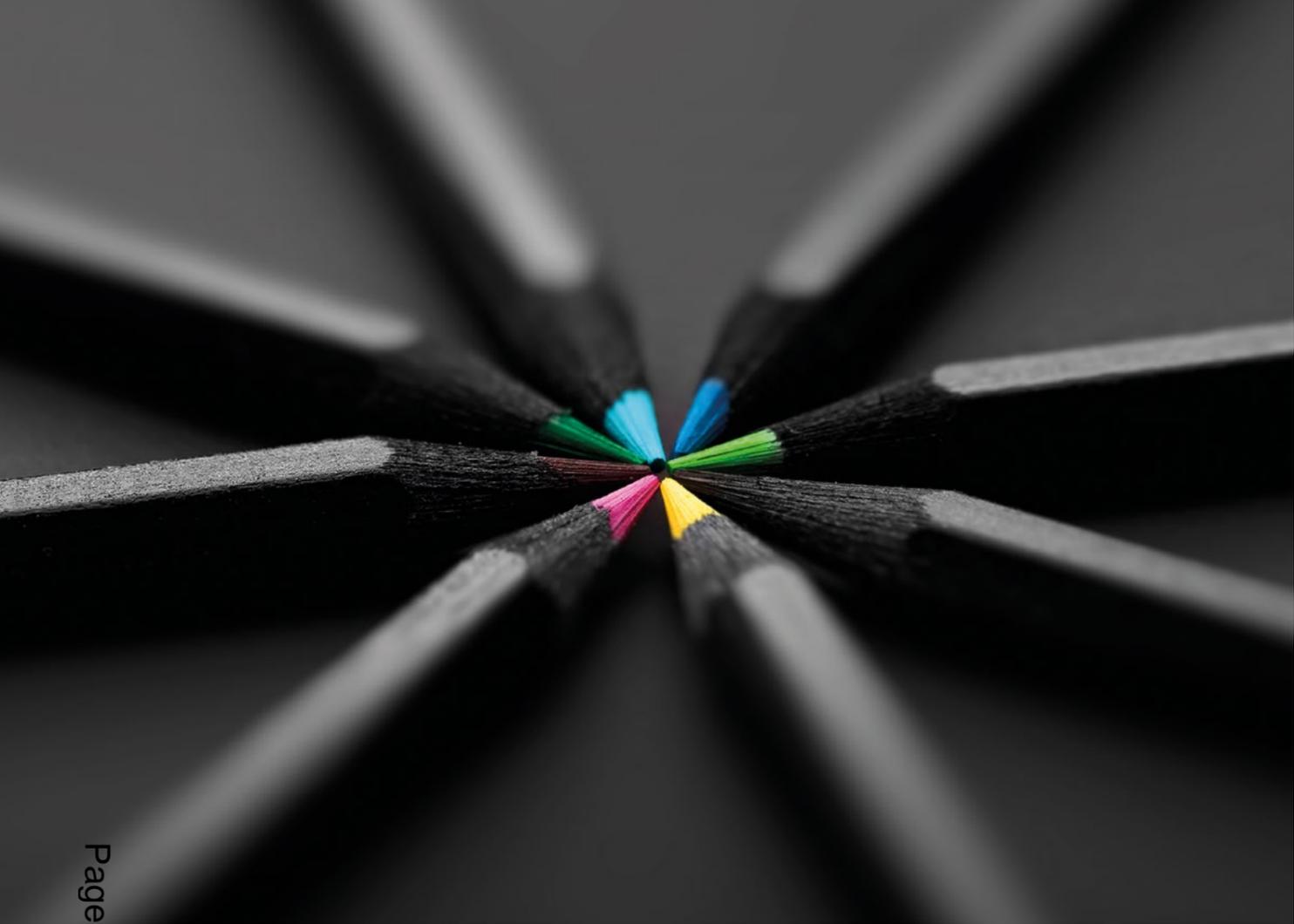
- the Group level risk register to identify and ensure mitigation of the most critical risks;
- the integrity of the financial information provided to BHL Board and BCC;
- the Company's and the Group's systems for internal controls and risk management;
- the internal and external audit process and auditors; and
- the process for compliance with laws, regulations and ethical codes of practice.

Although the BHL Board has yet to fully review risk and develop our own risk register, the risks at Appendix 3 are deemed to represent some of the key risks that impact BHL and delivery of this business plan and will need managing throughout the period.

⁴ Audit and Risk, Remuneration and Nomination Committees are being established at Group level.



BHL is already moving forward to lead the Group in regard to establishing more effective oversight and governance of the business.



BHL Transition Year - Delivery Focus

Since formation, BHL's priority has been to engage stakeholders and to assist subsidiary business Boards to ensure the successful performance of each group company.

It is important that each company within the group focuses on improving the quality, value and scope of their business, whilst BHL starts to address governance, centralised services and adoption of consistent processes across the group.

Consequently, our approach in this first year Business Plan is to build solid foundations and establish the key activities over the coming year, ensure that enough resource is made available, and that we understand and manage the associated risk. Working in partnership with each of the Group's subsidiary business boards, we will establish a governance structure with BCC and the subsidiary business Boards that provides the appropriate level of strategy, scrutiny and assurance at both the subsidiary and Group level. The skill sets of the subsidiary Boards are aligned to the specific skills required for that business activity. Whereas at the BHL Group level the skills mix is more aligned to the overall strategy and oversight of the group as a whole and to the wider strategic opportunities within Bristol and beyond.



"Consequently, our approach in this first year Business Plan is to build solid foundations and establish the key activities over the coming year, ensure that enough resource is made available, and that we understand and manage the associated risk."

Our Targets This Year

For 2020/21, it is intended that each of the BHL Group of companies will continue to track their progress and measure success against individual business plans and an agreed set of Key Performance Indicators (KPIs).

As mentioned above, in future years we will bring a Group Business Plan forward with agreed cross cutting objectives, as well as key individual subsidiary business targets.

Appendix 1 is a summary of BHL's key targets for the period of this plan.

Finance

As BHL transitions to full operational capability, its resource requirement will increase accordingly.

This will be kept under constant review to ensure value is maximised both to its subsidiaries and shareholder. We will evaluate the mitigating savings and efficiencies that can be generated from improved financing arrangements, joint procurement opportunities and shared services, with the aim of over the medium term, being in a positive sot/benefit position compared to 2018/19.

The gross budget for 2020/21 is estimated to be £608k, which will be charged primarily to existing and new prospective businesses as follows:

Bristol Holding Draft Budget 2020/21			
Original Budget 2019/20 £		Revised Budget 2019/20 £	Draft Budget 2020/21 £
	Income		
17,500	Charges to BCC	10,000	17,500
522,000	Recharges to Subsidiaries	529,500	590,000
539,500	Total	539,500	607,500
	Expenditure		
363,500	Employees	300,000	407,000
	<i>Recharges from BCC/Subsidiaries</i>		
120,000	Finance, Audit and Insurance	156,500	145,000
-	Management and Support	25,000	
5,000	Legal	20,000	17,500
50,000	HR	35,000	35,000
1,000	ICT	3,000	3,000
539,500	Total Cost	539,500	607,500

A method for allocation of charges for 2019/20 has been agreed with the subsidiaries reflecting both the size and additional resource requirements required for each. Going forward the charges will need to reflect, from the outset, development costs associated with prospective new companies. The involvement of BHL in the planning and set up of new ventures are intended to be costed into future projects and generating an income stream from supporting new ventures. This will be reviewed as part of our 2020/21 activities.

BHL Transition Year

As outlined above, this year's business plan is focused on building the foundations for success in what is a transition year for BHL.

The remaining sections of this year's business plan set out the Governance and Risk Management approach, before detailing the budgetary resources that will be required. Next, we outline a range of operational targets that will need to be delivered this year. Finally, this plan outlines a selection of high-level risks that will need to be managed in the business.

Initial work to date has focussed on delivery of some key financial governance frameworks for utilisation across existing subsidiaries and as a standard for any new companies coming under the ownership of BHL. These have included risk assurance, whistleblowing, anti- fraud, bribery, and corruption strategies and policies, for consideration and review by the new BHL ARC, replacing existing Committees within Bristol Energy and Bristol Waste. A Group Social Value Policy for BHL and its subsidiaries, which will be a key determinant of our value for money assessments, will also be finalised within 2020. This will include a methodology for quantifying additionality of economic, social and environmental impacts

|| "A key priority for the year ahead will be development of shared financial systems, processes and services."

Greater harmonisation and utilisation of financial resources of all BHL subsidiaries will enable the Group to deliver efficiencies, maximise capital investment, treasury management and procurement opportunities as well as taking a more holistic overview of projects that have synergy with and are relevant and interconnected with each of the subsidiaries. Other associated opportunities will also be evaluated.

How the Shareholder can help success

BCC, our Shareholder and client are integral to the success of the Group. We have common goals to ensure the delivery of quality services and social value in which our group of companies are engaged, and success will be measured by our effectiveness in building a partnership based on trust, confidence and collaboration.

This business plan sets out our initial plans and activities as the BHL Group transitions to become an effective and successful commercial model for the City of Bristol. There are key areas where BCC can help towards this success.

Successful transition to the intended Group operating model will require all parties to operate within the agreed governance arrangements. It is important that the BHL Board and executive have appropriate levels of delegation across the Group, and the recent update to BHL's levels of delegation is key to success. Finally, it will become increasingly important that longer term planning by the Council is forthcoming (e.g. Commercialisation Strategy, pipeline of potential housing) is available against which the BHL Group can better understand BCC's emerging plans to shape the appropriate strategy for growth.

|| "We will continue to do our part in building a spirit of partnership with all our stakeholders and commit to working collaboratively to ensure our group of companies delivers the necessary performance, whilst positioning for growth and further financial returns."





Summary

This business plan represents a starting place for BHL as it re-launches and starts to establish the necessary governance, structures and resources to deliver against BCC's expectations. Successful delivery of this plan will require close collaboration with BCC and the BHL Group set of companies. We are confident in our ability to deliver this change programme as we transition to operate as a group.

At the end of this year's plan, BHL will not only be working across its group of companies to ensure delivery and performance against their separate plans, but we will have established a more commercially effective environment; ensuring compliance and effective risk management, consistent reporting and starting to progress selective centralised services. Within the year we will be operating within a BHL Group organisation that is different from today but one that will be better structured, more agile and starting to deliver real value and benefit to the City of Bristol.



"Within the year we will be operating within a BHL Group organisation that is different from today but one that will be better structured, more agile and starting to deliver real value and benefit to the City of Bristol."

Appendix 1 - Biographies - BHL Board of Directors



Peter Beange

Executive Chairman & Chair of Group Nomination Committee

Peter Beange is a senior executive who has enjoyed a successful career in Defence and Security, both in the public and private sector.

After almost thirty years in the Ministry of Defence leading large teams and delivering complex equipment programmes, he re-entered industry in 2011 initially working for Airbus leading their Cybersecurity product and service business in the UK, before joining Northrop Grumman Corporation in London as their European Director of Corporate Operations. Peter is the first Exec Chairman for Bristol Holding Co. and joined in August 2019.



Elaine Holt

Senior Independent Non-Executive Director & Chair of Group Remuneration Committee

Elaine has extensive board level experience and a track record of business turnaround and sustained commercial success in a wide range of organisations including PLCs and a major Government Department.

Elaine currently has a portfolio of non-executive director roles. She has been on the Board of Highways England since 2014 as a Non-Executive Director and is chair its remuneration committee, she has also been chair of Cormac a large infrastructure and highways company and was previously an Independent Shareholder Advisor to Bristol City Council on its commercial companies.



Alex Wiseman

Independent Non-Executive Director & Chair Group Audit & Risk Committee

Alex is a finance and strategy professional with a background in regulated utilities. His last full-time role was Regulation Director for a £1.5bn gas network, and prior to that he was Head of Strategy at United Utilities.

Alex has over 20 years' non-executive experience across Government, local authority and private companies. Alex was NED at Bristol Energy for over 3 years, including 6 months as interim chairman; Alex also chaired their Audit and Risk Committee. Alex's other current non-executive roles are for the Northern Ireland Utility Regulator and for a construction company that is listed on the Alternative Investment Market Stock Market.



Mark Bradshaw

Council Elected Non-Executive Director

Mark has been the elected city councillor for the Bedminster Ward in Bristol since May 2006, and has also been a cabinet member and deputy labour group leader during his tenure.

In addition to his council responsibilities, Mark manages policy and public affairs for the HAE trade body in the UK.

Appendix 2 - BHL 2020/21 Targets

KPI	Metric	Timescale (Calendar Year)	Dependency	Timescale (Calendar Year)
Governance				
BHL Board is meeting and operating effectively	Board self-assessment and review by NEDs.	Exec Chair BHL	BHL Board	Dec 20
2021 Group Business Plan Process agreed and executed successfully	<ul style="list-style-type: none"> Annual process agreed and published All Group BPs developed, scrutinised and submitted to BCC on time and quality 	BHL Board	All MDs	Mar 20 Nov 20
Uniform and compliant performance reporting is established up to SHG level	SHG receiving appropriate consistent reporting on quarterly basis	BHL Gp FD	All MDs	Sept 20
Group approach to audit and risk management operational across the Group	Key business risks identified and being properly managed	Chair BHL Gp ARC	All MDs	Jul 20
Review of BHL and Subsidiary policies and procedures complete	BCC and BHL and Subsidiary Board(s) sign-off	BCC Legal, BHL & Subs Chairs	BCC Legal, Subsidiary Boards	Mar 20
All BHL and Subs Policies and Procedures aligned as appropriate, across the Group	<ul style="list-style-type: none"> Review by BHL ARC BCC Internal Audit review 	BHL Gp CoSec	Subsidiary Boards	Apr 20 Dec 20
Adopting a consistent Group approach to Remuneration and senior appointment nominations	Group Remuneration and Nominations Committees fully operational	Chairs Gp RemCo and NomCo.	Subsidiary Boards	Mar 20
Clear level of Governance and oversight by Shareholder in place	SHG/Companies review of governance documents complete	BHL Gp CoSEC	SHG, BCC Legal	Mar 20
Group Social Value Policy for BHL and its subsidiaries published	Policy agreed and published across the Group	BHL Gp FD	BCC Social Value Policy	Jul 20
Centralised Group Finance Function approach operating effectively	<ul style="list-style-type: none"> Operating model defined Implementation underway 	BHL Gp FD	All MDs	Jun 20 Oct 20
Resources				
BHL 2020 Resource plan completed	BHL Board approval	Exec Chair BHL	BHL BP approval	Mar 20
Full-time Group FD in place	Recruitment process complete and incumbent in place	Exec Chair BHL	SHG approval	Mar 20
BHL ICT Strategy Determined	BHL Board approval	Exec Chair BHL	BCC Dir Dig Transformation	Apr 20
BHL Website/Information Portal operational	Initial capability in place	BHL Gp FD	BCC Dir Dig Transformation	Jul 20
Stakeholders				
BCC Shareholder Satisfied with BHL Effectiveness	Shareholder Satisfaction Survey	Shareholder Liaison Team	SHG	Dec 20
Effective cross-Chair engagement	Self-assessment by all Chairs	Exec Chair BHL	All Chairs	Ongoing
Company joint operational working group delivering value	<ul style="list-style-type: none"> BHL joint working group meeting monthly Effectiveness review by members. 	Exec Chair BHL	All MDs	Ongoing Dec 20

Appendix 3 - Top BHL Risks

Category	Title	Pre-Mitigation		Mitigation	Pre-Mitigation		Owner
		Prob	Impact		Prob	Impact	
Financial	Centralised functional shared service approach fails to deliver	Medium	Medium	<ul style="list-style-type: none"> Strong collaboration with BCC Finance and subsidiaries leadership to clarify roles & responsibilities. BHL NomCom⁵ and RemCom⁶ involvement with recruitment process Effective operation and governance across centralised function 	Low	Low	BHL Group FD
	BHL Companies fail to deliver against Business Plan	Medium	High	<ul style="list-style-type: none"> Effective scrutiny by BHL Board Active engagement by BHL executive staff BCC officers deliver against dependencies, as appropriate 	Low	Low	BHL Board
Organisational	BHL fails to deliver benefit to BCC and/or subsidiaries	High	High	<ul style="list-style-type: none"> Identify targets and benefits in tangible terms and then measure and agree progress with stakeholders throughout year Utilise NEDS to complete independent surveys 	Low	Low	BHL Board
Legal & Compliance	Lack of and/or misalignment of BCC/BHL regs, standards, reserved matters, policies, procedures	Medium	High	<ul style="list-style-type: none"> Ensure there is a clear set of regs, standards and that reserved matters, policies and procedures are consistent and appropriate Joint review by BCC, BHL and Subsidiaries Internal and external audits 	Low	Low	BHL CoSec
Operational	Insufficient budget to execute plan	Medium	Medium	<ul style="list-style-type: none"> Set and gain approval for appropriate budget at start of year Monitor/manage expenditure during year Execute re-charge function effectively 	Low	Low	BHL Group FD
	Insufficient manpower to execute plan	High	High	<ul style="list-style-type: none"> Complete BC for new roles against a Resource Plan Collaborate with BCC and subsidiaries to utilise existing resources 	Medium	Medium	Exec Chair BHL
	Incoherent operational approach across BHL and subsidiaries	Medium	Medium	<ul style="list-style-type: none"> Establish and effectively manage a cross-subsidiary operational group to share best practise and ensure a coherent approach across the Group 	Low	Low	Exec Chair BHL
Reputation	BHL Board/ executive fail to gain confidence/trust of stakeholders	Medium	High	<ul style="list-style-type: none"> Consistent and effective oversight in regards subsidiary performance, supporting and influencing improvement Keep key stakeholders apprised of key issues and action plans Ensure BHL has the right mix of skills to achieve goals 	Low	Medium	BHL Board and Exec
Safety	Health Safety Risks in business	Low	High	<ul style="list-style-type: none"> Effective oversight and scrutiny of subsidiary performance throughout year Internal/external audits 	Low	Low	BHL Board
Strategic	Lack of BHL strategy and/or misalignment with BCC and/or subsidiaries	Medium	Medium	<ul style="list-style-type: none"> Ensure strategy understood across stakeholders Ongoing oversight at subsidiary boards Effective independent NEDs on all boards 	Q1	Q4	BHL and Subs Boards
Stakeholder Management	Confusion/ overlap roles and responsibilities between Shareholder and BHL	High	Medium	<ul style="list-style-type: none"> Review and document agree roles and responsibilities across stakeholder community (RACI) Monitor and challenge when teams/individuals fail to operate in accordance with RACI 	Medium	Medium	SHG, BHL and Subs Boards
	Ineffective/negative relationship at Chair/MD level across group	Low	High	<ul style="list-style-type: none"> Maintain regular engagement; responsiveness to calls for help Support/challenge in equal measure Protect confidential matters Open/transparent ways of working together 	Low	Low	BHL Exec Chair

⁵ Group Nomination Committee chaired by Exec Chair BHL

⁶ Group Remuneration Committee chaired by Senior NED BHL



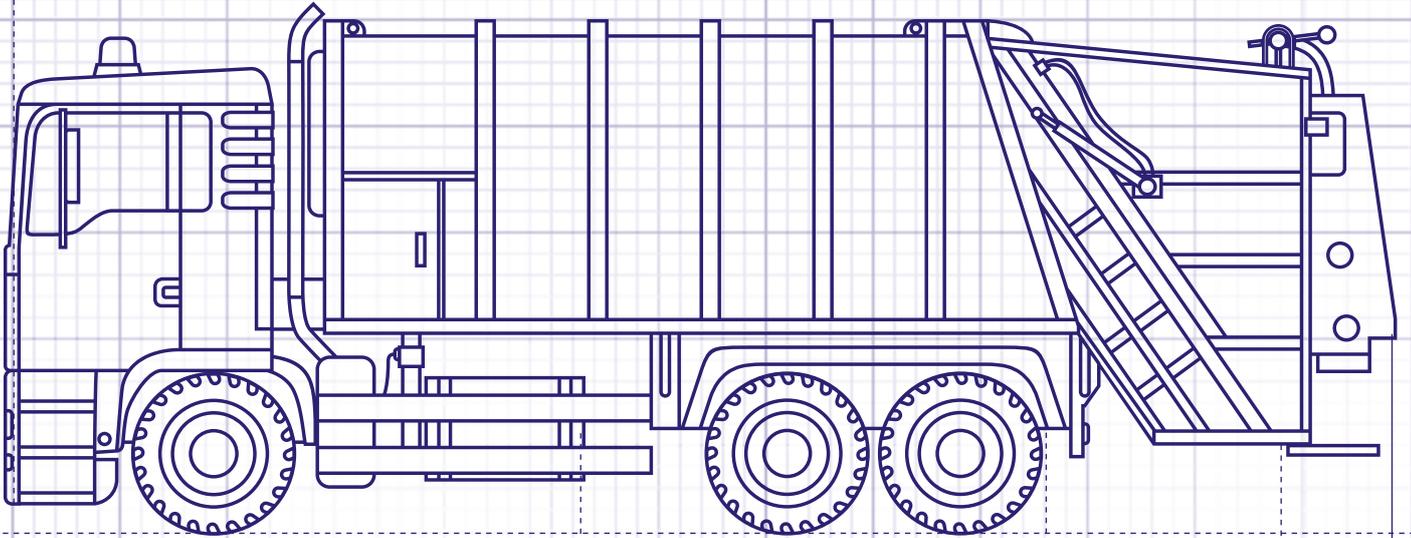
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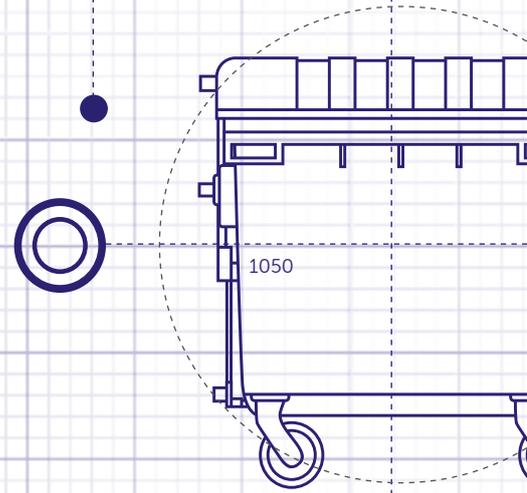
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Business Blueprint Year 2 Update

Financial Year 2020/21

Business Plan on a Page...

Business Overview		
<ul style="list-style-type: none"> Bristol Waste is a Teckal company wholly owned by Bristol City Council The company is responsible for: <ul style="list-style-type: none"> Waste collection Street cleansing Graffiti removal Fly tip collection 	<ul style="list-style-type: none"> Bristol's Household Recycling and Reuse centres <ul style="list-style-type: none"> Winter Road Maintenance Community engagement and education Recycling and resource re-use We clean over 800 miles of streets and footpaths and carry out over 180,000 ad-hoc requests annually 	<ul style="list-style-type: none"> We collect and handle over 185,000 tonnes of waste of which we divert over 80% away from landfill. We employ over 560 local people who carry out over 17 million scheduled collections to over 196,000 households in the Bristol area

Business Plan Financials	2020-21 Updated Plan £k	2020-21 Business Blueprint £k
Revenue	46,055	45,137
Cost of Sales	43,941	43,091
Overheads	1,438	1,391
Surplus (before paymech)	676	655

SWOT Analysis	
<p>STRENGTHS</p> <ul style="list-style-type: none"> Strong relationship with BCC, both in our values and operationally Reinvigorated senior leadership team with a desire to grow the business, continually drive efficiencies and improve our service Our people and our passion for a cleaner Bristol Quality of our recycle materials and UK based processing network Award winning Innovations, Communications & Reuse teams Number 1 English core city for household recycling rate at 44.9% - 17/18 DEFRA certified (18/19 figures issued Dec 19). 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Avonmouth - space to improve waste processing facilities and add new waste resource income streams Ability to educate and influence residents of Bristol on recycling and waste behaviour Be an integral part of One City Plan and City Leap Work for the benefit of Bristol with all surpluses being reinvested in our service and the city Commercial (Non-Teckal) growth for integrated waste and workplace services.
<p>WEAKNESSES</p> <ul style="list-style-type: none"> Competitive market for staff recruitment, particularly drivers No built in redundancy / contingency for Albert Road baler facilities (addressed in investment initiatives). 	<p>THREATS</p> <ul style="list-style-type: none"> Recyclate prices dropping below current levels in volatile market Local and National legislation and regulation changes Unable to fully influence recycling headline rate due to political constraints.

Business Strategy	
<p>Key Business Objectives:</p> <ul style="list-style-type: none"> Ensure safe working practices are engrained in the business to protect our staff and remain totally legal and compliant Deliver a cost-effective and first in class service in support of BCC our shareholders and the residents and businesses of Bristol To deliver a growing and successful commercial enterprise 50% of household waste will be reused, recycled or composted (One City Plan alignment) by 2020 Municipal waste to landfill target of less than 10% by 2030 Minimise residual waste per household. 	<p>Strategies:</p> <ul style="list-style-type: none"> Health and Safety at the forefront of everything we do as a business "Think Safe, Work Safe, Home Safe" Continued internal culture change, lead by the SLT, supported by ongoing investment in our people and equipment Provide an outstanding service for refuse and recycling to businesses Achieve blue sky growth through the development and delivery of soft FM and other complementary service offerings Education, engagement and enforcement campaigns to reduce residual waste production and improve volume and quality of recyclate Opening of our first reuse shop at Avonmouth.
<p>Top Business Risks</p> <ul style="list-style-type: none"> Recyclate value drops below current level Disposal quantities and / or costs rise Pay negotiations above rate of inflation Commercial targets not achieved Container spend (outside of our control) 	<ul style="list-style-type: none"> Hartcliffe HRRC completed in 2020-21 Baler failure Legislation changes Unforeseen costs being passed to BWC.
<p>Top Critical Success Factors:</p> <ul style="list-style-type: none"> Quality of recyclate material Reduction of waste volumes 	<ul style="list-style-type: none"> Safe working practices Progression into higher value soft FM.

Delivering Social Value	
<p>We will deliver our core social value by:</p> <ul style="list-style-type: none"> Keeping Bristol clean Minimising Waste Increasing Recycling Engaging with and educating our communities. 	<p>We will create wider social value by:</p> <ul style="list-style-type: none"> Training, developing and looking after our employees Being a living wage employer Create local employment and provide apprenticeships Volunteering and training opportunities with the launch of our reuse shop.

Action Plan		
<p>Actions:</p> <ul style="list-style-type: none"> Deliver value for money Commercial Non-Teckal business into surplus Grow commercial Non-Teckal product streams and service offerings Avonmouth HRRC redevelopment Hartcliffe HRRC development Quantify our Social Value. 	<p>Who:</p> <ul style="list-style-type: none"> BWC SLT/Business Development SLT/All SLT BCC/SLT SLT/BHoCo 	<p>Milestone:</p> <ul style="list-style-type: none"> Continuous improvement Q1 - 2020-21 On-going Q4 - 2019-20 Q1 - 2020-21 (operational) Q4 - 2019-20

Business Blueprint Year 2 Update

Financial Year 2020/21



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- Safety, Health, Environment and Quality
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- Fit to perform

Section 4 Our Plan of Action

- Our Business Route-map to the Future
- Achieving Best Value for Money
- Our People

Section 5 Our Critical Success Factor (CSF) Dashboard

Exempt Appendices

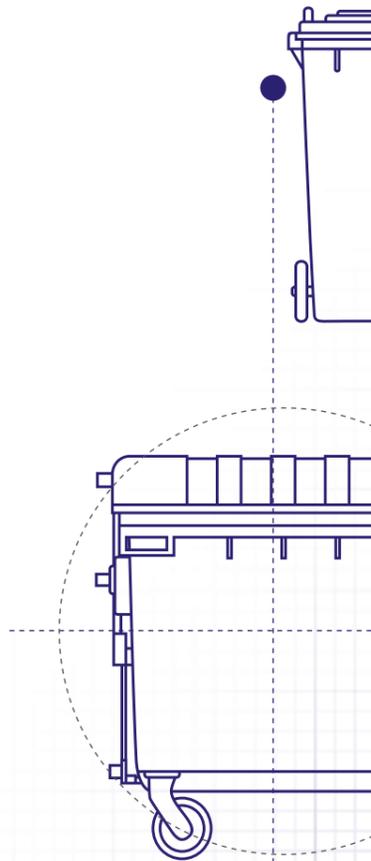
A. Business Route-map Performance 19-20

B. Business Route-map - updated for 20-21

C. Investment Strategy

D. Supporting Financial Information and Assumptions

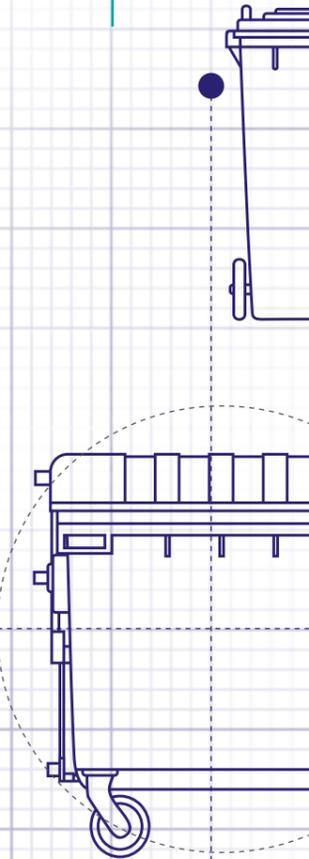
DOCUMENT CONTROL	
Issue No: 2	Date: December 2019
Document Title: Business Blueprint Year 2 Update	Prepared For: Shareholder
Contact: Bristol Waste Company Tony Lawless, Managing Director Bristol Waste Company, Albert Road, Bristol, BS2 0XS	
Tel: 01173 049 580 Mob: 07825 007 726	
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BUSINESS BLUEPRINT - YEAR 2 UPDATE	





Section 1

Our Business Route-map Performance



Section 1 - Our Business Route-map Performance

MD Introduction and Blog

This year Bristol Waste Company has made significant progress in numerous areas and the next three years will see many new challenges for us to rise to and embrace.

A few of the key changes this year included;

- Replacing our fleet with modern, cleaner and safer refuse and recycling vehicles along with smaller electric vans, significantly reducing CO2 and Nitrous Oxide emissions.
- Constructing a new household recycling and reuse centre (HRRC) at Avonmouth which is nearing completion and will be operational during January 2020. We are also working closely with BCC Project Team on the third HRRC which will be built in Hartcliffe. The site is awaiting planning consent, and if approved, works will commence during the early months of 2020.
- Supporting the Mayor's High Street Fund & Big Tidy by removing graffiti, deep cleaning streets and installing new compactor bins, reducing litter and vehicle movements within the city.
- Investing in training and support for our staff including additional health and safety training which has assisted in reducing our RIDDOR rate from an average of 8 – 10 incidents per year down to zero for a full 12 months. We recruited 5 apprentices, 4 of which are now in full time employment with BWC with one yet to complete their training. We will recruit 5 new apprentices into various areas of the business during 2020.
- As we move into the next three years our focus will not only be to maintain a high standard of service but to innovate and open our minds to new technology and ideas. Working closely with BCC and the waste industry, we will work to reduce waste at source, improve recycling rates, reduce landfill and aim to be carbon neutral across all sites. We have several ideas in progress which encompass new technology such as pyrolysis of waste to changes in working practices.

As a Teckal business it is imperative we advance our commercial input to promote additional growth and surplus that can be reinvested back into the business or returned to BCC under the innovative Paymech system agreed earlier this year. To allow this expansion we have transformed our business development function and installed a modern customer relationship management system (CRM) with the toolkits and training to target areas suitable for controlled and sustainable growth.

- Our business development approach is totally in-line with our 'blueprint' business plan and concentrates on using our service expertise to develop integrated waste and associated workplace services that include cleaning, security, grounds maintenance and others... Following this theme, we have secured prestigious service partnerships with organisations such as Bristol Zoo, Thatchers Cider, Pasco Group, The Ivy and BPR Group.
- The targets are challenging but we are showing steady progress and we believe these are achievable through the support of our experienced leadership team and BCC colleagues.
- Our commitment to Bristol in adding social value and supporting its residents is absolute and as a company we understand the complexities of the city, the environment in which we all work and the importance of providing a service that is of critical importance to those we serve.

|| Our staff are at the heart of everything we do, and they work extremely hard in a tough environment. As a responsible employer we do all we can to keep them safe and well trained in return for embracing the culture of the city and the requirements of BCC and our residents.

- As a company we look forward to the coming challenges and will always look to innovate and continually improve the service we provide.

Note: See our Business Route-map Performance in detail at Exempt Appendix A

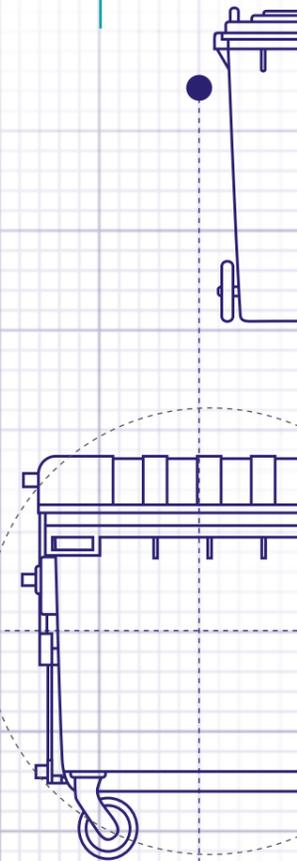


#LitterHurts





Section 2 Re-enforcing Our Purpose





Clean Street Heroes

Litter picking kits for every primary and secondary school in Bristol.

With funding from BCC, we worked with every primary and secondary school across the city to offer them a free litter picking kit.

Clean Streets Thank You

More than a hundred passionate volunteers gathered at celebration event in recognition of their tireless efforts to keep Bristol clean and green. The event was a big 'Thank You' to all the unsung heroes who volunteer across the city to help keep the streets clean, pavements clear, walls free of graffiti and bring colour and vibrancy to our communities.

Check out our Clean Street Heroes [here](#).

Section 2 - Re-enforcing Our Purpose

Our Purpose

The purpose of the Bristol Waste Company is to deliver Integrated Waste Management and Services to the Bristol region that are considered to be Best-in-Class.

We never lose sight of the fact that, ultimately, we are a service business focused on delivering customer satisfaction.

Our Values & Behaviours

During the past 12 months we have re-aligned our Values and Behaviours with our Shareholder:

- We are **Dedicated**: We strive to make a difference
- We are **Curious**: We ask questions and explore possibilities
- We show **Respect**: We treat each other fairly
- We take **Ownership**: We accept personal accountability
- We are **Collaborative**: We come together to reach shared goals
- We work **Safely**: We embrace a culture of working together safely at all times.

These values and behaviours have been reinforced across the business as part of our company wide roadshows and reinductions.

Our Social Value

As a BCC owned company, creating positive social impact is at the heart of what we do. We consider BWC to be in a significant position of trust and one where we can make a considerable contribution towards supporting the social agenda for our shareholder.



Our business delivers core social value across the city by keeping Bristol clean, reducing waste and increasing reuse and recycling.

We add wider social value by ensuring the wellbeing of our employees through our mental and physical health initiatives, training and development opportunities. We provide local employment, apprenticeships and we are a living wage employer.

One City Plan

We are an inaugural member of the One City Environmental Sustainability Board, which leads on the delivery of the goals set out in the One City Plan to help accelerate the city's progress towards environmental sustainability.

City Leap

Bristol continues to lead by example with the innovative City Leap.

Bristol Waste Company are supporting the current procurement exercise and we see numerous opportunities for partnership and collaboration going forward. This will create local employment, help economic competitiveness, de-carbonise the city and deliver sustainable energy and infrastructure to the city.

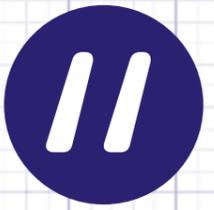
Going for Gold

We are working closely with the Going for Gold team to help Bristol achieve a Gold Sustainable Food City. This is a national programme that celebrates and supports communities that are making positive changes to their food system.

As one of only four cities to achieve Silver status, Bristol has already shown that it has the motivation to make Good Food part of the city's identity. We have committed to providing a food waste collection service to all households. At the moment all kerbside households have a collection and have received the full #slimmywaste treatment. We now want to ensure that every resident in a flat or HMO also has access to a food waste collection service.

A Zero Waste Bristol

The #wastenothingchallenge is a leading campaign within the city, where 50 households are spending 365 days to become zero waste. We have partnered with over 30 local and national supporting partners who in turn offer motivation, discounts on products and waste minimisation courses. Bristol Water have joined us on this campaign as a key partner. The households and families involved span across all postcodes in the city and range from households of one to six people spanning multi generations.



"In our Business Blueprint, we emphasise the added value that BWC can create for the City and the contribution that we can make to the development of the One City Plan, particularly when working collaboratively with our customers, people, partners and shareholder."

