

Communities Scrutiny Commission

Agenda



Date: Thursday, 10 October 2019

Time: 5.00 pm

Venue: City Hall Meeting Spaces - First Floor - 1P 09 -
City Hall, College Green, Bristol, BS1 5TR

Distribution:

Councillors: Anthony Negus (Chair), Jo Sergeant (Vice-Chair), Estella Tincknell, Jon Wellington, Donald Alexander, Harriet Bradley, Barry Clark, Graham Morris, Matt Melias, Martin Fodor and Carla Denyer

Issued by: Bronwen Falconer, Scrutiny Advisor

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Date: Wednesday, 2 October 2019



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 5)

2. Apologies for Absence

3. Declarations of Interest

4. Chair's Business

5. Minutes of the Previous Meeting

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

(Pages 6 - 14)

6. Action Tracker

(Pages 15 - 17)

7. Public Forum

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 Friday 4th October**.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by **12.00 noon on Wednesday 9th October**.

8. Neighbourhood Enforcement

(Pages 18 - 29)

9. Libraries Update

(Pages 30 - 68)



10. Performance Report Q1

(Pages 69 - 74)

11. Risk Report (Corporate)

(Pages 75 - 108)

12. Work Programme

For Members to note the Scrutiny Work Programme

(Pages 109 - 113)



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.

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For those with hearing impairment

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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, Brunel House St Georges Road 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 **three clear working days before the meeting**.

Please see www.bristol.gov.uk and the '[How to Have Your Say](#)' pdf for the parameters of each individual Committee and what will happen to your submission.

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.
- 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.

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 Communities Scrutiny Commission

24 July 2019 at 2.00 pm



Members Present:-

Councillors: Anthony Negus (Chair), Jo Sergeant (Vice-Chair), Donald Alexander, Graham Morris, Matt Melias, Martin Fodor and Carla Denyer

Officers in Attendance:-

Patsy Mellor, Director of Management of Place; Gemma Dando, Head of Community Services; Richard Fletcher, Parks Services Manager; Ken Lawson, Waste Strategic Client Manager; Thara Raj - Consultant in Public Health, Nick Smith, Strategic Intelligence & Performance Manager; Dan Berlin, Policy & Scrutiny Advisor

1. Welcome, Introductions and Safety Information

Everyone was welcomed to the meeting, and it was explained that Agenda item 5 will be brought forward to the next item so as to elect a Chair and Vice-Chair, and note the Annual Business Report.

2. Apologies for Absence

Councillors Jon Wellington; Estella Tincknell; Barry Clark

3. Declarations of Interest

The Chair declared that he is a member of the Bristol Tree Forum, which has provided a statement for the Public Forum.

4. Minutes of the Previous Meeting

The draft minutes of the previous meeting (15th April 2019) agreed by Commission Members. (Cllr Foder proposed; Cllr Sergeant seconded)

5. Annual Business Report

The Commission Members noted the charring arrangements for the 2019 – 2020 municipal year.



Cllr Anthony Negus was elected as the Chair of the Commission (nominated by Cllr Sergeant and seconded by Cllr Melias).

Cllr Jo Sergeant was elected as the Vice-Chair of the Commission (nominated by Cllr Negus and seconded by Cllr Alexander).

Members noted the Scrutiny Commission's Terms of Reference (ToR).

A Member commented that the ToR relates to a Commission not directly attached to one directorate. It was **RESOLVED** that the Scrutiny Advisor will clarify that the terms of reference reflects all topics across the three directorates and circulate to Members.

Members noted the Membership of the Commission; and noted that there is still a Labour vacancy.

The meeting dates and times were confirmed.

Members noted the topics on the work programme that were selected as priorities for the Commission at the work programme setting workshop on the 6th June 2019.

6. Chair's Business

The Chair made reference to Member code of conduct, with the expectation all Commission Members adhere to it; and uses the scrutiny function to add value to what the Council does, including helping to enable improvements for Bristol's citizens.

The Chair asked that, at Commission meetings, all Members should leave behind Ward representation and be as objective as possible to enable valuable scrutiny.

The Chair proposed that at the Commission meetings all Members are to be addressed by their first names, and asked if there were any objections for the same with regard to Officers. There were no objections from Officers present, or from Commission Members.

7. Public Forum

The following Public Forum was received:

Statement by Mark CD Ashdown - Chair of the Bristol Tree Forum.

The Commission noted the statement.

Chair stated that he felt that the statement has useful content that he hopes officers will take note of for consideration.

8. Safer Bristol annual report

- Consultant in Public Health with responsibility for the Council's work within Safer Bristol Partnership introduced the report (details are in the published pack).
- Officer stated that this is the final report of the Safer Bristol Partnership as Community Safety / Crime and Disorder will become part of the new Keeping Bristol Safe arrangements.



- It was confirmed that Commission Members will received a briefing on the new arrangements, and that Keeping Bristol Safe will be brought to the Commission in December, when there will be a joint session with the People Scrutiny Commission.
- Chief Inspector Mark Runacres was also in attendance and spoke to the report on behalf of Superintendent Andy Bennet (Chair of Safer Bristol Partnership).
- Chief Inspector clarified some key themes and areas of focus which are detailed in the report, including the increasing risk to young and vulnerable people being targeted by drug gangs; and that multi agency work is underway and ongoing by the Partnership to combat this issue.
- Deputy Mayor and Cabinet Member for Communities welcomed the report, and made the following observations:
Agreed with Chief Inspector, that the rise on recorded hate crime reports demonstrate communities have confidence to report due to the work of the Bristol Hate Crime & Discrimination Services. The new Safer Options Team has been developed after a visit to the Violence Reduction Unit in Glasgow - an example of utilising good practice for Bristol. There is a need to report on the work of the counter extremism community development work being undertaken, and asked if future reporting can include this.
 - Officer response: Future reporting will be via the new arrangements within the Keeping Bristol Safe boards. Views from this Scrutiny Commission will be fed in.
- Member stated that co-location (referred to in the Street Intervention Service) is an excellent way of working.
 - Chief Inspector stated that co-location has been a success – Independent Domestic Violence Advisor in hospitals for example.
- Member raised example of Fire Engines displaying information about domestic violence and abuse and associated services. It was agreed that this method of highlighting services and providing information is successful as there is low trust in Police but high trust in Fire and Rescue service – so people may take more notice.
 - Chief Inspector stated that this is a useful suggestion, especially within the context of the Police and Crime Commissioner having responsibility for fire services; and that there is a need to build awareness of domestic violence and abuse and available services.
- There was a discussion about knife crime, and Members asked whether the officers and Police fully support the public health approach.
 - Chief inspector stated that it is clear that traditional enforcement approach to tackle knife crime doesn't work. People taken off the streets can be and are usually easily replaced, and so adopting a more sustainable approach by dealing with behaviours is required, and the Police is committed to this approach.



- Officer stated that Public health approach is an evidence based approach and officers are committed to working with other partners to tackle knife crime.
- Deputy Mayor and Cabinet Member for Communities stated that this is a joint effort and all partners are on board with a public health approach.
- Discussion around the reduction in burglary (23.5%), which Member commended the Partnership on, and asked if there is a reason for this reduction.
 - Chief Inspector stated that there isn't a clear answer to this, but there are ongoing operations with the aim to further reduce burglary as well as drugs and knife crime.
- A Member asked, within the context of the published substantial reduction in burglary, if there was any intelligence as to how drug users fund their habits.
 - Chief Inspector response: Although no confirmed intelligence about this, it is clear there are more people presenting as street beggars, with a number having homes; and there is partnership-working to help address and manage these behaviours and divert these people to support services, via the Street Intervention Team.
- Chair asked how the Partnership uses a multi-agency approach to tackle drug use and drug-related offending.
 - Chief Inspector responded that drug related deaths in the city is at its highest reported level and is a huge concern. The drugs strategy in place includes enforcement, (targeting and disrupting) and education (including adopting drug testing – example of Loop providing testing and advice to people which reduced risk of drug misuse and deaths).
 - Confirmed that Loop has applied for a licence from the Home Office to provide further testing and education for recreational drug users in Bristol; and that if the licence is granted the Police will work with Loop to deliver more opportunities. This is about providing better education so people can make safer choices.
 - Officer stated that a multiagency substance use strategy is being developed that will include our joint city wide approach to tackling drug misuse and drug relating offending.
- Member commended the report and stated that he hopes Loop's licence application is successful.
- The Chair asked if, in the new arrangements with Keeping Bristol Safe, there will be published targets and measurable outcomes the Commission can scrutinise in the future.
 - Officer responded that the final annual report provides contextualised data, and, going forward, ambitions will be set enabling progress to be measured.
- Deputy Mayor and Cabinet Member for Communities stated that the new arrangements will include the development of a drugs strategy with measurable outcomes.
- Member referred to the preventing extremism section of the report and asked if there are resources in place to tackle right wing extremism.



- Chief Inspector response: There has been a shift in thinking and there is a focus on identifying extremism in all its forms, including right wing. The framework on how to respond remains the same.
 - Officer response: There is a role to expand a community approach to tackling right wing extremism, building community partnerships and coalitions to work together to tackle extremism.
- Deputy Mayor and Cabinet Member for Communities highlighted the community development work to help tackle extremism.
 - The Chair stated that the report shows things are improving, although it does not show people's perceptions of crime, community safety, and anti-social behaviour, which may not reflect the published statistics. Can the report reflect perceptions in future?
 - Officer responded that this can be included, and that future reports of the Community Safety Partnership will reflect the new Keeping Bristol Safe arrangements.
 - There was a discussion about whether the information about fly-tipping should be in the report, as although there is a connection with the work of the Partnership, this information is available elsewhere (including BCC's Neighbourhood Enforcement) and so may be duplication; although another view was that the information is important as it is measure of people's views and anxieties about crime, safety and anti-social behaviour in their areas.
 - The Chair thanked Officers and the Chief Inspector for the report, stating that it is provocative in some places.

9. Parks and green spaces

The Neighbourhoods Management Services Manager delivered a presentation about the Bristol Future Parks Accelerator Fund Project (details are in the published pack).

Officer stated they are keen for a scrutiny role in the project to help inform progress.

- Members raised a need to clarify jargon in the prospectus.
 - It was **RESOLVED** that acronyms and jargon will be reviewed and defined.
- Members asked that there is clarity about whether there are proposals to sell any parks.
 - Officer response: The Prospectus is to enable an understanding of what we have. This is not about selling – it's about protecting and maintaining our green spaces taking into consideration resource. There is a need to work with partners to help maintain parks and green spaces. Individuals and organisations benefit from green spaces. There is a need to understand benefits of green spaces.



- There was a discussion regarding the benefits of parks and green spaces.
 - Officer raised health example and how partnerships can help enable access to green spaces, benefiting health of local people.
- There was a discussion about land that is leased to organisations, and that these spaces are not included in the prospectus. Members asked that the list should include all parks and green spaces, including those areas leased.
 - Officer response: We cannot invite expressions of interest to those leased for long time. The map doesn't have detail as to what is leased.
 - It was **RESOLVED** that Officers will investigate including leased areas on the list and map.
- Members asked who is able to express interest, and how everyone can be represented in the process
 - Officer stated that the process, by going through anchor organisations, can help local groups emerge. One of the outputs is for more people to be involved – using community development approach. An unusual aspect of this project is that someone from national lottery in team sits in the team, and this is able to allocate funds for community development.
- Deputy Mayor and Cabinet Member for Communities (Public Health, Public Transport, Libraries, Parks), Events and Equalities stated that we have ended up doubling the number of friends of libraries groups, and so hopefully, in this case using same strategy, we are looking for more friends of parks groups.
 - Officer said that Members can help feedback information for and about local communities. When opportunities arise for expressions of interest there is a need to ensure everyone understands how to engage.
- A Member asked if there is cross-over with City Leap.
 - Officer stated that there are possibilities in terms of energy.
- There was a discussion about commercialisation and whether parameters are clear enough; including a Member stating that it would be beneficial to have clarity to ensure parks can be kept for, for example, quiet contemplation. Also, questions were asked by Members regarding categories – is it possible for those designated green spaces, including allotments, to be re-designated.
 - Officer response: BCC is not selling land, but we don't want to stifle ideas that come back. The idea is for strategy to emerge, including what the commercialisation approach is, what is a formal and informal category. This goes to what we would like to achieve, and this will be reviewed.
 - We have learnt from City Leap that we receive a variety of quality; and have learnt that when we know what we have we can then establish red lines, which the project board, stakeholders and Members all have input.



- The objective is to achieve sustainable parks and green spaces that benefit community – a test of analysing an idea is that does it enable this?
- There are 40 key sites which will be assessed, drawing on academic research about what people would like in parks, and business opportunities – acknowledging there is not a wish to over commercialise. Officers would like the National Trust to advise on opportunities.
- There was a discussion about what the plan is for land without clear ownership. Members asked if the plan is for Council will take responsibility of these plots of green spaces.
 - Officer response: The ambition is to have green space within 10mins walk of everyone. We can't take on more green space. These spaces do not need to be taken on by the Council – organisations can do this.
 - It was **RESOLVED** that Members will bring to the attention of Members these types of green spaces known about.
- There was a discussion about governance.
 - Officer explained that there will be an Independent Advisory Panel made up of a group of environmental and commercial experts. Members of this Panel will not receive a fee, but will be offered expenses. Partners will be engaged via the Partnership Group, and a Steering Group which will oversee decisions and process will be made up of an internal officer group.
- There was a discussion about play and sports in parks.
 - Officer stated that we still want sports facilities. There will need to be further discussions.

10 Waste and recycling

The Neighbourhood Management Service Manager, the Waste Strategic Client Manager, and Environmental Area Manger delivered a presentation about delivered a presentation about the waste minimisation and recycling policy (details are in the published pack).

- Officer asked scrutiny Members for feedback on policy and proposals, including how to approach individuals who consistently do not follow guidance as to how to recycle, and how to improve green waste, including proposals to remove cost of the bin, but increase annual charge.
- The Chair stated that there is a need to change public perception so recycling can be improved. There is a need to explain cost savings if recycling is undertaken properly; and how enforcement can be used should be looked at.
- There was a discussion about how new policies/proposals are implemented including guidance. Members asked that instructions for households can be clearer, and that guidance should include a 'Why wasn't my recycling collected?' section, including what has been done wrong, or explain what a genuine error is.



- There was a discussion about use of language and jargon.
 - Officer stated that key messages are internal and had yet to be reviewed and amended to 'Plain English.'
 - It was **RESOLVED** that Member for Clifton Down will send Officer appropriate guidance for use of environmental appropriate language.
 - It was **RESOLVED** that acronyms and jargon will be reviewed and defined.
- A Member stated there is need for more education. There was a discussion about issues related to Homes in Multiple Occupation (HMO), including over-occupation producing more waste, the transient nature of some HMO households, and a Member stated that high turn-over means guidance and education is sometimes rendered pointless.
- There was a discussion about capacity of the bins and recycling containers.
 - Officer stated that it has been a positive step to introduce large capacity boxes fortnightly. The policy is one bin per household (fortnightly), which aids recycling rates. The bins are 45 litres each and bringing in 90 litre sack will increase recycling. There is a need to get quality guidance right, and engage people to recycle correctly.
- Members stated that there will be a minority who will not engage, so there is a need to use enforcement. It would be good to work with Neighbourhood Enforcement and Estates Management to ensure better engagement.
- The Chair stated that most people agree with the ambitions of the report, but there are concerns it won't work as many people feel council tax already covers waste and recycling, and changing minds to ensure everyone recycles correctly is difficult. The key is to bring down volumes of residual waste and recycle more – it would be positive to lobby central government for powers to make this work, for example, charging for filling black bins rather than recycling, as happens in Ireland.
 - Officer stated that the measures will help decrease residual waste and increase recycling. Raised example of Sheffield which has put these measures in place and have increased recycling and decreased residual.
- There was a discussion about the new fleet, with Members asking for clarification of when roll out will occur.
 - Tony Lawless, Bristol Waste, stated that the new fleet will help reduce items spill on to the road and 45 recycling vehicles are planned to roll out within 8 weeks.
- Member asked about community engagement surrounding waste management, and when this will occur.
 - Officer responded that recruitment is ongoing and there are plans for ward focussed community engagement.



11 Performance Report

The Strategic Intelligence & Performance Manager introduced the report (details are in the published pack).

- BCP327 Increase the percentage of Corporate FOI requests responded to within 20 days: Members would like to know more information, including reasons for delays, and numbers refused and reasons.
- DRE224 Percentage of telephone calls answered within the CSC: Members would like a further explanation to understand the figures.
- BCP560 Increase the satisfaction of citizens with our services: Member raised that that the target is too low and can this be reviewed.
- There was a discussion about how further detailed information underl the performance indicators and progress can be accessed.
- The Vice-Chair asked if the Communities Scrutiny Commission can have a report which details the areas under the remit of the Communities Scrutiny Commission only.
 - It was **RESOLVED** that officers will investigate and action the Members' queries regarding performance.

Meeting ended at 5pm

CHAIR _____





Communities Scrutiny Commission Action Sheet 2019/2020

Agenda Item	Title of Report/ Description	Action and Deadline	Responsible Officer/ Member	Action taken and date completed
Action Sheet – 10th October 2019				
11. Page 15	Performance report action BCP327 Item on 24 th July 2019	<i>Increase the percentage of Corporate FOI requests responded to within 20 days:</i> Members would like to know more information, including reasons for delays, and numbers refused and reasons.	Penny Fell and Rizwan Tariq	<i>Update provided by Rizwan Tariq</i> Customer Relations Team have recently implemented a new system which means during the implementation stage the Customer Relations Team was unable to support areas as much as they were previously. The main reason for delays was due to the service areas having difficulty navigating the previous system. Whilst the FOI request may have been sent on time, it will not register on the system unless service areas close this off properly. The new system is now live and performance should improve.
11	Performance report action DRE224 Item on 24 th July 2019	<i>Percentage of telephone calls answered within the CSC:</i> Members would like a further explanation to understand the figures.	Penny Fell and Rizwan Tariq	<i>Update provided by Rizwan Tariq</i> The contact centre is able to track the number of calls received, answered, abandoned, callbacks requested or made, calls per hour as well durations.

Agenda Item	Title of Report/ Description	Action and Deadline	Responsible Officer/ Member	Action taken and date completed
				<p>The percentage of calls answered provides an indication of number of calls answered from the total received. This is an average figure as there will be times when the contact centre will answer more or less depending on the volume of calls received. The staffing is adjusted based on the expected call volumes.</p>
<p>11</p> <p>Page 16</p>	<p>Performance report action BCP560 Item on 24th July 2019</p>	<p><i>Increase the satisfaction of citizens with our services:</i> Member raised that that the target is too low and can this be reviewed</p>	<p>Tim Borrett</p>	<p>Complete <i>Update provided by Tim Borrett:</i> This target is reviewed annually and cannot be amended in-year, having been signed off through the relevant governance processes. The Commission's views are noted and will be raised appropriately when target-setting is undertaken next year.</p> <p>The indicator has, in the very long term, been steady between 30% and 40%. It is sourced from the Quality Of Life survey, and it is a well-known product of survey methodology that anonymous surveys produce lower satisfaction rates than both phone surveys and in those conducted face to face, as some councils do. The target was set 2% above our actual result in 2018/19 so does represent a 'realistic' (the 'R' in SMART targets) ambition.</p>

Agenda Item	Title of Report/ Description	Action and Deadline	Responsible Officer/ Member	Action taken and date completed
11	Item on 24 th July 2019	The Vice-Chair asked if the Communities Scrutiny Commission can have a report which details the areas under the remit of the Communities Scrutiny Commission only	Nick Carter	Complete Revised report has been produced

Communities Scrutiny Commission

10th October 2019



Report of: Nick Carter, Head of Regulatory Services

Title: Approach to Enforcement – Neighbourhood Enforcement Team

Ward: City wide

Officer Presenting Report: Nick Carter, Lindsay Hay

Contact Telephone Number: 07710396952

Recommendation: For Scrutiny to feed back on the approach to enforcement as set out in the report.

The significant issues in the report are:

Enforcement is about balancing resources between achieving effective interventions and finding longer term solutions that encourage greater compliance. The report sets out the current enforcement approach and is aimed at generating discussion and feedback to help with future planning.



1. Summary

The report sets out the current approach to enforcement and some of the drivers that prioritise how enforcement resources are deployed.

2. Context

• Local context

- Front line enforcement for environmental crime and other regulatory areas is delivered through the Neighbourhood Enforcement Team based in Regulatory Services, Growth and Regeneration. There are currently fifteen officers in the team and they cover environmental crime (waste management, fly tipping, flyposting and graffiti), licensing, noise control, animal welfare and highways enforcement (which includes encampments as well as licensing of scaffolding, skips, drop kerbs, obstructions and abandoned vehicles).
- At Cabinet on 3rd September the Council's overarching enforcement policy was approved. The policy sets out the broad approach to enforcement taken by the council and was a refresh of an earlier policy. Increasingly when enforcement matters progress to court there are challenges around policy and process rather than evidence, therefore it is essential that the Council has a clear and transparent framework for delivering enforcement activity. It should be emphasised that the policy provides a general framework setting out our standards for enforcement and what those they regulate can expect. It is based on principles set out in the Legislative and Regulatory Reform Act 2006 and focuses on the need for transparency, proportionality and that regulatory activities should only be targeted at cases where action is needed. The policy does not set out the detail of how enforcement actions are delivered and the range of options available to solve a particular issue. In many cases enforcement is just one, often short term, approach to help resolve an issue and will normally be part of a wider more sustainable solution .

• National context

- As a regulatory body we need to act within the legislative powers at our disposal, whether that is Government statutory policy that we are required to follow or regulations that we are authorised to enforce. The policy landscape set by central Government is complex across the various regulatory strands. In some areas our ambitions may be restricted by government policy or availability of resources or sometimes by both. A couple of examples. The recent revisions to legislation governing the issuing of Fixed Penalty Notices (FPNs) with regard to domestic waste only apply to fly tipped waste, there are no available powers to issue FPNs for poorly presented domestic waste in the same way that powers exist for dealing with poorly presented commercial waste. This legislative gap hampers our efforts to improve the street scene in the city.
- The current inspection regime for enforcing food hygiene presents significant difficulties for Bristol and other LAs. Unlike other regulatory regimes, where a potential operator is required to go through an application process, before they can make use of their permission, the food inspection regime has a basic registration process which is underpinned by a rigorous inspection regime based on risk assessments set by the Food

Standards Agency (FSA). This places great pressures on the regulator and creates a position where the regulator is often playing catch up. The FSA recognise the weakness of this system and are planning reforms however this work has largely been held up because of BREXIT preparations.

- Resourcing can be an issue, particularly with regimes where fees (which are commonly designed to cover the cost of enforcement) are set by Government. For example the current charge for a Temporary Event Notice (TEN) is £21. This Licensing permission allows small events to provide regulated activity for up to 500 people. Typically these are one off events or are extensions to existing licensed premises permissions. The associated process involves notification to various bodies, arranging a Licensing Hearing where objections are received and enforcement. The fee is inadequate and the Chair of the Licensing Committee has recently raised the issue with the LGA. So far this year we have dealt with 1,500 TENS
 - It would be easy to say that we could do more enforcement if we had more resources however most enforcement interventions will only be a sticking plaster until longer term more sustainable solutions can be found and therefore we need to be more creative when working with partners to maximise our opportunities to find solutions that are not so resource intensive.
- **Model of enforcement**
 - The Neighbourhood Enforcement Team (NET) model was implemented three years ago and came about by drawing together into one team small numbers of enforcement officers from other regulatory teams. This approach has become more common with Local Authorities particularly as resources in separate regulatory teams have depleted. The ambition is to have a multi skilled team of officers who can focus on generally less complex enforcement activity. More specialised complex enforcement work generally remains in separate regulatory teams e.g. planning, health & safety, trading standards and food hygiene. The introduction of a contractor to take on the issuing of FPNs for environmental offences has added to the team's resilience. 3GS were awarded the contract in February 2019 and are working with the NET to find the most effective arrangement to deliver the Council's ambitions in this area.
 - The NET takes primarily a responsive approach to enforcement and require complainants to provide actionable information or evidence which can be investigated further. Appendix A summarises activity undertaken by the team up until the end of August. Appendix B sets out the basic approach taken by the team when investigating complaints.
 - The capacity for undertaking proactive enforcement is limited. The officers supporting the "Clean Streets" project demonstrates the positives of implementing a proactive approach. With reduced resources a greater focus is placed on enforcement projects targeting particular areas of non-compliance. Other proactive activity includes vehicle dwelling encampments inspections (from September 2019), waste carrier checks (with the police four operations a year) and commercial waste operations (since November 2018).