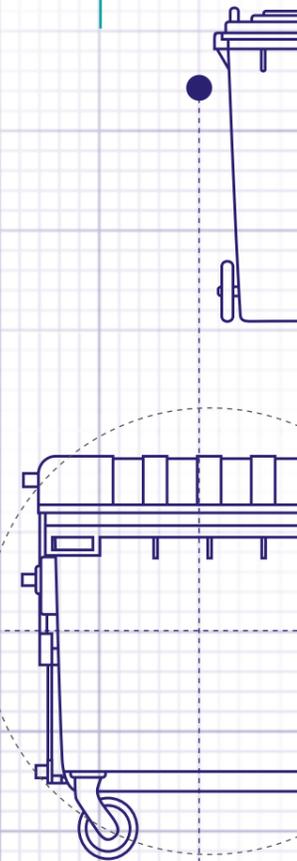


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Section 3 Delivering the Service



Section 3 - Delivering the Service

Delivering Value to Our Customers

The service that BWC delivers is shaped by the requirements and needs of our customers; this includes Bristol City Council, Residents, Community Groups and local businesses.

We are continually striving to improve our service to our customers and drive efficiencies in the way we deliver our services. Our achievements this year with further improvements to be made next year include:

Newer and cleaner vehicles

To augment our service to Bristol we have invested in a new efficient, low emission, recycling fleet that incorporate many safety features to protect our staff. The new vehicles can also carry greater quantities of recycling, reducing travel distances and improving operational output.

We have replaced our supervisor vans with smaller electric vans and in some instances electric bicycles, significantly reducing CO2 and Nitrous Oxide emissions. Our refuse fleet is currently being renewed next year and will also be low emission with enhanced safety features.

“An innovative and unique industry first solution on introducing reuse milk floats into street cleansing”

New Technology and Methodologies

We are investing in new back and front office systems, most notably the upgrade to our waste collection and management software. This will be a fundamental improvement to our systems which will enable more efficient routing of collections, real time information, provision of a more effective collection service and working closely and in conjunction with our partners at BCC much greater control over container spend.

We have introduced a new workshop system to give greater productivity, tracking and an improved use of resources.

HRRCs and Waste Transfer Operations

At our sites we are continually adopting new methodologies and processes to reduce the amount of waste sent to landfill. We have introduced:

- the mining (separation) of waste at Avonmouth and Days Road HRRC using mechanical diggers
- separated black bag waste from general waste

As mentioned elsewhere in this update the Avonmouth HRRC is being completely redeveloped with completion in December 2019 to transform the experience of both the general public and our trade customers.

Reuse shops will be in place at both HRRCs, further enhancing BWC's current reuse strategy and diverting high quality usable items from the waste stream and into use benefitting the communities of Bristol. Volunteering and training opportunities will be available as part of this service offer.

Integrated Services and Waste Management

We continue to develop and offer to our customers new integrated services and waste management to support the needs of the diverse business and professional communities of Bristol.

Market Update

Recyclate Market

Our kerbside collected recycling material is best considered as a commodity in economic terms.

As with all commodities, the price and demand are influenced by market forces both within the UK and globally. What happens in this country (legislation, taxes, Brexit) along with other countries around the world (USA trade tariffs, China sourcing material internally, Indonesia stopping the intake of recyclates, global recession) all cause significant upswings and downswings in not only the price received, but also the demand for each of our various commodities.

BWC has **minimised risk** by sourcing processors **within the UK** and by improving and constantly monitoring the **quality of our recyclate** materials. This serves two important purposes:

- Our product will achieve the best prices in the marketplace, and;
- It should ensure that our product is always in demand (as processors will always look to source the best and easiest to recycle materials)



This strategy has been successful with BWC obtaining good prices in what is considered a slowing market, compared to other producers out there.

As with all commodity markets, it is difficult to forecast where the market will go in the future. It is true that the global demand has slowed and so the higher prices received in previous years are not foreseen to occur again in the near future.

Legislative Framework

Brexit may have an impact on the ability of other producers to export material. This could lead to the domestic market being flooded and prices could fall.

Perhaps the most important outcome of Brexit is that it will allow Government to commence with **other legislation**. 2020 will see the Environment Bill being passed and the further roll out of the Resources and Waste Strategy which has commitments to:

- **Plastic Tax** on packaging
- Require products to have **Recycled Content**
- Introduce a **Deposit Return Scheme (DRS)**
- Deliver an enhance **Extended Producer Responsibility (EPR)**

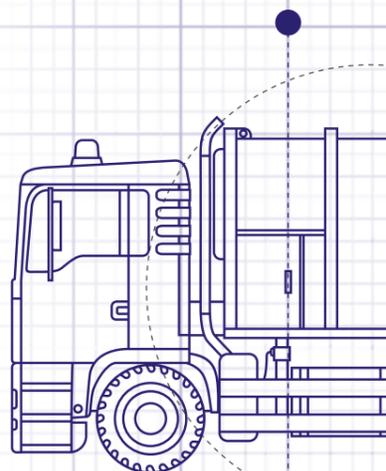
See overleaf for our
Legislation Timeline



Cardboard Bag Rollout Campaign

Bristol residents are all receiving a new bag for cardboard recycling.

The blue bags are 100% recycled and recyclable, a world first for this type of bag. The new bag is being introduced to help Bristol increase its recycling rates and enable crews to sort the recycling more quickly, as well as giving residents more space for the growing amount of card used. See our full campaign on our website.



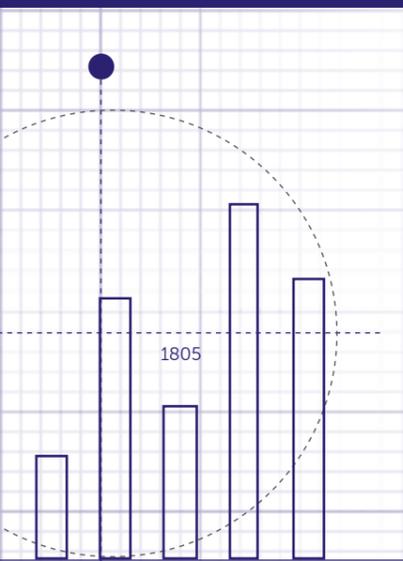
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Litter Hurts Campaign

The high-profile anti-littering campaign launched in April 2019.

Using humour and pets to draw attention to the problem of littering in the city, it has proved immensely popular and even led to the Government's Cabinet Office using it as an example of best practice! Visit our [website](#) and get involved in our campaign!



Section 3 - Delivering the Service

2019

- Review of OneCity plan for the City
- Clean Air Zone going to Cabinet 5th November
- Production of Bristol to Carbon Neutral by 2030 – section in that on waste – could be significant outputs from there.

2020

- Defra to work on statutory minimum guidance for collections – frequency etc.
- EPR for WEEE
- 50% Recycling rate for HH
- Second consultation on DRS, EPR & Plastic Tax issued
- DRS being introduced in Scotland
- Introduction of CAZ in Bristol
- Potential for non-compliant vehicles to be charged in Bristol (any non E6 diesel)
- Potential diesel ban in some areas of the city.

2022

- Introduction of Plastic Tax – will specify a minimum recycled content in plastic packaging.

2023

- Roll out of DRS – up to 3L bottles, cans & tins and other packaging
- Consistency implemented
- Separate weekly food waste collection mandated
- Separate free garden waste collections
- Defra looking to mandate businesses to have separate food and dry recycling collections
- EPR to be rolled out.

2024

- Revision of the Waste Strategy.

2025

- First Zero Waste Zone in Bristol
- Significant Food waste reduction in residual waste bins
- Dramatic reduction in kg/person produced.

2026

- Ensure 50% of public sector fleet is in the ULEV category
- Public sector commit to >30% of their fleet being non-fossil fuel.

2029

- 65% HH waste is sent for reuse, recycling or composting.

2030

- All streets in Bristol free from litter
- 75% recycling rate for packaging.

Safety, Health, Environment and Quality (SHEQ)

The safety of our people and everyone visiting our sites is paramount to everything we do. Over the past year we put a new SHEQ structure in place and focussed on compliance, managing risk and ensuring safety at every level.

We have:

- ISO 45001 (Occupational Health & Safety) achieved Nov 2019
- ISO 9001 (Quality) achieved
- ISO 14001 (Environmental) achieved
- RIDDOR rate reduced (currently zero for last 12 months from average of 8 p.a.)
- Drug and Alcohol test programme rolled out for all employees
- Reviewed risk across the business creating a new risk profile
- Focused on fire safety and updated our Business Continuity Plan
- Created a Business Management System implemented to ISO45001 standard
- Trained, including reinduction of all staff, IOSH managing safely and core competencies across the business
- Improved Health & Safety Culture, with Senior Managers performing monthly leadership inspections
- Focused on wellbeing and mental health, with a mental health awareness programme including training sessions and staff video
- Improved Traffic Management and vehicle safety. All new vehicles now have 360 cameras fitted to help our crews operate safely
- Re-energised the H&S committee and encouraged participation in working groups
- Invested in facilities including changing/drying rooms
- Independent audit by Stallard Kane managed and actioned
- Improved PPE and workwear trials for operators.



Think Safe, Work Safe, Home Safe.

SHEQ will never stand still and we will always strive to improve.

To continue with these improvements we plan to:

- Promote and lead a positive health & safety culture
- Improve accessibility with an **on-line management system portal and on-line near miss reporting**
- Continue the focus on **risk improvement** and **safe working practices**
- Promote wellbeing with **Health MOTs** and workforce support
- Improve **workwear and PPE** including workforce trials
- Improve **training**, with Video Toolbox talks
- Integrate monitoring & reporting using new technology
- Continue work on **emergency preparedness**.



Big Tidy Campaign

The 12-month project is part of the Mayor's Bristol Clean Streets campaign and will work in priority neighbourhoods across the city to tackle issues such as littering, tagging, fly-tipping, fly-posting and overgrown vegetation.

Work began in Old Market with the Big Tidy Street Cleansing Teams, Community Engagement Officers and Enforcement all on site to help bring the sparkle back to Bristol. The project will see an additional £1 million invested in the street cleansing, enforcement and neighbourhood engagement to help keep Bristol clean and green.

Visit our [website](#) and get involved in our campaign!

Section 3 - Delivering the Service

Our Reuse Initiatives

Since our founding, reuse has been a key part of our vision. By opening a shop for residents, we believe we can improve upon the great work already started by reuse-focused organisations in Bristol. The reuse team was delighted to have been awarded Best Waste Minimisation or Prevention Project by the Local Authority Recycling Advisory Committee (LARAC) for their work diverting various types of reusable items from the waste stream.

Since April 18, BWC has diverted:



Setting up
Bristol's first HRRC
Reuse Shop



1,258 bikes

from the waste stream and into reuse, donating these items to bikes charities across Bristol.

In total over
3,000
usable items



Diverted from the waste stream and put into use equating to



Diverted over
1,200
mobility aids

From the waste stream and put in use working with Physio Net who are a charity who check the items and ship them overseas to those who need them.

Check out our eBay store and lets get behind the Bristol Reuse Campaign and grab yourself a reuse bargain!

Set up a paint reuse scheme

Working with **Community Repaint and Sofa Project**, diverting **21.1 tonnes** of paint from the waste stream and into use.

Trial with BCC

- BWC is also looking to set up a trial with BCC Housing to enable tenants to purchase high quality but low cost items from the Avonmouth HRRC, ensuring a closed loop circular economy approach.

Hosted four reuse and repair events

Welcoming over **200 people** at each event, diverting over **160 items** of wooden furniture from the waste stream, over **150 WEEE items** and therefore raising circa **£6k for local charities**.

Fit to Perform

BWC is focussed on continuous improvement and innovation through the provision of data insight and intelligence. Key performance indicators are now reported against using Power BI dashboards. This has enabled management information to be provided in real time and in a more accessible format, improving insight and performance awareness.

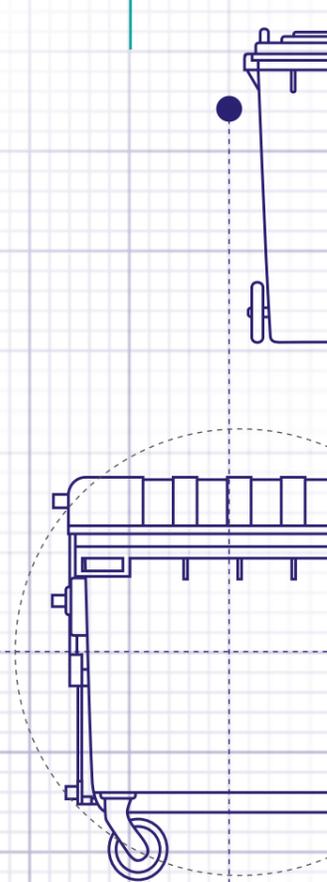
Our Key Business Performance Indicators and Benchmarks:

KPI	Measure of Success / Requirement	Target	YR 18/19 Performance YTD	Service Delivery Model & Notes
1	Municipal Recycling % Household Recycling %	50% 50% (2020)	50% 47%	Targeted campaigns, projects and awareness raising to increase reuse and recycling.
2	Residual Waste per household	<450kg	493kg	2019/20 YTD (based on six months data) 480kg Baseline + roll out. #WasteNothing Challenge rolled out to 50 households. Additional targeted projects and campaigns in development.
3	Municipal Waste to landfill	<10% (2030)	14.9%	Achievable by investing in technology, increasing recycling, reuse programmes and waste reduction initiatives.
4	Food Waste in residual bin	<25%	See service delivery note	Targeted campaigns such as Slim My Waste Feed My Face to increase food waste recycling. Phase 2 of Slim My Waste Feed My Face in development. Compositional analysis October 19 results 25%.
5	Percentage of residual & recycling bins collected on time	99.95%	99.84%	Operations structure in process of being reviewed and developed to enable a more effective and efficient service delivery. Roll out of new refuse trucks will improve service.
6	Missed collections rectified within SLA	80%	96%	Operations structure in process of being reviewed and developed to enable a more effective and efficient service delivery. Technological advancement such as the use of PDAs.
7	Delivery of containers within 10 working days	95%	86%	Operations structure in process of being reviewed and developed to enable a more effective and efficient service delivery. Technological advancement such as the use of PDAs.
8	Street Cleansing Standard for City Centre & Broadmead	A Standard	Internal Monitoring	Internal monitoring of service delivery. Three independent LEQ surveys carried out between November 18 – June 19. Continued support for BCC's Clean My Streets Campaign and The Big Tidy Campaign.
9	Street Cleansing Standard for remainder of the City	B Standard	Internal Monitoring	Internal monitoring of service delivery. Three LEQ surveys carried out between November 18 – June 19. Continued support for BCC's Clean My Streets Campaign and The Big Tidy Campaign. Community Engagement campaigns in heavily impacted areas such as Stapleton Road.
10	Removal of fly tipped material within 48 hours	95%	94.1%	Internal monitoring of service delivery. Continued support for BCC's Clean My Streets Campaign. Community Engagement campaigns in heavily impacted areas such as Stapleton Road.
11	Removal of offensive graffiti within 8 hours	100%	70%	Internal monitoring of service delivery. Continued support for BCC's Clean My Streets Campaign.
12	Removal of non-offensive graffiti within 60 hours	90%	82%	Internal monitoring of service delivery. Continued support for BCC's Clean My Streets Campaign.
13	Reuse Strategy	Pop up reuse shop/facility	Avonmouth Reuse Shop Open Jan 2020	BWC reuse strategy developed and in progress. Avonmouth reuse shop scheduled to open Jan 2020 focussing on skills development and volunteer/employment opportunities. Commitment for second reuse shop as part of Hartcliffe HRRC development. Reuse Coordinator and Apprentice in post. Four successful reuse and repair events completed. Partnership with Community Repair underway, continued support for reuse and repair organisations across Bristol and beyond. BWC reuse Ebay account established.
14	HRRC Municipal Recycling % HRRC Household Recycling %	80% 60%	74% 50%	Enhanced focus on reuse and awareness raising. Improved HRRC infrastructure and development.

KPI	Measure of Success / Requirement	Target	YR 18/19 Performance YTD	Safety / Health / Environmental / Quality (SHEQ) KPIs
1	Lost Time Incident and Lost Time Incident Frequency (LTI & LTIF)	10% reduction	10% reduction currently achieved	% target improvement on previous year. Target based on 2018/19 performance is LTI of less than 0.15. In 2019/20 YTD the LTIF is 0.07 which is from YTD 13 LTIs.
2	RIDDOR Rate	10% reduction	Same as above	% target improvement on previous year. Target based on 2018/19 performance is RIDDOR rate of less than 5.8. In 2019/20 YTD the RIDDOR rate is 0 as there have been no reportable events.
3	Total Accident Frequency Rate	10% reduction	Same as above	% target improvement on previous year. Target based on 2018/19 performance is Total Accident Frequency rate or less than 83. In 2019/20 YTD the TAFR is 80 which is from YTD 59 accidents.
4	Number of Road Traffic Incidents per month per service	10% reduction	See notes	% target improvement on previous year. Target based on 2018/19 performance is less than 92 RTIs. 2019/20 YTD there have been 70 RTIs (BWC liability). The recent implementation of cameras on recycling vehicles is anticipated to help reduce the number of RTI claims.
5	Health & Safety non-conformities raised (no lost time accidents)	10% reduction	See notes	% target improvement on previous year. Target based on 2018/19 performance is less than 78 incidents. 2019/20 YTD there have been 47 incidents reported.
6	Health & Safety near misses reported	10% reduction	Target already achieved	% target improvement on previous year. Target based on 2018/19 performance of 108 near misses reported. 2019/20 YTD there have been 166 near misses reported.
7	Staff Turnover	10% reduction	See notes	% target improvement on previous year. Target based on 2018/19 performance is less than 17%. 2019/20 YTD staff turnover is 17.7%. Investment in staff training & development to continue.
8	% Sickness per FTE	10% reduction	See notes	% target improvement on previous year. Target based on 2018/19 performance is less than 4.2%. 2019/20 YTD sickness (including long term) is 4.0%. Monitoring & support to continue.



Section 4 Our Plan of Action



Section 4 - Our Plan of Action

Our Business Route-map - updated for 20-21

We have updated our 3 year Business Route-map with 2020-21 expanded. This is a dynamic management tool that provides us with clear strategies and implementation milestones aligned to the forecast business objectives.

We review our performance and align strategies to objectives on a continuous basis, it recognises the ever-changing landscape of business today and allows us to avoid any "cul-de-sac" business strategies, whilst providing the business with clear direction and a flexible framework.

Note: See our Business Route-map - updated for 20-21 in detail at Exempt Appendix B

Achieving Best Value for Money

Bristol Waste Company remain committed to driving efficiency and value for money for all of our customers and our shareholder, whilst delivering an excellent service. We are equally committed to delivering a successful, growing and profitable commercial "non-teckal" side to our business.

Financial Strategy

The underlying financial strategy of Bristol Waste Company is to continue to provide value for money for all whilst delivering to plan year-on-year. This increase in reserves will enable Bristol Waste Company to invest in-line with the Business Plan.

Achieving our financial plans for 2020-21 is by no means a given. We operate in a volatile market on extremely thin margins. We have successfully delivered to plan in 2018-19 and are on track to do so again in 2019-20 but market forces could move against us in the future. As said previously we mitigate against these risks as far as we are able and we are developing and reinforcing a culture of ensuring that we are as financially efficient as we can be. BWC are committed to delivering our financial targets again in 2020-21.

Commercial Non-Teckal Success

This is fundamental to our success as a Teckal business that our commercial operations deliver a positive bottom line.

We have completely rebuilt our commercial sales function this year with a new team, new methodologies and renewed focus on ensuring all of our work delivers a surplus.

The ability to work in an agile and commercial way, with the support of BCC, is a key factor in enabling us to achieve these plans.

Cost Control Measures and Culture

Cost control and challenging spend is becoming the 'norm' at BWC.

An example of this would be a company wide campaign to 'think before you print' and 'do you really need it in colour'. All printers defaults are now set to black and white, saving over £6k per annum, a reduction in spend of 27%.

The culture at BWC is now a culture of challenge and continuous improvement. It has changed from 'it's in my budget therefore I will spend it' to, 'if it was your money would you spend it?'

Our forecast numbers for 2020-21 have been built from the bottom up with involvement from all sections of BWC. Every line has been challenged and scrutinised.

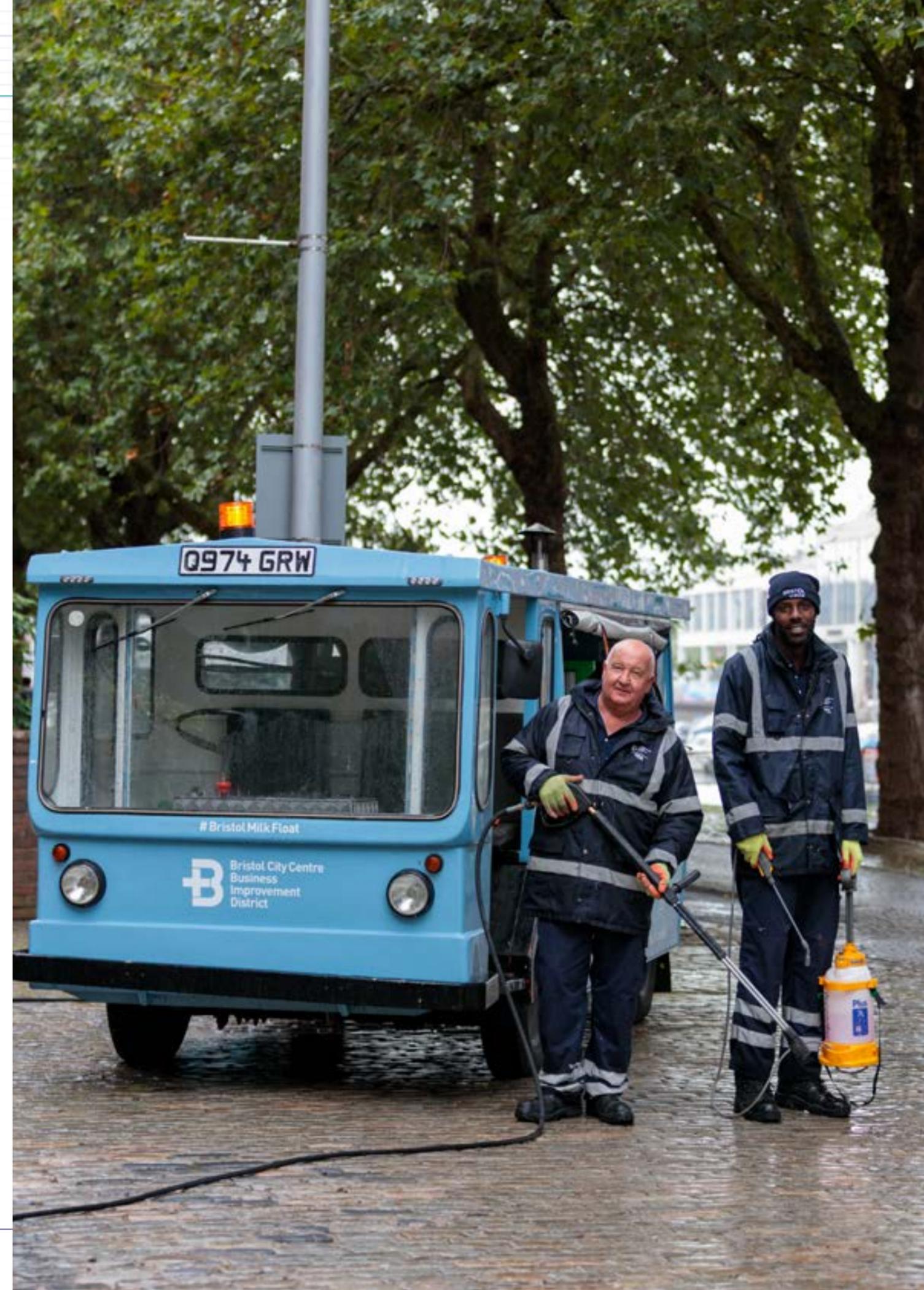
We have centralised our projects budget, which allows greater scrutiny and the ability to react and adapt to new opportunities within the financial year. It also ensures that all spend is aligned to the overall objectives of the business as a whole and avoids the potential for a silo culture.

Payment Mechanism

We have agreed a payment mechanism with BCC that shares the risks and rewards of our financial performance with our shareholder. The mechanism is a cap and collar arrangement calculated on the difference between reported Teckal revenue and Teckal costs plus a margin (currently 15%).

The first £250k difference plus or minus remains with BWC. If the difference is above £250k BCC will receive/pay £250k with any amount above that being split in the proportion BCC 30%, BWC 70%.

We exceeded our 2018-19 business plan financial targets and with the introduction of the payment mechanism were able to return to our shareholder £355k from our surplus.



Bristol Waste Company remain committed to driving efficiency and value for money for our customers and shareholder. We are equally committed to delivering a successful, growing and profitable commercial "non-teckal" side to our business.

Table 1 - 2020-21 Financial Business Plan Summary

A high-level summary of our updated financial business plan is given below.

This shows our updated Financial Business Plan for 2020-21 in comparison to the 2020-21 numbers forecast in our original Business Blueprint.

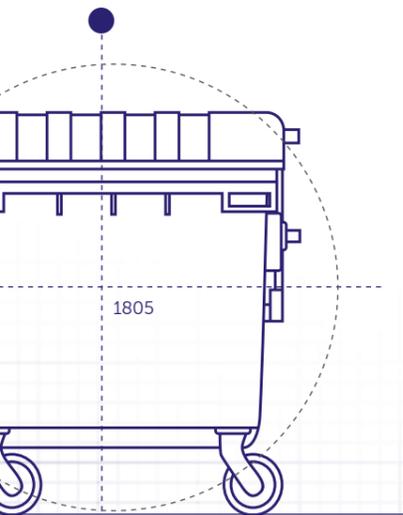
	Business Blueprint Update 2020-2021		Business Blueprint 2020-2021		
	£k	% of Income	£k	£k	%
Revenue					
BCC income - Domestic	38,104	83%	38,104	0	0%
BCC income - Non domestic	840	2%	825	15	2%
Trade 3rd party	1,220	3%	886	334	38%
Commercial - Blue Sky	3,000	7%	3,015	(15)	(0%)
Other income	668	1%	9	659	7120%
Recyclate revenue	2,222	5%	2,298	(76)	(3%)
Total revenue	46,055	100%	45,137	917	2%
Cost of Sales					
Labour	22,495	49%	19,766	(2,729)	(14%)
Waste Disposal	13,672	30%	16,202	2,530	16%
Premises	1,236	3%	1,092	(144)	(13%)
Vehicle & Fleet	3,893	8%	3,906	13	0%
Fuel	1,366	3%	1,370	4	0%
Equipment & Materials	1,278	3%	754	(524)	(69%)
Total cost of sales	43,940	95%	43,091	(850)	(2%)
Overheads	1,438	3%	1,391	(46)	(3%)
Surplus (before paymech)	676		655	21	

Our continuous improvement and innovation plans

We are investing in our **waste management technology** upgrading from our Mayrise system to Alloy. This will enable efficiencies to be made across the business and allow for better insight, reporting and communication with BCC.



The roll out of tablets across the organisation for operational staff will also enable us to become a greener, more efficient and successful business.



Key challenges and risks to achieving 2020-21 plan

- Recyclate values fall below current levels
- Waste disposal quantities and / or costs increase
- Pay negotiations are settled above current level of inflation (2.4%)
- Hartcliffe HRRC completed in 2020-21 with BWC assuming operational costs
- Bailer failure
- Legislation changes
- Container spend is higher than original Blueprint plan 2020-21. Unable to achieve planned savings as BWC are not able to fully control this expenditure, although good progress is now being made in collaboration with the BCC Waste team. This is a risk but also maybe an opportunity to reduce costs.

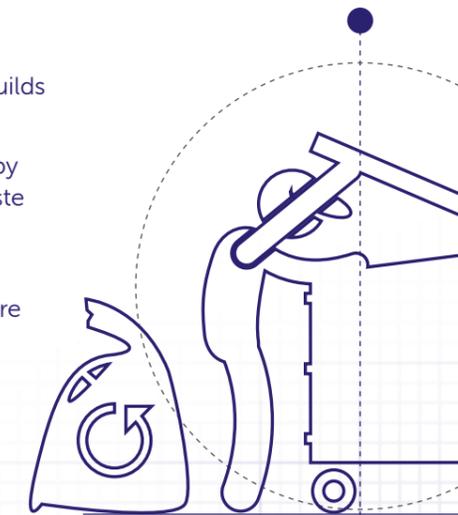
Table 2 - Teckal / Non Teckal year on year growth

A summary of our updated financial business plan compared to our original Business Blueprint projection is below.

	Business Blueprint Update			Business Blueprint 2019-2020			Variances			
	2020 - 2021			2019 - 2020 (Prior Year)			Movement from prior year BP			
	Teckal	Non-Teckal	Total	Teckal	Non-Teckal	Total	Teckal		Non-Teckal	
	£k	£k	£k	£k	£k	£k	£k	%	£k	%
Revenue										
BCC income - Domestic	38,144		38,144	37,197		37,197	947	3%	-	-
BCC income - Non domestic	800		800	760	-	760	40	5%	-	-
Commercial - Trade		1,220	1,220		864	864	-	-	356	41%
Commercial - Blue Sky		3,000	3,000		1,015	1,015	-	-	1,985	196%
Other income	668		668	9		9	659	7304%	-	-
Recyclate revenue	2,222		2,222	2,241		2,241	(19)	(1%)	-	-
Total revenue	41,835	4,220	46,055	40,207	1,879	42,086	1,628	4%	2,341	125%
Cost of Sales										
Labour	19,665	2,830	22,495	19,145	374	19,519	(521)	(3%)	(2,456)	(656%)
Waste Disposal	12,978	694	13,672	12,348	1,380	13,728	(630)	(5%)	686	50%
Premises	1,236		1,236	1,149	-	1,149	(87)	(8%)	-	-
Vehicle & Fleet	3,812	81	3,893	3,727	105	3,832	(85)	(2%)	24	23%
Fuel	1,310	56	1,366	1,271	64	1,336	(39)	(3%)	9	13%
Equipment & Materials	908	370	1,278	697	84	781	(211)	(30%)	(287)	(343%)
Total cost of sales	39,909	4,031	43,940	38,337	2,007	40,343	(1,573)	(4%)	(2,024)	(101%)
Overheads & Central	1,395	43	1,438	1,373	31	1,404	23	2%	12	39%
Surplus (before paymech)	530	146	676	498	(159)	339	32		305	

Key challenges and risks to achieving Non-Teckal 2020-21 plan

- Commercial Trade 3rd party sales growth of 40% is challenging but achievable and builds on the successful sales growth achieved this year
- Overall Non-Teckal income growth rising from £1.8m to £4.2m will not be delivered by "normal" trade waste sales alone and will require the expansion of our 'integrated waste service' and soft FM service offering
- BCC income – non domestic has been reclassified in the original Business Blueprint and the Update from Non-Teckal to Teckal following review of the awarding procedure
- Non-Teckal surplus forecast to be £146k, a £305k increase in performance from 2019-20 Blueprint.



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Our People

BWC appreciate that we are dependent upon our staff; and that a healthy and productive workforce is a recipe for peak performance.

We have dedicated significant resources to mental health & wellbeing throughout 2019 and our strategy has been to develop a three-pronged approach. This is to: -

- promote wellbeing and a healthy working culture
- tackle the causes of mental ill health
- support staff with mental health problems.

Normalising discussions about mental health is key, and in conjunction with **Mental Health Awareness week**, we launched a video in May 2019; Time to Talk, featuring our very own employees. We now have dedicated support resources on BWC Extranet, signposting to specific support, such as; bereavement; depression; and by the end of 2019, all line managers will be trained on supporting staff with mental health issues. In addition to this we will have fully trained **Mental Health First Aiders** across the business.

We will continue to offer **free on-site physiotherapy** to staff through 'Back in Action' and, in addition, we will be offering employee on-site **'physical MOT'** checks. These checks will be free to all staff and will cover blood pressure, cholesterol levels, BMI as well as life-style discussions on topics such as smoking, alcohol, exercise and nutrition.

BWC understands that financial wellbeing is a key part of overall 'wellness' and a growing employee need. We have partnered with the **Citizens Advice Bureau** and will be offering on-site surgeries to staff. As well as debt & money management, on-site advice will be available on a spectrum of topics such as; housing, neighbourhood disputes, immigration, legal advice and family issues.

We have continued to promote **'Perkbox'** as an on-line employee engagement platform which offers employees huge savings and we will further promote this as a recognition and reward platform in coming months. An **employee engagement questionnaire** will be circulated which will direct and guide activities in 2020.

We recognise the need for on-going work in relation to **Equality, Diversity & Inclusion** and have set up a working group, chaired by the Managing Director to make progress on a number of areas. These include; identifying what support is required to minority groups within the organisation; how we can better attract a more diverse range of applicants; and better ways of providing staff with increased knowledge and confidence around diversity and inclusion.



BWC will continue to working collaboratively with BCC to improve our HR & payroll system that will provide greater functionality, business information and a better candidate journey.

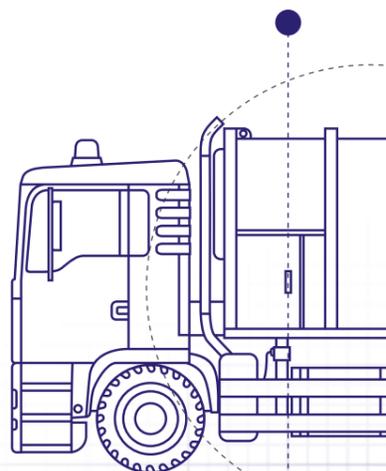
Our **Learning and Development team** have implemented a first in class training programme across the company. Every member of our team has received a full reinduction, including Health and Safety training and a **Directors' Roadshow**, meeting the MD or FD personally. See our Learning and Development Catalogue [here](#).



Plastic Fishing Boat Campaign

Bristol Waste successfully led on a bid to win a visit from the Poly Roger, an electric boat made from 99% recycled plastic, design by the architect behind the Queen's barge.

During her week long stay in Bristol's historic harbour she carried 300 litter-picking passengers, who collected 36 bags of litter and got people talking, making no less than 5 broadcast appearances! **See the campaign in full here!**

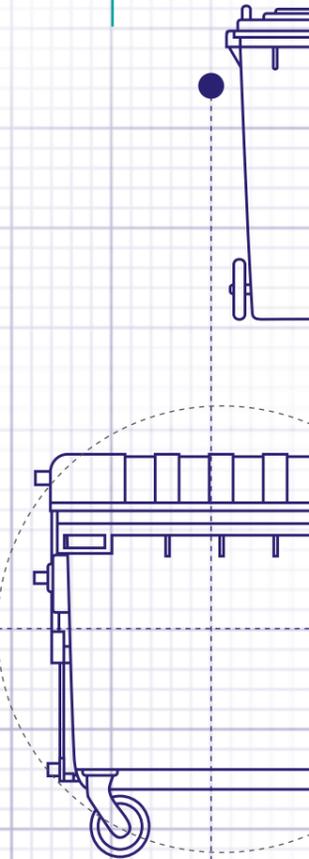


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Section 5

Our Critical Success Factor (CSF) Dashboard



Section 5 - Our Critical Success Factor (CSF) Dashboard

CSF 1 - Reducing waste at source



Dealing with improving waste management at source. Managing the increasing cost of waste collection and treatment. Absorbing the housing and population increase. Continuous improvement in quality and quantity of recyclables. Developing new collection methods / initiatives. Driving further reduction in residual waste.

Our plans include: Planning of more efficient routes to optimise quantity of collection. New efficient fleet to carry greater quantity of waste.

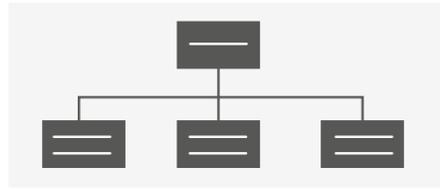
CSF 2 - Financial



Introducing efficiency gains to offset costs of new investments. Performing to contract KPIs and new pricing mechanism. Managing pay awards effectively. Developing annual cost-down programmes and smart procurement initiatives.

Our plans include: Smart procurement of new fleet and logistics tail, cost down programmes looking at insurances, ITC and smarter waste recycling.

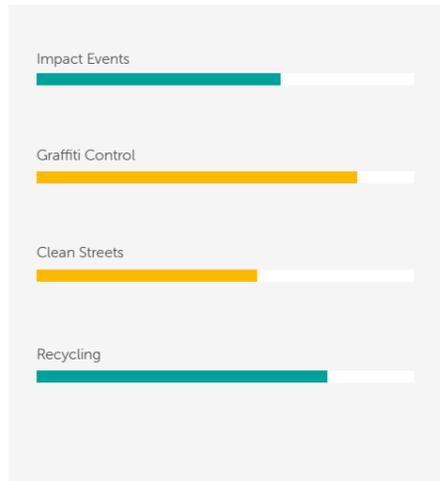
CSF 3 - Organisation



Our plans include: Implementing a change programme of organisational alignment. Continued development of the BWC Learning Academy. Delivering a modern reward and recognition scheme. Specialist recruitment programme for senior leadership team and launch of an executive development programme. Excellence awards scheme with star plan programme. Improved internal communication with bulletin boards, cascade briefings, brainstorming workshops and open-door approach at every level. Relocation into new council owned premises.

Creating an environment with the right people, in the right places doing the right jobs. Embracing a change culture for continuous improvement. Building a robust leadership team. Linking sustained good performance with rewards. Creating an enterprise with continuous career opportunities and not just a job-for-life.

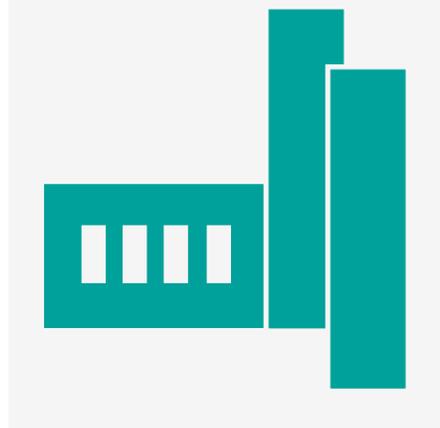
CSF 4 - Ward focused operations



Working together to influence resident behaviour changes, particularly with hot-spots, graffiti control, improved recycling etc. Managing a programme of controlled marketing and PR. Enabling closer neighbourhood partnerships. Supporting strategic initiatives such as Clean Streets and the One City Plan. Helping to develop and implement waste enforcement and reduction regimes.

Our plans include: Integration of customer care and engagement teams. Marketing and PR programme of impact events. Regionalised 'Ward-Focused' operations.

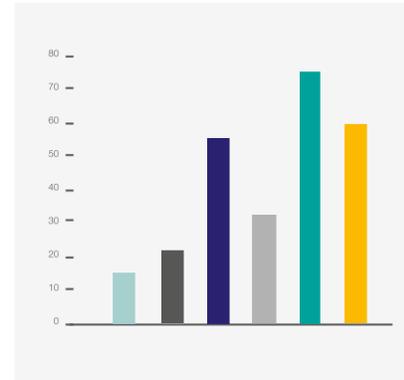
CSF 5 - Improved waste facilities



Redevelopment of Hartcliffe facilities. HRRC upgrade at Avonmouth and potential third site (with reuse centres).

Our plans include: The design, redevelopment, project management and mobilisation activities for the facilities at Avonmouth and Hartcliffe. Avonmouth will be completed by Q4 2019 and Hartcliffe by Q1 2021. These will include modern reuse centres. We are sourcing a new management hub that will allow us to attract and retain good people. This will include interactive operations and learning centres. We will have a rolling programme of facility enhancements to provide amenities for our people that are fit-for-purpose. Provision has also been made for a second baler facility at Avonmouth to provide us with dual redundancy in a business-critical area.

CSF 6 - Commercial



Delivery of a structured commercial enterprise that is geared to exceed the ten year business plan commitment of £14.1m growth contribution in revenue.

Our plans include: Remobilisation and restructure of our commercial sales team. Integration of service delivery with the wider business operations. Introduction of a modern digital sales led solution. Focused CRM application. Introducing a tiered sales approach focused at tier one higher-value strategic partnerships and tier two volume / commodity sales. Progression into higher value soft FM service solutions.

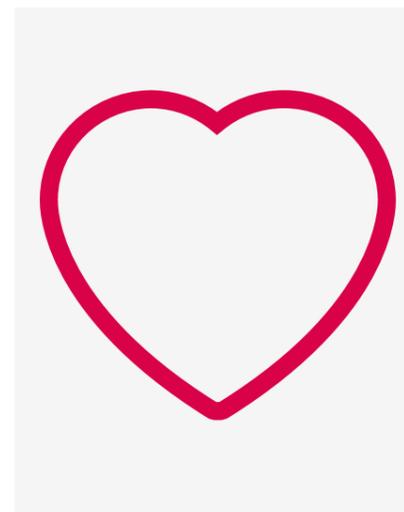
CSF 7 - Alignment

How we align Bristol Waste with BCC strategic vision and targets.

Our plans include: We have changed the current BWC vision and values to be in-line with the proposals contained in our business plan. We now embrace and enforce the core vision and values that is totally in-line with BCC. Our plans include team roadshows, a management conference and cascade briefings that will be supported with good internal communications.



CSF 8 - Safe working environments



Sustained delivery of the SHEQ plan, work-based welfare programme and continuous improvements. Ensuring that a SHEQ culture is at the heart of everything we do. Ensuring compliance management and retention of core licenses. Looking out for our people.

Our plans include: Appointment of expert head of SHEQ at director level. Organisational changes to increase team capacity and skills. Active "director level" participation in WISH and other professional forums. Continuous improvement and introduction of self-directed SHEQ systems, monthly toolbox talks and learning academy programme for all staff. An active work-based welfare solution.



An active work-based welfare solution for all our employees.



CSF 9 - Relationships

Building and managing key relationships and management interfaces from a position of trust and integrity including; continuing to strengthen the relationship with BCC representatives at all levels; Re-building relationships with West of England; Remobilising with current and new commercial customers. Also to include continued development with wards, business and residential communities at all levels to ensure a strong social connection and impact.

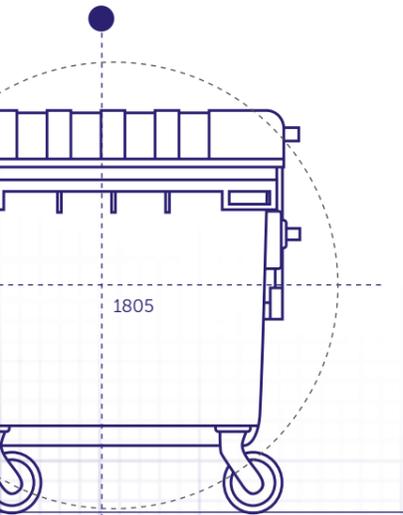
Our plans include: Continued close-working and communications with shareholder Liaison. Cascade / Howgozit meetings with regular flash-reports. Arrangement of collaboration sessions with West of England. New service product launch campaign with commercial customers. Introducing a 'digital' key account management solution. Regionalised 'Ward-Focused' operations.



CSF 10 - Emissions and eco

Working closely with BCC to ensure the new vehicle fleet maximises use of electrical power and gas-to-liquid fuel to reduce nitrous oxide levels within the region.

Our plans include: Continued re-routing initiatives to reduce mileage via 'new-ward' strategy. Smart procurement of new evolving vehicles with increased capacity and eco friendly fuel sources. Refurbished 'milk-float' initiative for graffiti removal and bin deliveries throughout the city centre.



helping **Bristol Waste** nothing



Bristol Waste is a Bristol City Council Company

BRISTOL
waste



2020-2025 Business Plan

DRAFT

Goram Homes Limited
Registered Number: 11597204

Version	V15
Date	09/12/2019

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Mission: Investing in homes and communities for the people of Bristol

<p>Objective 1: Increase the supply of new homes built each year across Bristol</p>	<p>Objective 2: Build good quality homes and create communities where people wish to live</p>	<p>Objective 3: Operate commercially and provide financial returns to Goram's sole shareholder - Bristol City Council.</p>
<p>Targets:</p> <ul style="list-style-type: none"> • By March 2020, to have a pipeline of identified projects which in total, will deliver in excess of 1,000 new homes. • By March 2025, to have delivered at least 500 new homes and to have an identified pipeline of projects which, in total, will deliver a further 2,000 homes. 	<p>Targets:</p> <ul style="list-style-type: none"> • For all projects to meet at least 10 out of 12 on the <i>Building for Life</i> (BfL12) score. • For 100% of projects to meet the Goram Homes quality assessment. • To achieve and maintain a 90% customer satisfaction score. 	<p>Targets:</p> <ul style="list-style-type: none"> • Deliver a programme level 15% profit on Gross Development Value. • Operating costs delivered in line with forecast income to achieve profit targets.

Commitments:

- We will - adopt the most appropriate delivery mechanism for each site taking into account risk, funding requirements, housing mix and financial returns to ensure new homes can be delivered at pace whilst maintaining quality standards.
- We will - deliver high quality, well designed schemes embracing design which is sustainable (environmentally, socially and economically) and will create longevity.
- We will - stand out as an exemplar in community engagement, through close liaison with local residents and co-operation with the Council. Developments undertaken will bring tangible social value and community benefits to the local area.
- We will – fully integrate Affordable Housing within developments and deliver as a minimum to the planning policy and housing policy requirements of Bristol City Council.
- We will - actively identify opportunities for apprenticeships, training and work opportunities that can be offered to local residents. We will develop both short and long-term programmes that will bring significant opportunities to local residents.
- We will - deliver exceptional customer service, with customer voice driving our ambition.

1. INTRODUCTION

1.1. Goram Homes' Mission

Goram Homes will be a driving force in providing new sustainable and affordable homes and creating safe and engaging communities where people want to live, in Bristol and beyond.

Goram Homes' delivery model is based on partnership working with the private sector. All Goram Homes' projects will act commercially, delivering appropriate financial returns to its shareholder, Bristol City Council. The City Council will re-invest returns back into Goram to deliver further homes and services for the people of Bristol.

Goram Homes' mission is:



Investing in homes and communities for
the people of Bristol

To quantify its mission to deliver new homes and communities for the people of Bristol, Goram Homes has set its ambition to develop a programme of 2,500 homes, by 2025. Importantly, in delivering these new homes, Goram Homes will focus on a number of key priorities. These priorities being: -

- To build good quality, well designed homes.
- To build homes which are environmentally sustainable for the future.
- To create safe integrated communities where people want to live.
- To generate local employment and training opportunities.

Ultimately, the success of Goram Homes' mission will be measured against its record of meeting these priorities and also achieving its ambition of having built 500 homes by 2025 and having a further 2,000 in its future pipeline.

2. COMPANY OBJECTIVES, TARGETS, COMMITMENTS

Goram Homes Ltd has three primary objectives, these being:

1. Increase the supply of new homes built in the Bristol area.
2. Build good quality homes and create places where people wish to live.
3. Operate commercially and provide financial returns to Goram's sole shareholder - Bristol City Council.

To quantify, the scale of Goram Homes' first primary objective list above, the Goram Homes Board has set out its ambition to achieve the following target:

- By March 2020, to have a pipeline of identified projects which in total, will deliver in excess of 1,000 new homes.
- By March 2025, to have delivered at least 500 new homes and to have an identified pipeline of projects which, in total, will deliver a further 2,000 homes.

To shape how we will work Goram Homes has made these commitments:

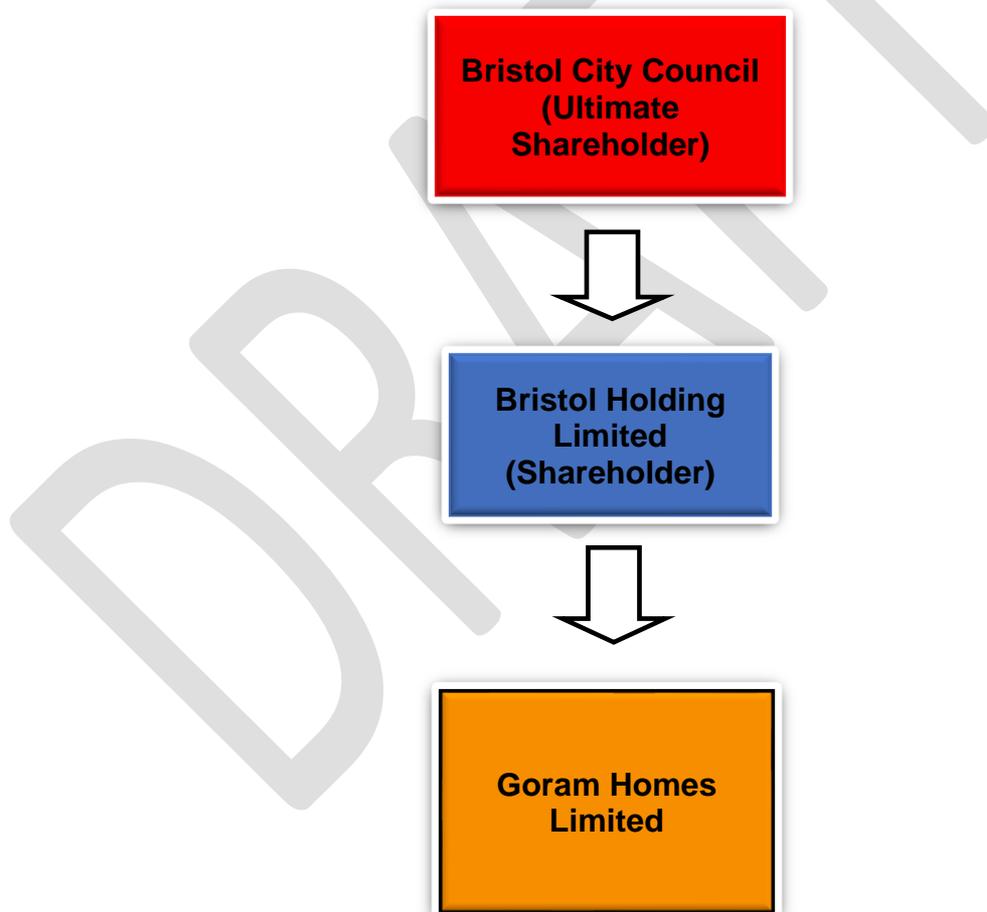
- Adopt the most appropriate delivery mechanism for each site taking into account risk, funding requirements, housing mix and financial returns to ensure new homes can be delivered at pace whilst maintaining quality standards.
- Adopt the most appropriate financial and legal structure for each project. This will include capital and land from Bristol City Council with development finance and expertise from a private sector partner(s).
- Deliver high quality, well designed schemes embracing design which is sustainable (environmentally, socially and economically) and will create longevity.
- Stand out as an exemplar in community engagement, through close liaison with local residents and cooperation with the Council. Developments undertaken will bring tangible social value and community benefits to the local area.
- Affordable housing will be fully integrated within developments and delivered as a minimum to the planning policy and housing policy requirements of Bristol City Council.
- Goram Homes will actively identify opportunities for apprenticeships training and work opportunities that can be offered to local residents. We will develop both short and long-term programmes that will bring significant opportunities to local resident.

- To deliver exceptional customer service, with customer voice driving our ambition.

2.1. Company structure;

Goram Homes Ltd (company number 11597204) is a company limited by shares and is a subsidiary of Bristol Holding Ltd (company number 09485669), which in turn is a company wholly owned by Bristol City Council.

The following diagram shows the relationship of Goram Homes Ltd to Bristol Holding Ltd and Bristol City Council.



2.2. The Shareholders and our shared objectives;

Bristol City Council, our ultimate shareholder, has set a core objective of ensuring at least 2,000 new homes (including 800 affordable homes) are built in the city every year.

However, this objective cannot be met by the City Council alone, it relies on the participation of a range of parties including developers, contractors and investors from the private sector, the housing association sector, local community groups and individual people. However, being the most significant landowner across the city and having the statutory responsibilities for planning, highways, etc. Bristol City Council plays a critical role in facilitating the delivery of every new home built across the city.

One of the ways in which the City Council has chosen to help meet this objective is to establish its own residential development company, Goram Homes. Therefore, Goram Homes will de-risk, prepare and take to market, the City Council's land suitable for housing, both market and affordable, to create the communities Bristol needs.

Not only will Goram Homes make its contribution to the overall delivery of the 2,000 homes objective, the homes and communities it creates will also complement the City Council's various corporate objectives. It will do this in the following ways.

Firstly, there is an explicit commitment from Goram Homes that all of the projects it delivers will meet the planning policy requirements of the City Council, including space standards, affordable housing provision and sustainability performance.



Secondly, the City Council has also developed its 'One City Plan'. The 'One City Plan' sets out a vision for the city for each decade, up to 2050, with various goals which fall under six priority themes; Health and Wellbeing, Economy, Homes and Communities, Environment, Learning and Skills and Connectivity. Therefore, Goram Homes will, where practical,

integrate these priority themes into how it operates and the delivery of appropriate projects.

Finally, where practical and viable, Goram Homes will also support the objectives of the City Council's other companies, in particular, Bristol Energy and Bristol Waste. For example, on Goram Homes' first two projects it is specifying that Bristol Energy will be the initial supplier of energy for all the new homes and we will aim for Bristol Waste to remove waste during the construction of new homes.

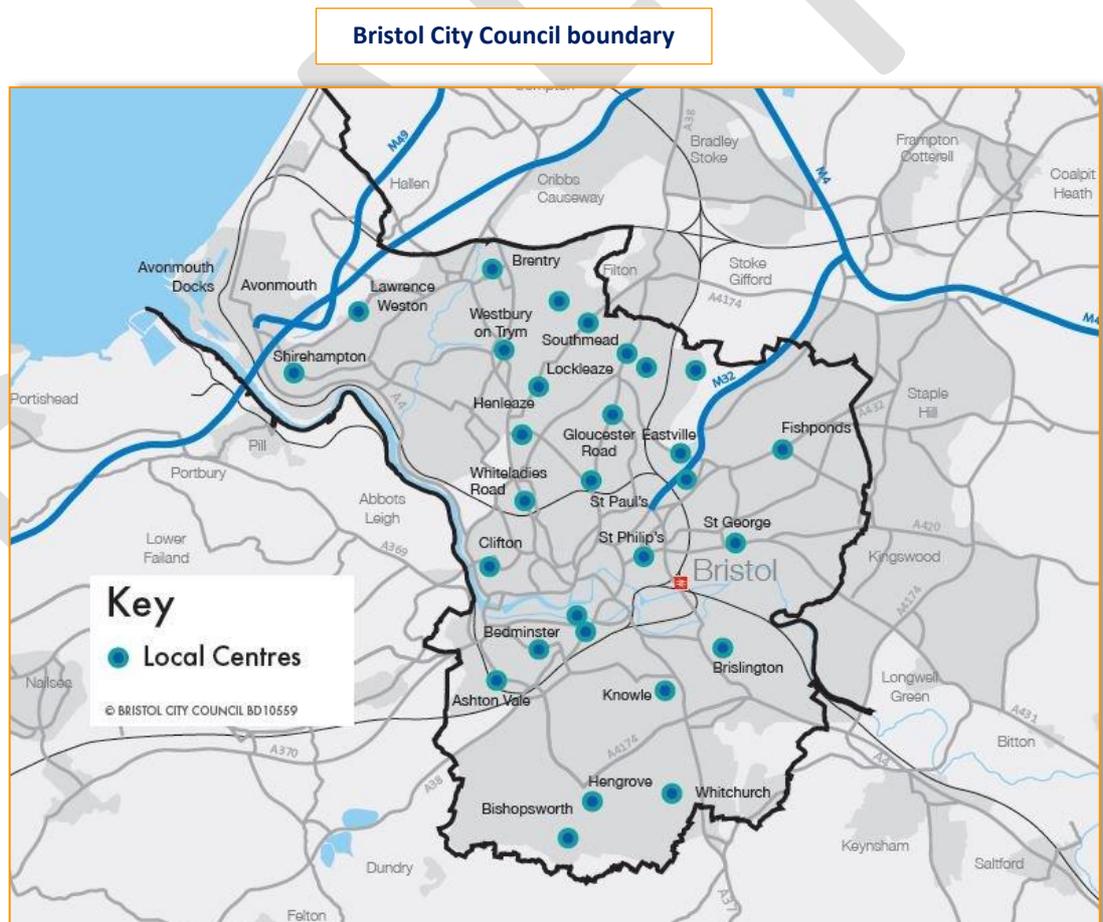


2.3. Location & Operational Area

Goram Homes functions from its office base in Bristol and its primary focus will be to operate within the City Council boundaries, particularly as its first developments will be on land provided by the City Council.

However, as the business grows and becomes more established in the marketplace, development opportunities will arise which span a wider geographical area. Therefore, the criteria for considering which of these development opportunities the business pursues will be whether the development will support the people, and businesses, of the wider Bristol area. This will include areas from where people can reasonably commute to Bristol for employment and education.

Based on the above, this map below shows the City Council boundaries which the company will initially work within.



3. ENVIRONMENTAL, SOCIAL, AND GOVERNANCE

3.1. Environmental

In 2018, the Intergovernmental Panel on Climate Change (IPCC) published a report which advised that we must limit global warming to 1.5°C, as opposed to the previous target of 2°C. Their review of over 6,000 sources of evidence found that, with a rise of 1.5°C, there would be risks to health, livelihoods, food security, water supply, human security and economic growth. A rise to 2°C would be even more catastrophic. It warned that we have only 12 years left within which to take the serious action required to avert this crisis and avoid the worst impacts.

Bristolians spend nearly £300,000,000 on energy for their homes. This can leave many households in fuel poverty; it also leads to about 40% of the direct carbon emissions of the city.

Bristol city council has committed in its declaration of a climate emergency to *“pledge to make the city of Bristol carbon neutral by 2030, taking into account both production and consumption emissions.”*

The Goram Homes board supports Bristol City Council in its aims and commits to the council’s carbon neutrality targets. Through innovative design, cutting edge technology, Goram Homes will challenge its supply chain and partners to make a real contribution to reducing the carbon impact of all that we do.

3.2. Social responsibilities (Social Value)

The Goram Homes’ Board has agreed the key principles of its ambitions for delivering social value through each of its projects. These key principles will underpin its Social Responsibility policy, which will be based on Bristol City Council’s Social Value Policy and assessment toolkit.

These social value principles will focus on a number of benefits but a major theme for Goram will be centred on the following: -

- High quality, policy compliant affordable housing.
- To build great public realm alongside our developments.
- Using local labour and local supply chain partners where possible.
- Work with partners to create employment and job opportunities for local people.
- With partners provide training and apprenticeships to build skills capacity.
- Through design of facilities we will aim increase recycling in our homes.
- By building lower energy modern homes that priorities renewable energy we can help reduce the impact of fuel poverty.

We will utilise the Social Value Portal to measure and manage the contributions we make on each of our projects. We will also work closely with our partners in the Holding company and the City Council to deliver our core principles.

3.3. Governance

Goram Homes is a wholly owned subsidiary of Bristol Holding Ltd, itself a wholly owned subsidiary of Bristol City Council. To allow this company to operate commercially a board has been constituted, primary consisting of Non-Executive Directors with the Managing Director being the only Executive Director.

The Board consists of five non-executive Directors, four of whom are independent including the Chair and one Bristol City Council member. Each individual member of the Board has been recruited for their extensive operational and strategic experience with businesses similar in nature to Goram Homes. They bring a wealth of expertise to provide Goram Homes with the strategic guidance and the appropriate management oversight to ensure the business successfully achieves its aims and objectives. The Board members' biographies can be found in Appendix A.

The relationship between Bristol City Council, Bristol Holding Ltd, and its companies is governed by the following key documents:

Articles of Association - which serves as the constitution of the company.

Shareholders' Agreement - This sets out the rights of the Council, via Bristol Holding Ltd, as the sole shareholder of the company and how it can exercise these rights.

Scheme of Delegations - agreed between BCC and each of its wholly owned subsidiaries (and their subsidiaries), setting out which level of authority (both at the Council and within the companies) is required for which matters or expenditures.

Business Plan - devised by each company and approved by the Council on an annual basis, setting out the objectives of the business and how they are to be achieved. It is a comprehensive analysis of the business situation at a particular point in time and sets out the objectives and framework for delivery over a defined future period.

From time to time, there may also be financial agreements or service level agreements in place between the BCC and particular subsidiaries.

4. MARKET ANALYSIS AND BUSINESS RISK

4.1. Market Analysis

A wealth of information and publications continue to be produced providing detailed analysis on the housing market. However, commentators continue to report a mixed

forecast for house prices in the medium term, with a range of different interpretations available regarding the impact of a number of key market factors.

Undoubtedly Brexit remains the biggest driver of uncertainty across the property market, as it does across the wider economy. In many ways the challenges posed to property developers are consistent with those in other sectors, concerned as they are with the availability of labour and the potential for cost inflation throughout the supply chain. The more unique challenge will of course be the specific impact Brexit has on the UK property market, in terms of both property values and the demand for housing.

This section examines a number of key indicators and draws together evidence regarding the impact that a range of factors (including Brexit) are having on the ability of Bristol residents to access housing. This is an important area of analysis in terms of the overall viability of the business model, with implications for overall market demand, the current and future demand for housing and the value of Goram Homes' housing products.

Evaluating the housing market requires an understanding of the real cost of buying or renting a property and the level of housing need. This analysis is best undertaken at a local level, and before Goram Homes undertakes any new project, it will need to carefully assess the market conditions to ensure that the schemes it develops are both financially viable and meet local market need.

4.2. National Housing Market

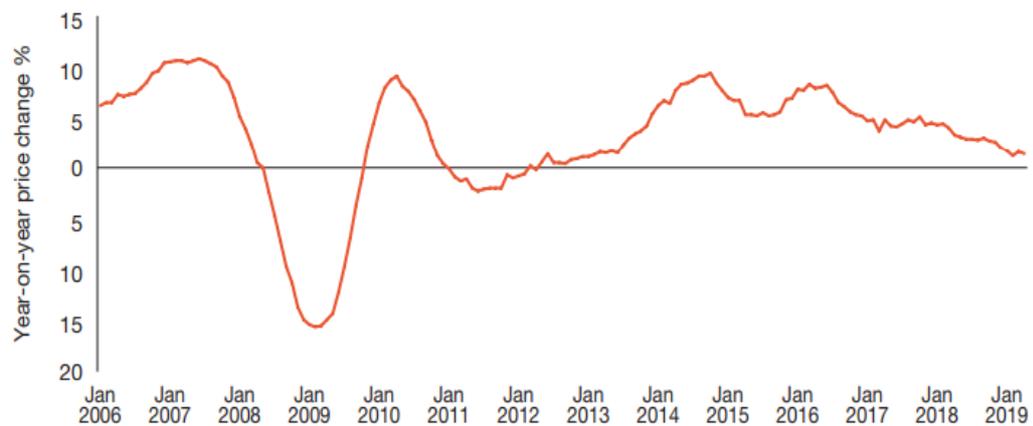
UK house price inflation has been weakening steadily since mid-2016. Annual house price inflation was 1.4% in the year to April 2019, compared with 7.9% three years ago. The average house price stood at £229,000 in April 2019, down from an all-time peak of £232,000 in August 2018.

The recent weakening in house price growth is in line with broader market data on transactions. Across the UK, the most recent data shows that sales volumes declined by 12% in the year to January 2019, from 71,900 to 63,400. Two main factors are:

- exerting downward pressure on the housing market with continued uncertainty following the EU referendum in 2016 and;
- the introduction of the Stamp Duty surcharge on second homes earlier that year, which is equivalent to an additional 3% tax on the purchase price.

In the remainder of 2019, it is forecast that these trends will continue, partially offsetting strong fundamentals such as low unemployment, low interest rates and increasing real earnings growth. This results in sluggish average UK house price growth for the year as a whole, of around 1%.

Figure 3.1 – UK house price inflation since 2006



Source: ONS, Land Registry

The other important macro-economic indicator to consider is the Construction Price Index, given the significant impact that this has on the cost of development activity. This data is released quarterly by ONS with the most recent update available at Q2 in 2019 (see below).

	All Construction (New Work)	Housing (New Work)
2019 Q2 Construction Price Index	3.4%	2.9%

This data covers a wide range of construction activity, but the important measure is the one for new housing activity which shows that inflation on construction costs is currently outpacing the HPI nationally. The relationship between these metrics is an important one as it could potentially present viability challenges to new schemes and will require consideration when we enter into development agreements with partners.

4.3. Bristol Housing Market

Competition for land in the city centre has been fierce. Bids for recent opportunities have come from investors and developers from across the UK proposing schemes of competing uses including student accommodation, build to rent, hotels, offices and private sale housing.

The micro Bristol market trends are being dictated by the fundamentals of local economies and the affordability of housing. A change in the macro economic environment remains the greatest risk to a shift in the market. However, there is no sign of any sudden weakening in market conditions as the Brexit process continues.

Demand remains high for city centre homes, especially for one- and two-bedroom apartments, and it is not expected that the current delivery pipeline will satisfy this

demand. House prices in Bristol as reported by Hometrack (August 2019) grew by Year on Year by 2.2% with the average house price at £283,000.

JLL are forecasting Bristol growth up to 2023 of an average of 2.8% pa compared with UK wide growth of 2.2%.



Source: JLL

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4.4. Risk management

Effective risk management is critical to the success of Goram Homes; therefore, it is essential that Goram Homes embraces a robust risk management and audit system across the business.

Goram will operate risk registers at two levels as outlined below. Both of these will use a combined impact and probability scoring system together with a 'RAG' (RED, AMBER and GREEN colour coding) rating system:

- Corporate / Group Risk Register
- Project Specific Risk Registers

Both of these registers follow the same format as set by the Holding Company, and each will identify key risks, giving each risk a gross risk score, identify the specific control measures put in place to mitigate the risk and then also provide a net risk score.

Both of these levels of risk assessment will be reviewed by the Goram Board at each of its meetings. A process for materialisation of risks will be agreed with the Board so Goram Homes can appropriately manage risks should they occur outside of the board cycle.

We have prepared a Brexit materialisation assessment for this business plan which can also be found in Appendix B. We will continue to track progress and respond as required to limit impacts as much as practically possible.

5. DEVELOPMENT ACTIVITY

5.1. Site identification process

The primary initial source of sites for Goram Homes will be Bristol City Council. The Council is a significant owner of land, and Goram Homes is one of the Council's key delivery vehicles, especially for larger market facing and mixed tenure projects.

Therefore, there is a critical dependency that land must flow from the council to Goram Homes at a scale and pace that is required to meet the operational cost commitments as set out in the business plan.

The specific arrangements for the transfer of land from the Council to Goram Homes will be set out on a site by site basis, however basic principles are as follows:

- Opportunities identified by Goram or BCC and jointly agreed.
- If no planning permission is in place an Option Agreement at commercial terms will be used.
- Planning (outline) permission granted and or due diligence completed by Goram as required.

This may vary dependant on the condition and planning status of the land / property, but this will be as a partnership between BCC and Goram Homes.

Goram Homes will also be open to sites being identified in a number of different ways and the team will pro-actively seek out sites through different routes. Initially, any new potential sites identified will be initially assessed by the Goram Homes team. If the site is viable and deliverable then it will be presented to the Board for early consideration (strategic fit, social and financial returns, risks, chances of success, etc) and to gain approval to actively pursue the site, within an agreed budget.

5.2. Procurement

Goram Homes is by design not deemed to be “a Body Governed by Public Law” and therefore does not have to adopt the procedures set out in the Public Procurement Regulations in respect of any transactions it undertakes - this means Goram Homes can enter into contracts for goods, services and supplies with any contractor that it deems appropriate to do so.

Goram will hold a framework for consultants to ensure value for money, and this will be advertised on our website and open for suppliers to join at any point.

A detailed methodology has been developed which has been agreed by the Goram Homes Board. This will generally be followed for selecting partners and will be shared as appropriate. There may, however, be certain projects which for specific reasons require a different approach.

5.3. Design and Quality standards

The Board of Goram Homes has agreed that it will not set generic design and quality standards which apply to all of its projects. The Board recognises that each of its projects will be unique and sit within differing local communities. Therefore, it feels it is inappropriate to apply a ‘one size fits all’ approach to its design and quality requirements. As a result, Goram Homes will assess every project on its own uniqueness and employ a range of different assessments to ensure the design of every individual Goram project is aligned to the values and ethos of the company.

Furthermore, Goram Homes is very open to considering modern methods of construction (MMC) on its schemes. This will range from simple panelised systems through to volumetric pre-assembled structures; however, any solution would be assessed on individual merits and its suitability to the proposed site.

As a result, every project will be individually appraised by the team prior to board approval, at mid development point and at the end of the development using the approved set of quality criteria contained in our policies.

5.4. Development Programme

The current development programme for the year 2020/21 can be summarised in two areas.

- **Current programme 433** – consisting of Baltic Wharf which is made up of 165 homes and 10,000 sq. ft of commercial space, and Romney House which is 268 homes.
- **Pipeline programme 655** – schemes which have yet to be identified for the pipeline programme. Goram Homes will work extensively with BCC to identify suitable projects in the coming months.

5.5. Current programme

Normally projects would be considered not to be pipeline and firm at the point of contracts being signed. At the point of this business plan being written no schemes have reached this point. However, two projects are advanced, and we have therefore considered them to be firm for the purpose of business planning. No reliance at this stage can be given that the financial position will not change on these projects

The planned activity within the programme will be primarily focussed on the following sites, Romney House and Baltic Wharf. Current details, subject to planning and contract can be found in the table below.

Scheme	Total Units	Affordable	Affordable %	Estimated SOS	Estimated Phase 1 PC
Romney	268	147	55%	July 2020	February 2021
Baltic	165	66	40%	March 2021	October 2023

Appendix C contains a more detailed financial breakdown of these two schemes.

5.6. Pipeline programme

In order to secure a robust pipeline of work for the medium-term business outlook, Goram will require a mix of immediate and long-term projects. These have yet to crystallise and we have for business planning purposes constructed a programme of example projects.

Programme	2020	2021	2022	2023	2024	2025	2026
Site 3				133	27		
Site 4			33	27			
Site 5					104		
Site 6					59		
Site 7						96	
Site 8							
Site 9					11	68	45
Site 10					4	23	23

Total			33	160	205	188	69
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5.7. Branding, Marketing & Consultation

The Board of Goram Homes has agreed that it wishes to establish Goram Homes as a well-known and respected Bristol-based developer of good quality, sustainable homes and whose profits are reinvested in our community.

Therefore, as a fledgling business Goram Homes will need to establish a clear approach to:

- Develop the 'Goram Homes' brand
- Position its marketing strategies for the business and its products (the homes it builds)
- Also, how it communicates these with its different audiences, both internally and externally.

In addition, Goram Homes must be clear how these branding and marketing strategies are to be delivered for the business as a whole and how the specific marketing campaigns for the individual projects are to be integrated with these.

Goram Homes has started to develop its brand including having established a name, logo, and a mission statement. However, in this business plan period, the brand will be subject to an evaluation of its current effectiveness and a repositioning as required will be completed.

6. FINANCIAL PROJECTIONS

Sites identified by the Goram Homes and the City Council will be transferred to Goram Homes from the Council, on a project by project basis which is the most suitable for the site and at a market rate.

Initial analysis on potential sites takes the form of a desktop capacity study by the internal teams, followed by more detailed site due diligence (title, planning, geotechnical, utilities, etc) as necessary. This work informs a financial appraisal and the Board then decides, subject to viability, funding and conformity with the Business Plan, whether to approve the appropriate process through to the shareholder for approval.

The full cost for each development site (including land, financing, construction and all associated fees) is appraised against revenue generating potential. Each appraisal also includes an amount to cover corporate overheads and management costs (e.g. finance, company admin, etc).

Generally, the land value received by the Council for the freehold transfer of sites to Goram Homes will be on a deferred payment basis.

The Council and other funders will provide development finance, should any be required. As initial projects will be joint ventures the value of the land will form a large proportion of the initial investment, with cash investment only needed should this land value not equal at least half of the peak development cost. The requirement for cash investment is impacted by which type of development will be built out, for example a flatted scheme will require considerable initial investment before sales receipts are received, therefore increasing the potential for cash investment.

All borrowing will be site/project specific and subject to an individual loan agreement. The borrowing, where required, will be secured as appropriate via legal mechanisms and this will be agreed on a project by project basis due to the varying nature of the programme. Land transfer from BCC to Goram has been agreed to be unencumbered to allow projects to be delivered in the most effective way.

Payment of the land value will normally occur once sufficient profits have been generated by the project i.e. the later stages of the project. From the point of transfer until the land payment is received, a loan note between the Council and Goram Homes will be put in place for the value of the land.

Revenue for each scheme takes the form of sales receipts from private housing, affordable homes, and any commercial property. In general, the profit margin hurdle for developments is approximately 15% profit on Gross Development Value for schemes.

All of this information feeds into the company's financial planning process which allows it to make detailed projections as to the levels of planned expenditure and likely revenue from sales. Each element of the overall financial projection is summarised in detail below sections of this plan.

Financial performance of both Goram and the joint venture limited liability partnerships is monitored and reviewed regularly as part of a robust financial management cycle in order to provide a periodic review. Actual spending on a site-by-site basis is checked against the granular elements of the detailed financial appraisals. A change process is initiated in the event that appraisals need to be adjusted as estimates crystallize, and all key variations and exceptions are reported upwards (including a periodic Board report).

All of this information is also integrated into detailed cash flow projections to give the company sufficient Treasury control.

6.1 Projected Business Financial Performance

The financial performance of Goram Homes has been projected based on the programme activity outlined in Section 5 of the Business Plan. Each project in this programme has an estimated Development Cash Flow, due to the early stages of Goram's programme the precision of the cash flow is limited. Therefore, our framework of sites, demonstrate the business plan financial scope in which Goram Homes could operate.

Of the initial schemes, Romney House and Baltic Wharf are the and well developed in their substance. The identity of other prospective schemes has not been confirmed, templates of potential locations have been used, providing the business plan with the likely variance on mix of houses, flats and commercial property to be developed.

All sites have been prepared as cash flows reflecting the anticipated LLP arrangements of a 50% share of both capital (value in the lease being the majority of the contribution made by Goram) and profits.

We have made a number of assumptions in this Business Plan pending receipt of updated detailed Taxation advice which is looking at the interaction of Corporation Tax, Stamp Duty Land Tax and VAT to determine the optimum transaction structures that are optimal for all stakeholders. All figures shown in this report are net of VAT.

In building this business plan a set of assumptions have been made these are;

- a) The land cost is inclusive of 'capital and interest'
- b) That Goram Homes Ltd is able to recover VAT on its purchases that incur VAT
- c) That the LLP does not pay interest to Goram Homes for the value of lease let to the LLP

The key business activities and financial results are presented as;

- a) Profit and Loss after Tax
- b) The land loan debt profile between BCC and Goram
- c) Cash Flow
- d) Operating costs

The key funding constraints were that. 1) The operating overhead cost of Goram Homes should not exceed a cumulative peak of £3m during the business plan period. 2) That the total investment of both cash to LLPs and operating overhead (excluding land debt) should not exceed £10m at peak during the business plan period.