- **Partnership working and Resources**

- Enforcement can only be a short term fix however the NET provide a reactive service driven by complaints received from the public. This creates an impact on the resources available to look at longer term solutions.
- The recent realignment of the NET within Regulatory Services will give an opportunity to look at how we can work with other regulatory teams through a fresh lens. There is already good practice established, particularly in the licensing field, with monthly tasking meetings involving the Police, Avon Fire and Rescue and other council teams (planning, health & safety, pollution control) to discuss problematic premises and find solutions using the most effective powers. This arrangement will be refreshed this year and consideration given to extending its reach to other regulatory areas. There is a great wealth of powers available to the Council and its statutory partners and the challenge is to find the right ones to use to solve a problem. In particular partnership working with other internal and external teams allows us to exchange information and focus resources on the worst offenders.
- Closer working arrangements are also being developed between the Bristol City Centre BID team, who already fund street marshals, Bristol Waste Company (BWC) and council teams under a new Place Management monthly meeting where again a collective approach will be established to find solutions. A strong relationship with BWC is critical and the roll out of the Clean Streets project, which will pool BCC and BWC resources to target a range of environmental issues in localities across the city, will provide a foundation to encourage communities to find more sustainable ways of improving the street scene in their neighbourhoods.
- Educate, Engage and Enforce is the preferred method of tackling community issues. Following cuts across council services the ability for the council as whole to educate and engage has significantly reduced which has resulted in increased demand for enforcement. This places stress on the service across all enforcement areas

- **Priorities and Performance**

- Much of the longer term work designed to improve compliance takes place outside of the NET's day to day business . For example developing new working arrangements with Bristol Waste, exploring new approaches for dealing with commercial waste and the review of the licensing process all help to ensure greater compliance and reduce the need for enforcement. Where successful enforcement interventions take place the service uses social media and other opportunities to publicise the actions.

3. Policy

The approach to enforcement is set out in the Enforcement Policy adopted by Cabinet on 3rd

September. In addition to this overarching policy there are in some service specific policies for particular functions.

4. Consultation

a) Internal

Not applicable

b) External

Not applicable

5. Public Sector Equality Duties

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

Appendices: None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None

August 2019 report

Vehicle dwelling encampments

During August a number of encampments were moved from streets mainly in Ashley Ward. These encampments were having a detrimental impact on the local environment and were significantly impacting businesses and residents. Court Orders for removal were granted in three instances and a 12 month injunction was made preventing encampments on New Gatton Road which has been

subject to anti-social behaviour almost constantly for over a year despite court orders being issued previously.



Police joined Neighbourhood Enforcement officers to facilitate the removal operation and BWC attended to clear the waste on Minto Road



Graffiti removal

- Having reached agreement with **Network rail** to supply paint, blanket indemnities and technical support for graffiti removal on the rail infrastructure around the city the first of the planned graffiti removal by the Community Payback scheme took place this month.

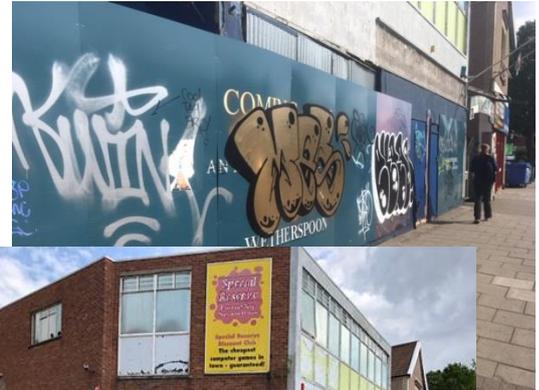


- Anyone wanting to take part in future graffiti removal **training sessions**

should contact Clean Streets on cleanstreets@bristol.gov.uk and put 'graffiti training' in the subject title. **Request for paint** can be made to the same email address with 'community paint enquiry' as the subject

Improving the environment using Community Protection Notices (CPNs)

NET are increasingly using powers under Section 43 Anti-Social Behaviour, Crime & Policing Act 2014 to require private owners to keep their properties waste and graffiti free. Action taken recently in Bedminster and on the Gloucester Road has made a big impact.



Fly tipping, and waste enforcement actions

Fly tipping and waste	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Year total
New cases	130	109	95	180	204								718
All NET formal enforcement actions	91	77	54	95	96								413
3GS FPNs*	677	819	629	719	575								3418
NET August prosecutions	7 cases pending.											9	

3GS environmental enforcement

In the last few months 3GS, have been visiting parks and green spaces across Bristol enforcing environmental crimes such as dog fouling or Public Space Protection Orders such as dogs off leads. The Clean Streets Team have also provided dog poo bags which 3GS officers have been giving out as they speak to people and make their presence known. 3GS have been using information provided by the Pooper Snooper application to visit places that have high levels of dog fouling. Pooper Snooper were on Radio Bristol <https://www.bbc.co.uk/sounds/play/p07j9gkl>

This month 3GS have been patrolling in Easton, Frome Clifton, Clifton Down, Frome Vale, and Eastville, Lawrence Hill, Central; Lockleaze, Westbury on Trym, Avonmouth, Southville; Hotwells and Harbourside, Central and Lawrence Hill.



FPN offence	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Year total
Littering - Other	68	71	22	20	20								201
Littering - smoking related	453	726	520	549	543								2791
Dog fouling	1	-	-		-								1
Dogs off leads	6	7	7	8	-								28
Flyposting	-	6	74	96	7								183
Graffiti	-	3	-	-	-								3
Fly-tipping	4	-	2	-	-								6
Commercial waste	10	3	4	46	5								68
PSPO - alcohol	135	2	-	-	-								137
other	-	1	2	-	-								3
Total	677	819	629	719	575								3419

* More information about the clean streets enforcement campaign is available on the Councils website <https://www.bristol.gov.uk/bins-recycling/clean-streets-enforcement-campaign> including a breakdown of offences and offenders by gender and age

Animal welfare enforcement activity

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
New cases	95	74	72	86	97								444
Enforcement actions	12	11	8	10	14								55
Inspections	1	3	3	1	7								15
Licences issued	4	0	5	1	7								17
August Court cases	1x microchipping case pending												1

Licensing enforcement and taxi compliance

Taxi compliance actions

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
New cases	34	51	39	42	35								127
PSP Com reports	5	1	1	1	0								8
August committee hearing/ prosecutions	2 appeals pending												7

Statutory nuisance (Noise/smoke/light)

We successfully prosecuted a resident of Redfield for breaching a Noise Abatement notice He was fined £500 with legal costs of £861.90 and a victim surcharge of £50.

The offending resident had been playing music at a volume that was causing a significant disturbance to number of people living in the. He had refused to co-operate with Neighbourhood Enforcement Officers on a number of occasions



Statutory nuisance (Noise/smoke/light)

Private properties	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
New cases	77	78	90	133	84								329
All enforcement actions	31	41	26	50	38								136
Council properties: new cases	91	74	71	81	43								278
August court cases	Breach of noise abatement notice: £500 fine / legal costs of £861.90 victim surcharge of £50.												3

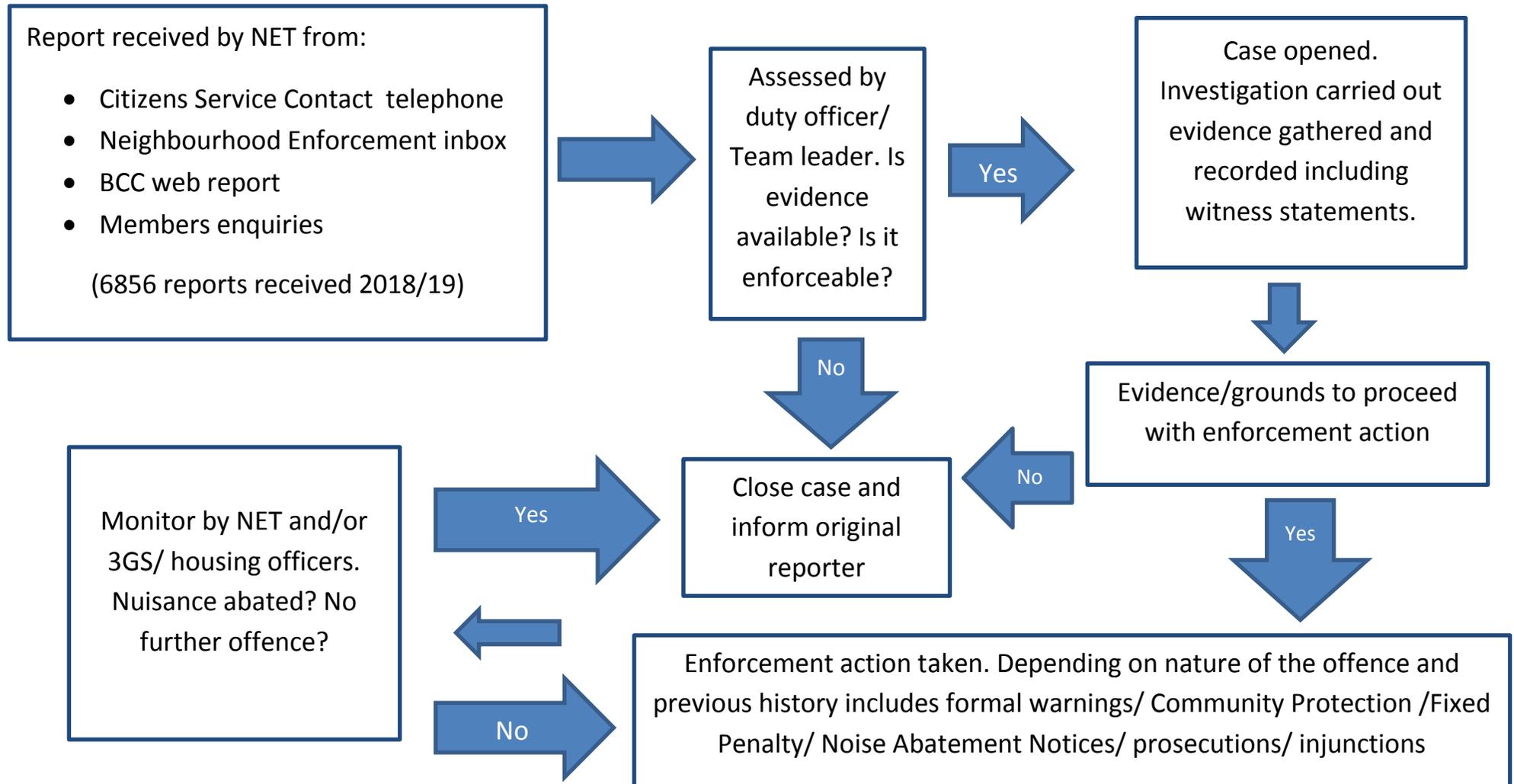
Contacts

You can contact the Neighbourhood Enforcement Team (NET) by email:

neighbourhood.enforcement@bristol.gov.uk

Clean Streets project: kurt.james@bristol.gov.uk or cleanstreets@bristol.gov.uk

Appendix B Neighbourhood Enforcement approach



Communities Commission

Scrutiny Commission

10th October 2019



Report of: Colin Molton – Executive Director Growth and Regeneration

Title: Library Project

Ward: Citywide

Officer Presenting Report: Kate Murray; Head of Libraries

Contact Telephone Number: 0117 352 1264

Recommendation:

Commission members are invited to comment on the ongoing work leading from the October Cabinet in 2018, to start an ongoing citywide engagement with all communities and residents on how they can shape and influence their local library provision and take forward community led ideas.