6.2 Profit & Loss

The majority of the trading activity of Goram Homes is conducted in the joint venture limited liability partnerships. The value of Goram's investment is predominantly via value within a lease granted to the LLP. This lease being a long-term lease 250 yrs. for example, transfers the freehold land value and is therefore shown as a stake in the development. With this value transfer into the LLP the Profit & Loss Account format reflects the activity from a Goram Homes perspective not the whole LLP.

There are multiple LLP's assumed and Goram's share of profit earned at cross the programme from any LLP. We have, in forecasting the profit earned, assumed that construction costs are averaged across property types and timings are the same for tenures. Indirect costs (non-construction overheads) have been apportioned equally across all property types and recognised at point of sale of the property.

To stress test the business plan sensitivities have been run against the overall plan and results shown in graphs G1, G2 & G3, which flow the Profit and Loss table.

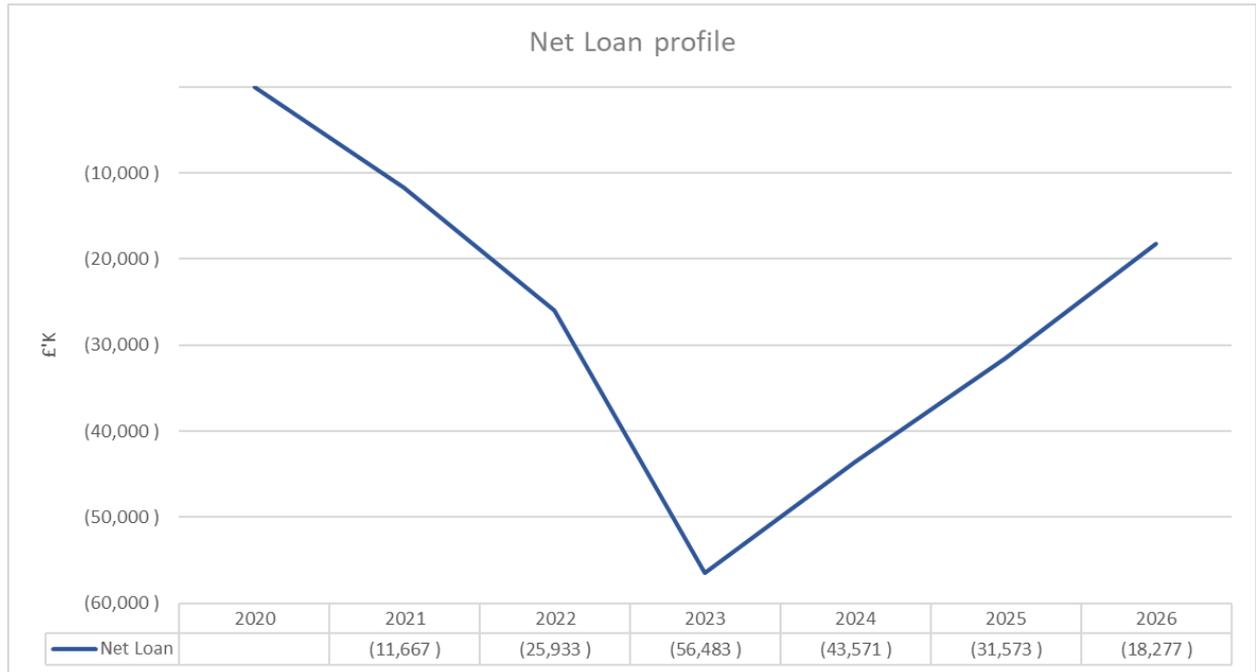
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	2020	2021	2022	2023	2024	2025	2026
Profit & Loss Account (£'000)							
LLP Participation							
Baltic Wharf			(1,919)	2,680	3,180		
Romney		(125)	741	1,230	1,443	1,019	
Site 3				2,315	464		
Site 4			885	708			
Site 5					4,314	1,498	
Site 6					1,718		
Site 7						4,781	(1,068)
Site 8							
Site 9					198	1,190	793
Site 10					197	1,179	1,179
Share of LLP Profit before Tax		(125)	(293)	6,933	11,514	9,667	904
Land Asset management							
Purchase of land		(11,667)	(14,266)	(30,550)	(15,155)	(6,944)	
Sale of Build Leases		11,667	14,266	30,550	15,155	6,944	
Sale of freehold							
Goram Operating Costs (£'000)	(799)	(852)	(832)	(841)	(856)	(871)	(886)
Interest & Financing charges	(48)	(108)	(162)				
Profit before Tax	(799)	(977)	(1,125)	6,092	10,658	8,796	18
Corporation Tax				(605)	(2,025)	(1,671)	(3)
Goram Profit After Tax	(799)	(977)	(1,125)	5,487	8,633	7,125	15
Cumulative Profit & Loss Reserves	(799)	(1,776)	(2,901)	2,586	11,220	18,345	18,360

As shown above losses are incurred in the first three years with profits showing after 2023. The Profit and Loss is based on a programme with estimated costs and revenues, these figures are to be considered as illustrative and can only be relied on as a guide for business planning.

6.3 Land purchase loan profile

The chart below shows the value of loans granted solely by Bristol City Council via loan notes to Goram Homes for land purchases. Across the programme these loans flow into the profile, as land is transferred to Goram with gross loans to 2025 totalling £85m. These loans are reduced when payments are made by projects and the below graph shows the net loan position for the business plan period.



6.4 Cash Flow

The cashflow shows a closing balance in 2026 of £16m positive position this is after repaying the initial operating funding of £3m loan.

We have not shown any distribution of these surplus cumulative profits, pending both receipt of taxation advice, and agreement on a dividend policy and the treasury management strategy.

	2020	2021	2022	2023	2024	2025	2026
Cash Flow (£'000)							
Opening Balance		1	149	217	2,713	11,025	21,312
Inflow	800	1,000	900	6,355	9,773	13,183	(2,653)
Working Capital from BCC/Holding	800	1,000	900				
Loan from Holdings							
Interest from LLP							
LLP distribution				6,355	9,773	13,183	(2,653)
Charge down of costs to LLP							
Outflows	(799)	(852)	(832)	(3,859)	(1,461)	(2,896)	(2,557)
Operating costs of Goram	(799)	(852)	(832)	(841)	(856)	(871)	(886)
Interest paid to Holding				(318)			
Corp tax paid on LLP profit share					(605)	(2,025)	(1,671)
Repay loan from BCC/Holding				(2,700)			
Distribute Dividend to Holding							
Operating flows	1	148	68	2,496	8,312	10,287	(5,210)
Receipts for Build Lease & F/h		6,506			28,067	6,506	13,296
Payments to BCC for land		(6,506)			(28,067)	(6,506)	(13,296)
Closing balance	1	149	217	2,713	11,025	21,312	16,102

6.5 Operating Costs

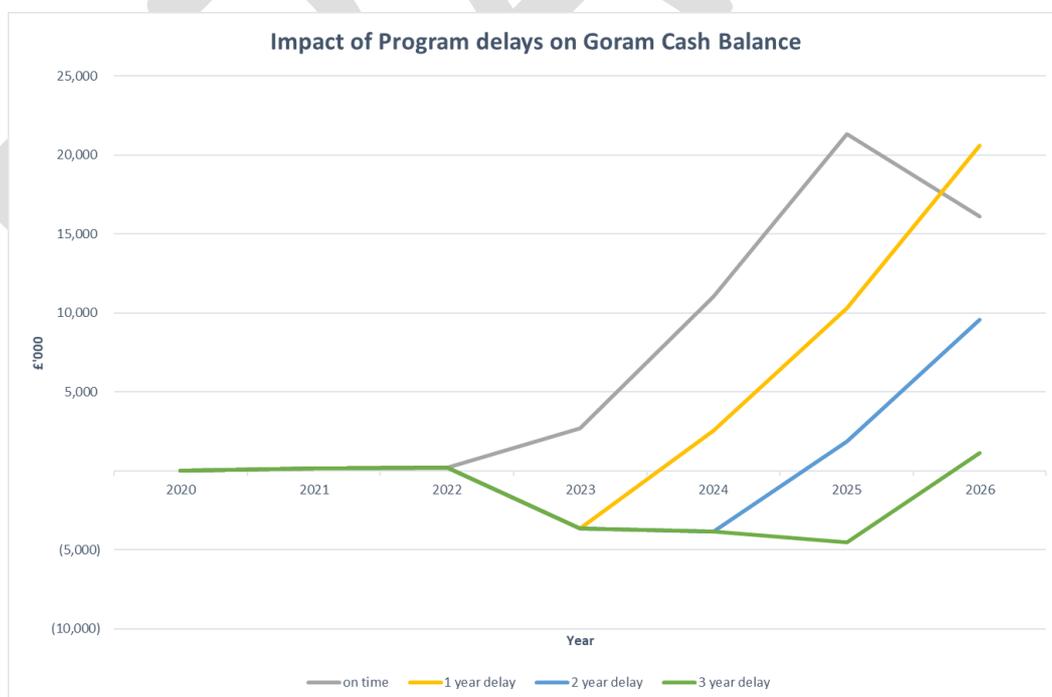
Operating costs have been contained within £900k p.a. for the period of the forecast.

We have not assumed any charge down of Goram Management costs into the LLP, holding land values up pending receipt of Taxation advice.

Goram Operating Costs (£'000)	2020 (799)	2021 (852)	2022 (832)	2023 (841)	2024 (856)	2025 (871)	2026 (886)
People/Function costs	503	474	482	491	501	511	522
Recruitment fees	30	10	10	5	5	5	5
Meals, Travel & Accom	10	10	10	11	11	11	11
IT Support	20	20	21	21	22	22	23
Office Expenses	15	15	16	16	16	17	17
Prof Services	110	112	114	117	119	121	124
PR & Advertising	10	40	7	7	7	7	8
Mar Per CH	85	100	100	100	100	100	100
Contingency/Misc	16	70	71	73	74	76	77

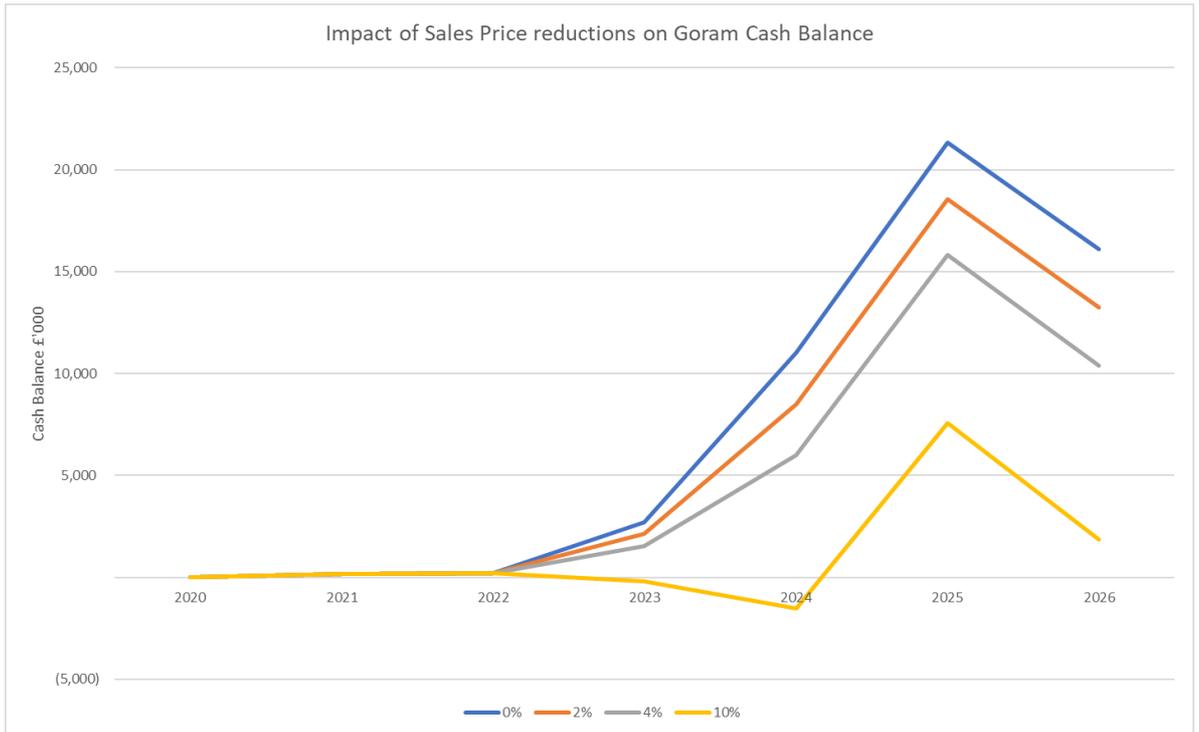
6.6 Stress Testing

The following graphs show three iterative stress tests applied to the business plan. First graph shows the impact of time delay on the business plan.



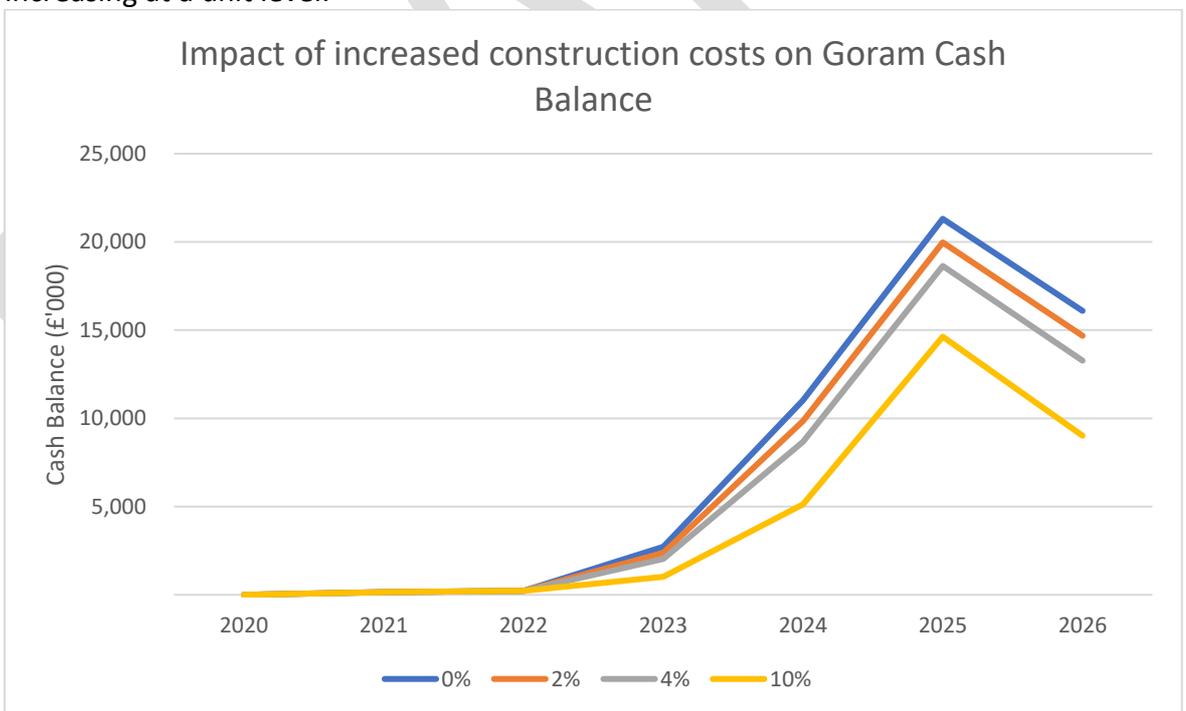
Graph G1

The second graph shows the impact on the business plan of sales revenues reducing at a unit level.



Graph 2 – G2

The third graph shows the impact on the business plan of construction costs increasing at a unit level.



Graph 3 – G3

APPENDIX A

Board of Directors' Biographies;



Non-Executive Chair

Aman Dalvi OBE has worked in housing for over three decades. At present, Aman is working as a Consultant Advisor for two major developers. Prior to this, Aman was Executive Director for Development & Renewal at a London Local Authority; Chief Executive of a London Housing Association and Chief Executive of an Economic Development Agency. Aman also worked for the Housing Corporation as Assistant Director of Investment. Aman has served as Chair of the Anchor Trust and PA Housing and on the Boards of English Partnerships and the Olympic Park Legacy Company.



Sinéad Butters, MBE DUniv. BA(Hons) is Group Chief Executive of Aspire Housing, which also comprises Staffordshire's largest apprenticeship provider PM Training and social regeneration charity Realise. As Chair of national housing network PlaceShapers, Sinéad has been instrumental in uniting members around shared values as a voice for change. In recent years, Sinéad received an MBE for services to housing, two honorary doctorates for work supporting communities, and saw Aspire receive the Queens Award for Enterprise; a first for housing.



Mark Hallett BSc, MSc, MCIQB, MAPM, FFBE is a Development Director and Non-Executive Director for a variety of consultancies, developers, investors and joint venture companies for over 30 years. His experience encompasses the full range of commercial, residential, retail and leisure projects with responsibility for identifying and unlocking value from major brownfield urban regeneration land holdings with a combined development value in excess of £2 billion. These projects have often been delivered in partnerships between public and private sectors with a particular emphasis on socially responsible and sustainable investment.



Nick Buckland OBE is an experienced Non-Executive Director, Chair and Trustee within a variety of sectors, education, technology, regeneration, infrastructure, the arts and sustainability. He knows Bristol well and is keen to work with the team to make Goram Homes a resounding success.



Councillor Don Alexander has been a councillor for the Avonmouth & Lawrence Weston ward of Bristol City Council since May 2016. Although born in Bishop's Stortford he was persuaded by his Bristolian dad to come to Bristol for university in 1981. Most of his working life has been spent in social enterprise or development work in Lebanon, Sudan and Bristol. He has lived in Sea Mills since 1987 and spends most of his spare time trying to grow vegetables in his allotments. Don is married with two children.

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APPENDIX B

Brexit risk assessment

1.0. Introduction

Goram Homes will be impacted like many other businesses, by the United Kingdom's proposed exit from the European Union. Firstly, the current uncertainty about when and how the UK will exit the EU is already having a 'stalling effect' on the UK housing market, then secondly once the UK has actually left the subsequent consequences may have further implications for the UK housing industry. However, Goram Homes is better placed to manage these implications than many other developers who use the standard house building model.

2.0 Possible Implication of Brexit

Firstly, some of the possible implications (negative and positive) of Brexit are:

- Availability of skilled and unskilled workforce.
- Increases in material prices due to trade tariffs, exchange rates, inflation and availability of materials.
- Land values – possible reductions.
- Reduction in house-purchasers (General public) confidence leading to potential reduction in sales values and sales volumes.
- Possible greater interest from long-term Rental Investment companies.
- Possible increase in central Government funding for affordable housing.
- Possible increase in central government initiatives for housebuilders.
- Increased interest rates (mortgages, development finance and long-term finance)
- Increased mortgage regulation.
- Other inflationary pressures.
- On-going uncertainty in the sector.

It is not only about how these factors might affect the housing industry, but rather how they will affect the whole construction sector and the UK economy. For housebuilders the negative implications may have three significant consequences, these being: -

- 1) Slowing house price growth or even house price reductions – this is currently very difficult to forecast. Below are some industry experts' 2019 UK house price predictions: -

- Richard Donnell, property market analysts Hometrack: **3% rise.**
- Andrew Montlake, mortgage broker Coreco: **1% to 2% rise.**
- Henry Pryor, housing market commentator: **5% fall.**
- Miles Shippside, property portal Rightmove: **no change.**
- Andrew Burrell, Capital Economics: **1% rise.**
- Simon Rubinsohn, Royal Institution of Chartered Surveyors: **no change.**
- Russell Galley, mortgage lender the Halifax: **2% to 4% rise.**

For a longer-term prediction and more detailed insights, please follow this [link](#) to a recent report produced by well-respected property experts Savills. This predicts 12.8% increase in house prices in the South West over the next 5 years.

- 2) Slower build/sales speeds – again, it is difficult to predict how build and sales speeds will be affected by Brexit. However, the detailed Savills report referred to above, suggest property transactions will remain relatively constant over the next 5 years apart from sales in the Buy to Let market which are expected to reduce. However, many commentators suggest there will be a corresponding increase in institutional investors funding and purchasing ‘build to rent’ schemes i.e. large-scale funders purchasing property portfolios to let as private rent. The following tables, which is an extract from Savills’ report, shows 2018 transactions levels and their predictions for the next 5 years.

	2007	2018	2019	2020	2021	2022	2023	Change five years to 2023
Mortgaged first-time buyer	359,000	370,000	380,000	380,000	370,000	360,000	360,000	-3%
Mortgaged home mover	653,000	370,000	370,000	370,000	370,000	370,000	370,000	0%
Mortgaged buy to let	183,280	65,000	65,000	60,000	55,000	50,000	50,000	-23%
Cash buyers	422,000	370,000	360,000	350,000	380,000	360,000	380,000	3%
Total	1,618,880	1,175,000	1,175,000	1,160,000	1,175,000	1,140,000	1,160,000	-1%

- 3) Higher build costs – this could result from both increases in material and labour costs. According to the Department for Business Skills and Innovation, the UK import almost two thirds (64%) of building materials from the EU and export 63% of building materials to countries within the EU. Following Brexit, the UK could face limitations on importing and exporting which could lead to a shortage in materials or an increase in cost. The cost of materials has already increased since the announcement of Brexit. A post-Brexit risk is that a weaker pound will lead to the rising costs of imported materials along with losing the UK’s tariff-free access to the single market, as well as facing the imposition of duties and limits on quantities.

With regard to labour, a recent major CITB (Construction Industry Training Board) report into migration and the construction industry revealed that one in three British construction firms are reliant on migrant workers, although the construction workforce is still mainly British with only 1 in 8 construction workers born outside the UK. More generally, the industry is blighted by an ever-expanding skills gap which needs to be addressed urgently. Therefore,

labour costs have been rising and may continue to do so if the construction marketplace remains strong, but conversely, if there is economic downturn this may actually ease the issue of labour costs and availability.

3.0 Other factors to consider

Aside from Brexit, another under-lying factor is the current under supply of new housing, particularly affordable housing in the UK. Latest reports indicate that even with the recent strong housing market conditions, the industry is only building 2/3rds of the estimated 300,000 new homes required each year and there is a particular need for more affordable housing.

Another factor related to this under supply is the 'standard' housebuilder model. This model is predicated on the pace of sales dictating the speed of build of new homes. In a difficult Brexit scenario, which results in reduced sales values and slower sales pace, this could reduce supply even further. When speed of sales slowdown, the normal house-builder approach would be to slow construction to match the pace of sales. They will do this to protect their financial performance i.e. control investment levels and avoid low margins and 'return on capital employed' performance. Interestingly, the recent Letwin report (Oct 2018) recommended that by offering a wider range of different tenure on larger schemes could help increase delivery output in this country.

4.0 Goram Homes response to slower sales pace/reduced values

Although the current appraisals for the first two Goram Homes' projects are predicated on the 'standard' housebuilder model, Goram Homes has a significant advantage over many housebuilders because it is well-placed to operate differently in a difficult post-Brexit environment.

Whereas many housebuilders have one primary objective i.e. financial return, Bristol City Council, through Goram Homes has three key objectives;

- To help increase the number of new homes delivered across Bristol.
- To have greater control over what is built (Tenure, type, mix, quality, balanced and thriving communities, etc) and the pace of delivery.
- To share in the development profits and make a financial return to the Council.

So, although Bristol City Council and Goram Homes have the same financial performance objective as many housebuilders, they are also equally motivated by the other two objectives, particularly increasing the number of homes built across Bristol and achieving a good pace of delivery.

Therefore, to ensure continuing delivery speeds, Goram Homes is able to vary the tenure mix of the properties it builds and not be solely reliant on the private sale tenure (which in theory delivers the best financial return) Goram Homes is better placed to do this because;

- Goram Homes and its colleagues within Bristol City Council's Housing Team are particularly knowledgeable about different forms of affordable and intermediate tenures.
- They are well placed to take advantage of public funding for providing additional affordable homes from either the City Council or Homes England.
- Goram Homes has strong connections with various affordable homes providers who would ultimately purchase these properties, be this either the City Council themselves through the Housing Revenue Account (which like all other local authorities has had its borrowing restrictions removed from the HRA) or indeed local and national Housing Associations.
- They also have good links with institutional investors who are looking to invest in property portfolios for private rent.
- This could be further enhanced if the City Council also proceeds with a second housing company whose purpose would be to own and manage a portfolio of private rented and/or affordable homes outside of the HRA. This second housing company (a 'Housing Investment Company') would be able to take a longer-term view with regards to a private rented portfolio. This means it could purchase a package of homes from Goram Homes and although yield returns may be low initially with a weaker housing market, they should improve significantly once the housing market improves again through its normal cycle. Furthermore, there would also be the capital growth in the value of the properties over the mid to longer term.

As an example, Goram Homes' first project Romney House is currently predicated on delivering 70% private sale housing and 30% affordable housing, however, this mix could change to perhaps 45% affordable housing, 20% private rented housing, 25% private sale housing and 10% of intermediate housing. (various tenure forms which sit between affordable and private housing) This different mix may not deliver the same quantum levels of financial return as the original mix, but it should still be profitable (assuming public grant funding is secured), and could even potentially deliver the project in a shorter time period.

In summary, Goram Homes can balance its three primary objectives rather than utilising the 'standard' house-builder model which only has the financial returns objective. It also has the experience, connections, capability, etc. to do this.

5.0 Goram Homes approach to higher build costs

However, changing the tenure mix of the homes provided does not tackle the 3rd major implication listed on page one i.e. increased build costs. (as a result of labour and materials issues) To reduce the impact of this there will need to be careful consideration is given to how the construction works are;

- Designed
- Specified
- Procured
- Contracted
- Organised on site

Goram Homes is likely to only have limited experience and capability in these matters and so will need to rely on its Joint Venture partners for this. Therefore, selecting partners that are well versed in these matters and who have a good reputation in the sector in how they treat their supply chain partners will be important.

Ironically, if there are severe Brexit implications and a significant slow-down in the whole construction industry, labour shortages may ease, and labour and material prices could stagnate.

However, selection of joint venture partners who are experienced and well skilled in the following areas will be important;

- Efficient design and specification of homes to avoid wastage.
- Specifying, where possible, materials manufactured in the UK.
- Offsite manufacture and modern methods of construction (OSM & MMC).
- Avoiding specialist designs and specifications.
- Careful selection of sub-contractors who have a loyal and capable workforce.
- Storing and stockpiling of materials.
- Pacing orders on a phased basis.
- Fair and reasonable payment and contract terms for the supply chain.
- Well organised site management, which allows sub-contractors to operate efficiently.

These factors will not eliminate increased build costs, but they will go some way to mitigating the impact.

6.0 Timescales

One final consideration is timing. Assuming Brexit happens as planned at the end of October 2019 (or soon after) then the initial implications for the housing market should start to become apparent during the Winter/Spring period.

However, Goram Homes is unlikely to be actually making any significant contractual commitments on its first Joint Ventures before the Autumn/Winter period and therefore should be able to structure the tenure and delivery arrangements within these contracts with some knowledge of the Brexit implications.

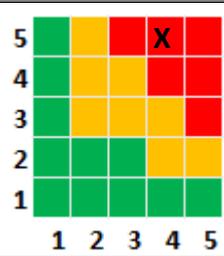
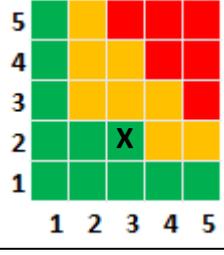
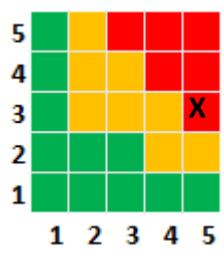
Furthermore, the actual land value Goram Homes and its Joint Venture partners will agree with the City Council will not be finalised until the Autumn/Winter of 2019. So again, the early implications of Brexit should be apparent by then and can be taken into account in the land value calculations. This ensures the financial expectations of profit, investment, ROCE, etc. can also be assessed with some knowledge of the outcome of Brexit.

7.0 Conclusion

In summary, Goram Homes cannot avoid whatever the implications and consequences of Brexit happening, but it is very well placed, and with the right joint venture partners, able to adapt and mitigate the consequences to be able to still deliver well designed, good quality homes and local communities across Bristol, whilst still delivering appropriate financial returns to its shareholder.

APPENDIX F

Risk Assessment of business plan

STRATEGIC OBJECTIVE	RISK EVENT	OUTCOMES	RISK INDICATORS	LIKELIHOOD / CONSEQUENCES	CONTROLS	RESPONSIBILITY
Increase the supply of new homes built each year across Bristol	Land Pipeline unsuitable or insufficient for business plan	Failure to deliver business plan target number of homes	Land supply has large number of constraints, such as abnormals and no planning status		Land allocated to Goram following joint due diligence	BCC officers - Goram Homes Managing Director
Build good quality homes and create communities where people wish to live	Failure of a contractor or the joint venture to maintain quality standards.	Homes require repairs to ensure they meet standards	Supply chain during construction not paid promptly		Robust site inspection by a Goram inspection team	Goram Homes Managing Director
Operate commercially and provide financial returns to Goram's sole shareholder - Bristol City Council.	An increase in construction costs or a reduction in sales prices	A reduction in profit or land value	The JV has an increase in construction costs - The housing market statistics show a showing in house price growth		The costs can be managed via the JV and works stopped - Monthly house price monitoring of the Bristol market.	The JV Board - Goram Homes Board



Business Plan 2020-2025
DRAFT

9th December 2019

Our Ambition

Our plan will deliver significant gains, aligned with the five priorities we set out last year and remaining inside the £37.7m funding and £17.6m collateral limits



We will deliver **£66m*** **social value** for Bristol by FY24/25 through our supply chain, employment and community partnerships, with **£40k** via the Fuel Good Fund in the next year



We will drive decarbonisation for Bristol and beyond, **saving 1.9 million tonnes** of CO₂e by 2025 through **green** tariffs, and generate **£3m** to invest in local carbon reduction



We will more than double our residential base to **213,000 customers** by 2025, with the same or lower core overhead costs



Our Business division will embed and deepen our Bristol-focused strategy, build strong relationships with our customers and **more than double our B2B revenue to £42m** by 2025



Our Energy Services offerings will deliver **£1.5m operating profit** by 2025, led by our pioneering Heat Network services

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*During the period of this plan till FY24/25 including £42m local economic benefit

Our distinctive purpose drives success

We have refreshed our values, and with a new leadership team in place we have a robust plan to deliver the next stage of sustainable growth

OUR VISION

We will create a **sustainable** energy company that has **social value** at its heart



PROFIT FOR PURPOSE

We are delivering on our mission of **profit for purpose**, tracked through three key dimensions:



Profitability: To be a commercially efficient business, and provide an income stream for Bristol City Council



Reduced Carbon Emissions: To support a carbon-zero Bristol by 2030 through new infrastructure and innovative services*



Social Value in Bristol: through our supply chain, employment and community partnerships

OUR VALUES



* The carbon reduction impact of our core supply and Energy Services plans is currently in development, and will be materially affected by the outcome of the City Leap opportunity

Market Context

The market remains competitive and dynamic, and will transform by 2025

Failures continue with several smaller suppliers exiting the market in 2019 – e.g. Eversmart, CESL, Solarplicity, OurPower

Unprecedented public action and climate emergency declarations are driving a race to '100% green' across the market

Unintended consequences? Big 6 slashed prices in August, perhaps linked to unforeseen customer churn

Continuing Trends

Market Exits

Climate Action

Defensive Incumbents

Market Transformation

Mergers & Acquisition

Politics

Policy & Regulation

Mergers & acquisitions continuing, led by Octopus, OVO and Shell; trend of increasing tech integration across value chain

Radical energy industry proposals in national party manifestos; Bristol mayoral and council elections in May 2020; Continued Brexit uncertainty

Major policy movement anticipated on industry standards, in line with sweeping market transformation in the coming years

The market continues to be competitive and our strategy is designed to account for this, with a detailed review of key sensitivities and strategic risks.

Our plan must deliver stable and optimised operations in the short term, plus agility to thrive in a transforming market

How we will execute – Three Key Themes

Three core themes underpin how we will operate and deliver on our social value purpose: relentless customer focus, eliminating inefficiency and growing Energy Services

Three key delivery themes....



1. Relentless Customer Focus

- Focus on attracting the customers we want, powered by customer insight and targeted marketing
- Re-organise our teams for increased customer focus, and leverage ICS membership



2. Use Insight, Eliminate Inefficiency

- Use insight to target action on root cause issues and key value levers
- Drive digital-first, scalable processes maximising automation



3. Diversify into Energy Services

- Build new Energy Service offerings with highest priority on carbon reduction impact
- Deliver and expand value from leading opportunities led by Heat Network services



...driving enhanced **Social Value** across:

- *Society & Communities in Bristol*
- *Decarbonisation*
- *Local Economic Impact*

Stabilising the core business as a solid foundation for growth

BE 'Strategy on a Page'

Our strategy starts with our purpose and distinctive strengths to define a sharp market focus, and integrates this with how we will operate to deliver maximum impact

Page 105

Vision & Purpose

What do we, our customers and stakeholders care about?

- Decarbonisation – C-Zero 2030
- Social Value in Bristol
- Strong financials



Our unique strengths

Where do we have / can we build a distinct competitive advantage?

- Strong local ethical brand
- Bristol relationships
- Access to the cityscape (BCC enabled)
- Among greenest suppliers (opp to improve)

Market Focus

Considering our purpose and key strengths, where should we focus?

Target customers

- Bristol first – build local scale with engaged Bristol customers, inclusive tariffs for social goals
- National second – DD only, 100% digital journey
- Aligned values

Core Marketing Themes*:

- We are green leaders – addressing climate emergency
- We stand for public benefit – profit for purpose

New Service Development Priorities

- Areas where we have scale/relationships – eg Heat Network, local infrastructure
- Maximum carbon impact, acceptable financials

How we will execute

What principles underpin our approach?

Relentless Customer Focus

- Focus on the customers we want
- High impact cross-channel marketing & customer engagement
- Re-organise our teams for increased customer focus, and leverage ICS

Use Insight, Eliminate Inefficiencies

- Use insight to target action on root cause issues
- Drive digital-first, scalable processes maximising automation
- Build high performing learning culture for continuous improvement

Diversify into Energy Services

- Build ES offerings prioritised on carbon impact
- Step up our green sourcing (PPAs, offsetting, green gas)

Targets**

What metrics will we use to track our performance?

- Key metrics will be defined, and are likely to include:
- **Financial** (rev, cost, margin, etc)
 - **Customer** (Bristol %, CSat, NPS, Trustpilot, etc)
 - **Social Value & Carbon** (CO2e, BE footprint, etc)
 - **Employee** (Engagement, absence, recruitment...)
 - **Strategic Programmes** (ES, IT, Smart, etc)

Key Enablers

- Detailed plans per dept
- Governance & accountability.
- Insight & scalable tech
- Organisation & Culture

* These themes will be developed as part of our refreshed marketing plan, and will focus on what sets us apart in the eyes of our target customer segments

** Work is underway to define the critical set of metrics and target values across levels for stakeholder reporting and leadership review down to prioritised operational focus

Stepping up our Social Value

Our key delivery themes will enable us to drive greater value across society and communities in Bristol, decarbonisation and local economic impact

Bristol Society & Communities



Our new green tariffs will generate ~**£300k by FY20/21** and ~**£3m in total by FY24/25** to spend on carbon reduction initiatives in Bristol – funded by customers' 'carbon additionality' contributions*



£40k additional funding for social projects in FY20/21



Educational programmes with **20 schools** in FY20/21



Delivering **10 ward related projects** in FY20/21

Decarbonisation



Delivering **100% Green electricity and low carbon gas** for all our customers



Saving **>200,000 tonnes** of CO₂e in FY20/21 and **1.9 million tonnes** by FY24/25 supported by PPAs



Minimising and **offsetting** our business carbon footprint by Summer 2020

Local Economic Impact



Currently supporting **67 renewable providers** with PPA contracts



Helping local customers save money with **20,000** more Bristol accounts by 2025

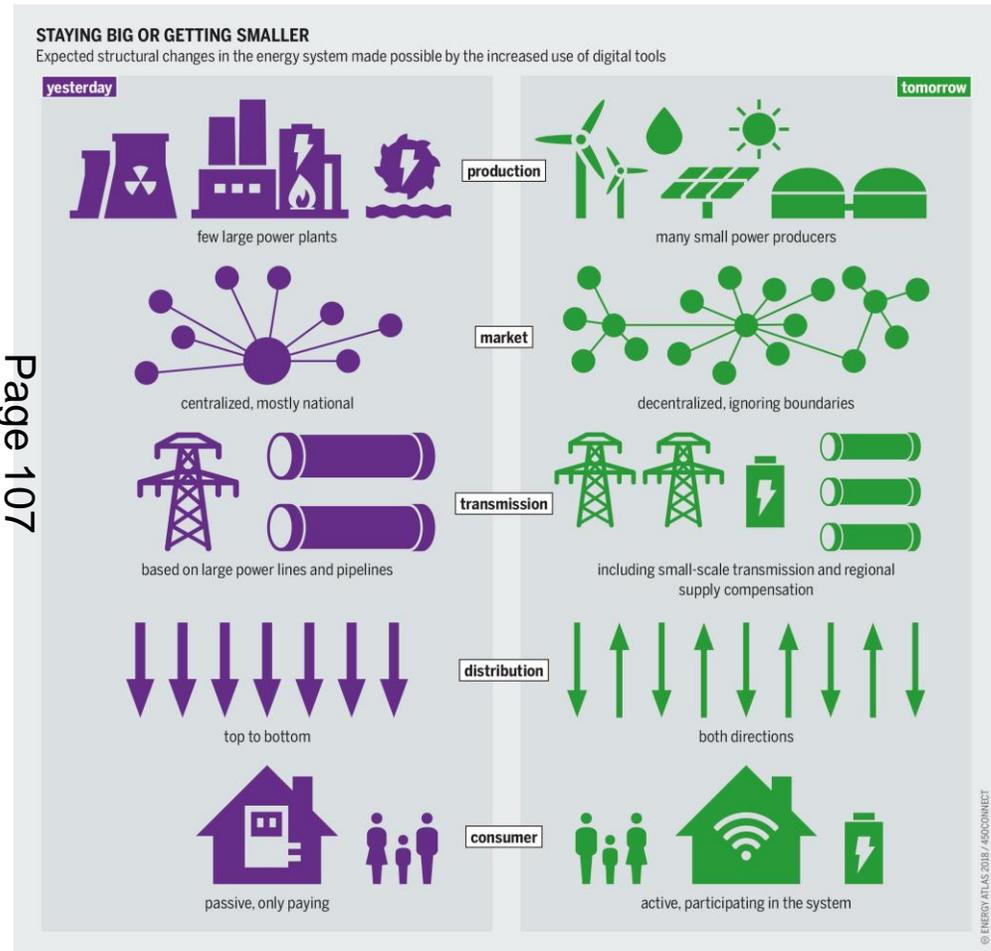


Generating **£36m** local economic impact by FY24/25 through employment & supply chain

*This is separate from the Fuel Good Fund. It broadly assumes 60% of customers pay £1/yr, and 40% of customers pay £5 in the initiative. Roll out and Marketing of this new fund is currently in development

Market Context & Focus

Fundamental shifts started in the energy market and our vision for Bristol



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- To create an interconnected, low-carbon, smart and resilient energy system
- To increase the deployment of renewable energy and low-carbon technology, particularly heat networks, energy efficiency and transport.

City Leap to bring investors in to accelerate distributed energy asset deployment



Overview and Scrutiny Management Board

18th December 2019



Report of: Tim O’Gara, Service Director, Legal and Democratic Services

Title: Mayor’s Forward Plan (Standing Item)

Ward: City Wide

Recommendation

That the Board receive the current edition of the Mayor’s Forward Plan of Key Decisions to help inform the Scrutiny Work Programme.

Summary

The report provides the latest version of the Mayor’s Forward Plan

The significant issues in the report are:

The Board will wish to identify any forthcoming Key Decisions that will require input from Scrutiny.



Background

1. The Mayor's Forward Plan is published monthly to give notice of key decisions that will be considered by the Cabinet, Health & Wellbeing Board or Learning City Partnership Board. A key decision is defined as one which;

- Will result in expenditure of £500K or over
- Will result in savings of £500K or over
- Be significant in terms of its effects on communities living or working in two or more wards in the city

2. The Overview and Scrutiny Management Board (OSMB) will wish to review the list of forthcoming Key Decisions to ensure any relevant items can be considered by Scrutiny.

The latest version of the report can be found at appendix A.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

Appendix A – Mayor's Forward Plan

Forward plan



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

This update published 4 November 2019

Democratic Services

Contact: Oliver Harrison, Democratic Services Officer, email: oliver.harrison@bristol.gov.uk

Tel: 0117 35 26162

BRISTOL CITY COUNCIL - FORWARD PLAN INDEX OF PROPOSED KEY DECISIONS

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

Key Decision

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

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

Non-key Decision

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

Cabinet Meetings

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

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

Glossary:

HWB Health and Wellbeing Board

LCPB Learning City Partnership Board

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

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

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

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Cabinet Members

- Marvin Rees (Lab) - Mayor of Bristol
- Cllr Craig Cheney (Lab) – Designated Deputy Mayor (with special responsibility for Finance, Governance and Performance)
- Cllr Asher Craig (Lab) – Deputy Mayor (with special responsibility for Communities)
- Cllr Nicola Beech – Cabinet Member for Spatial Planning and City Design
- Cllr Kye Dudd (Lab) – Cabinet Member for Transport, Energy and the New Green Deal
- Cllr Helen Godwin (Lab) – Cabinet Member with responsibility for Women, Children and Families (Young People), and Lead Member for Children's Services
- Cllr Helen Holland (Lab) – Cabinet Member for Adult Social Care
- Cllr Anna Keen (Lab) – Cabinet Member for Education and Skills
- Cllr Paul Smith (Lab) – Cabinet Member for Housing
- Cllr Steve Pearce (Lab) – Cabinet Member for Waste, Commercialisation and Regulatory Services

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

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Christina Gray christina.gray@bristol.gov.uk	<p>Public Health Smoking Cessation Services Commissioning Intentions 2020 to 2025</p> <p>To approve the commissioning of a new targeted support service to stop smoking service for Bristol from 1st April 2020</p> <p>Open</p>	Cabinet 5 Nov 2019	Deputy Mayor with responsibility for Communities (Public Health, Public Transport, Libraries, Parks) Events and Equalities	People Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	<p>Appropriation of Housing Revenue Account & General Fund Assets</p> <p>To seek approval to appropriate the assets between the Housing Revenue Account and the General Fund so as to better reflect their current use, to allow for proper accounting and to provide more affordable and new council homes.</p> <p>Part exempt</p>	Cabinet 5 Nov 2019	Cabinet Member with responsibility for Housing, Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	<p>Independent Domestic Violence Advisor service within the Emergency Department at Bristol Royal Infirmary</p> <p>To seek authorisation from Cabinet to make a direct award to Next Link to provide an Independent Domestic Violence Advisor service.</p> <p>Open</p>	Cabinet 5 Nov 2019	Deputy Mayor with responsibility for Communities (Public Health, Public Transport, Libraries, Parks) Events and Equalities	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Colin Molton colin.molton@bristol.gov.uk	<p>Street Lighting Replacement Programme To approve a policy for Cast Iron and non-galvanised steel street lighting column replacement and refurbishment.</p> <p>Open</p>	Cabinet 5 Nov 2019	Councillor Kye Dudd	Growth and Regeneration Scrutiny Commission
Jane Taylor jane.taylor@bristol.gov.uk	<p>European Social Fund (ESF) bid opportunity to improve the employment of people with learning difficulties To obtain Cabinet approval to hold detailed bid negotiations for our ESF / WECA funded programme to improve employment outcomes for people with learning difficulties across the West of England area.</p> <p>Open</p>	Cabinet 5 Nov 2019	Cabinet Member with responsibility for Education and Skills	Adults, Children and Education Scrutiny Commission
John Walsh john.walsh@bristol.gov.uk	<p>Re-procurement of DBS e-bulk system To seek permission to extend the most recent Disclosure Barring Service checks contract from 7 January 2020 to 31 December 2020 and to procure a new supplier.</p> <p>Part exempt</p>	Cabinet 5 Nov 2019	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Denise Murray denise.murray	<p>Medium Term Financial Plan This report sets out an update to the MTFP and a Capital Strategy</p>	Cabinet 5 Nov 2019	Councillor Craig Cheney	Resources Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
@bristol.gov.uk	to be considered by Cabinet in making recommendations for Council to approve. Open			Commission
Denise Murray denise.murray@bristol.gov.uk	Capital Strategy Budget recommendations to Full Council. Open	Cabinet 5 Nov 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Paul Sylvester paul.sylvester@bristol.gov.uk	Compulsory Purchase of Long Term Empty Property To seek approval from Cabinet to make a Compulsory Purchase Order of a house in Clifton Part exempt 3	Cabinet 5 Nov 2019	Cabinet Member with responsibility for Housing	Resources Scrutiny Commission
Guy Fishbourne guy.fishbourne@bristol.gov.uk	Hengrove Leisure Centre: Parkwood Community Leisure Conversion to Lex Leisure Community Interest Company (CIC) To inform cabinet of a proposal by Parkwood Leisure to terminate their current leisure subcontract at Hengrove Leisure Centre, to Parkwood Community Leisure, and replace it with a new leisure subcontract to Lex Leisure CIC. Part exempt	Cabinet 5 Nov 2019	Deputy Mayor with responsibility for Communities (Public Health, Public Transport, Libraries, Parks) Events and Equalities, Designated Deputy Mayor with	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
			responsibility for Finance, Governance and Performance	
Hywel Caddy Hywel.Caddy@bristol.gov.uk	Extension of Rough Sleeper Service Contract including the Rapid Rehousing Pathway To approve an extension of the rough sleeping service contract and Rapid Rehousing Pathway for a period of 6 months Open	Cabinet 5 Nov 2019	Cabinet Member with responsibility for Housing	Growth and Regeneration Scrutiny Commission
Mike Jackson mike.jackson@bristol.gov.uk	Clean Air Zone Outline Business Case To seek approval to submit the outline business case for a traffic clean air zone to achieve compliance with clean air directives. Part exempt	Cabinet 5 Nov 2019	Mayor	Resources Scrutiny Commission
Nuala Gallagher nuala.gallagher@bristol.gov.uk	Western Harbour Update To update cabinet on Western Harbour engagement and next steps including further engagement for the project. Part exempt	Cabinet 5 Nov 2019	Councillor Nicola Beech, Councillor Craig Cheney, Councillor Paul Smith	Growth and Regeneration Scrutiny Committee
Christina Gray christina.gray@	ALIVE Bristol: Our Local Authority Healthy Weight Declaration To seek approval to adopt the Local Authority Declaration on	Cabinet 5 Nov 2019	Deputy Mayor with responsibility for	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
bristol.gov.uk, Sally Hogg sally.hogg@bristol.gov.uk	Healthy Weight by February 2020 and to work with Public Health on the Alive Bristol programme. Open		Communities (Public Health, Public Transport, Libraries, Parks) Events and Equalities	
Denise Murray denise.murray@bristol.gov.uk	Budget Monitoring Out turn report P6 More information to follow. Open	Cabinet 5 Nov 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Andrew Davies andrew.davies@bristol.gov.uk	Local Growth Fund Re-allocation - NEW ITEM To seek approval to submit applications to West of England Local Enterprise Partnership to reallocate £1m of funding to Portway Park and Ride Rail Station. Open	Cabinet 3 Dec 2019	Cabinet Member with responsibility for Transport and Energy, the Green New Deal	Growth and Regeneration Scrutiny Commission
Jacob Pryor jacob.pryor@bristol.gov.uk	Challenge Fund: Transport Maintenance Funding - NEW ITEM To seek approval to deliver a bid for maintenance of local roads and transport structures Open	Cabinet 3 Dec 2019	Cabinet Member with responsibility for Transport and Energy, the Green New Deal	Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Patsy Mellor patsy.mellor@bristol.gov.uk	Transport Authority Integration Project - NEW ITEM To seek approval to transfer selected transport functions to WECA. Part exempt 3	Cabinet 3 Dec 2019	Cabinet Member with responsibility for Transport and Energy, the Green New Deal	Growth and Regeneration Scrutiny
Zara Naylor zara.naylor@bristol.gov.uk	Drain Clearance and Land Drainage Surveys on land owned or leased by Bristol City Council - NEW ITEM To seek approval to the extension of contract to continue to provide response repairs drainage services Part exempt 3	Cabinet 3 Dec 2019	Cabinet Member with responsibility for Housing, Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Robin McDowall robin.mcdowall@bristol.gov.uk	South Bristol Enterprise Support Project - NEW ITEM To seek approval for Bristol City Council to act as lead and accountable body for the South Bristol Enterprise Support Project. Open	Cabinet 3 Dec 2019	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Ann James Ann.James@bristol.gov.uk	Housing Payments made under the vulnerable person's resettlement scheme	Cabinet 3 Dec 2019	Cabinet Member with responsibility for	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
stol.gov.uk	To approve the housing costs payable under the Vulnerable Persons Settlement Scheme. Open		Adult Social Care	
Penny Germon penny.germon@bristol.gov.uk	Enabling the Voluntary Community and Social Enterprise Sector To seek approval to commission capacity building and infrastructure support to enable the VCSE sector through a grant process for a period of 4 years. Part exempt	Cabinet 3 Dec 2019	Deputy Mayor with responsibility for Communities (Public Health, Public Transport, Libraries, Parks) Events and Equalities	Adults, Children and Education Scrutiny Commission
Jan Cadby jan.cadby@bristol.gov.uk	Q2 Corporate Risk Report To receive and review the corporate risk register. Non Key Open	Cabinet 3 Dec 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Lucia Dorrington lucia.dorrington@bristol.gov.uk	Extension of Advocacy Service contracts To seek approval for recommissioning of adult Social Care Advocacy Services and to request a further extension to existing contacts. Open	Cabinet 3 Dec 2019	Cabinet Member with responsibility for Adult Social Care	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray denise.murray@bristol.gov.uk	Budget Monitoring Out turn report P7 To approve the 2018/19 Period 7 finance report. Open	Cabinet 3 Dec 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	Council Tax Base 2020/21 To recommend the Council Tax Base for 2020/21 for approval at Full Council. Open	Cabinet 3 Dec 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	Collection fund surplus/ deficit report To consider the estimated Collection Fund surplus / deficit as at 31st March 2020 for referral to Full Council for approval. Open	Cabinet 3 Dec 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	Hartcliffe Way Reuse & Recycling Centre To provide an update on the development of a new Household Reuse and Recycling Centre at Hartcliffe Way and to seek approval to enter a Development Agreement with Bristol Waste Company.	Cabinet 3 Dec 2019	Cabinet Member with responsibility for Waste, Commercialisation and Regulatory	Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open		Services	
Penny Fell penny.fell@bristol.gov.uk	Harbour Estate Review To approve commencement of the Bristol Harbour Feasibility and Case Study Project and to commence engagement with stakeholders regarding the project. Open	Cabinet 3 Dec 2019	Mayor	Growth and Regeneration Scrutiny Commission
Paul Barker Paul.barker@bristol.gov.uk	Heat Networks Special Purpose Vehicle To seek approval to set up a Special Purpose Vehicle to receive and spend government grant funding for heat networks. Part exempt	Cabinet 21 Jan 2020	Cabinet Member with responsibility for Transport and Energy, the Green New Deal	Growth and Regeneration Scrutiny Commission
Pete Anderson peter.anderson@bristol.gov.uk	Connected City Project More information to follow. Part exempt 3	Cabinet 21 Jan 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny Commission
Denise Murray	Budget Monitoring Out turn report P8	Cabinet	Councillor Craig	Resources

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
denise.murray@bristol.gov.uk	More information to follow. Open	21 Jan 2020	Cheney	Scrutiny Commission
Mark Wakefield mark.wakefield@bristol.gov.uk	Q2 Performance Report More information to follow. Non Key Open	Cabinet 21 Jan 2020	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	Housing Revenue Account 2020/21 budget proposals Budget recommendations to Full Council. Open	Cabinet 21 Jan 2020	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	Dedicated Schools Grant 2020/21 Budget recommendations to Full Council. Open	Cabinet 21 Jan 2020	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	Treasury Management Strategy Budget recommendations to Full Council.	Cabinet 21 Jan 2020	Councillor Craig Cheney	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			
Denise Murray denise.murray@bristol.gov.uk	Budget Monitoring Out turn report P9 More information to follow. Open	Cabinet 4 Feb 2020	Councillor Craig Cheney	Resources Scrutiny Commission
Jan Cadby jan.cadby@bristol.gov.uk	Q3 Corporate Risk Report More information to follow. Non Key Open	Cabinet 4 Feb 2020	Councillor Craig Cheney	Resources Scrutiny Commission
Chris Hackett chris.hackett@bristol.gov.uk	Inclusive and Sustainable Economic Growth Strategy More information to follow. Non Key Open	Cabinet 3 Mar 2020	Mayor	Growth and Regeneration Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	Budget Monitoring Outturn report P10 More information to follow. Non Key Open	Cabinet 3 Mar 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray denise.murray@bristol.gov.uk	Budget Monitoring Outturn report P11 More information to follow. Open	Cabinet 7 Apr 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Mark Wakefield mark.wakefield@bristol.gov.uk	Q3 Performance Report More information to follow. Non Key Open	Cabinet 7 Apr 2020	Councillor Craig Cheney	Resources Scrutiny Commission
Mark Wakefield mark.wakefield@bristol.gov.uk	Bristol City Council Performance Framework 2020/21 To approve the Bristol City Council Performance Framework to be agreed for 2020/21. Non Key Open	Cabinet 7 Apr 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Tim Borrett tim.borrett@bristol.gov.uk	Bristol City Council Business Plan 2020/21 For Cabinet to note the Bristol City Council Business Plan 2020/21. Non Key Open	Cabinet 7 Apr 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Colin Molton colin.molton@bristol.gov.uk	Battery Trials More information to follow. Open	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Transport and Energy, the Green New Deal	Growth and Regeneration Scrutiny Commission
Oliver Roberts oliver.roberts@bristol.gov.uk	Lawrence Weston Community Hub To consider development of a new build community and health hub in Lawrence Weston on Council owned land. Part exempt	Cabinet Before 5 May 2020	Councillor Craig Cheney, Councillor Asher Craig	Resources Scrutiny Commission
Gemma Dando gemma.dando@bristol.gov.uk	Waste Minimisation, Recycling and Waste Service improvements To seek approval for policy and service improvements. Part exempt	Cabinet Before 5 May 2020	Councillor Steve Pearce	Resources Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	Temple Island - scheme content and development agreement More information to follow. Part exempt	Cabinet Before 5 May 2020	Councillor Craig Cheney, Marvin Rees	Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Gemma Dando gemma.dando@bristol.gov.uk	The Future of Bristol's Cemetery and Crematorium provision More information to follow. Open	Cabinet Before 5 May 2020	Councillor Asher Craig	Growth and Regeneration Scrutiny Commission
Oliver Roberts oliver.roberts@bristol.gov.uk	Partial relocation and development of the Council's Bottle Yard Studios facility at Hawkfield Business Park More information to follow. Part exempt	Cabinet Before 5 May 2020	Councillor Craig Cheney	Growth and Regeneration Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	Acquisition of Land at Broomhill Road, Brislington More information to follow. Part exempt	Cabinet Before 5 May 2020	Councillor Paul Smith	Growth and Regeneration Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	Bristol Housing Company More information to follow. Part exempt	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Housing, Designated Deputy Mayor with responsibility for Finance, Governance	Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
			and Performance	
Nuala Gallagher nuala.gallagher@bristol.gov.uk	Award of Imagination Funding More information to follow. Open	Cabinet Before 5 May 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Ed Plowden ed.plowden@bristol.gov.uk	The Local Cycling and Walking Infrastructure Plan More information to follow. Open	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Transport and Energy, the Green New Deal	Growth and Regeneration Scrutiny
Jacob Pryor jacob.pryor@bristol.gov.uk	Redcliffe Corridor More information to follow. Part exempt	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Transport and Energy, the Green New Deal	Growth and Regeneration Scrutiny Commission
Lois Woodcock lois.woodcock@bristol.gov.uk	Property Strategy (Asset Management Plan) More information to follow. Open	Cabinet Before 5 May 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny
Mark Williams	Members Parental Leave Policy	Cabinet	Cabinet Member with	Adults, Children

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Mark.williams@bristol.gov.uk	To seek Cabinet approval for recommendation to Full Council for a Members' entitlement to maternity, paternity, shared parental and adoption leave and relevant allowances policy. Non Key Open	Before 5 May 2020	responsibility for Children and Young People, and Lead Member for Children's Services	and Education Scrutiny Commission
Nuala Gallagher nuala.gallagher@bristol.gov.uk	Enterprise Zone Update More information to follow. Open	Cabinet Before 5 May 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	Housing Infrastructure Fund More information to follow. Open	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Housing	Growth and Regeneration Scrutiny Commission
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	Sensory Support Service Review More information to follow. Open	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Education and Skills	Adults, Children and Education Scrutiny Commission
Jacqui Jensen	SEND Top Up Processes and Procedures Review	Cabinet	Cabinet Member with	Adults, Children

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Jacqui.Jensen@bristol.gov.uk	More information to follow. Open	Before 5 May 2020	responsibility for Education and Skills	and Education Scrutiny Commission
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	Early Intervention Bases Review More information to follow. Open	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Education and Skills	Adults, Children and Education Scrutiny Commission

West of England Combined Authority WECA Overview & Scrutiny Committee

Wednesday, 17 July 2019, Times Not Specified
The Space, Keynsham Civic Centre
3 Rivergate, Bristol BS1 6ER

Present:

Cllr Brian Allinson, South Gloucestershire Council	Cllr Gary Hopkins, Bristol City Council
Cllr James Arrowsmith, South Gloucestershire Council	Cllr Carole Johnson, Bristol City Council
Cllr John Ashe, South Gloucestershire Council	Cllr Hal MacFie, Bath and North East Somerset Council
Cllr Stephen Clarke, Bristol City Council	Cllr Brenda Massey, Bristol City Council
Cllr Winston Duguid, Bath and North East Somerset	Cllr Mhairi Threlfall, Bristol City Council
Cllr Geoff Gollop, Bristol City Council	

Also In attendance:

Cllr Huw James, North Somerset Council
Cllr Mike Bird, North Somerset Council

Officers In Attendance:

Patricia Greer, Chief Executive	Ian Hird, Scrutiny Manager
Shahzia Daya, Director of Legal & Democratic Services	Tim Milgate, Democratic Services Officer
Stephen Bashford, Head of Business and Skills	David Carter, Director of Infrastructure
Rachel Pykett, Senior Policy Manager	Jason Humm, Head of Transport
	Lynda Bird, Head of Performance, Planning and Projects

Minutes

1	Welcome & introductions The Chair welcomed everybody to the meeting.
2	Apologies for absence There were no apologies for absence.
3	Declarations of Interest under the Localism Act 2011 There were no declarations of interest declared.
4	Minutes of previous meeting The minutes of the meeting held on 12 June 2019 were agreed as a correct record and signed by the Chair.
5	Items from the Public (petitions; statements; questions) The following statements were received. The listed persons were all present at the meeting and submitted their statements orally. <ul style="list-style-type: none"> 1. David Redgewell, Transport Issues 2. Christina Biggs, Transport Issues <p>The Committee stated that the issue raised in the first statement regarding the potential removal of bus lane at Hambrook near the M32 as part of a trial by South Gloucestershire Council to improve air quality raised a concern regarding an impact on bus service reliability at a time when the Combined Authority and all West of England authorities should be taking all possible action to promote bus and public transport use. The Committee therefore asked for reassurance that all authorities have been appropriately involved in discussions on this</p>

	matter.
6	<p>Chair's business / announcements</p> <p>The Chair informed the meeting that Mayor Bowles had put forward a motion to the WECA Committee on Friday 19 July 2019 calling on the Combined Authority to declare a climate emergency. The wording of the motion had been circulated to the WECA Overview & Scrutiny Committee in advance of the meeting.</p> <p>The following comments were made:</p> <ul style="list-style-type: none"> • The Committee asked whether there was an accompanying action plan i.e. how would progress be monitored. In response the Chief Executive stated that all actions are monitored through WECA's Business Plan. Each specific project had actions regarding the delivery of that scheme; • Every decision should be assessed against the climate emergency and carbon neutral target. Every project should contribute towards reducing the 2030 carbon neutral goal with the possibility of scrapping projects that did not meet the criteria. Each project could be listed with a 'plus' or 'minus' score; • It was not clear whether the West of England was the first Combined Authority to move such a motion and the Chief Executive would investigate further; • As different declarations had been made in different local authorities (Bristol City Council's for instance spoke about Scope 1 2 & 3) the Committee expected the Mayors and Leaders to reach common ground on the issue; • The Committee also requested that specific plans be brought back within six months and a regular progress report be brought to this Committee; • The Committee asked that its comments be passed to the WECA Committee meeting on Friday 19 July 2019; <p>Agreed: That, while broadly welcoming the motion submitted by Mayor Bowles calling on the Combined Authority to declare a climate emergency at the WECA Committee meeting, the additional comments made be passed onto the WECA Committee ahead of its decision making.</p>
7	<p>Review of 19 July WECA Committee & Joint Committee reports</p> <p>The Committee considered the reports being submitted for endorsement at the WECA Committee and Joint Committee meeting on 19 July 2019 and made comments thereon. The main points raised are set out below:</p> <p><u>WECA Committee Agenda:</u></p> <p><i>Item 11 - Combined Authority Governance & Constitution</i></p> <p>The WECA Committee was due to consider proposed changes to Combined Authority governance and constitution. There would be an overall reduction in the number of meetings with four boards, the LEP Board and the WECA Overview & Scrutiny Committee all advising the main Committees. The following comments were made:</p> <ul style="list-style-type: none"> • Although broadly welcoming the governance proposals. the Committee expressed concern regarding late amendments sometimes made at the WECA Committee meetings, including at the last WECA Committee regarding Yate Park & Ride site, as this did not allow any proper pre-scrutiny; • There was also concern regarding the public speaking arrangements with no changes proposed regarding allowing supplementary questions at the WECA Committee; • Comments were also made regarding the call-in procedure and how such a 'call-in' was deemed 'reasonable'; • No special urgency arrangements had yet been invoked;

- It was also mentioned in regards to the pay policy that WECA's pay ratio was around 7:1. This was welcomed by Members;

Item 12 – Combined Authority and Mayoral budget outturn – April - May 2019

The WECA Committee was due to consider the forecast revenue and capital financial outturn budget monitoring information for the Combined Authority and the Mayoral budget for the financial year 2019/20 based on actual data for the period April 2019 to May 2019. The following comments were made:

- Malcolm Coe, Director of Finance stated that due to Treasury Management the Combined Authority's income had been higher than anticipated but as that function was moving in-house a small number of extra staff would now be needed;
- The AEB Budget had been fixed but a marker had been put down for future years, a situation that had also happened at other Combined Authorities;
- It was confirmed that there were no building society holdings and mainly short term investments had been made with local authorities. Other options were always considered but safety ratings were the guiding principle;

Item 13 – Integrated ticketing – Future work

The Combined Authority would receive a report on the proposed next stages of the Integrated Ticketing project. The report asked the committee to note the proposed initial drawdown of £300k to progress with the phase 1 officer support / potential external consultancy support, and delegate approval of the detail of the award through a Feasibility and Development funding application to the West of England Combined Authority Chief Executive in consultation with the West of England Chief Executives.

The report also sought agreement for the Combined Authority's Section 73 officer to lease equipment to small bus operators at less than the market rate as set out in the contactless upgrade Full Business Case and subject to state aid regulation compliance. The following comments were made:

- As London was ahead in the integrated ticketing was the West of England trying to emulate this? In response it was noted that although First Bus was by far the biggest operator in the region a number of other private operators would need to come on board with the scheme and this would have to be done through negotiation;
- What equipment would smaller bus operators need? In response to this question it was stated that the main equipment was smart/bank card readers and the technology existed already. However, it could not be enforced on any company unless the government passed legislation. Transport for London integrated ticketing was moving into the surrounding suburban areas outside London;
- The Authority had to act within the constraints of the Bus Act 2017 so the option was to persuade smaller operators that it was worth their while to join-up with any system (such as by potentially seeing an increase in their passenger numbers);
- It was stated however, that types of integrated tickets already existed locally such as the GWR Freedom Pass. However, this wasn't widely advertised;
- It was also mentioned that any system would have to be mindful of equalities duties and capture those without bank accounts or access to technology;
- The Committee stated that it was supportive of the smart ticketing/integrated ticketing initiative but it was important that the scheme was marketed properly;

Item 14 – Bus Infrastructure Delivery Update

The WECA Committee would receive a report seeking an in-principle agreement for the recruitment of a project management post to support the delivery of the bus infrastructure and complementary schemes. The report also provided an update for members on progress with the West of England bus strategy and the proposed next stages related specifically to bus infrastructure. The following comments were made:

- A trend had seen more bus services coming into the City Centre and fewer cross-city services. It was noted that overall patronage was rising in the region in contrast to some other areas of the country;
- A concern was raised at the amount of time taken at each bus stop. Others were not content about having to use smart cards. It was noted that boarding times had been shown as reducing significantly as there was now far less discussion needed with drivers, for example the First Bus MTicket App helped to reduce customer boarding time. The Real Time Passenger Information (RTPI) system would make use of existing technology. It was pointed out that European buses had different exit and entrance points which speeded up boarding and that this should be taken into account when designing new buses;
- A bus programme board would keep track of and integrate the large number of projects. Discussions with BCC regarding train and bus integration were also taking place;

[Councillor Allinson left the meeting at this point]

Item 15 – Investment Fund

The WECA Committee was being asked to note a four-year prioritised Investment Programme for the period up to March 2023. The report was also seeking approval for Investment Fund feasibility, development and delivery funding, and for change requests for schemes within the current approved programme.

- Part of the proposal was to award an additional £1.3m to progress Mass Transit development. It was confirmed that this was for the development of the strategic outline business case to show that the plan was feasible and part of a standard process of any transport scheme. It was possible that the 'green light' given to progress the scheme could be given in around 3-4 years. A document that set out the various stages could be circulated;
- A question was raised regarding strategic Park and Ride sites and how these were prioritised? It was replied that this was all within the Joint Spatial Plan and the underpinning JLTP which set out the key priorities (M32, A38 north/south, etc) but that each individual scheme would have to go through the normal prioritisation process;
- No joint statement had been made on the Bristol Airport planning application received by North Somerset Council although long term improvements to the public transport network was a priority;

Item 16 – Employment and Skills Plan

The WECA Committee would receive a report providing an overview of the Employment and Skills Plan and the process that had taken place to support its development, and seeking approval of the Plan. The following comments were made:

- The Committee would like to see more robust SMART targets/indicators being set so that progress could be measured. It was confirmed that a wide range of partners had been consulted on the Plan and although a number of comments were received the Authority had hoped for a few more;

	<p><i>Item 17 – Business Plan 2019/20 – Quarter 1 Progress Report</i></p> <p>The WECA Committee would receive a report providing an update on progress in delivering the West of England Combined Authority business plan for 2019/20 during quarter one (April – June 2019). The following comments were made:</p> <ul style="list-style-type: none"> • The committee would liked to have seen a RAG rating system so that scheme progress could be tracked. It was noted that this would be in the end of year report. An update to the next informal meeting was requested. <p>The WECA Overview & Scrutiny Committee also considered the reports being submitted to the Joint Committee on 19 July 2019. No comments were made.</p> <p>Agreed: That the WECA Overview & Scrutiny Committee’s comments on the WECA Committee and Joint Committee reports be formally submitted to the WECA Committee and Joint Committee as part of those Committees’ decision making process through the Chair’s report to those meetings.</p>
8	<p>Overview & Scrutiny work programme & agenda setting</p> <p>The Committee discussed its work programme. Formal meetings would continue to be held just before the main Committee meetings.</p> <p>A query was raised regarding how the WECA Overview & Scrutiny meeting could take a more active role in scrutinise LEP Board activities. It was replied that the Committee’s role included scrutiny of the LEP Board and the four new boards minutes would be submitted to the main Committee meetings.</p>
	<p>Wednesday, 2 October 2019, 10.00 am, Council Chamber, Guild Hall, Bath</p>

Overview & Scrutiny Management Board

18 December 2019



Report of: Head of Insight, Performance & Intelligence

Title: Corporate Performance Report Q2 2019-20

Ward: All

Officer Presenting Report: Nick Smith

Contact Telephone Number: 0117 9220000

Recommendation:

That OSMB note the progress made by all directorates against their Key Performance Indicators (KPIs) and project measures for Q2 2019/20 (Appendix A1) – designed around the themes in the Corporate Strategy and Business Plans.

The significant issues in the report are:

Contained within the suite of KPIs designed to show progress towards the objectives set out in the [Corporate Strategy and Business Plan](#) for 2019-20.

Indicators are RAG rated alongside management comments indicating progress of actions underway or planned to bring performance in line with target.



1. Summary

The appendix A1 contains the set of quarterly performance indicators for this quarter, focused on the corporate Business Plan outcomes plus annual indicators that fall due or where the narrative is notable or suggests delivery is in exception. This is the high level, Council-wide product designed for senior officers and sharing with cabinet leads and scrutiny.

This report, with its focus on the Business Plan themes, is complemented by a more detailed set of KPIs relevant to each directorate as defined with management teams. These are shared with cabinet leads and directorate scrutiny commissions.

2. Context

Performance summary:

Taking the 50 available KPI results this quarter,

- 33.3% (16 of 48) of those with established targets are performing on or above target
- 41.5% (17 of 41) of those with a direct comparison from 12 months ago have improved.

Q2 is not a full reflection of corporate performance as almost half the measures do not have any Q2 data due.

For comparison though, 2018 Q2 results showed 36% of KPI's on or above target and 55% improving.

A selection of the most notable performance highlights are displayed on the one page summary by theme.

Corporate Strategy Themes:

Empowering & Caring:

Permanent admissions to residential care are improving compared to this time last year however remain below target. The Better Lives Programme continues to deliver improvements to the service resulting in reductions in the number of new admissions. Quarterly improvements are also being reported in the number of people contacting Adult Social Care and receive Tiers 1 & 2 services and are forecast to continue on this improvement trajectory although Q2 performance remains below target.

Improvements in preventing homelessness continue to report positive impacts, however with increasing numbers of people presenting as homeless there is increased use of temporary accommodation resulting in KPI's reporting below target performance.

Fair & Inclusive:

The SEND service has well publicised challenges in meeting processing targets for Educational Health Care Plans; however a restructure of the service during Q2 and the introduction of additional resources starting in Q3 suggest a forecast of improved performance moving forward.

The % of young people who are Not in Education Employment & Training, or are destination unknown, has improved since this time last year, and shows continuing signs of improvement; however it remains below target.

The project to increase apprenticeships within BCC has exceeded expectations, and is now also above target for apprenticeships from priority groups. The Apprenticeship Diversity Hub is further reinforcing the Council's reputation and there will be further promotional activity over the next 6 months in the lead up to National Apprenticeship Week.

Affordable housing delivery is now slightly below the expected position for this period.

Wellbeing:

The proportion of Bristol Year 6 pupils (10-11yr olds) with excess weight is now significantly lower than the England average. The number of attendances at BCC leisure centres and swimming pools has dropped since last year, however the service is working to address this and meet the target set.

The Bristol Intermediate Care project has identified a shortfall in intermediate care and home care provision and highlighted the investment needed to change this. Levels of Delayed Transfers of Care (DTC), where patients are kept in hospital longer than required medically, remain high due to this shortfall.

Bristol continues to be one of the best performing English cities for household waste recycling, despite seeing a drop since this time last year.

The figure for new electric and hybrid vehicle registrations is well below target; however further investment in charging infrastructure is expected to support an improvement in future. Fleet Services remain committed to achieving an overall target of 10% of the fleet being electric and have identified further infrastructure needs at council sites to achieve this, although this may take beyond the current year to implement.

Well Connected:

The number of adults in low paid work and receiving benefits who are accessing in-work support has increased significantly, due to growth in the Future Bright and Get Well - Get On programmes.

The number of people able to access care and support through the use of adaptive technology is slightly below target but is expected to pick back up in Q3.

Public transport measures are still slightly below target, although more Park & Ride journeys have been made compared to Q2 last year.

Organisational Priorities:

The introduction of a new electronic case management system in Q2 is designed to improve the number of Freedom of Information requests and complaints responded to within target timescales. Whilst current performance is well below target it is forecast this will improve as staff become familiar with the new system.

Finance KPIs are below target for Q2, but latest position shows confidence in targets being met at year-end on the collection KPI's. Sickness absence figures are below target overall, but are improved on this time last year.

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

3. Policy

All BCP PIs contained within Appendix A1 are designed to demonstrate our progress towards the Corporate Strategy (2018/23).

4. Consultation

Performance progress has been presented to relevant officer meetings and Cabinet Leads prior to the production of this report.

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) Where possible, the KPI set has been designed to enable differential impacts to be understood and incorporated into service plans as part of the equalities impact assessment process.