For commission members to provide any feedback on the draft summary of the Library Strategy

The significant issues in the report are:

- 1. Explanation of the engagement and findings (paragraphs 6 - 22)*
- 2. The process of how the suggestions and ideas are turned into action (paragraphs 23 – 30)*
- 3. Summary of the pilots (paragraph 35)*
- 4. Strategy production (paragraphs 39 – 44)*
- 5. Timeline (paragraph 45)*
- 6. Property statement (paragraph 55 – 61)*



1. Summary

The Library Service have undergone a citywide engagement with residents to talk about local libraries and how the community can influence service design and put into action community led ideas. We are also producing a Library Strategy for signoff in December 2019.

2. Context

The full report is contained in Appendix 1

3. Policy

Not Applicable

4. Consultation

a) Internal

Property Services

IT Services

b) External

Not Applicable

5. Public Sector Equality Duties

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

- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

5b) This is not a decision making report but we will be providing a equality impact assessment of the Library Strategy. We are currently in discussions with our Equalities Team colleagues on a workshop focusing on protected characteristics and the impact (positive and/or negative) of any changes.

Appendices:

- 1. Library Project report**
- 2. Outline Business Case**

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Libraries Report – Libraries Project

Communities Scrutiny Commission – 10th October 2019

Background - Libraries Project

1. Approval for the work on the Libraries Project (“Extended community offer”) was agreed at the October 2018 cabinet with a one-off budget of £359,000. The budget was from a reserve fund from the previous library service revenue underspend on staffing due to the uncertainty over the future shape of the service. This project budget was in addition to the library revenue budget and required the production of an “outline business case” (OBC) to move internally through the council’s decision pathway. This was agreed at the Corporate Leadership Board (CLB) 9th July 2019. The next stage of the internal decision pathway is the production of a “full business case” (FBC) which is scheduled to go to CLB for decision on 10th December 2019. The FBC will detail the cost and scope of the project work which will continue until April 2020, with the current project team. Where any additional capital costs are required, these will be flagged in the FBC and be part of the council’s annual planning cycle for capital budgets.
2. The Libraries Project OBC is attached to this report.
3. The OBC concerns the work on the Libraries Project only and not the wider work of the Library Service. Specifically it concerns the management of the engagement sessions, production of a Library Strategy, work to enable the community to bring ideas into action and data analysis to evaluate the pilot projects to test and learn from the ideas. The project team will help the service put into place the tools and processes that will enable better promotion of our current offer, ways for the community to book library spaces and contact us and offer an evaluation framework to provide evidence of pilots that can aid future decision making.
4. Options for pilots and the locations will be outlined in the FBC, which is not yet completed.
5. These internal reports do not detail any future shape or number of libraries. The library revenue budget is set annually at the February Full Council budget meeting. This will happen in February 2020. The Library Service is continuing work on the assumption that the Library Service revenue budget 2020/21 will be similar to that of 2019/20 and that all 27 libraries will therefore remain open in 2020/21. It is likely that any changes to the library revenue budget would require citywide consultation depending on the impact and scale.

Library Engagement, January-April 2019

6. Following the decision to remove the savings target for the library service revenue budget in July 2018, Cabinet approved a new approach in October 2018 to engage with the city about

the future of libraries. This was not a consultation, but the start of an ongoing conversation with communities about how to enable them to either extend the library service beyond the current service or the use of the building. We were also keen to hear about any gaps or needs the community could identify that the library service could help with. The focus would be on community-led ideas and action.

7. The aim of this engagement was to build trust in the service after years of difficult conversations about closures, build community confidence that we were listening and able to move into action on some ideas, and to enable the community to lead initiatives they were interested in. It has also enabled us to identify some service and council barriers to supporting the community to get more involved, which has led to some internal work on resolving these.
8. We arranged 12 public meetings: 6 in the daytime and 6 in the evening. Tickets were booked via Eventbrite so we could manage the refreshments and facilitators, but residents who did not book were welcome to attend. The engagement sessions were hosted by Locality as a trusted independent facilitator, and the Community Development Team assisted. Over 280 residents booked tickets to 12 events and at least 40-50 came on the day.
9. We invited all the residents and organisations who had submitted a proposal in the Your Neighbourhoods consultation of 2017.
10. We engaged 12 anchor community organisations to assist in leading the conversations at each event and also follow up any local conversations. The community organisations were:
 - Black Artists on the Move
 - Knowle West Alliance
 - Up Our Street
 - BS3
 - HWCP (Hartcliffe and Withywood Community Partnership)
 - Lockleaze Neighbourhood Trust
 - Care Forum
 - St George Community Centre
 - SLAP (South Lockleaze and Purdown Neighbourhood Group)
 - Sea Mills Community Initiatives
 - Stockwood Action Group
 - SCAF (Shirehampton Community Action Forum)
11. We opened an online form, from January to the end of April 2019, for anyone who wished to submit an idea. We had 150 submissions.
12. We also had a citywide partner meeting in April with attendees from the City Office contact list, attended the Youth Parliament and sought ideas from young people via Real Ideas Organisation (RIO) who visited secondary schools and sixth forms. Rising Arts were also commissioned to do specific work with 16-24 year olds at Junction 3 and Southmead. This

will lead to a funding bid for a larger piece of work focused on young people, co-written and supported by the Culture Team.

13. The library staff were invited to attend one of 12 staff engagement sessions in a variety of library locations and also had the opportunity to use a staff online survey to suggest ideas and also use their professional knowledge of the local community to identify gaps or services that could be improved.
14. The community engagement was very successful and we had over 1,200 ideas and suggestions from the sessions and through the online form. These were collated and themed and published on the Bristol City Council website: <https://www.libraryideasbristol.co.uk/>
15. The ideas can be searched by keyword or by library. We have also replicated the lists of ideas for each local library in a poster form and they have been displayed in libraries until the end of September 2019. This also included a board for further ideas or thoughts and Post-its are being added to each library list. There is also a new email address to channel ongoing suggestions to: library.ideas@bristol.gov.uk

Learning from the engagement

16. The format of the engagement worked well and all the discussions were positive and inclusive, and the majority were well supported.
17. We learnt that many residents did not know what was already happening in libraries or what we already provided. They also did not know how to get involved. As a universal service that provides a myriad of information, signposting services, as well as reading, engagement and events, we are not alone nationally in struggling to promote our resources.
18. There were varied and sometimes contradictory ideas for each library. Some were well thought through and some were quick suggestions. Not all ideas were good ideas and some were not possible in the service.
19. Some of the ideas required funding or were dependant on the library service or council to put into action. There was also a misunderstanding of the remit of the library service and expectations that the whole experience from bus route to pavement to library land to building were all part of our responsibility.
20. It appeared that libraries with higher footfall had more involvement from community. However, as a universal statutory service we are working with our Library Development Officers and Community Development to find out how we can support those with lower use and how they can get involved.
21. There were a mix of ideas about existing services, new ideas and some radical ideas – although not many. We want to explore the new as well as the more radical e.g. community-run at the pace of the community that suggested it.

Outcome of the engagement



22. We had originally imagined that the proposals and ideas would be more formed and fewer. The task of working out how to feedback and then engage again with residents was very different, with so many varied ideas. Some suggestions were very formed and clear, some were thoughts, and some were clearly about what the library service should do. The initial task of even sorting and theming the suggestions was complex.

How the ideas turn into proposals and become implemented

Through Friends Groups

23. As a result of the engagement many new Friends of Library Groups started. We currently have 17 Friends Groups (from an original 10) with interest in at least four more. We ultimately hope for 27 groups. We advertised the current Friends Groups and also suggested that interested residents could form new groups. This gave us a channel for further discussion around the priority of ideas for the community, especially as many residents who suggested ideas were interested in joining or forming Friends Groups.
24. Our Library Development Officers arranged and supported Friends Groups to start discussing the list of ideas for each local library to prioritise the ones to they wanted to try. Our primary role is to enable the community-led actions. This work is ongoing.

25. We held a meeting with existing and prospective Friends Groups from across the city on 21 May 2019 and the attendees identified their own areas of discussion on: resources for running friends groups; IT; promotion; and fundraising. The next Citywide Friends meeting was on 1 October 2019. At this meeting the Library Service introduced a Friends resource pack and announced a Library Innovation Fund of up to £4,000 per library for Friends and community groups to apply for funding to kick start their ideas. This funding is a one-off reserve fund that has been held for development work in libraries. The total fund is £108,000 and is additional to both the library revenue budget and the project budget. Information about the Libraries Innovation Fund is available on Bristol City Council's website at: www.bristol.gov.uk/libraries-archives/apply-for-funding-for-ideas-for-your-library

26. Examples of ideas that Friends Groups have already identified to take forward:

- Run coffee mornings
- Help improve library signage and displays e.g. display local art and history in the library
- Become IT volunteers to support people using public computers
- Promote existing events and services via social media
- Run book-focused events, organise a writer in residence and author talks
- Set up a toy or games library; magazine swap
- Supervise the library out of hours so the space can be used for homework clubs or other activities
- Improve look and feel of outdoor space e.g. planters and gardening

Through community discussions

27. For those libraries without a current Friends Group, we are arranging drop-in sessions for the local residents who can come and talk about the ideas put forward. These were planned to start from early September. We have been contacting the local community organisations and ensuring that there are ongoing ways to keep suggestions flowing.

28. We are also considering a call to action citywide by involving organisations linked to the One City Plan where we can show them the ideas suggested, but are lacking a lead in developing them.

Through the library service

29. In parallel, the library service considered the ideas or suggestions that were more about "business as usual". These ranged from cleaning the carpet, to buying new furniture, to installing blinds to larger suggestions such as removing the old CSP desking in Fishponds/Robinson House to create a larger more flexible space. Where these are within the resources, capacity and priority of the service, they are being taken forward.

30. Examples of things the library service has been doing:

- Opened the Central Library 7 days a week from May 2019
- Replacing children's rugs, kinder boxes and musical instruments for Baby Bounce and Rhyme

- Replacing tables and chairs and furniture in key libraries
- Working with Reading City to install mini libraries in City Farms and Children's Centres
- Working with IT colleagues on planning to replace all public computers in 2020
- Investigating wifi printing (after the self-service kiosks have been replaced)
- Obtaining approval to remove the redundant Citizen Service Point desking in Fishponds Library (Robinson House) at the request of library customers; this will make better use of the space on the ground floor and complement the repurposing of the meeting rooms
- Discussing the move of Southmead Library
- Working with Rising Arts on two pilot projects to engage young people, which will lead to a further funding bid
- Completed a consultation on the name of Marksbury Road Library
- Opened Extended Access libraries (Westbury, Stockwood and St. George) on a Sunday 1-5pm
- New partnerships e.g. Read Easy

Through strategic decision and pilots

31. A number of the ideas featured in every library conversation or had a citywide theme. These were about access to the library building, opening hours, provision and quality of IT, changes to buildings and toilets. These ideas often came with resource implications and required more strategic conversations. They often involved other council departments.
32. Examples of citywide actions:
- Citywide replacement of public computers from 2020 in line with council replacements due to changes to Windows 10
 - Replacing the self-service kiosks with new models in 2020
33. As part of approval of the Libraries Project outline business case, Corporate Leadership Board agreed for the Libraries project to run pilots for innovation and learning. The pilots are intended to help the community and the council learn about what it takes and what difference it makes to deliver some of the potentially more costly, complex or radical ideas from the community. The learning will also help inform future decision making about libraries.
34. Following the initial analysis of the ideas from the engagement, the following are pilots being considered, because they are common themes across all libraries, and/or because they present an opportunity to try out something different to build knowledge for the future.
35. Examples of citywide pilots under consideration:
- Pilot creative ways of engaging with young people in libraries so young people feel libraries are more relevant to them

- Trial different ways to bring other services into libraries (e.g. public health) and what impact that has
- Changes to a library building to enable more use and evaluate impact e.g. considering changes to toilets; cost and location to be confirmed
- Prototype community-led extension of opening hours led by volunteers and what it involves and enables
- Change the library space to create a community living room and learn about the impact of this on the library use and citizen experience

Where, when and how the pilots will run is yet to be defined. Options for these pilots will be developed for decision by Corporate Leadership Board (CLB) as part of the full business case for the Libraries project. The full business case will be discussed on 10 December 2019 at CLB.