Appendices:

Appendix A1: Performance Progress Update (Q2 2019/20)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

BRISTOL CITY COUNCIL – Q2 2019/20 Performance Summary

EMPOWERING & CARING	
Title	Target status
BCP222: Increase the take-up of free early educational entitlement by eligible 2 year olds	Below
BCP276a: Reduce the permanent admissions aged 65+ to residential and nursing care, per 100,000 population	Well below
BCP280: Increase the % of people who contact Adult Social Care and then receive Tiers 1 & 2 services	Well below
BCP352b: Reduce number of people sleeping rough on a single night in Bristol – BCC quarterly Count	Below
BCP356: Reduce the number of households who were in Temporary Accommodation for more than 6 months	Below

FAIR & INCLUSIVE	
Title	Target status
BCP263a: Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	Well Below
BCP227: Percentage of Final Education Health Care Plans issued within 20 weeks including exception cases	Well Below
BCP230a: KS2 - Increase the % of pupils achieving the expected standard in reading, writing and maths	Above
BCP261b: Increase the % of BCC apprentices starting apprenticeship training from priority groups	Above
BCP425: Increase the number of affordable homes delivered in Bristol	Below



WELLBEING	
Title	Target status
BCP249: Prevalence of child excess weight in 10-11 year-olds	Above
BCP253: Increase the number of attendances at BCC leisure centres and swimming pools	Below
BCP279: Improve the monthly Delayed Transfers of Care for BCC (Delayed Days per 100,000 population)	Well below
BCP433: Reduce the total CO2 emissions in Bristol City (k tonnes)	Above
BCP513: Increase the number of new electric and hybrid vehicle registration	Well below

WELL CONNECTED	
Title	Target status
BCP268: Increase the number of adults in low pay work & receiving benefits accessing in-work support	Well Above
BCP308: Increase the number of people able to access care and support through the use of adaptive technology	Below
BCP474: Increase the number of single journeys on Park & Ride into Bristol	Below
BCP475 Increase the number of passenger journeys on buses	Below

WORKPLACE ORGANISATIONAL PRIORITIES	
Title	Target status
BCP531: Increase % of all Corporate Plan PIs on target	Well below
BCP327: % Corporate FOI requests responded to within 20 working days	Well below
BCP518: Increase % of stage 1 non-statutory complaints responded to within 15 days	Well below
BCP502: Increase the percentage of invoices paid on time (BCC)	Below
BCP522: Reduce the average number of working days lost to sickness	Below



OVERVIEW AND SCRUTINY MANAGEMENT BOARD - Quarter 2 (1st April - 30 September '19) Performance Progress Report



Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Officer Notes	Directorate
2019/20 Corporate Plan: Empowering & Caring										
EC1	BCP212	Reduce the number of adolescents (aged 13-17) who need to enter care due to abuse or exploitation	-	27	24	8	19	↓	During this period, 19 children came into care because of neglect/abuse predominantly as result of a court decision and often as part of a larger sibling group where neglect/abuse has not diminished as a result of work with the family. The decision to seek a Care Order for any child is subject to scrutiny and challenge from the Senior Leadership Team. Legal Advice is sought and wherever possible, family solutions are identified.	PE
EC1	BCP214	Increase the % of child referred who are seen promptly	+	n/a	90.0%	Data not entered	Data not entered	n/a	This is a new performance measure and work is progressing to report progress for this in Q3	PE
EC1	BCP219	Increase the percentage of Family Outcome Plans where agreed outcomes were achieved	+	n/a	Establish baseline	30.4%	39.0%	n/a	87 outcome plans evidence the achievement of agreed outcomes. The outcomes are now embedded in the children's recording system (Early Help). We anticipate improved recording and therefore improved reliability of reports on outcomes achieved.	PE
EC1	BCP222	Increase the take-up of free early educational entitlement by eligible 2 year olds	+	68.0%	70.0%	n/a	64.0%	↓	The 2019/20 progress reports the 2018/19 financial year, as published by the DfE. The uptake of the Free Early Education offer for Eligible two year olds is in decline nationally and Bristol is no exception, with a drop of 6% in 2018/19. An analysis has been undertaken by the Early Years Services and processes are now in place to support families in the application process. As a result the percentage is beginning to increase.	PE
EC2	BCP352a	Reduce the number of people sleeping rough on a single night in Bristol - Annual Count	-	82	70	n/a	n/a	n/a	The annual count is generally done during November and will be reported at Q3. There are in-year quarterly counts which are reported below at BCP352b.	G&R
EC2	BCP352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	-	72	60	106	117	↓	This figure is an average of two separately quarterly counts which took place during July and September. The figures for each of these counts were 130 and 103 respectively. Levels of rough sleeping tend to be higher than when the winter shelters are open. St Anne's Winter Shelter opened again on 1st October and this should have an impact on next quarter's count. We are still hopeful of developing an additional night shelter in 2020. The Rapid Rehousing Pathway has achieved outcomes for 143 people who have been placed in temporary, emergency or long-term accommodation or reconnected to accommodation in an area where they have a local connection. We are assured by MHCLG that funding for the service will continue for next year. It is likely that the Outreach team will have contact with 1,200 to 1,300 people this year and this is largely a result of the lack of affordable housing in the city and the impact of Welfare Benefit Reforms.	G&R
EC2	BCP353	Increase the number of households where homelessness is prevented	+	n/a	1,000	268	567	n/a	Performance of the Housing Options Service is on track to meet target. We increased the number of successful preventions compared to Q1. This is a new measure for 2019 so no trend is available.	G&R
EC2	BCP356	Reduce the number of households who were in Temporary Accommodation for more than 6 months	-	279	260	255	278	↓	The number of households in temporary accommodation (TA) for more than 6 months has increased. We have Move-On team officers vacancies which are in the process of being recruited to. Whilst this happens some of the team activities are being covered by the service but not the full range of interventions.	G&R
EC2	BCP357	Reduce the number of households in temporary accommodation	-	524	500	513	545	↓	The number of households in temporary accommodation (TA) has increased since the previous quarter. We have improved our prevention of homelessness this quarter, however, the number of households who are presenting as homeless or threatened with homelessness is increasing and up by 15% compared with 18/19. This is driving the increase in use of Temporary Accommodation.	G&R
EC3	BCP276a	Reduce the permanent admissions aged 65+ to residential and nursing care, per 100,000 population	-	570	550	603.4	613.4	↑	For July to September 1,101 out of 179,487 (59,829 x3) There has been a small increase in the number of placements in Q2 which has taken us above target. After detailed analysis we have found the main reason for this is that there has been less turnover than usual meaning that there have been few exits in this period. The number of new placements is only slightly higher than q1 due to high no of admissions to hospital. Through Better Lives we have continued plans to avoid admissions to care homes through increased Reablement provision and Extra Care Housing.	PE

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Officer Notes	Directorate
EC3	BCP277	Percentage of adult social care service users, who feel that they have control over their daily life	+	77.70%	78.00%	n/a	n/a	n/a	Although this data is taken from the annual survey and therefore we cannot track progress on a quarterly basis we do have outcomes within the Better Lives programme to ensure we are improving in this area. This includes the basic principle of ensuring that people remain as independent as possible in their own homes through the investment in tier 2 services to support them and avoiding admissions to care homes. Also through more outcomes based support planning that is focussed on the individual and the promotion of Direct Payments which are above national average and plans to implement Individual Service Funds.	PE
EC3	BCP278	% of older people at home 91 days after discharge from hospital into reablement/rehabilitation *	+	86.1%	88.0%	88.2%		↓	This performance indicator has a 3 month data lag and reports the 2019/20 Qtr 1 performance, which is currently on or just above target. Of those not at home 91 days following discharge the majority had died, showing the increasing frailty of the people receiving a service.	PE
EC3	BCP280	Increase the % of people who contact Adult Social Care and then receive Tiers 1 & 2 services	+	47.4%	60.0%	50.5%	52.8%	↑	This has increased by 2.3% since last quarter as we continue to increase the level of tier 1/2 support for people. We set an ambitious target of 60% and continue to work to achieve this through further work we are doing on developing community assets and expansion of tier 2 reablement services. For July to September, 482 T1 / T2 outcomes / 913 total outcomes	PE
EC3	BCP307	Increase the number of disabled people enabled to live more independently through home adaptations	+	3,370	3,400	1,020	1,545	↑	Performance on target for Q2.	G&R
EC4	BCP312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	+	67.8%	69.0%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	RE
EC4	BCP314	Reduce the percentage of people who lack the information to get involved in their community (QoL)	-	28.6%	28.0%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	RE
2019/20 Corporate Plan: Fair & Inclusive										
FI1	BCP310	Increase the number of private sector dwellings returned into occupation	+	537	490	167	355	↑	Performance is well ahead of target for Q2, however performance is likely to slow down in Q3 and Q4.	G&R
FI1	BCP425	Increase the number of affordable homes delivered in Bristol	+	260	440	41	148	↑	The figure reported is 2 affordable homes less than projected for this quarter as the East Street scheme has been delivered as private rent rather than affordable rent.	G&R
FI1	BCP430a	Increase the number of new homes to meet the corporate target	+	1,498	2,000	n/a	n/a	n/a	This measure is calculated annually and generally reported at q2 of the following year. It is therefore anticipated that the number of new homes for 2019/20 will be reported after September 2020	G&R
FI2	BCP227	Percentage of Final Education Health Care Plans issued within 20 weeks including exception cases	+	7.0%	61.3%	2.3%	0.4%	↓	This indicator covers the previous year, showing the most recent quarter and the previous 3 quarters combined (so Q2 shows Oct 2018 to Sept 2019). During this year, 234 EHCPs were completed, but only 1 was done within the required timescale. For Q2 itself, 137 EHCPs were completed (with 1 being on time) compared to 36 EHCPs completed in Q1 itself (with 0 on time), showing that there has started to be an increase in the volume of Plans processed. [Note - this comment has been updated following People Scrutiny mtg in Nov to provide further clarity on the total numbers processed each Quarter] Overall, issues have been due to staffing shortages within the SEND team, an increase in statutory assessment requests (nationally as well as in Bristol) and resourcing issues causing other professionals to be unable to provide their assessment reports on time. SEND resourcing issues are currently being addressed; The SEND Team has now been restructured, with additional posts due to be filled before the end of 2019. New working practices have been designed to improve the quality of service to families and young people, and improve performance within statutory timescales.	PE
FI2	BCP230a	KS2 - Increase the % of pupils achieving the expected standard in reading, writing and maths	+	63.0%	64.0%	n/a	64.2%	↑	Provisional data indicates that 64.2% of pupils achieved the expected standard in reading, writing and Mathematics which is above target. This figure is subject to revision during the national validation process.	PE
FI2	BCP230b	KS2 - increase the % of disadvantaged pupils, at KS2, achieving the expected standard in RWM	+	49%	50%	n/a	49.0%	↓	Provisional data indicates that 48.9% of disadvantaged pupils achieved the expected standard in reading, writing and Mathematics which is slightly below target. This figure is subject to revision during the national validation process.	PE
FI2	BCP231a	Key Stage 4: Improve the Average Attainment 8 score per pupil	+	45.5 points	47.0 points	n/a	45.3 points	↓	Provisional national data indicates that Bristol attainment 8 is 45.3 points. This is slightly below the Bristol average in the previous year (45.54 points)	PE
FI2	BCP231d	Key Stage 4: Attainment 8 - Reduce the Points gap between the Disadvantaged and Non-Disadvantaged	-	16.2 points	15.0 points	n/a	16.4 points	↓	Provisional GCSE data was published in October, final data issued alongside performance tables in January 2020	PE
FI2	BCP245	Improve the level of Bristol Schools' pupil attendance	+	94.7%	95.2%	n/a	n/a	n/a	An Attendance Strategy Manager post has been created and appointed. The attendance toolkit has been launched to support schools with tackling attendance. School attendance network meetings are also in place for each locality to build the capacity of attendance leads in schools.	PE

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Officer Notes	Directorate
FI3	BCP218	Improve the % of 17 - 21 year old care leavers in EET (statutory return - recorded around birthday)*	+	65%	65%	63%		↑	This performance indicator captures the Education, Employment and Training (EET) status of young people who have previously been in care (recorded on or around their Birthday). The way in which the measure is taken (a national requirement) means there is a 3 month lag in data reporting. There were 397 eligible care leavers on 30/06/2019. Of these, 249 were in education, employment or training within their statutory birthday contact period. Performance is greatly improved when compared to Q1 2018, which was 57%. Performance is top quartile when compared with other local authorities. The performance target reflects our ambition and is therefore a stretch target. This means that whilst performance is slightly below target, performance is still relatively good. There is a constant focus on ensuring young people are supported to achieve their ambitions in education, training and employment and to ensure this is recorded. Bristol's social impact bond delivers specialist support to young people and is delivered in partnership with 1,625 Independent People (Reboot). Workers are embedded in our Through Care Teams and regular events enable young people and Leaving Care Personal Advisers to maximise opportunities for EET. The number of young people allocated to each Personal Adviser is monitored to ensure there is adequate time to provide meaningful support to every young person.	PE
FI3	BCP261a	Increase the total number of apprentices employed by Bristol City Council	+	184	214	176	241	↑	Starts during quarter matched plan and some completions did not come through on time. There are 36 starts on programme due at present during quarter 3 and we expect additional opportunities to arise in next month and thereafter a seasonal lull and a series of up to 47 programme completions. Likely year end outcome will be in excess of Public Sector Duty requirement	PE
FI3	BCP261b	Increase the % of BCC apprentices starting apprenticeship training from priority groups	+	29.3%	31.0%	29.0%	32.3%	↓	Over 50% of new entrant apprentice starters are recruited from priority groups and we are experiencing a similarly high percentage of applicants from these groups when we advertise. The Apprenticeship Diversity Hub is further reinforcing the Council's reputation and we are planning further community-led promotional activity over next 6-months in lead up to National Apprenticeship Week. This figure excludes young people aged 16 to 18 and we will review this as part fo a joint initiative with HR and LGA to review BCC processes.	PE
FI3	BCP263a	Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	-	7.7%	6.5%	7.3%	10.1%	↑	This is the current performance data for young people who are Not in Education, Employment and Training (NEET), or their status is unknown; it is an improvement of 2.5% from last year at this time. This quarter includes the transition period of leaving school and starting post 16 provision, so always sees an increase, we do not receive all the data on enrolments until the end of October in line with the DfE statutory requirements. The months of July/August/September are very busy as we focus on capturing the predicted September guarantee information for the whole cohort. Predictions are that this data will reduce over the next quarter as we receive the data from the providers as we have continued to nurture positive partnerships with them to improve post 16 provision performance across the city. NEET and Not known Young people are being referred to Targeted Youth Support in a more timely manner with young people receiving support with Employment, Education and Training progression.	PE
FI3	BCP267	Improve the overall employment rate of working age population	+	76.6%	76.6%	77.1%	77.6%	↓	Whilst there has been growth in the rate from the previous quarter, due to the accuracy of the data, +/- 2%, it is difficult to draw accurate conclusions.	PE
FI3	BCP270	Increase experience of work opportunities for priority groups	+	n/a	2,750	340	996	n/a	In Q2, we have seen a real success in applicants from under represented groups apply and undertake work experience within the Council (39). Alongside this, we continue to have success in the career coach programme for children in care (26) and the apprenticeship diversity hub pilot projects (75). During this quarter 5 people have subsequently been offered paid employment and apprenticeships following the success of one of the diversity hub projects. WORKS experience of work offer has been taken up by 516 young people. The increase in numbers was predominatly due to aspirational activity scheduled prior to the summer holidays. We have conducted all planning meetings with schools to ensure activity is underway for next quarter in all schools. We do anticipate much of the work to be specifically tailored to small group sessions with the addition of opportunity of Bristol Works for Everyone element.	PE
FI4	BCP324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	+	59.4%	59.4%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	RE
FI4	BCP327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	-	28.0%	27.0%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	RE

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Officer Notes	Directorate
2019/20 Corporate Plan: Wellbeing										
W1	BCP249	Prevalence of child excess weight in 10-11 year-olds	-	34.5%	34.0%	n/a	31.3%	↑	The results of the NCMP programme for the school year 18/19 were reported in October 2019. The proportion of Year 6 pupils (10-11yr olds) with excess weight in Bristol schools was 31.3% in , lower than the England average (34.3%) by a statistically significant margin. 18.2% of 10-11 year olds were classed as obese , also significantly lower than the national average prevalence (20.2%).After rising for many years, between 2015/16 and 2018/19 the prevalence of excess weight in year 6 pupils in Bristol, declined by a statistically significant margin to the lowest level observed since 2006/07. Measurement coverage in Bristol schools in 2006/07, the first year of the NCMP programme, was very poor and may well mean that the result for that year cannot be compared to other years of the programme when coverage has been much higher and provided more robust comparisons. Bristol schools in 2018/19 had the lowest year 6 prevalence of excess weight of any of the 8 Core Cities comparator group, by a statistically significant margin, and the lowest prevalence of obesity in year 6.	PE
W1	BCP250	Reduce the percentage of people in Bristol who report below national average Mental Wellbeing (QoL)	-	19.7%	19.6%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	PE
W1	BCP251	Reduce the rate of alcohol-related hospital admissions per 100,000 population	-	839	839	856	881	↓	This remains an area of concern. Public Health is working with the CCG and the hospital trust to review the available data on the pattern and reason for admission. This will enable more targeted and informed preventative action. Hospital admissions is one indicator and we will also be looking at presentations at A+E; alcohol in relation to anti-social behaviour and violence.	PE
W1	BCP255	Increase % of people living in the most deprived areas who do enough regular exercise each week (QoL)	+	56.4%	56.9%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	PE
W1	BCP279	Improve the monthly Delayed Transfers of Care for BCC (Delayed Days per 100,000 population)	-	187.8	187	201.2	239.3	↑	For August 874 DToCs / 18+ Population of 365,292. DTOC levels remain high due to an undersupply in Intermediate care (Home First and reablement) and general lack of Home Care capacity. This is impacting on flow. The Bristol Intermediate Care project has identified the shortfall in provision required and the investment needed to change the DTOC position. The Corporate Leadership Board have been made aware have requested more information.	PE
W2	BCP333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	+	49.7%	51.0%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	G&R
W2	BCP433	Reduce the total CO2 emissions in Bristol City (k tonnes)	-	1,547 K Tonnes	1,497 K Tonnes	n/a	1,491 K Tonnes	↑	This measure is reported at around 18 months after the end of the calendar year so the 2019/20 reported figure is for the calendar year 2017. On track for the target in place at that time.	G&R
W2	BCP434	Reduce the proportion of deaths attributed to particulate air pollution	-	5.1%	4.3%	n/a	n/a	n/a	This indicator is based on Public Health England data and calculations. These show that for the last year of data (2017) the fraction of deaths attributable to pollution from particulates rose significantly reversing a general downward trend of the previous 5 years. It is based on the fraction of very small particles (<2.5 micro metres) arising from human action. The main sources of this within the city are traffic and combustion.	G&R
W2	BCP480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	-	21.3%	100%	n/a	n/a	n/a	This is an annual measure to be reported at year end. In 2018/19 27 sites out of 127 were compliant.	G&R
W2	BCP513	Increase the number of new electric and hybrid vehicle registrations	+	n/a	26	0	6	n/a	6 new Electric Vehicles(EV) have been added to the City Council's fleet, taking the total of EVs & Hybrid vehicles up to 23: <ul style="list-style-type: none"> • The Enterprise Car Club has 2 electric cars and 1 hybrid car based at Temple Street. • Parking Services has 12 at Days Road, • ICT Services has 1, based at City Hall • The Records Office has 1 at B Bond records office, • Ground maintenance has 1 • Housing responsive repairs has 4 based at Sandy Park • And Sustainable Transport also has 1 At present, there are no further purchases planned for this year as there is a need to increase the Electric Vehicle(EV) infrastructure at council sites, to include additional charge points, before further EVs are added to the City Council's fleet.	RE
W2	BCP540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	-	82.4%	80.0%	n/a	n/a	n/a	Programmes of targeted interventions at local levels are planned for this year in addition to ongoing regular work. It is anticipated that addressing a range of issues such as graffiti, fly-tipping and street litter as part of a consolidated/simultaneous programme has a greater, more positive impact overall on a locality. A review of waste measures is currently underway following the recent appointment of new strategic and operational BCC client managers, who are working with BWC to ensure accurate and timely reporting is delivered as part of wider contract management.	G&R
W2	BCP541	Increase the percentage of household waste sent for reuse, recycling and composting	+	45.70%	50.00%	47.57%	47.00%	↓	There has been an increase in the volumes of food waste recycling and some mechanical waste separation issues. Performance is slightly lower than the same period in 2018 when 48% was reported.	G&R

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Officer Notes	Directorate
W3	BCP225	Increase the percentage of Bristol schools with Breakfast Clubs	+	99%	99%	n/a	n/a	n/a		PE
W3	BCP257	Increase the number of 'Bristol Eating Better Awards' issued to food outlets in priority wards	+	n/a	35	n/a	24	n/a	We are pleased with this increase in Bristol Eating Better award engagement in priority wards, following significant work from Public Health and others in BCC. However, we currently have an issue with staff resource to coordinate, audit and progress the award across the city. We have recently engaged schools with applying for the award for lunchtime meal service, so this may help to increase numbers and support meeting targets.	PE
W3	BCP258	Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)	-	7.3%	7.2%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	PE
W3	BCP334	Reduce the percentage of the population living in Fuel Poverty	-	10.8%	10.0%	n/a	11.7%	↓	Wider economic/market factors give caution to targets (ONS data) Data is released annually with a 2 yr lag i.e 2019 reported figure reflects 2017 data. Increase in gas/electric prices will influence this figure.	G&R
W4	BCP253	Increase the number of attendances at BCC leisure centres and swimming pools	+	2,723,628	2,764,482	663,762	1,305,677	↓	SLM facilities are struggling with their overall attendances this year, particularly casual swimming and lessons, which have had a knock on effect to the reporting. They are looking at new ways of marketing swimming, and working with external partners to turn this around. Jubilee swimming pool figures however have been particularly encouraging so we hope that continues.	PE
W4	BCP256	Increase the % of adults in deprived areas who play sport at least once a week (QoL)	+	36.2%	36.7%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	PE
W4	BCP410	Increase the number of visitors to Bristol Museums, Galleries and Archives	+	1,323,783	1,100,000	277,987	596,063	↓	The museums had a very busy summer with high quality exhibitions and events that were popular. Our Aardman Early man exhibition at M Shed is not only busy but has very high satisfaction rate. At Bristol Museum & Art Gallery we had the second of a series of Japanese prints exhibition which drew high numbers and we also showed a large Banksy painting which was particularly popular with our national and international visitors. A further positive element of increased visitor numbers is a strong increase in the commercial offer. The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in January 2020 followed by a full set of results in March 2020. It is anticipated that this will all be incorporated into Q4 reporting.	G&R
W4	BCP411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	+	45.5%	47.0%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	G&R
W4	BCP412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	+	66.4%	70.0%	n/a	n/a	n/a	Small to large scale events continue to take place all over the city and are a mixture of free and ticketed activity. The team continue to work closely with key stakeholders including the communities as far ahead as possible. The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	G&R
W4	BCP415	Increase the number of tourists to the city	+	4,487,329	4,625,000	1,180,697	2,426,671	↓	Performance is 4.9% above target after a strong summer season; small to large scale events continue to take place all over the city and are a mixture of free and ticketed activity. Performance is slightly down (-1.49%) on the same period in 2018/19 when 2,463,379 visits were reported.	G&R
2019/20 Corporate Plan: Well Connected										
WC1	BCP470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	-	80.2%	79.0%	n/a	n/a	n/a	Traffic congestion is an ongoing issue and is influenced by a number of issues outside of the council's control. Completing schemes such as Temple Circus will enable us to better manage congestion on a daily basis.	G&R
WC1	BCP471	Improve journey time reliability during the morning peak travel period	+	0	Establish baseline	n/a	n/a	n/a	There is ongoing work to establish an accurate methodology to measure this consistently.	G&R
WC1	BCP474	Increase the number of single journeys on Park & Ride into Bristol	+	1,716,174	1,720,000	427,807	841,829	↑	Although slightly below target overall journeys on park and ride services are up 3.5% on the same time last year.	G&R
WC1	BCP475	Increase the number of passenger journeys on buses	+	42,216,084	43,061,000	9,973,872	19,975,052	↑	Performance is higher compared to the same period last year, up 0.5% from 19.8 million journeys. There is also generally a strong increase in bus usage during the third quarter of the year at the start of the new academic year so this should contribute towards bringing future reporting nearer to target.	G&R
WC1	BCP476	Increase the number of people travelling actively to work by walking and cycling	+	0	Establish baseline	n/a	n/a	n/a	Annual measure, to be reported at Q4	G&R
WC2	BCP269	Increase digital skills development of those 19+ with no or few qualifications	+	n/a	25.0%	19.0%	27.0%	n/a	27% of learners are engaged on courses which incorporate aims for digital skills development through online learning and use of digital technologies to enhance and support learning. It is intended that building digital skills and online learning into courses will support the public to become more confident in accessing services and support systems digitally. Enabling them to understand new ways to use the internet and utilise smartphone and tablet resources to improve their skills, access information, find and secure work and access to services.	PE
WC2	BCP308	Increase the number of people able to access care and support through the use of adaptive technology	+	568	568	175	263	n/a	Slightly behind target for Q2 which is likely to be as a result of the installer being on leave during the summer. Installations should hopefully increase again in Q3.	G&R

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Officer Notes	Directorate
WC2	BCP436	Improve the percentage of premises that have access to Ultrafast Broadband	+	88.4%	89.0%	n/a	n/a	n/a	There is no in-year target as the annual report 'Connecting Nations' will not be published by Ofcom until December 2019.	G&R
WC2	BCP438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	+	91.1%	92.0%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	G&R
WC3	BCP266	Increase % of adults with learning difficulties known to social care, who are in paid employment	+	7.1%	8.0%	5.1%	n/a	n/a	The significant drop in the percentage rate, seen last period was due to a 59% rise in the denominator, (people being counted) between the previous two quarters from 688 to 998. We are still investigating with the Data Team the reasons for this and will report performance when we know the data to be robust. The new Bristol WORKS for Everyone programme launched in September 2019 and this has generated significant interest from frontline teams who now not only have programmes but have a website which highlights the employment support options available for people with learning difficulties. Furthermore we have been successful in our WECA funding bid for £1.3m which is dependent upon our bid for £2.4m of ESF funding being approved - (notification will be in December)	PE
WC3	BCP268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	+	n/a	314	151	379	n/a	This period we have seen steady growth in the Future Bright in work support programme and the Get Well - Get On programme which focusses on supporting people in work who have mental health of muscle, joint or bone conditions.	PE
WC3	BCP323	Increase % of people who see friends and family as much as they want to (QoL)	+	80.4%	80.5%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	PE
WC4	BCP412	Increase the percentage satisfied with the range and quality of outdoor events in Bristol (QoL)	+	76.6%	80.0%	n/a	n/a	n/a	Our annual outdoor activity including St Pauls Carnival, Balloon Fiesta and Harbour festival have all been popular and attracted positive press coverage. There was a packed series of ticketed third party events on BCC land that now a firm favourite for people who enjoy festivals. Continued close working with other departments, highways and PR has helped to maintain high satisfaction.	G&R
WC4	BCP533	Increase the percentage of people who feel they can influence local decisions (QoL)	+	17.6%	18.0%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	RE
2019/20 Corporate Plan: Workplace Organisational Priorities										
WOP1	BCP523	Maintain appropriate staff turnover	-	14.2%	12.5%	12.6%	12.0%	↑	Target = 10-15%. Turnover remains stable at 12.0% and below 14.2% for the same time last year.	RE
WOP1	BCP530	Increase the satisfaction of citizens with our services (QoL)	+	35.2%	37.0%	n/a	n/a	n/a	The Quality of Life (QoL) survey ran in Autumn 2019. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2020 followed by full results in March.	RE
WOP1	BCP531	Increase the percentage of all Corporate Plan PIs on target	+	44.0%	67.0%	39.0%	33.3%	n/a	There are 16 Bristol Corporate Plan (BCP) indicators On or Above Target, out of the 48 BCPs with data (excluding these 2 summary indicators). Q2 is not fully indicative as many performance indicators are annual and therefore not included here	RE
WOP1	BCP532	Increase the percentage of all Corporate Plan PIs that are improving (over the last year)	+	62.5%	67.0%	43.8%	41.5%	n/a	17 of the 41 BCP metrics with a direct comparison to the same period last year have improved, with 24 performing worse than Q2 last year. [Note - Q2 is not fully indicative as many performance indicators are annual and therefore not included here]	RE
WOP2	BCP517	Increase the percentage of Corporate FOI requests responded to within 20 working days	+	76.5%	90.0%	68.4%	47.3%	↓	Performance has dipped since the implementation of the new system in August 2019. The drop in performance can be attributed to staff getting used to navigating the new system: analysis shows that staff have responded to the request in time, but did not close down the request in the system which is then reflecting as a late response. There have also been some technical issues which are being looked into. The Customer Relations team will be working with teams with low performance to further understand the issues, offer training and provide feedback to help teams improve. Performance will be closely monitored over the coming months.	RE
WOP2	BCP518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	+	85.9%	90.0%	74.5%	55.4%	↓	Performance has dipped since the implementation of the new system in August 2019. The drop in performance can be attributed to staff getting used to navigating the new system: analysis shows that staff have responded to the request in time, but did not close down the request in the system which is then reflecting as a late response. There have also been some technical issues which are being looked into. The Customer Relations team will be working with teams with low performance to further understand the issues, offer training and provide feedback to help teams improve. Performance will be closely monitored over the coming months.	RE

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Officer Notes	Directorate
WOP2	BCP521	Increase % of colleagues reporting they have the equipment to do their work effectively	+	61.0%	65.0%	n/a	n/a	n/a	This measure is reported annually at year end and will be informed by the annual employee survey. Action planning is underway using the analysis of the last survey: - Staff focus groups have been set up to look at a number of organisation-wide themes that emerged from the employee survey. - One of these themes was the physical workplace and workshops have been taking place to identify areas for action. - The roll-out of Office 365 in 2020 as part of the IT Transformation Programme will provide additional tools and opportunities for more efficient ways of working. A support package of training and guidance will help employees adapt to the new facilities.	RE
WOP3	BCP522	Reduce the average number of working days lost to sickness (BCC)	-	9.09 days	8.00 days	8.02 days	8.57 days	↑	This indicator covers a 'rolling year' of the last quarter & previous 3 quarters combined. Sickness in Q2 is slightly above its target of 8.5 days at, 8.57 days. Despite a small rise, sickness remains at its lowest level since Q4 2016/17. We are continuing our work on revising our sickness absence policy to take a holistic approach to health and wellbeing. We are committed to supporting our employees at work and our new health and wellbeing plan sets out the actions we will be taking this year to support our employees. We have made organisational health and wellbeing one of our major priorities (Organisational Improvement Plan) and in February 2019 we signed the Time to Change employer pledge which shows our commitment to tackling the stigma of mental ill health. Our major focus for the year ahead is ensuring our leaders continue to develop their skills to support those people reporting health and wellbeing concerns.	RE
WOP3	BCP525	Reduce the gender pay gap	-	3.99%	3.85%	n/a	n/a	n/a	Annual measure, to be reported at Q4	RE
WOP3	BCP526	Reduce the race pay gap	-	12.62%	12.25%	n/a	n/a	n/a	Annual measure, to be reported at Q4	RE
WOP3	BCP527	Increase the % of staff who are "clear about what the council is here to do and its priorities"	+	76%	80.0%	n/a	n/a	n/a	This measure is reported annually at year end and will be informed by the annual employee survey. Action planning is underway using the analysis of the last survey: - A refreshed communication strategy and corporate narrative has been developed to provide a consistent way of describing the city and council. This will be used in our communications externally and internally to help colleagues understand what the council is here to do and its priorities. - Directors are holding events to create a shared understanding of what a one-council approach looks like in practice and how we can best work with each other. - Each division has their own local action plan with activities to improve cascade of information and priorities.	RE
WOP3	BCP528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	+	n/a	6.5%	5.7%	6.2%	n/a	The below actions are part of our Organisational Improvement Plan seek to increase the reach and targeting of job adverts to a greater diversity of applicants: - Launched a new online recruitment portal in July 2019 and applicant tracking system with improved communication and user experience for candidates and hiring managers. - We have worked with managers to improve the quality and clarity of job paperwork and advertisements. Introduce adaptable application and assessment processes to suit individual roles. - Developed our social media presence to attract a wider and more diverse audience for job opportunities. In Q2 2019 6.2% (50) of all jobs offered were to candidates living in the Most Deprived areas of Bristol. 36% (18) of these jobs were in Adult Social Care, with 14% (7) in Homes and Landlord Services, 10% (5) in Commercialisation, and 6% (3) in Transport. 22% (11) of all jobs offered are to employees declared as BAME and 10% (5) disabled.	RE
WOP4	BCP428	Increase annual revenue generated from the council's investment estate	+	£275,243	£120,000	£19,555	£46,955	↓	An additional £27,400 was realised during the second quarter of 2019-20; when added to the additional income already consolidated during 2018-19 contributes to the total reported at q2 this year. There are no standard in-year quarterly targets for this measure as income is determined by the rent review cycle for the investment estates which is scheduled across the whole year. (The 5-year MTFP target for the period 2018/19-2022/23 was set at £523,00 per annum increase in total rental income; since 2018/19 £600,000+ per annum increase in rental income has already been added).	G&R
WOP4	BCP501a	Projected forecast outturn as a percentage of approved budget (BCC)	-	99.40%	100.00%	100.80%	101.20%	↓	Overspend of £4.3m forecast at the end of September, predominantly within Adult Social Care, Education and Facilities Management. This has increased since the end of June. Management actions are expected to be taken which will bring this will be in line with available resources by year end. This is monitored on a regular basis by management and reported to Cabinet.	RE

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Officer Notes	Directorate
WOP4	BCP502	Increase the percentage of invoices paid on time (BCC)	+	80.30%	90.00%	82.74%	81.69%	↑	Performance has improved compared to the previous fiscal year and we are striving to meet target. Additionally, a reporting framework has been delivered providing a high level analysis of the reasons for late payment with further improvements to these reports in train. Notifications to Budget Managers have been implemented but compliance with the purchase order process continues to be an issue across all directorates.	RE
WOP4	BCP503	Maintain the percentage of Council Tax collected	+	96.82%	96.82%	27.96%	54.96%	↓	Council Tax collection for September 2019 shows a decrease of £81k on last month's deficit of £461k. Changes in debit, after billing, fluctuate according to cycles and in particular the end of the student academic year. This will balance itself out over the coming months and there is no concern regarding the reduction and reinstatement of exemptions, at this stage. The introduction of a new online 12 instalment form at the beginning of the year and the increased use of our other automated online forms has seen a greater number of citizens opting to pay Council tax over 12 instalments and has resulted in Council tax instalments being deferred to February and March 2020. The monthly profile from October 2019 has been altered to reflect this trend. End of year collection target is still expected to be met.	RE
WOP4	BCP504	Increase the percentage of non-domestic rates collected	+	98.31%	98.35%	28.38%	56.05%	↓	Business Rates collection for September 2019 shows a deficit of £1.05m. Some large assessments have recently been billed or had their payment plan adjusted, with instalments being moved to February and March. Adjusting the in-year target profile for the latter months is being considered and may be adjusted from next month if significant. The collection fund deficit for 19/20 is £1.6m and the majority of the deficit is brought forward from previous financial years and the on-going effect of successful appeals or reductions due to significant refurbishment works. Based on collectable business rates, confidence remains that the year-end collection target is achievable.	RE
WOP4	BCP505	Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	+	5.0%	5.0%	n/a	n/a	n/a		RE
WOP4	BCP514	Increase income generation from Commercialisation opportunities	+	n/a	Establish baseline	£0	£0	n/a	A Commercialisation Development Manager has now been appointed, and remaining permanent appointments to the team will be in place by the end November; we are working on opportunities including in Fleet, Joinery, Education, Events and Conferences, in addition to exploring opportunities to bring in additional funding streams. It is likely that cashable opportunities will not be realised until the latter end of the Financial Year.	RE



Progress Key
Well Above Target
Above Target
On Target
Below Target
Well Below Target

Improvement Key	
↑	Direction of travel IMPROVED compared to same period in the previous year
=	SAME as previous same period in the previous year
↓	Direction of travel WORSENE D compared to same period in the previous year

Directorate	
PE	People
G&R	Growth and Regeneration
RE	Resources

Corporate Strategy - Key Commitments

Empowering & Caring	
EC1	Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.
EC2	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.
EC3	Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.
EC4	Prioritise community development and enable people to support their community.
Fair & Inclusive	
FI1	Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
FI2	Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.
FI3	Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.
FI4	Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
Wellbeing	
W1	Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.
W2	Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.
W3	Tackle food and fuel poverty.
W4	Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
Well-Connected	
WC1	Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
WC2	Make progress towards being the UK's best digitally connected city.
WC3	Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.
WC4	Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.
Workplace Organisational Priorities	
WOP1	Redesign the council to work effectively as a smaller organisation.
WOP2	Equip our colleagues to be as productive and efficient as possible.
WOP3	Make sure we have an inclusive, high-performing, healthy and motivated workforce.
WOP4	Be responsible financial managers and explore new commercial ideas.



Decision Pathway Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 03 December 2019

TITLE	Corporate Risk Management Report (CRR)		
Ward(s)	City Wide		
Author: Jan Cadby	Job title: Risk and Insurance Manager		
Cabinet lead: Councillor Cheney	Executive Director lead: Mike Jackson / Denise Murray		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
<p>Purpose of Report: Managing risks are an integral element to the achievement of the Bristol City Council’s (BCC) Corporate Strategy (CS) deliverables. The report provides an update on work completed to improve risk management at BCC and sets out the council’s current significant risks and summarises progress in managing the risks as at Quarter 2 2019-20. The Q2 Corporate Risk Management Report will be presented to Cabinet in December 2019.</p> <p>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, transformation and service delivery.</p> <p>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.</p> <p>The CRR summary of risks is attached to this report at Appendix A is the latest formal iteration following a review by members of the council’s Corporate Leadership Board (CLB) on October 15th 2019.</p>			
<p>Evidence Base: 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).</p> <p>Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports 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.</p> <p>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.</p>			
Cabinet Member / Officer Recommendations That Cabinet note the report and progress on embedding Risk Management arrangements within the Council.			
Corporate Strategy alignment: Managing risks are an integral element to the achievement of the BCC Corporate Strategy (CS) deliverables.			
City Benefits: Risk Management aims to maximise achievement of the council’s aims and objectives by reducing the risks to those achievements and maximising possible opportunities that arise.			