36. Ongoing strategic work:

- Working with Property Services on building related projects e.g. Southmead temporary location
- Working with Community Organisations on building related projects e.g. Avonmouth, Filwood, Southmead new development
- Attending Strategic Property Board and other Service Directorate Leadership teams (e.g. Public Health) to understand future opportunities

Partnerships

37. The Library Service is working in partnership with a number of organisations and services in the day-to-day delivery of Bristol's library services:

- Developing new partnerships e.g. Read Easy, Holiday Hunger scheme – Lunch in the Library, Reading City (mini-libraries), Literature Festival in October (Bedminster community led)
- Internal partnerships e.g. Culture Team, Community Development, Extra Care Facility Lockleaze, Strategic Property
- Academic partnerships – Carnegie Trust Research bid has been joint work with UWE and University of Bristol; UWE Open Doors; University of Bristol discussions about their new library and developments in Bedminster Green

38. The Library Service also aims to improve the networks and partnerships it has with the community, residents and community organisations, and facilitate partnerships between the community and others, so that communities are better able to take forward their own ideas through clear guidance, information and processes. The Libraries Project aims to develop the tools the Library Service needs to make this change, e.g. better information about what is happening in libraries, improved guidance for using libraries, and events which help share learning.

Strategy

39. We are working on a draft strategy which is still undergoing changes as we receive feedback from senior managers. The draft 'Strategy on a Page' is a full page in Appendix 1.
40. The vision has been informed by the community engagement; and our key themes reflect the Corporate Plan. The strategy will be a sense of direction and will not specify numbers of libraries in the future. It will be a 5-year strategy from 2019 – 2024 and not library-by-library specific. The cabinet decision in October 2018 gave delegated sign off of the strategy to the Executive Director of Growth and Regeneration (Colin Molton) in conjunction with S151 Officer and in discussion with Cabinet Lead for Libraries.
41. We have clarified with our legal services that consultation on the strategy as a whole is not necessary as long as we consult on individual changes that may impact the service or any residents where necessary. We customarily consult on changes to opening hours, locations or services.
42. There will be an Equality Impact Assessment to accompany the strategy and we are currently making plans to hold a round table workshop focusing on protected characteristics hosted by our Equalities Team colleagues.
43. The delivery of the strategy will be planned within the Library Project and in the Library Service Plan for 2020/21. The project is due to run until April 2020.
44. We are aiming for sign off of the final strategy by the end of November 2019 to align with the approval of the full business case, which will be approved by CLB (please see the Background information).

Timeline

45. The timescales below represent the latest project plan as approved by the Project Board on 11 September 2019:

Workstream	Milestone	Date
Community Engagement	Citywide Friends Group meeting	1 st October 2019
	Community-led ideas taken forwards	Ongoing
	Councillor Briefings end	4 th October 2019
	Establish more new Friends groups (target)	1 st December 2019
	Citywide Friends Group meeting	TBC Jan 2020
	Process to support ongoing learning from community-led ideas handed over to Library Service	TBC Mar 2020
Events and culture	Review of Rising Arts Agency report on engaging young people in Libraries	14 th October 2019
	New process for capturing and centralising library events information so can be shared & publicised more widely with the public	12 th November 2019
	Simplified process for application by public/ external organisation to use the library buildings (e.g. for events or meetings)	TBC January 2020

	Arts Council bid and project to pilot new ways of engaging with young people in libraries	Ongoing from Jan 2020 if application successful
Digital workstream (see ICT section below)	NB The delivery plan of digital projects in libraries is being reported into the project board for oversight and to manage dependencies, but the funding and delivery of the IT projects sits outside the Libraries Project (see ICT section below)	
Building improvements	Analysis of community ideas which require building changes: viability; outline cost & benefit	31 st Oct
	Development of viable ideas for options analysis in Libraries Project Full Business Case	29 th Nov
	Business cases to relevant capital decision makers as required	Ongoing from Jan 2020
	Physical changes to buildings (if approved and funding agreed)	Ongoing from April 2020
Strategy and Performance	Input from Project Board on draft strategy doc	1 st October
	Communities Scrutiny Commission meeting	10 th October
	Equalities workshop on draft strategy	22 nd October
	Strategy sign off by Executive Director & publish	13 th Nov
	Pilot options development for Libraries Project Full Business Case	29 th Nov
	Full Business Case to CLB for decision	10 th Dec (TBC)
	Data and learning model in place for pilots	Jan 2020
	Pilots/ prototypes/ trials planned and rolled out	From Jan 2020
	Data and performance model handed over to library service for ongoing process	31 st March 2020
	Project closure (tools & processes transition into ongoing service complete)	30 th April 2020
	Learning and evaluation from pilots continues	Ongoing in 2020
	Completion of all pilot activities & report on learning	Dec 2020

Provision of IT in libraries

46. The following updates to IT in libraries are planned and funded as follows:

- Replacement of the self-service kiosks in libraries (funded internally from PL 25 capital)
- Replacement of the public PCs in libraries (funded within the IT Transformation Programme)
- Replacement of the printers in libraries (funded within the corporate printers project)

47. In addition, wifi printing was a popular idea in the community engagement. Wifi printing means that people can print from their own device to the library printer. A mandate for wifi printing is due to be written by the Library Service to request this work from IT.

48. Updates on the stages for each IT project are as follows:

Self-service kiosks

	Milestones	Dates (Completed by) <i>unless otherwise stated</i>
	ESPO GO LIVE	ASSUMED 01/11/2019
	Tendering/negotiation/contracting/ Full Business Case sign off	November
1	Kick-off meeting	31/12/2019
2	Detailed development plan and timeline agreed between supplier and project teams	31/12/2019
3	Kiosk build	09/03/2020 (or asap)
4	Kiosk implementation and set up	29/04/2020
5	User acceptance testing	29/04/2020
6	Staff training completed	06/05/2020
7	Go-Live	01/05/2020
8	Stabilisation and acceptance into BAU support	From Go live to 15/05/2020
9	Review and project closure	By 29/05/2020

Replacement of the public PCs in libraries

49. The ITTP (IT Transformation Programme) is currently working with Microsoft on a new build of public computers for council staff and for the public in libraries.

50. The process is as follows. Timescales for the IT elements of this work are still being planned as this work is at stage 1; however, implementation is expected before December 2020.

1	Confirm Requirements/Use Cases:- Hardware, Applications, Authentication, Configuration, Device security - technical and physical
2	Produce and agree development and deployment plan

3	Create Win10 image
4	Build machine
5	Install and test applications
6	Test security
7	Obtain User sign off
8	IT Operational Acceptance Testing (restoration/recovery, etc.)
9	IT Service Management processes and acceptance into BAU
10	Deployment to libraries

Replacement of the printers in libraries

51. There is a council-wide project to replace printers in the council, which includes in libraries. The project is currently paused due to resourcing issues.

Use of Library Buildings

52. The library buildings also connect communities. They are often the only council asset in local neighbourhoods and through our consultations and engagement we know that local residents feel strongly about changes to this remaining community space. We will work internally with Housing and Property colleagues to ensure that strategic decisions about developments in communities or concerning library buildings will involve the service at every point. We recognise that some of our buildings are in urgent need of upgrading and may not be in the right location or echo the needs of the community today.
53. We are committed to taking opportunities through developments to modernise and adapt our library buildings to offer more than a standalone library service and where possible consider collocation or offer joint services. There is much more opportunity to extend the opening hours and access to the space for all residents, if the service is offered in a shared building or space. Where there are new developments we would take the opportunity to offer more facilities than we are currently able to e.g. libraries would be planned with public toilets and flexible space. However, we also recognise that some shared services require access to private spaces for confidential conversations and this is sometimes difficult to provide in the current buildings.
54. The library service does not manage the buildings nor does it hold the maintenance and repair budget for the buildings. This is managed by Property Service and Facilities Management. The library service leases or rents space for nine libraries. Twenty one libraries are owned by Bristol City Council. We are constrained by the lease agreements in some libraries and must work within what is possible in each site – all of which vary.

Property Asset Strategy (statement from Steve Matthews)

55. Officers have been working together to ensure that any proposals arising from the recent library conversations which impact on the use of BCC operational land or buildings are considered in accordance with the emerging draft property strategy.

56. The strategy seeks to ensure that decisions on future use of assets should not be taken by services in isolation but in a corporate context and ensuring asset requirements are implemented by appropriately qualified property personnel. This is the basis of the Corporate Landlord approach which BCC is seeking to adopt as part of the Property Strategy.
57. The draft Strategy is currently undergoing consultation as part of the decision pathway pursuant to a proposed Cabinet endorsement in November or December of this year.
58. The Strategy sets out the framework for decision making and for undertaking reviews of specific parts of the operational portfolio.

Property Engagement and Asset Management Planning

59. The asset management planning process will start to take place after the strategy is adopted. It is intended that each Service area of the Council will work closely with allocated Property Partner to formulate a 5-year business plan which the Property Partner will translate into a Service Asset Management Plan. A separate plan will be produced for each major Service area. The plans will be consolidated into a single "Corporate Asset Management Plan".
60. The strategy summarises what we are going to do and the asset management plans set out how we are going to do it taking into account the differing and varied requirements of each operational function.
61. Pending formal adoption of the Strategy, Corporate Landlord and Asset Management Plans, Property has been working closely with Library Service through its allocated Property Partner. In response to the recent conversations around the future of Bristol's libraries, the Strategy also recognises libraries as being in the first group of assets for review. Officers are clear that any emerging business case reflects the corporate approach and that any property changes resulting from it are undertaken by Property personnel.

Kate Murray

Head of Libraries

1st October 2019

Bristol Library Strategy (DRAFT) 2019-2024

Our Purpose

Work with partners and communities to build an inclusive city through access to knowledge, information and public spaces

Our Vision

Responsive, relevant and sustainable network of libraries working with communities and partners for the local and city **common good**

Empowering and Caring

Libraries contribute to the **envisioning and empowerment** of individuals, local communities and city partners

Fair and Inclusive

Libraries contribute to **economic inclusion, social mobility and political power** through the development of skills, learning opportunities and public space for gatherings and the provision of services

Well Connected

Libraries help connect **people to people and opportunity**, locally, citywide, nationally and internationally

Wellbeing

Libraries promote **mental & physical wellbeing** by **connecting** people with each other, knowledge, opportunities and services

COMMUNITY & LIBRARY USER OUTCOMES

Access to: quality resources; knowledgeable & people-focused staff & volunteers; a welcoming library space

Develop as hubs for community development, organising and empowerment

Support further volunteering opportunities

Develop Friends Groups in each library to take forward library & community ideas

Partner with businesses and communities to promote existing and increase learning opportunities

Support and enable business use of libraries

Promote the library as a public space for meetings and services

Partner with the city to reduce levels of digital exclusion and disadvantage

Improve accessibility and strengthen community resources and assets by extending the availability of the building outside normal hours

Become a hub for quality service offers: self-service kiosks, wifi printing, digital resources e.g. Ancestry & Press Reader and partners services

Become a conduit for Health and Wellbeing Board, initiatives, NHS and other service to build relationships, work with & deliver to individuals and communities

Focus funding bids to engage and pilot culture-led opportunities in areas of greatest need

Improve library environments to improve cultural and social inclusion

Maintain a sustainable financial position; Maximise value from library & community assets & resources

FINANCIAL STEWARDSHIP OF COUNCIL'S LIBRARY BUDGET

Business Case

Includes Mandate, Outline Business Case and Full Business Case documents



A. PROJECT SUMMARY INFORMATION

Project Name:	Libraries Project: Extended community offer		
Project ID (if known):	18-EN-262		
Cabinet Member:	Councillor Asher Craig	Lead Officer (Sponsor):	Nuala Gallagher
Directorate(s):	Growth & Regeneration	Associated service areas:	Library Service
Report lead author(s):	Mandate: : Sian Houdmont with revision by Robert Swift Outline Business Case: Kate Mann Full Business Case: <Name & role>		
Report recipients:	Cllr Craig; Project Board: Kate Murray, Nuala Gallagher, Kate Rogers, Steve Mathews, Penny Germon, Jon Finch, Elise Hurcombe, Kirsty Stilwell (acting Comms Manager); ICT: Simon Oliver & Ian Gale; Change Services: Tara Dillon; Lee Ford; Sian Houdmont; EDM & CLB		

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	<p>There are opportunities for the Library project to align with the following corporate themes, the extent to which will depend on solutions to be agreed and funded:</p> <ul style="list-style-type: none"> • Empowering & Caring - Libraries work with the community and partners to empower local communities and individuals to increase independence and mutual support; • Fair & Inclusive - Libraries help to improve economic and social equality, through development of skills and learning opportunities in libraries; • Well connected - Libraries help connect people face to face, digitally and to Bristol (e.g. via personal Bristol stories); • Wellbeing - Libraries help promote mental & physical wellbeing; connect people in poverty with opportunities, people and jobs; and support Bristol's ambition to be a leading City of Culture
Project category:	<input type="checkbox"/> Saving delivery <input type="checkbox"/> Compliance / Statutory <input type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>
Council Budget saving delivery:	No council saving attached to library service currently: Note on 03/07/2018 the original £1.4m library service saving target (RS04) was agreed by Cabinet to be removed.

C. DOCUMENT CONTROL

Sections complete:	<input checked="" type="checkbox"/> Mandate <input checked="" type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case																														
Document status:	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final																														
Document owner:	Kate Mann – Senior Project Manager																														
Version control	<table border="1"> <thead> <tr> <th>Version</th> <th>Author(s)</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>V01_04</td> <td>Rob Swift & Kate Murray</td> <td>Final draft from Senior Project Manager for Stage 1, discussed at EDM on 23rd May & Project Board 3rd June; Library Strategy timescale changed from 2018-21 (3 years) to 2019-2024 (5 years);</td> <td>23rd May</td> </tr> <tr> <td>V01_05</td> <td>Kate Mann (Senior PM from 1st June 2019)</td> <td>Following steer from Project Sponsor at Project Board on 3rd June, business case updated to include options to address main themes arising in the community engagement Jan-May 2019.</td> <td>17th June</td> </tr> <tr> <td>V01_06</td> <td>Kate Mann</td> <td>Include input from other views: ICT professional view; PMO initial review of resource request; Arts development options proposal on resourcing next stage;</td> <td>1st July 2019</td> </tr> <tr> <td>V01_07</td> <td>Kate Mann</td> <td>Following decision by Colin Molton at EDM 3rd July that capital decisions for this project must go to new Capital (CLB) Board, the decision for CLB on 9th July will now relate to revenue and project change control decisions only.</td> <td>3rd July 2019</td> </tr> <tr> <td>V01_08</td> <td>Kayode Olagundoye</td> <td>Finance Business Partner Commentary added – some comments noted throughout document for Project Manager and Head of Service consideration</td> <td>4th July 2019</td> </tr> <tr> <td>V02</td> <td>Kate Mann</td> <td>Final version for CLB including Finance Business Partner commentary, and following review of his comments.</td> <td>4th July 2019</td> </tr> </tbody> </table>			Version	Author(s)	Description	Date	V01_04	Rob Swift & Kate Murray	Final draft from Senior Project Manager for Stage 1, discussed at EDM on 23 rd May & Project Board 3 rd June; Library Strategy timescale changed from 2018-21 (3 years) to 2019-2024 (5 years);	23 rd May	V01_05	Kate Mann (Senior PM from 1 st June 2019)	Following steer from Project Sponsor at Project Board on 3 rd June, business case updated to include options to address main themes arising in the community engagement Jan-May 2019.	17 th June	V01_06	Kate Mann	Include input from other views: ICT professional view; PMO initial review of resource request; Arts development options proposal on resourcing next stage;	1 st July 2019	V01_07	Kate Mann	Following decision by Colin Molton at EDM 3 rd July that capital decisions for this project must go to new Capital (CLB) Board, the decision for CLB on 9 th July will now relate to revenue and project change control decisions only.	3 rd July 2019	V01_08	Kayode Olagundoye	Finance Business Partner Commentary added – some comments noted throughout document for Project Manager and Head of Service consideration	4 th July 2019	V02	Kate Mann	Final version for CLB including Finance Business Partner commentary, and following review of his comments.	4 th July 2019
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EXECUTIVE SUMMARY: DECISION REQUIRED

OUTLINE BUSINESS CASE

Project context summary:

- Following the Cabinet decision in July 2018 to return £1.4m to the Libraries budget to keep 27 libraries open in Bristol, DWG approved the mandate for the Libraries project on 15th August 2018 to:
 - Engage with all Bristol communities in order to explore, develop and implement extended offers across all 27 libraries to better meet the needs of the communities they serve;
 - Deliver a Library vision for 2018-21, and an associated strategy and roadmap to deliver this.
- The project has delivered stage 1, which included engagement across the city and the generation of 1200 ideas for library improvements. In the engagement process 9 new community-based library groups (called 'Friends Groups') came forward, taking the total to 19.
- Since 3rd June 2019 the new Senior Project Manager has been working with the Library Management Team to develop options for delivery, based on their initial assessment of viability and impact.

Any key changes since Mandate approval:

	Original mandate Aug 2018	Current position July 2019
Timescales	OBC to CLB: October 2018 FBC to CLB: March 2019	OBC to CLB: 9 July 2019 FBC to CLB: Sept 2019
Costs	<ul style="list-style-type: none"> • Cost of work to OBC: £27,840 (new costs; excluded engagement activity); • Overall project budget (inc business case development): £399k + no impact on libraries base budget; 	<ul style="list-style-type: none"> • Cost of work to OBC: £68,811 (new costs, including engagement) • Overall project budget (inc business case development): £359k (as approved by Cabinet Oct 2018) therefore £290k remaining; • Additional funding for capital improvements (TBC) + potential for revenue impact on libraries base budget;
Deliverables	<ul style="list-style-type: none"> • 6 pilots; • Library strategy 2018-2021 	<ul style="list-style-type: none"> • Enable community delivery of priority ideas • 5 main pilots but delivery on many smaller ideas • Library strategy 2019-2024 • Library infrastructure changes (capital, TBC)
Scope	Out of scope: 9. Implementation of opportunities requiring capital investment - This project has a one-off funding budget for supporting community conversations and facilitating communities to implement extended offers. These proposals will need to identify other funding sources, or be no/very low cost solutions.	In scope: <ul style="list-style-type: none"> • Replacement of public PCs in libraries is in scope (ICT capital funding in place); • Other opportunities requiring capital investment can be investigated in development of the full business case, if agreed by CLB.

Recommended option:

Option 4 – Do Optimum (pilot then wider investments)

Anticipated cost/benefit profile for preferred option delivery:

Preferred Option: Do Optimum (pilot then wider investment)

	19/20	20/21	21/22	22/23	23/24
New Costs	£290k	£400k	£400k	0	0
Opp Costs	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>
Ongoing disbenefit	0	£100k	£150k	£150k	£150k
Total Costs	£290k	£500k	£550k	£150k	£150k
Gross savings	(0)	(0)	(0)	(0)	(0)
Net Savings	£290k	£500k	£550k	£150k	£150k
Confidence level	Supporting commentary				
50%	<ul style="list-style-type: none"> Profile of spend may change dependent on delivery timescales of pilots; Estimates of capital changes based on previous library capital projects 				

Identified sources of funding (including any shortfall):

- Project budget: £290k remaining, Earmarked reserve BX138
- Shortfall: £0.8m capital funding
- Ongoing costs to Library Service are a potential budget pressure of £150k from April 2020, to be managed as part of deciding and planning the changes, or funding identified;

Other anticipated key measureable (non-financial) benefits:

- Increase in community engagement with library services;
- Increase in community confidence levels;
- Increase in value of library buildings as a community asset;
- Increase in satisfaction and use of library services;

Learning from previous work

- Library changes will never succeed in keeping everyone happy – understand your stakeholders and build a strategy for how best to engage them;
- Engage inclusively during changes which disrupt the existing library service offer;
- Build in contingency into delivery plans;
- Service champions are really important to help drive change;
- Do not underestimate the volume of communication required to make change successful (be transparent about good and bad news);
- Develop a data led approach to track and monitor impact, so decisions are as informed as possible
- Build a positive working environment across the project/ programme so that everyone is motivated to help resolve issues;

Any decisions / endorsements already secured:

- Cllr Craig has endorsed Option 4: Do Optimum (27th June) and requested the additional capital budget;
- Colin Molton/ EDM has decided on 3rd July that no capital decisions should be taken at CLB, instead at new Capital Board.

Decisions requested for Outline Business Case sign-off:**CLB decisions required:**

- Note the changes to original milestones and scope and approve new milestone for the delivery of full business case (Sept 2019);
- Approve resource costs for development of full business case (£75,500 from remaining £290k project budget)
- Agree to change duration of Library Strategy to 5 years (2019-2024) to match the Mayoral term;
- Confirm delivery approach to implement pilots in 2019/20 (recommended Option 4) before any wider delivery;
- Note that Capital (CLB) Board will take forward giving a steer about the likelihood of securing additional capital for Option 4 in 2020/21;

Total spend to date - New costs:	£68,811
Total spend to date - Opp costs:	£44,871

New costs to deliver FBC:	£75,500
Opportunity costs to deliver FBC:	£84,168
Funding required:	£75,500
Funding source(s):	from remaining £290k project budget, Earmarked reserve BX138
Est. timescale for FBC to return for sign-off:	October 2019

*FBC = Full Business Case

1. Project overview

Following the Cabinet decision in July 2018 to return £1.4m to the Libraries budget to keep 27 libraries open in Bristol, DWG approved the mandate (Appendix 2) for the Libraries project on 15th August 2018 to:

- Engage with all Bristol communities in order to explore, develop and implement extended offers across all 27 libraries to better meet the needs of the communities they serve;
- Deliver a Library vision for 2018-21, and an associated strategy and roadmap to deliver this.

From January to May 2019, Stage 1 of the project has been underway running engagement activities with the public at each library, online and via community development organisations across the City. Over 1000 ideas have been identified and have been published via the BCC website:

<https://www.bristol.gov.uk/tell-us-your-idea-for-the-library-service>. The themes which emerged in the engagement were:

- Changes to library services - including extending opening hours with library staff and outside library staff hours;
- Working more with the community - to tailor the offer at each local library to meet community needs;
- More events and activities;
- Changes to buildings – a huge variety, which includes accessible toilets & café/refreshment facilities;
- IT improvements – including faster public computers; more IT-enabled Extended Access (linked to needing more self-service kiosks); and Wi Fi printing;

From the mandate, the overall purpose of this work is to: *‘Build community empowerment and facilitate communities to design and deliver an extended community offering to make the most of their local library asset that meets their current and future needs’.*

Through the engagement, Library Friends Groups have been formed in 16 libraries (up from 10 groups before the engagement), acting as each library’s community champions and focal point for co-development work with Library Development Officers and community groups. In libraries where engagement is lower and/or more support is required to engage with the community, the Library project is looking at addressing the gaps in the next stage, in partnership with community development and arts & cultural development.

It is clear from the analysis, though, that **community empowerment will not result in delivery of some of the infrastructure changes identified through the engagement work**, therefore this OBC includes options for delivery of such changes, following discussions in May and June between the Library Service and Strategic Planning, Property, ICT & Finance to indicate viability for delivering improvements.