Consultation Details:

1. Corporate Risk Report- Summary of Corporate Risks:

The CLB reviewed the CRR in October 2019 and accepts it as a working summary report of the critical and significant risks from the Service Risk Registers.

The CRR sets out the significant critical and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported in through the Directorate Risk Reports and the Corporate Risk Report.

The Corporate Risk Report (CRR) as October 2019 contains:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none">• 0 critical threats• 17 high rated• 6 medium• 1 new risk• 3 improving• 0 deteriorating• 0 closed	<ul style="list-style-type: none">• 1 significant opportunity• 2 high• 1 medium• 1 improving• 0 deteriorating• 0 closed	<ul style="list-style-type: none">• 2 high threats• 0 improving• 0 deteriorating• 0 closed

A summary of the progress of new, improving, deteriorating and closed risks for this reporting period are set out below.

There is one new threat risk:

- CRR30: Clean Air - Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone). Communication /engagement with stakeholders do not result in sufficient behavioural change. The risk rating being 3x5= (15) high risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.

There are three improving threat risks:

- CRR3: Asbestos - Failure to manage the asbestos management plan for properties. The risk rating being 2x7= (14) high risk. This risk is managed and monitored within the Resources Service Risk Registers.
- CRR4: Health, Safety and Wellbeing - If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body. The risk rating being 2x7= (14) high risk. This risk is managed and monitored within the Resources Service Risk Registers.
- CRR5: Business Continuity and Council Resilience - 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. The risk rating being 2x5= (10) medium risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.

There is one improving opportunity risk:

- OPP1: One City - The One City Approach will offer a new way to plan strategically with partners as part of a wider city system. The risk rating being 3x7= (21) high risk. This risk is managed and monitored within the Resources Service Risk Registers.

The risks BCCC2/OPP4 - Brexit is an unpredictable external threat and opportunity, and because of this the reporting for these entries may already be out of date. This is being managed within the Resources Service Risk Registers via a council-wide Brexit Project Board (for general preparedness) and Brexit Coordination Group (a tactical response group to manage any immediate issues presented in a 'no deal' scenario).

All risks on the CRR have management actions in place. The CRR will continue to be subject to a refresh during 2019.

As with all risks, 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.

Further details are contained in Appendix D: The summary of the threat risks are set out on pages 1 to 22, opportunity risks pages 23 to 24, and external and civil contingency risks on page 25 and 26 all including controls and management actions. A summary of risk performance on pages 27 to 28 by level of risk, the risk matrix on page 29 and the risk scoring criteria on page 30. More detail is available on request.

2. Risk Management Framework

Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the council achieving its priorities and objectives and a key element of the council's governance framework. The Annual Governance Statement (AGS) declaration for 2018-19 highlighted a number of opportunities to enhance Risk Management. Areas for improvement include:

- Increasing the level of engagement and ownership by Service Managers.
- Enhancing the engagement of Members in the risk management process.
- Refreshing the Corporate and Directorate Risk Registers.
- Risk Management training and awareness.
- Risk Management within Business Case approvals, Project Management and Procurement Frameworks.
- Maintaining the focus of the process on reducing risk against the council's Corporate Plan 2018-23.

The risk management process continues to be developed over the year. During this quarter we have:

- Risk Management has been integrated into the Service Planning Process to aid decision making and will inform on the annual Budget Risk Register.
- Refreshed the SharePoint page to include a Service Risk Register guidance document.
- The Risk and Insurance Team have overseen a Risk Review of the Highways which received a good rating from the Councils Insurers Zurich Municipal.
- An additional resource has been sourced to assist the Risk and Insurance Manager to further embed Risk Management principles and practices within the council.

Revenue Cost	£0	Source of Revenue Funding	N/A
Capital Cost	£0	Source of Capital Funding	N/A
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:
1. Finance Advice: The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council's main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision is made through the budget planning process and reserves.
Finance Business Partner: Michael Pilcher, Chief Accountant, Deputy Section 151 Officer 15 th November 2019.
2. Legal Advice: There are no specific legal implications in the report. The CRR enables the council to monitor and manage identified risks and mitigations to ensure good governance and compliance with its statutory and other duties.
Legal Team Leader: Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer 15 th November 2019.
3. Implications on IT: The CRR contains a number of references to IT as well as other areas of the Council. These IT elements are being managed and addressed as stated within the register. The accountable Directors for IT and Information Security Risks are working together developing a training plan and new processes to accelerate the necessary changes.
IT Team Leader: Simon Oliver, Digital Transformation Director 15 th November 2019.

4. HR Advice: It is essential that staffing resources are appropriately deployed to manage these risks that are highlighted. There are no HR implications arising from the CRR report.

HR Partner: Mark Williams, Head of Human Resources 15th November 2019.

EDM Sign-off	Denise Murray	2/10/19
Cabinet Member sign-off	Cllr. C. Cheney	14/10/19
CLB Sign-off	Denise Murray	15/10/19
For Key Decisions - Mayor's Office sign-off	Mayor's Office	28/10/19

Appendix A – Further essential background / detail on the proposal: Q2 2019/20 Corporate Risk Report (CRR) The corporate risk summary report sets out the risks on pages 1 to 26 including controls and management actions, a summary of risk performance on page 27 and 28, the risk matrix on page 29 and the risk scoring criteria on page 30.	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR1: Long term commercial investments and major projects capital investment.</p> <p>BCC'S long-term commercial investments and major projects may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The cost is higher than expected. The project is delivered later than planned. The operating and maintenance cost of the asset exceeds expectations. Strategic, geographic, social, financial and economic conditions changing over time. Over-sight of Project Interdependencies not well managed. 	<p>We have reviewed Capital Governance arrangements and have established the Capital and Investment Board in order to improve capital programme governance and accountability arrangements. The Board is overseen by the Delivery Executive to make improvements to capital project business cases, taking account of whole life costing principles and improving capital monitoring arrangements.</p> <p>The first meeting of the CLB / Capital and Investment Board was held on 2 July 2019. Terms of reference and governance arrangements for the Capital Board were agreed, and the Board meets on a monthly basis. The Board will ensure that there is greater rigour and control, including Risk Management, of the Council's Capital Programme.</p> <p>We are understanding, monitoring and reporting the cost-determining factors, and seeking relevant professional advice to ensure Value for Money (VfM) by undertaking due diligence which covers the economic, financial, social and environmental case. This is ongoing.</p> <p>Governance arrangements are in place for the council as a Company Shareholder.</p> <p>The Growth and Regeneration Directorate is responsible for delivery of major infrastructure projects. Some of the key projects include:</p> <p>Harbour Strategy We are looking to secure capital funding to commence in 2019/20 through a robust capital business case to make commercial improvements across areas such as new pontoons, and boaters facilities, both of which will generate income and make the area more attractive economically.</p> <p>We have completed a commercial benchmarking exercise in terms of charges and commercial offering using similar marina sites across the UK.</p> <p>We are constructing a plan around our commercial offering, fees & charges, leases etc. to ensure we are maximising income that can be used to invest in the area.</p> <p>Carrying out condition surveys to assist with the development of a robust maintenance schedule.</p> <p>Temple Quarter For contracts we ensure that robust contingencies are built into the project costs, and secure consultant's advice relating to appropriate risk allocation and reward, and other contractual arrangements.</p> <p>Cattlemarket Road Cabinet approved reallocation of existing budget in January 2019 to enable demolition of the former sorting office to ground level.</p> <p>Colston Hall Consultants were engaged last year to undertake an options appraisal to verify the project in its current format i.e. the scope of the works and ensuring that the correct option has been chosen to make the hall financially sustainable. Cabinet has approved the underwriting of the project to a maximum of £48.8m. The project is progressed through the Southern Construction Framework (administered by Devon County Council).</p> <p>Energy In the last 2 years Bristol Energy has grown significantly however the energy market is extremely complex with strong competition from new and existing energy retailers with high volatility in wholesale prices and the industry is currently subject to price scrutiny from industry regulators.</p>	↔	3	7	21	<p>A review of the medium term financial plan and capital strategy to develop a longer term financial planning horizon including sensitivity and scenario analysis. This will allow the Council to better manage and understand its long term investments.</p> <p>The Growth and Regeneration Board meets monthly to continue to improve project, programme and portfolio risk management and to ensure robust arrangements are in place and there is challenge against deliverables. We will maintain a balanced portfolio of investment assets so that exposure to particular classes of risk can be minimised.</p> <p>Harbour Strategy: Colleagues across Growth & Regeneration and Resources Directorates are working together to ensure we have a joined up approach to delivering a new Harbour Strategy. This falls in to three main work streams Assets, Design and Harbour/Marina activity. Whilst these 3 pieces of work are in differing project stages, an umbrella group to act as a steering and governance forum is being established. This is progressing and remains under discussion across Resources and Growth and Regeneration Directorates, with the Commercialisation and Citizens Division leading on the Harbour Estate Review.</p> <p>Harbour Condition Survey: A robust asset management planning framework. We are carrying out condition surveys on the docks walls to produce a future maintenance schedule as part of the BCC Asset Management Plan.</p> <p>Cattlemarket Road: Further funding may be required to discharge the obligations of the City Council under the terms of the sale agreement to the University of Bristol (UoB). Discussions are underway between Commercialisation and Citizens and Property colleagues with the UoB to reach a resolution.</p> <p>Colston hall: Following the instigation of the 10 point plan and the subsequent discussion and negotiation with the preferred contractor engaged through the SCF, Willmott Dixon, BCC successfully entered into a building contract with a contract sum of £36,722,948 on the 28th May 2019 with a revised project budget standing at £52,204,947 (this figure will form the actual project envelope).</p> <p>The said figure of £52,204,947 being made up from the £48,800,000 Cabinet approval plus £3,404,947 WECA funding for Project inflation Work commenced on site 3rd June 2019 with an agreed Contract completion date of 25th October 2021.</p>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration, Executive Director Resources and S151 Officer.</p>	<p>Action Owner: Executive Director Growth and Regeneration, Director Finance, Director Commercialisation and Citizens.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>						

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Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR3: Failure to Manage Asbestos.</p> <p>Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff availability to carry out work plans in a safe way. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied. • Policies are not kept up to date. • Budget pressures. 	<p>The Asbestos policy, termed as the ‘Asbestos Arrangement’ is owned by Corporate Health and Safety services and was introduced in February 2013, it was again reviewed in June 2018.</p> <p>An internal review was carried out on asbestos management arrangements in Housing in 2018.</p> <p>An action plan is in place within Housing and being governed on a regular basis by the Safety, Health and Wellbeing Team. To date, all actions have been completed and 4 remain outstanding.</p> <p>Reportable exposures (RIDDOR reportable) have reduced. Progress has been made to raise the risk profile of asbestos amongst managers and operatives, introduction of more robust strategies for managing staff and contractors, asbestos good working practice is also regularly communicated.</p> <p>Staff and operatives have attended asbestos training.</p> <p>A management directive has been made this training a mandatory requirement for staff at every level with Housing and Landlord Services.</p> <p>There is a process for reporting Asbestos exposure incidents to the HSE via F2508 form. Asbestos incidents are reported via the Corporate health and safety accident/incident process.</p> <p>We have an ongoing plan for properties to be surveyed prior to any work being undertaken by Asbestos Consultants plus an ongoing programme of surveys is being carried out.</p> <p>Asbestos incidents are investigated in-house and appropriate actions taken.</p> <p>Property Services have improved the contract management arrangements with MSS, the surveyor to ensure that all inspections are carried out according to required timescales.</p> <p>A new dedicated safety Team based within Housing and Landlord Services has been created.</p>	↑	2	7	14	<p>Property CHASM project is underway, to ensure all premises report on compliance this was planned for completion end September.</p> <p>The structure of the new team is currently being formulated by the newly appointed Construction Safety Manager. Jan 2020.</p> <p>The terms of reference for the new Team are being developed, it is envisaged that the team will take working responsibility for the Keystone asbestos management software and for leading other asbestos improvement strategies. Jan 2020.</p> <p>We are holding regular ‘Asbestos working group’ meetings to progress the management of Asbestos across the authority. Ongoing.</p> <p>Now that progress has been made with the plan, a second detailed review will be carried out by the Safety Health and Wellbeing Team and the Construction Health and Safety Manager to re- assess the effectiveness of all action that has been taken to date and to ensure the Asbestos Management arrangements are continually improving. Jan 2020.</p> <p>Mandatory asbestos staff training within Housing and Landlord Services is in progress.</p>	1	7	7
<p>Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB) / Director HR, Workforce and Organisational Design, John Walsh</p>	<p>Action Owner: Director of Commercialisation and Citizens (for Corporate Estate) and Director of Housing and Landlord Services (for Social Housing).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR4: Corporate Health, Safety and Wellbeing.</p> <p>If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • If services do not have sufficient staff numbers to carry out work plans in a safe way. • If services are not able to order appropriate equipment required for staff safety. • Lack of appropriate equipment. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied. • Policies are not kept up to date. • Budget pressures. 	<p>The Corporate Health & Wellbeing (HS&W) team is in place to support the council and provide advice and guidance. The Corporate Policy Statement, service specific policies, procedures and systems of work and safety arrangements are in place and routinely reviewed.</p> <p>BCC has a Corporate Health and Safety Management System (CHaSMS) to identify and monitor hazards, risks and appropriate actions. Each manager (with staff and /or premises responsibilities) have an action plan which is completed by all Managers on a quarterly basis. Once completed the HS&W team check the returns and give relevant feedback to the individual Managers and report the overall results to Senior Management.</p> <p>The accident/incident reporting procedure is in place to monitor injury to colleagues and is communicated. All incidents are subject to the investigation procedure to reduce the potential for any recurrences.</p> <p>Corporate procedures and a risk assessment pro-forma exist for core safety functions including arrangements for fire risk assessment of all workplaces. A register is in place for potential asbestos exposures. We have reviewed and further invested in statutory health surveillance equipment and training and a programme of work in place within council housing post Grenfell.</p> <p>BCC has a programme of e-learning and personal face to face course delivery available to all staff and members. Ongoing specific training on H&S and excessive pressure/ personal resilience is also available. Stress management training and stress risk assessment training is available for managers and employees.</p> <p>An independent occupational health support (NHS Avon Partnership Occupational Health Service) is in place to provide advice, employee support, management medical opinion and advice to support managers dealing with employee ill-health and absence. A pre-employment health screening service is in place to ensure reasonable adjustments are identified to support employees and also an HGV driver medical support service.</p> <p>A confidential Employee Assistance Programme, Wellbeing telephone helpline operates (24hrs / 7 days a week); this programme also includes a range of Wellbeing information via a website. Partnerships with external providers of counselling and physiotherapy services are in place to provide fast-track access to these services. The council is routinely monitoring these services.</p> <p>The Intelligence network including the Corporate Safety Information System is in place to share details of the addresses to the Citizens of Bristol considered to present risks to staff.</p> <p>BCC also has a system of Trade Union Consultation with Health and Safety trained Representatives.</p> <p>Benchmarking and annual reports are provided to BCC along with the annual performance report.</p> <p>All contracts set up with external providers include checking their relevant Health and Safety competency.</p> <p>The council’s audit programme monitors compliance with statutory duty and best practices.</p> <p>A review of the Health and Safety Management arrangements was carried out and an improvement plan in place.</p> <p>CHASMs have been in October 2019 to ensure it is risk based; enabling priority to be given to risk areas identified and create a clearer line of sight for Directors on the risks being managed in their business areas.</p>	↑	2	7	14	<p>A revised electronic accident /incident local reporting database is being developed. Product specification has been scoped and assessment made for feasibility to use Itrent. This was planned for October and has been delayed to Feb 2020.</p> <p>Project plan in place to update and improve all elements of the health and safety management system. This plan is being governed quarterly by Statutory and Policy Board. Ongoing.</p> <p>Business partnering arrangements plan to be put in place by October 2019 to strengthen Director level support for Health and Safety (within existing resources). Working with the Director teams in each Directorate, quarterly reports will be expanded to cover CHASM returns and themes, incidents, training provision compliance. Directorates will be supported to develop action plans.</p> <p>All policies and procedures plan to be reviewed and refreshed by April 2020.</p> <p>CHASMs will be expanded to include a greater focus on property risk, with a new arrangement for those "persons in charge" for reporting and discussing premises risks.</p> <p>A review of training will be carried out to ensure that all relevant and required training is available. Linked to CHASM review by April 2020.</p> <p>Arrangements for controlling risks of Hand Arm Vibration, Noise and respiratory sensitizers will be carried out, with a supporting Occupational Health Surveillance programme where required by December 2019.</p> <p>A refreshed focus on wellbeing and health is in progress with a plan in place within the Organisational Improvement Plan to focus on mental health by April 2020.</p> <p>Time to Change action plan is planned for April 2020 which will be monitored.</p>	1	7	7
<p>Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB).</p>	<p>Action Owner: Director of Workforce Change.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR5: Business Continuity and Councils Service Resilience.</p> <p>If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event may be increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Strikes (People, Fuel). • Loss of key staff (communicable diseases and influenza epidemics). • Loss of suppliers. • Loss of accommodation to deliver key services. • Loss of equipment. • Any event which may cause major disruption. • Unavailability of IT and/or Telecoms. • Loss of staff /staff availability. • Knowledge loss. • Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment. 	<p>The council has a Corporate Resilience Group (CRG) supported by directorate representatives who meet quarterly to oversee the council’s Business Continuity arrangements and to receive significant risks outside council’s Control which are reflected on the Local Resilience Forum Community Risk Register.</p> <p>A number of Policies and procedures are in place including the Business Continuity Policy communicated to relevant staff. The Incident Response Plan updated in July 2017.</p> <p>Service Business Continuity Plans were in place for January 2018, the plans have undergone ‘refreshing by services’ annually.</p> <p>An Incident Management Team training session was carried out October 2018.</p> <p>A Senior Management on-call rota has been devised agreed and is regularly monitored.</p> <p>A successful annual recovery exercise Day Two was carried out 25th May 2018 and relevant improvements are being built into the wider council arrangements and will be briefed to the CRG.</p> <p>CLB accepted growth bid for extra staff on Civil Protection Unit (CPU) team.</p> <p>A Business Continuity Officer recruited.</p>	↑	2	5	10	<p>The Business Continuity Policy and the Corporate Business Continuity Plan is planned to be reviewed once Business Continuity Officer recruited.</p> <p>Business Continuity refresher training - workshops held at 100TS and City Hall.</p> <p>A review of Service Level Business Continuity Plans will be carried out in early 2020. We are introducing a quality assurance approach for our business continuity plans to emphasise service accountability.</p> <p>The Businesses Continuity Working Group will be refreshed within the year and we are currently drafting a plan for future exercises to test different elements of BCC Business Continuity arrangements with partners.</p>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration / Head of Paid Service.</p>	<p>Action Owner: Director Management of Place and Civil Protection Manager.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation, Wellbeing.</p>				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR6: Fraud and Corruption.</p> <p>Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. • Not keeping up to date with developments, in new areas of fraud. • Insufficient risk assessment of new emerging fraud issues. • Lack of clear management control of responsibility, authorities and / or delegation. • Lack of resources to undertake the depth of work required to minimise the risks of fraud / avoidance. • Under investment in fraud prevention and detection technology and resource. 	<p>We are continually improving the comprehensive system of control which aims to prevent fraud and increase the likelihood of detection. This includes a strong and robust policy on anti-fraud, corruption and bribery. A Bribery and Corruption review has been completed which concluded that controls in the services most at risk of corruption are in place. However it highlighted that work is required to strengthen the declarations of interest processes and the gifts and hospitality register and approvals.</p> <p>We take a strong stance when fraud is found and seek financial recovery through a strong and effective counter fraud team.</p> <p>The counter Fraud and Investigations team concentrates on areas of high fraud risk, investigates fraud promptly where suspected and sanctions appropriately. By investing in specialist fraud prevention and detection software and utilising cross organisation data will minimise the council’s exposure to fraud risk and aid early detection / prevention.</p> <p>An accessible route to report suspected fraud is available to both the public and employees via a Whistleblowing Policy Anti-Fraud, Bribery and Corruption Policy and web page. Whilst awareness of the whistleblowing process has been raised, there remains work to be done to enhance employee confidence in reporting concerns. Options are being considered for this.</p> <p>Employees are aware of probity standards expected of them via an Employee Code of Conduct, improving awareness of fraud and compliance through a process of reminders about ethics and conduct, fraud awareness training and other publicity, continual maintenance of Counter Fraud information on Web pages and monitoring and review of the effectiveness of the Counter Fraud Arrangements.</p> <p>Key Counter Fraud Objectives were defined for 2019/20. Counter Fraud Performance is monitored by Audit Committee via the Annual and half yearly Counter Fraud Update, periodic Internal Audit Updates and the Annual review of arrangements against CIPFA Count Fraud Assessment Tool. Improvements are highlighted in an action plan which is monitored by Audit Committee.</p> <p>An initiative to provide an amnesty period for tenancy fraudsters to return keys to Council properties has been completed.</p> <p>Revised structure of Counter Fraud team approved and HRA funding source agreed for tenancy fraud work.</p> <p>Regular meetings taking place with Legal services to ensure cases progress swiftly.</p> <p>Data sets submitted to National Fraud Initiative and output received for review.</p>	↔	3	5	15	<p>We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti- fraud approach is correctly targeted.</p> <p>The Fraud Policy is currently being reviewed and updated.</p> <p>Work is underway with legal services to ensure maximum recovery with minimum resource. Analysis of how much 'recoverable' overpayment is actually 'recovered' is currently underway to ensure resources are targeted most effectively.</p> <p>Project to develop a data hub, potentially regionally is in early stages. Plan and dataset matrix are currently being finalised. Available hub software is currently being researched. Ongoing exercises to establish proof of concept are under way. Business case to be completed.</p> <p>Council wide fraud and avoidance initiatives including:</p> <ul style="list-style-type: none"> ▪ NNDR Small Business Rate Relief ▪ National Fraud Initiative ▪ Personal Budgets ▪ Bribery and Corruption Risk Assessment ▪ New Fraud Case Management System 	2	5	10
<p>Risk Owner: Executive Director Resources and Director of Finance (\$151 Officer).</p>	<p>Action Owner: Director of Finance and Chief Internal Auditor.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR7: Cyber-Security.</p> <p>The Council's risk level in regards to Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of investment in appropriate technologies. Reliance on in-house expertise, and self-assessments (PSN). Lack of formal approach to risk management (ISO27001). Historic lack of focus. 	<p>Budget provision for Cyber Security was allocated within the Future State Assessment Plan (FSA) as approved by Cabinet June 2018.</p> <p>Independent full security assessments have been carried out November 2018.</p> <p>Increased training - Phishing attacks November 2018.</p> <p>An Information Governance Board has been established to provide oversight of information security and an escalation point to the Council's SIRO.</p> <p>Head of Information Assurance commenced in post September 2019.</p>	↔	3	7	21	<p>The Council is starting to use a SIRO checklist to capture and escalate cyber security risks.</p> <p>The Council is procuring an Information Security Management System which will review and enhance the Council's policies and strategies for information management. The Information Assurance Service is working closely with the Council's ICT Department to improve the approach to all aspects of Information Assurance (including adoption of ISO27001).</p> <p>The ITTP (formerly FSA Programme) currently has plans to implement technology platforms to move the Council from file storage to document storage platforms, increase team collaboration without use of email, implement file retention policies, introduce document marking and rights management, implement data classification and improve federated search across structured and unstructured data stores.</p> <p>The ITTP (formerly FSA Programme) will align with the new Information Assurance approach and the strategy set by the Council's SIRO.</p> <p>As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.</p> <p>The Information Assurance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security.</p>	1	5	5
<p>Risk Owner: Senior Information Risk Owner (SIRO).</p>	<p>Action Owner: Director, Digital Transformation.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR9: Safeguarding Vulnerable Children.</p> <p>The council fails to ensure that adequate safeguarding measures are in place, resulting in harm or death to a vulnerable child.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Safeguarding arrangements do not meet the requirements of the Children Act and associated legislation, guidance and regulations. Inadequate controls result in harm. Poor Management and operational practices. Demand for services exceeds its capacity and capability. Inability to recruit/retain social care staff in a competitive market. Poor information sharing. Strategic commissioning arrangements do not meet identified need and our ability to commission safe care for children is impaired. Increase in complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. 	<p>Regular analysis of performance and reports to Cabinet Members and Directors regarding safeguarding performance and progress. A children's safeguarding assurance report updates senior leaders on a quarterly basis.</p> <p>The Safeguarding Children's Board provides independent scrutiny of children's safeguarding arrangements in the city and holds BCC and partner agencies to account.</p> <p>There has been a review of arrangements to meet the Prevent Duty and the Safer Bristol Board has adopted an Improvement Plan to deliver better outcomes in service provision quality and safety.</p> <p>BCC works with partners to effectively identify victims and perpetrators of CSE and take action to disrupt and protect. Multi Agency Public Protection Arrangements are in place (MAPPA) with BCC contributors at every level to support family safeguarding.</p> <p>The Safeguarding and Quality Assurance Service has been remodelled to secure additional capacity (Independent Reviewing Officer and Child Protection Chairs) and has the Local Authority Designated Officer for allegations against people who work with children.</p> <p>Comprehensive training and development offer, together with publication of Bristol's policies and procedures and monthly professional supervision help ensure safe practice and adequate control of risks. This is monitored and tested through a performance and quality assurance framework.</p> <p>September 2018 Ofsted ILACS single inspection identified that, 'services have improved substantially for care leavers, children in care and children in need of help and protection.' However, there is more to do to ensure all children and families receive a good service.</p> <p>Bristol's Strengthening Families transformation programme is taking a whole system approach to meeting the needs of children and families at the earliest point. In this way we aim to manage demand and maintain capacity within the system. Universal services may be supported by early help and targeted services, including a team around the school offer.</p> <p>Bristol's workforce strategy is in place to attract, recruit and retain social workers with a particular emphasis on recruiting and retaining excellent, experienced social workers. The Management Team monitors social work vacancies and agrees strategies for urgent situations. Competent agency social workers and managers are used on a temporary basis to fill vacancies.</p> <p>A robust social worker caseload monitoring framework is in place.</p> <p>Information sharing protocols are in place with services taking action to comply with GDPR where sensitive data is stored/processed.</p> <p>Children's strategic commissioning team have a priority work plan in place and are working to increase placement sufficiency through regional framework arrangements. BCC commissioners work closely with operational services to identify need and ensure appropriate service commissioning. Due diligence and quality checks of all commissioned services for vulnerable children are in place.</p> <p>Bristol Multiagency Safer Options Team established for East Central Bristol (April 2019) tackling Serious Youth Violence and Criminal Exploitation of Children taking an intelligence led preventative approach.</p>	↔	2	7	14	<p>New Keeping Bristol Safe Arrangements submitted to DfE and published end June 2019. New arrangements in place September 2019 with place based life course approach to children, adult and community safety holding BCC and partners to account.</p> <p>Reviewing and reassessing information sharing arrangements with the aim of improving our ability to understand and respond to children at risk of criminal exploitation and going missing following CSE/Missing National Working Group recommendations.</p> <p>Working with University of Bedfordshire as part of the Contextual Safeguarding Scale Up Project to develop improved responses to contextual safeguarding risks.</p> <p>The Strengthening Families Programme is coming to the end of its phase as a form project - however, work continues to:</p> <ul style="list-style-type: none"> Work with families from the earliest point of need and reduce caseloads of social care practitioners Ensure purposeful practice that supports children to live safely within their families and provide local authority care for those who need it. Ensure effective management oversight is evident on all children's records. <p>Delivering new career progression and pay arrangements to recruit and retain highly skilled Social Workers (June 2019). In response to an identified and increasing risk of serious youth violence and criminal exploitation a multiagency plan is being implemented under a 'Gold' Exec Group (Feb 2019):</p> <ul style="list-style-type: none"> Bristol is taking a Public Health Approach and focussing on primary, secondary and tertiary prevention. Safer Options Team established and working to profile and reduce SYV in East Central (April 2019) Investment secured to extend reach of Safer Options/Meet citywide demand pressures (Jun/Jul 2019) Investing in systemic practice approach and training staff members at all levels of Children and Families Services. An improvement plan for 2019-20 is being implemented to address areas identified for improvement during our ILACS Inspection and incorporating other actions in response to learning from other Inspections, Peer Review, Serious Case Review, complaints and other feedback received. 	1	7	7
Risk Owner: Executive Director, People	Action Owner: Director Children's and Families Services.	Portfolio Flag: Children and Young People.			Strategy Theme: Our Organisation, Empowering and Caring, Wellbeing.				

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Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR10: Safeguarding Adults at Risk with Care and support needs.</p> <p>The council fails to ensure adequate safeguarding measures are in place, Adults at risk.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Adequacy of its controls. • Management and operational practices. • Demand for its services exceeded its capacity and capability. • Poor information sharing. • Lack of capacity or resources to deliver safe practice. • Failure to commission safe care for adults at risk. • Failure to meet the requirements of the “Prevent Duty” placed on Local Authorities. 	<p>The Adults Safeguarding Board has now been reconstituted into the Keeping Bristol Safe Board which also includes responsibility for Children and Community Safety. The Board has senior executive representation and will ensure a strong focus on strategic matters of concern. The constitution for the Board has been confirmed and it will meet regularly and have oversight of safeguarding priorities.</p> <p>Safeguarding improvement plans are in place for Older People, Physical Disability and Disabled Children and the Capability framework for safeguarding and the mental capacity act have been introduced. The Adult Change Programme ‘ Better Lives’ - Transforming Care Programme has been established to implement policy objectives of moving people into more suitable care settings.</p> <p>We have an active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. The Adult South West Recruitment and Retention Strategy has been drafted, the risks and costs identified. The strategy will be presented through the Decision Pathway. Regular strategies and campaigns support the recruitment and retention of high calibre social workers and managers, with competent agency social workers and managers used on temporary basis to fill vacancies.</p> <p>All key staff working with people directly at risk are trained in the essentials of safeguarding and BCC has an ongoing awareness-raising ‘Prevent’ training programme.</p> <p>Regular reporting on safeguarding is taking place quarterly for Directors and Cabinet Members, with an annual report for elected Members to allow for scrutiny of progress. The quality assurance framework and performance framework is routinely monitored and reported on.</p> <p>Focused work is being undertaken to address the backlog in safeguarding referrals and good progress has been made in bringing the number outstanding down to more manageable numbers.</p>	↔	2	7	14	<p>Social workers working with Multi-agency partners supporting Adults and elderly people to live safely within their families and communities.</p> <p>We are increasing capacity this year in the commissioning team to lead on monitoring quality in the care sector. Improving the quality services for those who need it and ensuring effective management oversight.</p> <p>Review of the Safeguarding Pathway</p> <p>Transforming the Safeguarding Adults Board.</p>	1	7	7
Risk Owner: Executive Director, People	Action Owner: Director Adult Social Care.		Portfolio Flag: Adult Social Care.			Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.			

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Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
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<p>CRR11: Bristol City Council (BCC) Infrastructure Delivery.</p> <p>If the council fails to prioritise infrastructure investment and resources, has inconsistent policies and attitudes, and has no bargaining power regionally or with central government; there is a risk that inward investment will be reduced. It makes it difficult for the council to realise its strategic priorities, ensure assets are efficient and fit for purpose in meeting current and future demand and support development of the local area.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> No clear strategic direction and objective set for the Property estate. Services and resources (human and financial) are not fully aligned and/ or controlled to deliver the objectives. Failure to deliver the level of anticipated Capital Receipts. Leadership capacity, engagement and capability are insufficient to drive change and transformation within the Council. Resources are poorly managed, short term approach being adopted or are not contributing fully to council priorities; resulting in agreed outcomes and objectives not being fully achieved. Ineffective collection, integrity and use of data and information. Infrastructure Condition and suitability of overall asset base is not being used or managed efficiently or effectively. Lack of joined up planning, decision making and effective project management. Ineffective collection, integrity and use of data and information. Reduced public sector funding impacting on the resources available. Currently a more uncertain future due to Brexit. 	<p>Governance arrangements have been established through the Growth and Regeneration (G&R) Board and the Strategic Property Group both launched in Q4. 2017/18 to enable the integration of thinking about property with financial, regeneration and other considerations and enhance reporting of asset disposal plans and progress.</p> <p>The G&R Board identified a number of areas of growth and regeneration (AGR) across the City during Q4. 2017/18 to enable place shaping including contributing to regeneration activity, affordable housing, community building and the financial sustainability of the Council.</p> <p>AGR is regularly reviewed and re-prioritised by the G&R Board.</p> <p>The Strategic Property Group (SPG) was established in January 2018 and meets on a monthly basis. The SPG identified the need for an Operational Property Group in March 2018. Remit and membership of both groups was reviewed and re-launched in April 2019.</p> <p>Corporate Leadership Board identified the need to re-establish a Capital Board which existed until December 2016.</p> <p>The first meeting of the CLB / Capital and Investment Board was held on 2 July 2019. Terms of reference and governance arrangements for the Capital and Investment Board were agreed, and go-going forward the CLB / Capital and Investment Board will meet on a monthly basis. The Board will ensure that there is greater rigour and control, including Risk Management, of the Council's Capital Programme.</p> <p>Bristol Transport Board established in January 2019 and Bristol Transport Strategy. The latter sets the framework and will hold us to account for delivery.</p>	<p>↔</p>	2	7	14	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration.</p>	<p>Action Owner: Executive Director Growth and Regeneration</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation</p>					

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<p>CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience)</p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Critical services unprepared or have ineffective emergency and business continuity plans and associated activities. Lack of resilience in the supply chain hampers effective response to incidents. Lack of trained and available strategic staff. <p>(Previously Civil Contingencies and Council Resilience).</p>	<p>The Avon and Somerset Local Resilience Forum (LRF) is a legally required multi-agency 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. The Avon and Somerset LRF to drive work identified by risk and impact based on Avon and Somerset Community Risk Register. Key roles of the group includes: Intelligence gathering and forecasting, regular training exercises and tests, Task and Finish groups addressing key issues, procedure, plan writing and capability building, and a multi-Agency recovery structure is in place.</p> <p>Bristol is working with Avon and Somerset Local Resilience Forum (LRF) together with personnel as an integrated and co-located team to deliver enhanced emergency planning and business continuity along with Avon and Somerset Local Health Resilience Partnership to ensure a coordinated health services and Public Health England and planning, response is in place.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. The most recent exercises being Day Two May 2018, Dark Zodiac April 2018, Saxon Resolve November 2017 and major COMAH training exercise in November 2018 (Operation Spitfire).</p> <p>A senior management on-call rota has been devised, agreed and is monitored. Emergency Reservists have been recruited to aid emergency responses.</p> <p>The Bristol Operations Centre capacity to support multi-agency operations has been tested.</p> <p>BCC took receipt the South West’s share of the National Emergency Mortuary Equipment in July 2018.</p> <p>A progress paper on Civil Contingency is scheduled to go to Strategy and Policy Board July 2018.</p> <p>Review of Excess Deaths capability and plan is planned for September 2018.</p> <p>Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing</p>	↔	2	7	14	<p>An ‘Introduction to Emergency Planning’ e-learning package is in progress.</p> <p>An Emergency Centre live exercise was planned for November 2018. This was postponed, although smaller training exercises have been completed. The corporate exercise is now planned for Nov 2019.</p> <p>Emergency Planning College (EPC)-led Strategic Incident Management Training sessions planned.</p> <p>Voluntary agency capacity to support incidents will be reviewed by through the LRF.</p> <p>Training for ABS staff to support incident response and recovery (admin, logging and logistics) is ongoing.</p> <p>We are embedding lessons from Exercise Day Two, particularly around housing capacity, community engagement and mutual aid. A report is planned for the Corporate Resilience Group (CRG).</p> <p>A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is planned.</p>	1	7	7
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation, Wellbeing.						