Changes since the Mandate

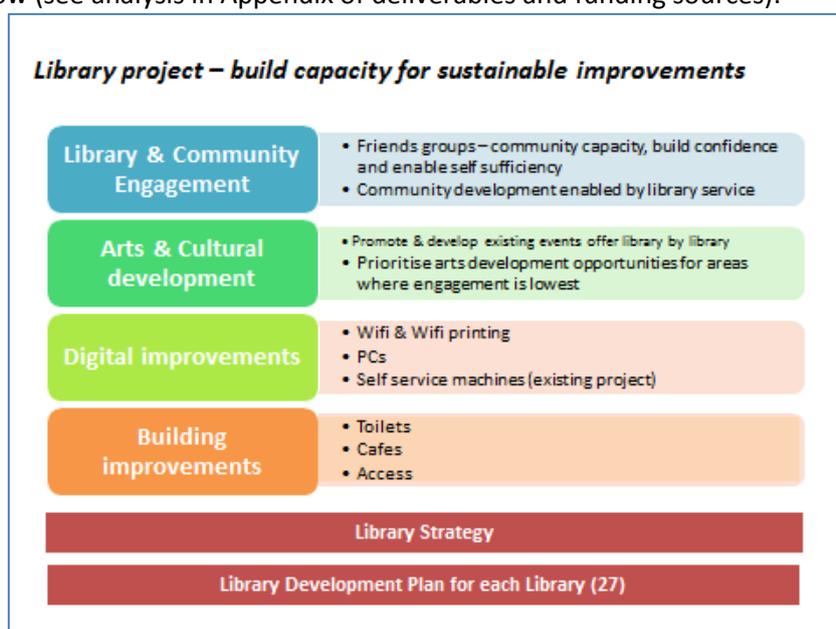
The Libraries Project Board agreed on 22nd November 2018 to complete the engagement before returning to CLB with options, and the development of the OBC has been informed by the engagement work. As a result timescales and a number of other project controls have changed since the Mandate:

	Original mandate Aug 2018	Current position July 2019
Timescales	OBC to CLB: October 2018 FBC to CLB: March 2019 <u>Milestones:</u> <ul style="list-style-type: none"> • Engaged with all communities by Feb 2019; • Developed and signed off library vision by April 2019; 	OBC to CLB: 9 July 2019 (this timescale was also impacted by change in Senior Project Manager from 1 st June; steer at Project Board 3 rd June to provide options for CLB) FBC to CLB: Sept 2019 <u>Milestones:</u> <ul style="list-style-type: none"> • Engaged with all communities by May 2019;

	<ul style="list-style-type: none"> Co-design and implement extended community offering by April 2021; 	<ul style="list-style-type: none"> Developed and signed off library vision by August 2019; Co-design and implement extended community offering by April 2024;
Costs	<ul style="list-style-type: none"> Cost of work to OBC: £27,840 (new costs; excluded engagement activity); Overall project budget (inc business case development): £399k + no impact on libraries base budget; 	<ul style="list-style-type: none"> Cost of work to OBC: £68,811 (new costs, including engagement, of which £34k was the Senior Project Manager recharged to libraries in 18/19); Overall project budget (inc business case development): £359k (as approved by Cabinet Oct 2018) therefore £290k remaining; Additional funding for capital improvements (TBC) + potential for revenue impact on libraries base budget;
Deliverables	<ul style="list-style-type: none"> 6 pilots; Library strategy 2018-2021 	<ul style="list-style-type: none"> Enable community delivery of priority ideas 5 main pilots and many smaller ideas Library strategy 2019-2024 Library infrastructure changes (capital, TBC)
Scope	<p>Out of scope:</p> <p>9. Implementation of opportunities requiring capital investment - This project has a one-off funding budget for supporting community conversations and facilitating communities to implement extended offers. These proposals will need to identify other funding sources, or be no/very low cost solutions.</p>	<p>In scope:</p> <ul style="list-style-type: none"> Replacement of public PCs in libraries is in scope (ICT capital funding in place); Other opportunities requiring capital investment can be investigated in development of the full business case, if agreed by CLB.

Emerging Workstreams

The development of the Library Strategy and the roadmap for improvements include the potential workstreams below (see analysis in Appendix of deliverables and funding sources):



1.1. Scope

In Scope
<p>As per the Mandate, plus:</p> <ul style="list-style-type: none"> • Replacement of public PCs in libraries is in scope (ICT capital funding in place); • Other opportunities requiring capital investment can be investigated in development of the full business case, if agreed by CLB.

Out of scope	Any risks/consequences associated with “Out of scope” items
<p>As per the Mandate, except potential removal of: 9. Implementation of opportunities requiring capital investment</p>	<p>The focus of the project is on library services, however improvements to library buildings could increase the accessibility of communities to the library service and to wider use of the library and would require capital investment</p>

1.2 Objectives

	Specific	Measureable	Timebound
1	To successfully engage with all 27 communities to fully understand and document the community needs <i>(from original Mandate)</i>	<ul style="list-style-type: none"> • Engagement events held across the city (in libraries) with all 27 communities, library staff, and via online web submissions city-wide; • 1200 ideas collected about the library service; • Engagement and report by Real Ideas Organisation (RIO) with secondary and sixth form young people; • Engagement (and report to follow) with young people to ‘Reimagine libraries’ via Rising Arts Agency; • Community engagement and report from ‘Up my Street’; • Published ideas on Bristol City Council website 	<p>✓ This was achieved in May 2019</p>
2	To develop and sign off a Library vision for 2018-21 (3 years), and supporting strategy and implementation roadmap. This to include how we will take advantage of innovative opportunities and proposals by communities <i>(from original Mandate)</i>	<ul style="list-style-type: none"> • A draft strategy has been developed for 2019-2024 (5 years), for discussion with senior stakeholders; • Full strategy needs to be endorsed by lead Cabinet member and published within and outside the Council; • An implementation roadmap will need to be in place (in the Full Business Case) once decisions about the approach to delivery have been agreed via this OBC; 	<p>Originally to be achieved by April 2019; now to be achieved by September 2019.</p>
3	To empower the community to co-design and implement extended community offering that meets their	<ul style="list-style-type: none"> • A documented list of deliverable proposals supported and championed by each individual community, with a 	<p>April 2024;</p>

	needs by the end of the strategy period; <i>(from original Mandate)</i>	community lead for each proposal <ul style="list-style-type: none"> • Implementation of pilots across a geographical spread (a minimum of one in each of the three Bristol "areas") • Targeted community engagement in areas where library engagement is lowest; 	
4	To create a governance structure which enables the Library Service to track and measure impact of the strategy, to inform decisions with internal and external partners (and to Cabinet) and evaluate the value to the community of the service and (internal and external) investment, including from an equalities perspective so that improvements are inclusive.	<ul style="list-style-type: none"> • Performance framework & criteria clearly defined & transparent (including community need; strategic & equalities outcome; sustainability of investment decisions); • Decision-making roles and authority clearly defined and in line with corporate decision pathway; • Meeting cadence and secretariat roles in operation during strategy period; • Costed options for infrastructure changes to libraries in full business case (TBC) • Method & resources for sustaining the governance and performance framework; 	September 2019;

2. Options Appraisal Summary

Option summary:

- Do Nothing** = no further use of the project budget/ reserve; continue to operate within existing plans (& limitations); engagement of 19 friends groups via library development officers, but with no additional services to support volunteer activities (e.g. insurance); keep public PCs as are;
- Do Minimum** = update public PCs; engage with 19 friends groups; continue with Arts Council England bid; no building changes; all library hours stay as are & staffed as are;
- Do Maximum** = Increase funding beyond project budget, to do as many ideas as viable, as soon as possible; Includes infrastructure projects to make up to 10 library buildings more accessible (toilets + Extended Access); Additional investment in innovative IT; develop partnerships in libraries;
- Do Optimum** = Update public PCs; engage with 19 friends groups & enable community-led activities (e.g. via seed fund); continue with Arts Council England bid: run pilots within the project budget and then review additional funding decisions – earmark reserve for 2020 capital investments in libraries (or sooner if available);

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OPTION EVALUATION MATRIX		Pros summary (will achieve project objectives)				Cons summary		Net Annual Ongoing £'000s <small>*If the net figure represents a cost, remove the brackets to indicate that this is a cost rather than a benefit</small>			
Preferred option (Tick box)	Option title	To successfully engage with all 27 communities to fully understand and document the community needs	To develop and sign off a Library vision for 2018-21 (3 years), and supporting strategy and implementation roadmap. This to include how we will take advantage of innovative opportunities and proposals by communities	To empower the community to co-design and implement extended community offering that meets their needs by the end of the strategy period;	To create a governance structure which enables the Library Service to track and measure impact of the strategy, to inform decisions with internal and external partners (and to Cabinet) and evaluate the value to the community of the service and (internal and external) investment, including from an equalities perspective so that improvements are inclusive.	Risk level	Total New Costs £'000s	19/20	Ongoing costs	Confidence level (%)	Equalities Impact
<input type="checkbox"/>	1 Do Nothing	Partial	N	N	N	H	£0	(£'000)	(£'000)	75%	Neutral
<input type="checkbox"/>	2.Do Minimum	Partial	N	Partial	Partial	H	£'000	(£'000)	(£'000)	50%	Positive
<input type="checkbox"/>	3 Do Maximum	Y	Y	Y	Y	M	£290k + £1m capital now	(£'000)	£300k	50%	Positive
<input checked="" type="checkbox"/>	4 Do Optimum	Y	Y	Partial	Y	M	£290k + £0.8m from Apr 2020	(£'000)	£150k	50%	Positive

3. Preferred Option(s)

PRIMARY Preferred Option					
4 Do Optimum					
Would the delivery of this option be different to what was described in the Mandate / approved Budget (as applicable)?					
No, apart from additional capital funding (£0.8m) is requested to make accessibility improvements to libraries and this was out of scope in the mandate					
Financial profile					
	19/20	20/21	21/22	22/23	23/24
New Costs	£290k	£400k	£400k	0	0
Opp Costs	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>
Ongoing disbenefit	0	£100k	£150k	£150k	£150k
Total Costs	£290k	£500k	£550k	£150k	£150k
Gross savings	(0)	(0)	(0)	(0)	(0)
Net Savings	£290k	£500k	£550k	£150k	£150k
* - (brackets) indicate a benefit; remove the brackets if the net position is a cost.					
Confidence level in savings delivery and justification					
No savings expected because the one off investment is aimed at building capacity to deliver sustainable improvements, and in this option the ongoing additional costs (disbenefits) are as follows (50% confidence):					
<ul style="list-style-type: none"> • Library Data & performance management; • Library events coordinator; • Ongoing FM costs where building requires it (e.g. new accessible toilet cleaning); • Ongoing IT Support & Maintenance costs, for wifi printing. 					
Risk profile of option					
Overall risk level: Medium					
Key risks associated with option:					
<ul style="list-style-type: none"> • Risk that expectations of public (and Mayor) exceed speed of delivery, because some ideas being piloted in a small number of libraries • Risk that lose the trust of the Friends Groups and communities if process seems bureaucratic; • Risk that process of learning from pilots is too slow; 					
Contingency options to mitigate risks and raise confidence level					
<ul style="list-style-type: none"> • Communicate clearly the plan and the approach, and why (pilots first to learn, financial constraints); • Combine quick wins in the delivery plan, alongside the pilots; • Simplify processes and enable community ideas for libraries to be taken forward via a seed fund; • Use action learning approach to implement and run pilots, and use impact information so can react to learning as quickly as possible; 					
Any residual shortfall against committed savings?					
Not Applicable					
Key milestones for the Full Business Case stage					
Jun – mid Sept: Friends Groups prioritise & develop ideas, share approaches at City-wide event					
Jun – Aug: Analyse need & viability for ideas & Plan pilots					
August - Arts Council England bid for innovation in libraries					
1 Sept – Finalise strategy for briefings					
TBC Sept – launch seed funding at city-wide Friends Groups meeting					

16-27 Sept - Councillor briefing event on strategy & plans
Lessons Learned from similar projects/initiatives
Lessons learned by the service from the previous consultations and changes planned (and some implemented in Libraries since 2015). Also lessons learned from other large scale project and programmes (Better Care; iTrent; Housing IT Programme): <ul style="list-style-type: none"> • Library changes will never succeed in keeping everyone happy – understand your stakeholders and build a strategy for how best to engage them; • Ensure engage inclusively during changes which disrupt the existing library service offer; • Build in contingency into delivery plans; • Service champions are really important to help drive change; • Do not underestimate the volume of communication required to make change successful (be transparent about good and bad news); • Develop a data led approach to track and monitor impact, so decisions are as informed as possible; • Build a positive working environment across the project/ programme so that everyone is motivated to help resolve issues;
Summary of Equalities impact
Positive (focus on needs from community and equalities impact in how design and evaluate pilots, improved engagement with communities in highest areas of deprivation, specific changes may result in improvements in access for certain equalities groups – online, accessible facilities, opening times)
Summary of Eco impact
Neutral
Summary of Privacy Impact Assessment (PIA) Screening Questionnaire
Potential for some impact, dependent on data processing to be undertaken by Friends Groups & personal data we may hold about people in the community using the library building.