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR13: Financial Framework and MTFP.</p> <p>Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to achieve Business Rates income- appeals/ general economic growth/loss of major sites (in budget setting). • Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. • Brexit - the general uncertainty affecting the financial markets, levels of trade & investment. • Government spending review 2019. • Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes: <ul style="list-style-type: none"> • The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. • Embedding of the new national funding formula for schools and High Needs. • Political failure to facilitate the setting of a lawful budget. • Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. • Insufficient reserves to mitigate risks and liabilities and provide resilience. • Rising inflation could lead to increased costs. • Judicial review. 	<p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets have been updated.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> • The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions. • The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial /economic risk and the adequacy of general reserves is determined as part of this exercise. • Financial Regulations and Financial Scheme of Delegation is in place. • Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered. • Changes to savings in year are monitored by delivery executive. <p>Restructured the finance team and planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development.</p> <p>Ensuring that Bristol City Council are engaged with or receiving timely feedback from the range of Government working groups exploring future local funding.</p>	↔	2	5	10	<p>Review of the medium term financial plan, capital strategy and developing a financial sustainability strategy by December 2019.</p> <p>A review will be ongoing to identify a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</p>	1	5	5
Risk Owner: S151 Officer and Director of Finance.	Action Owner: Section 151 Officer, Executive Director Resources and Director of Finance.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR15: Financial Deficit.</p> <p>The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • A failure to appropriately plan and deliver savings unscheduled loss of material income streams. • Increase in demography, demand and costs for key council services. • The inability to generate the minimum anticipated level of capital receipts. • Insufficient reserves to facilitate short term mitigations, risks and liabilities. • Interest rate volatility impacting on the council’s debt costs. • Impairments in our commercial Investments are realised. 	<p>BCC’s Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting. New spend decisions and borrowing is only supported where the source of revenue resources to meet the costs is clearly identified and availability confirmed by Finance.</p> <p>Corporate Revenue Monitoring Reports with identified risks are reported to Cabinet, overspending departments prepare action plans with responsible Directors identified.</p> <p>The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and the Executive. The pipeline of propositions to be incorporated into the tracker, due diligence undertaken and subject to DE governance and assurance process.</p> <p>The ongoing regular monitoring reports to Corporate Leadership Team and Cabinet. Setting out progress on delivery of savings and other risks and opportunities in addition to the forecast expenditure.</p> <p>Implemented budget improvement processes– The executive will review service recovery/delivery plans, options for mitigation and their viability, risk and priority outcome implications - both immediate and the wider MTFP impact.</p> <p>Where viable in year recovery/delivery plans cannot be achieved, Executive Directors will report to the Mayor and Cabinet seeking a supplementary funding approval in accordance with the council’s delegated executive approval powers (up to £1,000,000 for an area of activity).</p> <p>Where viable in year recovery/delivery plans cannot be achieved, Executive Directors will report to Full Council (in accordance with the Budget & Policy framework) to seek agreement to a supplementary estimate (> £1,000,000 for an area of activity).</p> <p>We will seek agreement from the Executive of the alternative measures held in abeyance across other General Fund services e.g. which will be offset and advise all associated Executive Directors appropriately.</p> <p>We have continual oversight and ongoing management of the council’s financial risks.</p> <p>Internal audit also undertakes a number of reviews of our financial planning and monitoring arrangements.</p>	↔	2	5	10	<p>A review of robustness of forecasting in light of expenditure and income run rates and other associated evidence.</p> <p>We will carry out a re-assessment of service delivery risks and opportunities and risk and other reserves.</p> <p>Working with external advisors to undertake due diligence of commercial investments to provide the council with Assurance and further opportunities to explore.</p> <p>Incorporate additional key cost driver activity information within our regular budget monitoring processes.</p>	1	5	5
Risk Owner: S151 Officer and Director of Finance.	Action Owner: Section 151 Officer, Executive Director Resources and Director of Finance.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR18: The risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020.</p> <p>Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Not enough planning applications submitted • Not enough permissions granted • Inability of the housebuilding industry to deliver at this level. • Increased uncertainty in the market due to Brexit • Lack of capacity within the council's delivery system and the local market. • Insufficient housing land identified in Planning documents 	<p>Secured planning permissions.</p> <p>Secured additional grant funding for infrastructure.</p> <p>Releasing land.</p> <p>Issuing grants to Registered Providers (RPs).</p> <p>Established Local Housing Company (Goram Homes).</p> <p>Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land.</p> <p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p>	↔	2	5	10	<p>We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes).</p> <p>We are carrying out a Service Review of Housing Delivery Team commencing October 2019 – December 2019.</p> <p>Significant land release programme to Registered Partners (RPs).</p> <p>We are looking at opportunities to fund the acquisition of additional units in developments on site.</p> <p>External funding bids have been made to secure infrastructure funding to accelerate delivery.</p> <p>Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p>	2	5	10
<p>Risk Owner: Executive Director Growth and Regeneration.</p>	<p>Action Owner: Director Development of Place.</p>	<p>Portfolio Flag: Housing.</p>			<p>Strategy Theme: Fair and Inclusive.</p>				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR19: Tree Management.</p> <p>Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The Council has 100,000 trees. Severe weather conditions and / or disease can leads to tree failure. Lack of maintenance of trees can result in tree failure. Some council trees are not being managed or inspected, increasing the chance of failure. 	<p>Analysis of all trees is the main task and this takes time to complete.</p> <p>Analysis work on trees is underway by the tree team and Desktop mapping is complete.</p> <p>Cabinet report in June was agreed including re-procuring the tree management contract to create additional capacity to manage all off the councils trees. The cost of this will be covered by the departments on whose land the trees are situated - more finance work is needed on this.</p>	↔	3	5	15	<p>Analysis continues on trees potentially at risk. Desktop mapping is completed and trees will need to be assessed.</p> <p>Contract has been extended for tree maintenance Budget for 18/19 has been protected, work is commencing to identify budget for 19/20.</p> <p>Budget for 19/20 is available to continue tree analysis and maintain trees on the existing contract.</p> <p>Budget uplift for new contract is proposed to be taken from land owning departments but this needs to be confirmed by finance and departments. Not yet agreed.</p> <p>Carry out in-depth audit of non-managed sites to identify costs to service areas</p> <p>Cabinet report approval means that additional personnel resource can be recruited to undertake the work. Finance work to identify budget to pay for tree maintenance works from landowning departments still needs to be done. Departments will be alerted initially in October 2019.</p> <p>New tree management contract going through procurement process - on track. QTRA system being rolled out via tree audits and tree group ID.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

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<p>CRR21: General Data Protection Regulation (GDPR) compliance.</p> <p>If the Council fails to maintain a defensible and compliant response to the Data Protection Act 2018 and General Data Protection Regulation (GDPR) then it will fail to fully comply with its statutory requirements.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to invest in the required systems, equipment and posts required to implement these regulations. Failure to adequately train staff in the requirements of the regulations. Lack of resource (capacity or expertise) to manage Subject Access Requests. (This risk replaces CRR14 Introduction of the General Data Protection Regulation). 	<p>The GDPR Project was started in November 2017 and has put in place a comprehensive council wide package of changes for the introduction of the new regulation. It included awareness training, data audits, updated contracts, retention policy and privacy notices and improved processes for responding to subject access requests and completing data protection impact assessments. Support has also been provided to elected Members, Schools and the Bristol Companies. The GDPR Project completed its objectives and deliverables and was formally closed July 2018.</p> <p>A newly formed Office of Data Protection has been established, led by a dedicated Statutory Data Protection Officer (SDPO) who was appointed August 2018 to ensure the City Council maintains and further enhances its policies and procedures and to provide ongoing advice, guidance and support to service areas. Additional Data Protection specialists have also been appointed to support the SDPO.</p> <p>A Steering Group and Working Group is in place and regular reports continue to be provided to Executive Directors Meetings (EDM's) to ensure that the high-level of engagement and buy-in across all levels of the organisation is maintained.</p> <p>Improved data breach reporting for EDM's from December 2018.</p> <p>Information Assurance Service established January 2019.</p> <p>Updated guidance on GDPR compliance and breach reporting published on the Council's intranet (Source) pages in January 2019.</p> <p>Improved PIA process and PIA register in February 2019.</p> <p>Business Continuity plan produced and updated to reflect new IG Service in March 2019.</p> <p>The Council provides e-learning training for new starters on data protection.</p> <p>The purchase of a privacy management system is being considered as part of service and budget planning for 2020/21.</p> <p>Data protection staff have attended training courses to maintain up to date knowledge and expertise.</p>	↔	2	5	10		2	3	6
<p>Risk Owner: Senior Information Risk Owner (SIRO).</p>	<p>Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p>CRR22: Partnerships Governance</p> <p>If the council does not maximise (or cannot quantify) the benefits of partnership working and/or experiences negative or counter-productive results may arise from partnership working.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to establish and/or manage contracts, Service Level Agreements and/or Terms of Reference in relation to partnerships. • Not maintaining a central register of partnerships, membership, governance arrangements and performance measures. • No identified lead officer to progress development of partnership working as in proposals presented to the Audit Committee in April 2016. • Outdated partnership policy and toolkit (last iteration 2010). • A broad range of partnerships with variable degrees of formality. 	<p>BCC has close involvement of Elected Mayor and Members in key partnerships. Regular review and evaluation of the current position by CLB.</p> <p>Leads have been defined for recommendations to develop partnership working which were received by the Audit Committee in April 2016.</p> <p>BCC has mechanisms in place for regular dialogue including formal partnerships. The role of Director: Policy and Strategy has been expanded to include oversight of partnerships and a permanent appointment to this post has been made.</p> <p>A refreshed Partnerships Policy has been drafted. (June 2019).</p> <p>Scoping and reviewing the need for Commercial Training for relevant managers as part of Procurement and Commercial Strategy.</p> <p>Created a central partnership register.</p>	↔	3	3	9	<p>We are reviewing and refreshing the Partnership Policy and Toolkit by August 2019.</p> <p>Creating a central Partnership Register including Service Level Agreements (SLAs), Terms of Reference (Terms of reference) and contracts where appropriate.</p> <p>Creating a template terms of reference.</p> <p>We are scoping and reviewing the need for appropriate procurement training for relevant managers as part of Procurement Strategy.</p>	2	3	6
<p>Risk Owner: Head of Paid Service.</p>	<p>Action Owner: Head of Delivery Support Unit.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR23: Better Lives Programme.</p> <p>Failure to deliver the required outcomes and savings from the Better Lives Programme, whilst delivering against our statutory duties and maintaining quality services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Increased demand and complexity of Service Users' needs. The Provider Market is unable to meet needs in the required way and/or we suffer relationship breakdown. Other Directorates within the organisation are unable to support the Programme in the way required. Statutory requirements of Adult Social Care (ASC) mean resources have to be diverted away from Programme activity. Changes to the priorities of the wider health system and/or the National context, requires us to divert resources/focus away from the Programme's objectives. There is a lack of sufficient skills and capacity within Adult Social Care (ASC) to deliver the required change at the required pace. Focus on savings, demand management and specific areas of the service creates risk in other areas of adult social care where we have a statutory duty to deliver. 	<p>We have a Programme Board in place that meets monthly and has a key governance role for the Programme in terms of managing risk. The Board membership contains the Cabinet Lead for Adult Social Care, The Executive Directors for ACE and Resources, the Director of Adult Social Care and representation from both Bristol Hospital Trusts and the Clinical Commissioning Group (CCG). They are provided with a verbal update and written monthly highlight report that contains key risks and issues. Any actions and decisions arising are minuted with completion tracked through a log.</p> <p>The Programme Senior Responsible Officer (SRO) regularly attends key internal governance meetings e.g. ACE Scrutiny Commission, Delivery Executive.</p> <p>We have introduced a trajectory management approach to define and track key performance metrics across all areas of the programme, which are shared with the Programme Board and ASC DMT on a monthly basis. This identifies any areas of particular risk and allows the programme to put mitigating actions in place.</p> <p>We have delivered and are planning to deliver a number of key interventions to improve the diversity of provision and the Provider Market's ability to respond to changing requirements and needs e.g. Bristol Price introduced for residential and nursing care June 2018; Market Position statement provider event held .We are actively increasing opportunities to work with us in shaping the future market as well as investing in key areas such as Home Care (Cabinet approved rate rise and innovation fund July 2018).</p> <p>We are working closely with other areas of the Council we have a dependency on to help us deliver the programme outcomes e.g. Change Services, Housing, Communities, Information Communication Technology (ICT) and Procurement colleagues.</p> <p>We have a specific area of the Programme dedicated to strengthening partnership working and integration with Health.</p> <p>We have workstreams focussing on practice which ensure we are meeting statutory requirements and that people receive the correct care and support, including a Reviews workstream.</p> <p>We have introduced a number of interventions that are impacting new demand and enabling individuals to maximise their independence e.g. the introduction of the Bristol Price (June 2018); increased capacity and investment in Home Care (July 2018); increased capacity in the Reablement Service; Introduced a new Home First Service (October 2018).</p> <p>Developing proposals for a new Technology Enabled Care offer (Cabinet approval gained May 2019).</p>	↔	2	7	14	<p>We have moved in to a new phase of the Better Lives Programme, focused on delivering the programme vision at pace. This includes activities to deliver further changes which are required around Older People's services and an increased focus on Adults of Working Age and Preparing for Adulthood and Preparing for Adulthood.</p> <p>Piloting provider reviews to ensure that people are receiving the right care and support and freeing up capacity in the Market.</p> <p>Delivering new technology and working practices to our Social Workers.</p> <p>Deliver new technology and ways of working to our Home First and Reablement teams. Continue to increase the capacity of the Reablement service to the required level.</p> <p>Introducing a further rate increase for Home Care.</p> <p>Developing a new Preparing for Adulthood service.</p> <p>Social workers working with Multi-agency partners supporting Adults and elderly people to live safely within their families and communities</p> <p>It is planned to make a one off retention payment to all social workers as part of the council's retention policy. A wider review of the remuneration package for social workers is planned to improve recruitment and retention.</p> <p>Transforming the Safeguarding Adults Board.</p>	1	7	7
Risk Owner: Executive Director, People	Action Owner: Director Adult Social Care.	Portfolio Flag: Adult Social Care.	Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.						

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
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<p>CRR24: Procurement and Contract Management Compliance</p> <p>Failure to ensure that BCC:</p> <ul style="list-style-type: none"> • Achieves value for money when purchasing goods and services. • Complies with legislation (including the risk of legal challenge), quality and cost. • Meets social value requirements for contract awards. • Ensure orders for goods / services are efficiently placed and observes agreed terms. • BCC do not take into account long term view with regards to TCO (Total Cost of Ownership) & Life Cycle Costs. • High incidence of non-contracted spend. <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Poor / weak pre procurement forward planning and tender specifications. • Over reliance and inappropriate use of waivers. • Skills / knowledge gaps. • Ineffective Supply chain and market engagement. • Poor / weak contract monitoring. • Supplier failure and missed opportunities of warning signs. • Resourcing and personnel gaps in the Procurement Service. • Failure to properly embed Category Management 	<p>In 2018/19 BCC adopted a Category Management approach and revised the structure of the procurement team to reflect the principles and methodology</p> <p>A PFI contract management specialist has been appointed to support the council and other stakeholders in the management of the contracts, undertake due diligence to ensure maximum value is delivered from the councils PFI contracts. Ongoing.</p> <p>Whilst the current Council procurement rules were revised and agreed by Full Council in May 2018 there is a further review being undertaken to ensure that the rules support robust commercial governance whilst at the same time support and enable proportional approach to managing commercial risks. This is also undertaking a fundamental review on how the functioning of the Commissioning and Procurement Group operates to ensure commercial decision making is proportionate to risks.</p> <p>From 2 September the Commissioning Supplier Relationship Management Service (CSRM) has been aligned with Corporate Procurement Service, to better align resource and capacity to deliver both required levels of procurement support coupled with improved strategic management of contracts. A formal review of the service is currently underway.</p> <p>More in-depth performance Data is being collated to give greater visibility of compliant and non-compliant procurement activity and delivery of objectives e.g. Social Value. Ongoing.</p> <p>A pilot tracker system has been developed with Social Care Commissioners within the business to monitor performance to capture early warning signs linked to supplier failure to enable early intervention and business resilience.</p>	↔	3	5	15	1	5	5
<p>Following the alignment of CSRM and Procurement work is underway to review the Service Offering for the Procurement Service.</p> <p>The draft service plan for 2019/20 includes</p> <ul style="list-style-type: none"> • Further developing and embedding of Social Value Policy and associated toolkit; • Developing and embed complimentary strategies that support sustainable procurement and supply chain practice, • Active commercial engagement at a strategic level on third party contracts and commercial arrangements. • Improving stakeholder engagement around forward planning and solution focus around commercial and procurement opportunities that are driven by the wider Council Objectives, • Maximising resources through effective approaches of commercial arrangements • Further develop an expert team of competent commercial professionals supported by fit for purpose tools, systems and processes, and where appropriate suitable strategic partner arrangements to compliment resources and add value around any identified gaps. • Embedding robust commercial processes and systems including clarity on the approach around Category Management <p>We are developing an improvement action plan which will include the following:</p> <ul style="list-style-type: none"> • Further development of the contract register to ensure that all contracts over £5k are captured. • Training and development plan for the procurement staff and the wider organisation. • Systems and processes to standardise and improve the monitoring of procurement performance. • Procurement efficiencies are to be tracked in delivering agreed savings targets. • Further reviewing and where appropriate streamlining key processes, for example the Commissioning Procurement Group (CPG). • Seeking external support to both advance contract reviews to deliver savings and efficiencies as well as support knowledge transfer and upskilling within the service. • Implementing the new Social Value Policy and toolkit for measuring, monitoring and reporting additional benefits. • Improving engagement within and across Services to enhance forward planning and driving down reliance on use of waivers. <p>Tendering processes are being reviewed to eliminate non-value added activity and support the appropriate route to market.</p> <p>The early warning system pilot will be reviewed with a view to wider rollout.</p> <p>This is not an exhaustive list and once the improvement plan has been endorsed it will inform on next steps – end of Qtr. 4.</p>	<p>Risk Owner: Section 151 Officer, Executive Director Resources.</p>	<p>Action Owner: Director Finance (Section 151 Officer).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR25: Suitability of Line of Business (LOB) systems</p> <p>The Councils reliance on legacy systems.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Lack of desire to change; systems. • Significant transition activity leads to systems being expensive/complex to change • Lack of understanding of consequences of not changing systems on ICT. • Lack of adherence to Procurement rules in relation to re-procurements. 	<p>IT Services continue to highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership whilst the on-going formal review continues. We continue to work with Information Assurance colleagues in regards to those systems which may perpetuate a Cyber Security or Information Management risk.</p>	↔	4	5	20	<p>Planning for the roll out Windows 10, ICT are undertaking a review of the Council’s application portfolio to check compatibility with the new operating system. This has resulted in a widening of the review to look at a number of other aspects, such as cost, contract status, security and whether the functionality could be delivered through other products/solutions.</p> <p>We will continue to assess functionality and compatibility of LOS systems as part of the roll out of Windows 10. This will continue through to mid-2020.</p> <p>It is the intention of ITTP to produce a report against the Council’s line of business review which places the applications into groups which can be considered by stakeholders for replacement/removal/upgrade.</p>	2	5	10
<p>Risk Owner: Senior Information Risk Owner (SIRO) for Cyber Security Service Areas for BCP/DR.</p>	<p>Action Owner: Director, Digital Transformation.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR26: ICT Resilience</p> <p>The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Poor BCP planning and understanding of key system architecture. • Untested DR arrangements including data recovery. • Untested network reconfiguration to alleviate key location outage. • Untested recovery schedules in terms of order and instructions • Lack of resilience available for legacy systems (single points of failure – people and technology). • Services undertaking their own IT arrangements outside of the corporate approach. 	<p>Resilience has been implemented within the Corporate Network to ensure that the network remains active and available in the event of a building becoming unavailable or a circuit being interrupted. Work to date.</p> <p>Backups are held within, and external, to the corporate network to ensure availability. Work to date.</p> <p>The ITTP (formerly FSA Programme) has the movement to more resilient hosting as part of a core deliverable. Utilising cloud hosting improves resilience and recovery and enables access to key systems from outside of the corporate network, and if necessary, from non-corporate devices. As approved by Cabinet June 2018.</p> <p>The FSA Programme includes the review of future DR arrangements with the move to cloud for most services, and a move to crown hosting for remaining, servers. As approved by Cabinet June 2018.</p> <p>The FSA Programme includes work to aid with the survivability and recovery of Cyber Security Incidents which will aid the resilience of key Council systems. As approved by Cabinet June 2018.</p>	↔	2	7	14	<p>The Council has a contract with a third party to provide DR capability. The Council is working to undertake a full end to end test of the services it procures however, this has been challenging. The Council continues to engage with the third party supplier and have recently received a quote to undertake a full DR test, which is under review.</p> <p>The small scale tests undertaken to date have taken far longer and have been more complex than was envisaged. This has reduced confidence in the ICT service.</p> <p>It is our intention to undertake a full DR test on an annual basis. However, as the small scale tests have been problematic, this has not been possible to date.</p> <p>As part of the project to replace the Council’s on premise SAN, the Council is improving the resilience of hosted services by extending our replication of data. Our on-going move of service to Cloud infrastructure will reduce the Council’s risk profile over time.</p>	2	5	10
<p>Risk Owner: Head of Paid Service and Service Area Leads.</p>	<p>Action Owner: Director, Digital Transformation.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR27: Capital Transport Programme Delivery</p> <p>Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Overspend on individual schemes leading to uncontainable cost pressures. • Underspend on annual profile. • Lack of coordination and programme management across divisions. 	<p>Transport Programme Team set up.</p> <p>Transport Delivery Board set up.</p> <p>Shared paperwork and highlight reporting process initiated.</p> <p>Regular briefings and reporting to senior management and cabinet members.</p> <p>5 year capital programme mapping process underway.</p>	↔	3	5	15	<p>Transport department split which could endanger work done to date working on ways to mitigate this.</p> <p>Work ongoing to ensure that recent progress is not lost and that positive direction of travel is not lost. Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels.</p> <p>We continuing to develop Transport Planning Team (TPT), Transport Development Board (TDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting).</p> <p>5 Year mapping ongoing, 19/20 programme mapped and ongoing.</p>	2	5	10
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR29: Information Security Management System.</p> <p>There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS 	<p>We have worked with Information Governance Board (IGB) and ICT on introducing and/or designing an ISMS aligned to ISO 27001.</p> <p>The Information Assurance Team have started a procurement process to design and deliver a new information security management system during ?</p>	↔	4	5	20	<p>Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System.</p>	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at September 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR30: Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone) Communication/engagement with stakeholders does not result in sufficient behavioural change.</p> <p>We are unable to deliver actions committed to by Mayor in the wider Clean Air Plan (excluding Traffic Clean Air Zone) - which is addressed in MoP service area.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff capacity. • Procurement risks. 	<p>Measures have been developed and will form part of the Clean Air Plan. Mayors Speech June 2019 announced some of these as policy commitments (Mayors Office).</p>	New	3	5	15	<p>Measures have been finalised and implementation plans are being developed.</p> <p>A proposal for funding from Reserves have been produced and now approved.</p> <p>Staff being allocated to complete the work.</p>	1	1	1
<p>Risk Owner: Executive Director Growth and Regeneration, Colin Molton</p>	<p>Action Owner: Climate Change & Sustainable City Manager</p>	<p>Portfolio Flag: Strategic Planning and City Design</p>			<p>Strategy Theme: Wellbeing</p>				

Corporate Risk Register as at September 2019 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>OPP1: One City Approach</p> <p>The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Mayoral aspiration and widespread partner sign-up to the principle. • Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan. 	<p>We have Launched the One City Plan v1 in January 2019.</p> <p>We have funded the core City Office staff team for 2019/20 (April 2019).</p> <p>We have appointed to the Head of City Office role, with post holders to take up job-share position in July/Aug 2019.</p> <p>We have established the majority of One City Boards, with Environment and Economy to Launch in the next quarter.</p> <p>We have agreed the top three priority One City projects for 19/20 and are actively supporting these.</p> <p>Aligned internal resourcing for One City Plan development with our review of Partnership Policy (see CRR21) to ensure a joined-up approach.</p>	↑	3	7	21	<p>Have implemented the citywide governance structure including establishing the Economy Board, Environment Board and the associated city Climate Advisory Committee. All boards have now met and are refreshing their contributions to the One City Plan.</p> <p>The City Office has engaged a sponsorship expert to scope potential opportunities for future funding. Project activity will also be supported by the 100,000 Euros awarded to One City as a prize-winner for European Capital of Innovation.</p> <p>The office is now staffed with 2x Operational and Stakeholder Engagement Managers, a SDG Coordinator and with a sequence of interns, work experience and external offers of resourcing to support the initiatives.</p> <p>Planning work to iterate the One City Plan for v2 in January 2020.</p> <p>Establishing the leadership framework with a regular meeting pulse and associated governance mechanisms</p>	4	7	28
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at September 2019 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>OPP2: Corporate Strategy</p> <p>The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Approved Corporate Strategy provides the foundation and direction for the organisation. 	<p>We have approved and adopted the Corporate Strategy, Business Plan 18/19 and Performance Framework 18/19 through appropriate Decision Pathways.</p> <p>Re-launched and completed 'My Performance' reviews for all colleagues including annual objective setting linked to the Corporate Strategy and Business Plan 18/19.</p> <p>Designed and launched an integrated business planning approach for 2019/20, linking financial planning, service planning, Risk Management and performance management more closely and from an earlier starting point.</p> <p>The LGA Corporate Peer Challenge completed, providing fresh learning opportunities to improve our approach.</p> <p>Leadership Framework introduced and senior management posts recruited against it.</p>	↔	4	7	28	<p>Running an integrated business planning approach for 2020/21, linking financial planning, and service planning and performance management more closely and from an earlier starting point.</p> <p>Following up roll-out of iTrent for performance.</p>	4	7	28
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Corporate Risk Register as at September 2019 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>OPP3: Devolution</p> <p>Should the potential arise for opportunities from a region’s devolving, second devolution deal that could lead to an opportunity to align the Council’s corporate priorities and strengthen regional partnership working.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Potential development of second devolution deal. 	<p>We have continued engagement with WECA; but with recognition that focus has been placed more on a proposed housing fund. The national uncertainty around long term government funding and approach has decreased the opportunity slightly (Q1 19/20), but this has recovered given the opportunity around a potential 'powerhouse' for the West of Britain, which has early positive momentum. (Q2 19/20)</p> <p>We have commissioned work to investigate the potential for a Western Powerhouse, a cross-border, cross-sector partnership akin to the Northern Powerhouse or Midlands Engine.</p>	↔	3	5	15	<p>We will continue to engage with WECA at strategic level.</p> <p>We will launch the ‘Powerhouse for the West’ report at the House of Lords on 8 July and continue development of the concept.</p> <p>We will continue to engage with HM Government following suggestion that more devolution opportunities may be available following Brexit, including specific spending review asks and engagement on the Western Powerhouse proposal.</p> <p>We are establishing a Secretariat for the proposed western powerhouse and will continue to engage partners and HM Government on this project.</p>	3	7	21
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at September 2019 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>OPP4: Brexit.</p> <p>If exiting the European Union provides benefits, such as increased domestic concentration of power, this may lead to opportunities for this to be harnessed at a local or regional level.</p> <p>Key potential causes for enhancing and exploiting:</p> <ul style="list-style-type: none"> • Exiting the European Union. 	<p>Undertaken an internal assessment of threat and opportunities following an externally-provided workshop, publishing our No Deal Scenario Assessment and updated it in Q2 2019.</p> <p>Established a city Brexit Response Group and met since 2016.</p> <p>Met Michel Barnier in Brussels with the Core Cities.</p> <p>Been monitoring the environment; including news of threats from large local employers of leaving UK.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Participating in MHCLG events and national working group of local authority representatives.</p> <p>We continue to work with Core Cities and M8 leaders on concerted joint efforts.</p> <p>We have formed a Brexit Project Board for internal preparedness and provided fortnightly updates to all Members on preparedness work.</p> <p>We have agreed terms of reference for a Brexit Coordination Group to manage daily operations in the event of a No Deal exit.</p>	↔	1	5	5	<p>We are monitoring the issue on an ongoing basis. We have further meetings of Bristol Brexit Response Group and Brexit Project Board.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Promoting a potential powerhouse for the West of Britain as a post-Brexit opportunity to invest in the region and city.</p>	1	5	5
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Key External Risk and Civil Contingency Risks to note - Flooding and Brexit

Corporate Risk Register as at September 2019 - External and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC2: Brexit</p> <p>The risk that Brexit (and any resulting 'deal' or 'no deal') will impact the local economy, local funding and delivery of council services, and that uncertainty around Brexit could impact our ability to accurately assess or plan for potential positive or negative outcomes.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Exiting the European Union. • Lack of majority view on draft agreement with EU. • Unprecedented and complex national / international process. • Lack of planning by the authority. 	<p>We have established Bristol Brexit Response Group.</p> <p>With Core Cities, met Michel Barnier in Brussels.</p> <p>Working with Core Cities and M8 leaders on concerted joint efforts.</p> <p>Monitored environment; including news of threats from large local employers of leaving UK.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Developed a BCC Brexit No Deal Scenario Assessment to inform action planning - focusing on workforce, supply chain, city economy, legal, data & regulatory, finance & funding, core operations, civil contingencies and housing. Tested this with partners, Resources Scrutiny and OSMB.</p> <p>Participation in MHCLG events and national working group of local authority representatives.</p> <p>Formed Brexit Project Board to take forward preparedness actions and met consistently to drive progress.</p> <p>Agreed funding for key areas for mitigation work.</p> <p>Provided fortnightly update emails to members.</p> <p>Established TOR for a Brexit Coordination Group to manage daily activity in a No Deal scenario (Jan 2019) and tested (Mar 2019).</p> <p>Updated No Deal Scenario Assessment in line with national planning assumptions and ASLRF risk assessment. (Sep 19).</p> <p>Taken forward a range of actions set by Brexit Project Board, including hiring additional capacity in procurement, communications and civil contingencies. (Ongoing).</p> <p>Established regular meeting of Brexit Lead Officers from neighbouring authorities and WECA to share approaches and best practice. (Sep 19).</p> <p>Established additional formal updates to CMB (CIr Cheney) weekly and to Cabinet (information items) (Sep 19).</p>	↔	3	7	21	<p>Continue to implement actions identified through No Deal Brexit Scenario Assessment. Ongoing.</p> <p>Continued internal Brexit Project Board to oversee BCC preparedness and respond with agility to changing circumstances. Ongoing.</p> <p>Continued monitoring of external environment and government relations. Ongoing.</p> <p>Continue engagement with all relevant government departments and partners to ensure sectoral/organisation risks are communicated and mitigations proactively suggested. Ongoing.</p> <p>Revisiting our No Deal Scenario Assessment to check it against refreshed evidence base.</p> <p>Continue to meet with neighbouring Brexit Lead Officers and plan further actions together, including shared initiatives.</p>	3	7	21
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Key External Risk and Civil Contingency Risks to note

Corporate Risk Register as at September 2019 - External and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC1: Flooding.</p> <p>There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river and groundwater flood events.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Tidal surge, heavy rainfall, river and groundwater flood events. • Impact of climate change. • Lack of effective flood defences and preparedness for major incidents. 	<p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire.</p> <p>Bristol is working with the Avon and Somerset LRF to construct new sea defences around North Somerset, Bristol and South Gloucestershire. 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 provide guidance to members of the public about flooding, including flood warnings and what people can do to help themselves, regular maintenance and clearing programs of gullies and culverts, especially in the event of storm warnings.</p> <p>Bristol has in place a local Flood Risk Management Strategy approved at Cabinet in December 2017 which comprises of 5 keys areas and 43 separate actions in line with Environment Agency's national strategy.</p>	↔	3	5	15	<p>There is sustained resourcing and delivery of all actions in LFRMS over life of strategy. Strategy includes the following key projects:</p> <ul style="list-style-type: none"> • Working in partnership with the Environment Agency to develop a Bristol Tidal Flood Risk Management Strategy to protect the city centre, including climate change. • Working in partnership with South Gloucester and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including climate change. 	3	3	9
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place, Flood Risk Engineer.		Portfolio Flag: Energy, Waste and Regulatory Services.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.			

Corporate Threat Risk Performance Summary

				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 19/20		Quarter 2 Jul - Sept 19/20		Quarter 3 Oct - Dec 19/20		Quarter 4 Jan - Mar 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
6	CRR7	Cyber-Security(Previously Cyber-Attack)	Senior Information Risk Owner (SIRO)	3x7=21	↔	3x7=21	↔	3x7=21	↔				
1	CRR1	Long Term Commercial Investments and Major projects Capital Investment	Executive Director Growth and Regeneration, Executive Director Resources and Section 151 Officer	3x7=21	↔	3x7=21	↔	3x7=21	↔				
19	CRR25	Suitability of Line of Business Systems (LOB)	Senior Information Risk Owner (SIRO)	3x5=15	↔	4x5=20	↓	4x5=20	↔				
21	CRR29	Information Security Management System.	Senior Information Risk Owner (SIRO)			4x5=20	New	4x5=20	↔				
21	CRR27	Capital Transport Programme Delivery	Executive Director Growth and Regeneration	3x7=21	New	3x5=15	↑	3x5=15	↔				
14	CRR19	Tree Management	Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔	3x5=15	↔				
18	CRR24	Procurement and contract management compliance	Executive Director Resources and Director of Finance (Section 151 Officer)	3x5=15	↔	3x5=15	↔	3x5=15	↔				
5	CRR6	Fraud and Corruption	Executive Director Resources and Director of Finance (Section 151 Officer)	3x5=15	↔	3x5=15	↔	3x5=15	↔				
22	CRR30	Failure to deliver Bristol City Council's wider Clean Air Plan. Communication/engagement with stakeholders does not result in sufficient behavioural change (excluding traffic clean air zone).	Executive Director Growth and Regeneration					3x5=15	New				
2	CRR3	Asbestos Management	Head of Paid Service and CLB	3x7=21	↔	3x7=21	↔	2x7=14	↑				
3	CRR4	Corporate Health, Safety and Wellbeing	Head of Paid Service and CLB	3x7=21	↔	3x7=21	↔	2x7=14	↑				
20	CRR26	ICT Resilience (Previously IT infrastructure CRR2)	Head of Paid Service, service area leads	3x7=21	↔	2x7=14	↑	2x7=14	↔				
17	CRR23	Better Lives Programme	Executive Director, People	2x7=14	↔	2x7=14	↔	2x7=14	↔				
7	CRR9	Safeguarding Vulnerable Children	Executive Director, People	2x7=14	↔	2x7=14	↔	2x7=14	↔				
8	CRR10	Safeguarding Vulnerable Adults	Executive Director, People	2x7=14	↔	2x7=14	↔	2x7=14	↔				
9	CRR11	BCC Infrastructure Delivery	Director of Finance (Section 151 Officer) and Executive Director Growth and Regeneration	2x7=14	↔	2x7=14	↔	2x7=14	↔				
10	CRR12	Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur. (Previously Civil Contingencies and Council Resilience)	Executive Director Growth and Regeneration	2x7=14	↔	2x7=14	↔	2x7=14	↔				
4	CRR5	Business Continuity and Council Resilience	Head of Paid Service / Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔	2x5=10	↑				
13	CRR18	The risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020.	Executive Director Growth and Regeneration	2x7=14	↓	2x5=10	↑	2x5=10	↔				
11	CRR13	Financial Framework and MTFP	Director of Finance (Section 151 Officer)	3x5=15	↓	2x5=10	↑	2x5=10	↔				
15	CRR21	Information Governance (Replaces CRR14)	Senior Information Risk Owner (SIRO)	3x5=15	↔	2x5=10	↑	2x5=10	↔				
12	CRR15	Financial Deficit	Director of Finance (Section 151 Officer)	1x5=5	↔	2x5=10	↓	2x5=10	↔				
16	CRR22	Partnerships Governance	Head of Paid Service	3x3=9	↑	3x3=9	↔	3x3=9	↔				

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Corporate risk performance summary for closed / de-escalated risks

Status	Risk ID	Risk	Risk Owner	Quarter 4 Jan – Mar 18/19		Quarter 1 Apr – Jun 19/20		Quarter 2 Jul – Sept 19/20		Quarter 3 Oct - Dec 19/20		Quarter 4 Jan - Mar 19/20	
				Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
Closed	CRR8	Service Review	Head of Paid Service	2x5=10	Closed								
De-escalated	CRR16	Leadership	Head of Paid Service and CLB	2x5=10	↔	2x5=10	Closed						
De-escalated	CRR17	Strategy Management	Head of Paid Service	1x7=7	↔	1x7=7	Closed						

Corporate Risk Performance Summary for Opportunity risks

Page	Risk ID	Risk	Risk Owner	Quarter 4 Jan – Mar 18/19		Quarter 1 Apr – Jun 19/20		Quarter 2 Jul – Sept 19/20		Quarter 3 Oct - Dec 19/20		Quarter 4 Jan - Mar 19/20	
				Travel	Rating	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
23	OPP2	Corporate Strategy	Head of Paid Service	4x7=28	↔	4x7=28	↔	4x7=28	↔				
23	OPP1	One City	Head of Paid Service	4x5=20	↔	4x5=20	↔	3x7=21	↑				
24	OPP3	Devolution	Head of Paid Service	3x5=15	↔	3x5=15	↔	3x5=15	↔				
24	OPP4	Brexit	Head of Paid Service	1x5=5	↔	1x5=5	↔	1x5=5	↔				

Corporate Risk Performance Summary for External and Civil Contingency risks

Page	Risk ID	Risk	Risk Owner	Quarter 4 Jan – Mar 18/19		Quarter 1 Apr – Jun 19/20		Quarter 2 Jul – Sept 19/20		Quarter 3 Oct - Dec 19/20		Quarter 4 Jan - Mar 19/20	
				Travel	Rating	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
25	BCCC2	Brexit	Head of Paid Service	4x5=20	↔	3x7=21	↓	3x7=21	↔				
26	BCCC1	Flooding	Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔	3x5=15	↔				

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Risk Scoring Matrix

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

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.

Current and Tolerance risk ratings: The 'Current' risk rating for both threats and opportunities refer to the current level of risk taking into account any strategies to manage risk - management actions, controls and fall back plans already in place. The 'Tolerance' rating represents what is deemed to be a realistic level of risk to be achieved once additional actions have been put in place. On some occasions the aim will be to contain the level of the risk at the current level.

Positive Risks (Opportunities): Where the risk is an opportunity, a cost benefit analysis is required to determine whether the opportunity is worth pursuing, guided by the score for the matrix, e.g. an opportunity with a score of 28 would be pursued as it would offer considerable benefits for little risk.

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

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

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

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.