SECONDARY Preferred Option					
Do Maximum					
Would the delivery of this option be different to what was described in the Mandate / approved Budget (as applicable)?					
Yes – seeking additional funding now, up to £1m (to be drawn down 2019-22)					
Financial profile (£'000s)					
	19/20	20/21	21/22	22/23	23/24
New Costs	£490k	£400k	£400k	0	0
Opp Costs	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>	<i>unknown</i>
Ongoing disbenefit	£0k	£100k	£200k	£300k	£300k
Total Costs	£490k	£500k	£600k	£300k	£300k
Gross savings	(0)	(0)	(0)	(0)	(0)
Net Savings	£490k	£500k	£600k	£300k	£300k
* - (brackets) indicate a benefit; remove the brackets if the net position is a cost.					
Confidence level in savings delivery and justification					
No savings expected because the one off investment is aimed at building capacity to deliver sustainable improvements, and in this option the ongoing additional costs (disbenefits) are as follows (50% confidence): <ul style="list-style-type: none"> • Library Data & performance management; • Library events coordinator; • Ongoing FM costs where building requires it (e.g. new accessible toilets cleaning); • Ongoing IT Support & Maintenance costs, for wifi printing; 3D printing; other new technologies; 					

<ul style="list-style-type: none"> Extended access running costs inc additional insurance
Risk profile of option
<p>Overall risk level: Medium</p> <p>Key risks associated with option:</p> <ul style="list-style-type: none"> Risk that overcommit to delivery & plan exceeds internal capacity to deliver; Risk that changes do not all deliver expected value, because the impact has been assumed not learned (i.e. learn too late/ too large, if not via pilot); Risk that library service faces further financial cuts and capital investments do not realise value; Risk that too much change has negative impact on quality of core library service;
Contingency options to mitigate risks and raise confidence level
<ul style="list-style-type: none"> Regularly review resources to manage and deliver change and flag early if gaps; Use other council library services to learn from in absence of own pilots; Develop further strategic knowledge base for property development, community hub ideas, and financial plans to factor into decision making Build in criteria about the impact on service delivery into taking decisions about change/ multiple changes at once;
Any residual shortfall against committed savings?
Not Applicable
Key milestones for the Full Business Case stage
As per Option 4 (do optimum) but with less time for analysis because more planning time needed.
Lessons Learned from similar projects/initiatives
As per Option 4, plus Transport projects lesson learned: <ul style="list-style-type: none"> Declare capital underspends as soon as know they are likely (ie if unlikely to spend capital according to agreed profile)
Summary of Equalities impact
Positive (once changes delivered) - service disruptions need to be considered in terms of impact on equalities groups to minimise negative impacts
Summary of Eco impact
Would need to review this on a site by site basis if building work taking place
Summary of Privacy Impact Assessment (PIA) Screening Questionnaire
As per Option 4, with additional risk of what personal data may be accessible on new technology

4 Resource(s) required to progress to the next stage

Role	What they will do	Days needed	Cost per day	Total Cost	Opportunity / New	Funding source(s)
Senior Project Manager	Produce detailed plan to co-ordinate development of the Full Business Case (FBC) Responsible for the day to day execution of the plan overseeing the detailed design work to complete the FBC	52	£334	£17,368	O	Change Services budget
Project Support Officer	Support across all project controls, managing detailed actions & providing secretariat support to Project Board	60	£250	£15,000	N	Earmarked reserve BX138 (budget of £290k remaining)
Business & performance analyst	Develop & manage performance framework & reporting to enable learning from the impact of pilots and evidence based decisions about investment priorities	85	£450	£38,250	N	Earmarked reserve BX138 (budget of £290k remaining)
Library engagement & events coordinator	Promote library offer, events, coordinate library & cultural development activities	50	£200	£10,000	N	Earmarked reserve BX138 (budget of £290k remaining)
IT Delivery manager	To develop a roadmap for libraries of existing and potential IT changes impacting libraries, so that changes can be planned with Library service and customers	12	£240	£2,880	O	Service budget
Comms Manager	To develop the comms strategy with the Library service and develop PR, & media approach	8	£240	£1,920	O	Service budget
Arts Officer	Develop bid for Arts Council England to secure £60k funding (with 10% match fund requirement) to deliver innovation in 3 libraries; support evaluation of community ideas;	10	£200	£2,000	O	Service budget* (*To be checked no recharge required)
Library Head of Service	Provide oversight, strategic direction and leadership to the project and team; Shape the approach; Lead on relationship management; Provide subject matter expertise	30	£370* (*estimated)	£10,500	O	Service budget
Library Development Officers	Coordinate, lead and communicate engagement with friends groups to prioritise ideas and feed back on status of ideas already raised	90	£200	£18,000	O	Service budget
Design & print costs	Design of online and hard copy materials to support comms at community engagement events & member briefings, and promote improvements in libraries			Approx £11,000	N	Earmarked reserve BX138 (budget of £290k remaining)
Subject matter experts	Subject matter experts to inform planning, viability & costings from: <ul style="list-style-type: none"> Equalities Libraries 	150	£210 average	£31,500	O	Service budgets

	<ul style="list-style-type: none"> • Community Development • Property • Risk & Insurance • Procurement • FM • Performance management 					
Contingency for other professional views	Inc CSRM and Solutions Architecture – may require their input dependent on decision about scope & ambition			£1,250	N	Earmarked reserve BX138 (budget of £290k remaining)

Total opportunity costs	£84,168
Total new costs	£75,500
Total resource costs (inc opp)	£148,668
Total funding being sought	£75,500 from remaining £290k project budget

5. Project governance for Full Business Case development

Project Role	Name	Job Title
Sponsor	Nuala Gallagher	Director of Growth
Project Executive	Kate Murray	Head of Library Service
Project User(s)	Penny Germon	Neighbourhood and Communities Manager
Project Supplier(s)	Kate Rogers Jon Finch Steve Matthews	ICT Delivery Manager Head of Culture and Heritage Asset Delivery Manager (property)
Project Assurance	TBC	
Project Manager	Kate Mann	Senior Project Manager

Project Board meeting regularly? Yes, monthly

Project Board ToR's agreed? Yes (due to be updated following CLB)

6. Detail of key stakeholder engagement

Key stakeholder	Date of Key engagement	Nature of engagement
Economy of Place DMT	30 th May 2019	Feedback on previous version of business case (v01_04) – need for delivery options and steer to increase library strategy period to 2024;
CLlr Asher Craig – Cabinet lead	6 th June & 27 th June 2019	To discuss library strategy, plans, community priorities, member engagement;
Growth & Regeneration EDM	2 nd July 2019	To agree business case before going to CLB; capital aspects were not agreed – EDM steer is to attend the Capital prioritisation workshop in July and new Capital (CLB) Board for decisions on Capital. It was thought in the EDM meeting that revenue aspects of the libraries project could also be

		decided in Capital Board but this was subsequently clarified the OBC still needs to go to CLB on 9 th July to agree those revenue project aspects.
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7. Outline Business Case sign off

Name	Job Title	Date circulated	Date & comments in reply
Kate Murray	Head of Library Service	27/8/2019	Signed off before submitting to EDM
Nuala Gallagher	Director of Economy of Place	28/06/2019	2 July – discussed in 2-1 meeting; requested details of pilots for CLB; also need to factor in potential for invest to save and wider property costs when deciding on library infrastructure/ capital changes;

Decision making authority	Corporate Leadership Board
Date seeking endorsement	09/07/2019

APPENDIX

A. Required commentary and recommended consultation

OUTLINE BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to the relevant decision board:	Commentary (if any)	Date
Cabinet Lead	Endorsed Option 4: Do Optimum (27th June) and requested the additional capital budget;	27/06/2019
Executive Director Meeting (EDM)	Decisions on capital must now be taken at Capital Board.	03/07/2019
Professional Views	Commentary	Date
Finance Business Partner Kayode Olagundoye	<p><u>General commentary:</u></p> <p>The Library Service has a Net revenue expenditure budget of £4.7m which is used to operate 27 libraries across Bristol. In addition, £399k (£290k remaining) was identified to fund the work of this project.</p> <p>This report is seeking approval to fund the necessary pilot work identified in this report and to produce a full business case that will outline the resulting recommendations from the pilot and any new funding requirements identified. These costs have been identified as £75k and the detailed in section 4.</p> <p>I will expect the service to cover any revenue expenditure budget pressures (resulting from actions agreed as part of this project) from within its current funding envelope. While a potential budget pressure of £150k has been mentioned in this report, it is too early to place a value on the cost benefit implications and these need to be substantiated after the pilot has concluded and the FBC produces, which will include the financial implications/benefits of the increase usage.</p> <p>There is also mention of potential future capital expenditure requirements, however, this requires further work to confirm the value and will also be subject to the results of the pilot validating or not the assumptions. EDM have asked for this to be considered as part of the Capital expenditure prioritisation work that is commencing soon, so no funding is being sought at this point.</p> <p><u>Confirmation of funding source(s):</u> £4.7m libraries general fund budget. As well as £290k project budget from earmarked reserves</p>	04/07/2019
PMO Operations Manager	It is difficult to assess the accuracy or a level of confidence in the resource estimates provided in this business case	03/07/2019

<p>Lee Ford</p>	<p>without sight of the more detailed level of plan I'd prefer to see at this stage of a project, particularly one of this size and importance.</p> <p>That said, I do appreciate that this project is a high-priority for the council and the timescales to produce this document have been relatively short.</p> <p>The plan and estimates have been developed by a senior project management practitioner and have the approval of senior managers in the service area – all of whom are closer to the work, so confidence in the estimates can be implied from this.</p> <p>As they stand, the estimates set out full-time (or close to full-time) commitment of key resources for the duration of the next phase and each has an identified funding source.</p> <p>I'm therefore basing an endorsement on the need for urgent progress, implied approval of the responsible senior managers and an assumption that the project will be aiming to tailor and manage delivery within the available capacity to avoid the risk of additional resource and funding being sought.</p> <p>On this basis I endorse the resource estimates and associated costs set out in this business case for the next phase of the project.</p> <p>In terms of future resourcing I note that two of the proposed work-streams (relating to community engagement and arts & cultural development) are almost certainly going to be an important, ongoing element of developing the Library – along with the strategy development also forming part of this project.</p> <p>Given the ongoing needs of the service and the scarcity of project management resources to support CLB's change portfolio, I wonder if thought might be given to the potential to establish resource within the service (a Libraries Development Officer?) thereby embedding the processes and approaches going forward beyond the duration of any project manager assignment.</p> <p>Establishing this during 2019-20 would release project manager capacity to other priorities in 2020-21 – as well as providing more sustainable, ongoing support to the service and its objectives.</p>	
<p>HR Business Partner</p> <p>Celia Williams</p>	<p>No additional view sought at this stage</p> <p>At Cabinet, following mandate:</p> <p>Whilst the formation of a library strategy does not have any direct HR implementations, the service is advised to ensure staff are engaged where appropriate, in the formation of the strategy. Any subsequent review relating to workforce or working arrangements would need to be implemented via a managing change process, in accordance with the council's HR policies.</p>	<p>16/07/2018</p>

Change Services View (Business case assurance) Jo White		03/07/2019
IT View Simon Oliver & Ian Gale:	IT recognises the need to fresh and modernise the IT facilities within libraries if they are to remain a viable public space, and will support this initiative as far as its cost base will allow. This will extend to refreshing the existing IT technology; further investment will require additional service or corporate funding and prioritisation within the CLB work plan	01/07/2019
Enterprise / Solution Architecture View n/a	No view sought at this stage (contingency requested in case required in FBC development)	n/a
Property and FM view – (i.e. any building/land related implication) John Bos	At mandate stage: we must try to phase our 27 detailed discussions; it's fine to have initial discussions with all communities, but we should aim to work on 3 or 4 of them in detail at an early stage, so that these pilots can help us shape the project for the remaining branches	13/08/2018
Legal View	No professional view sought at this stage;	n/a
Commissioning & Procurement View	No view sought at this stage (contingency requested in case required in FBC development)	n/a
Information Security View	No professional view sought at this stage;	n/a
Statutory Data Protection Officer View (if PIA applicable)	No professional view sought at this stage;	n/a
Other consulted parties (as required)	Commentary	Date
Insight, Performance & Intelligence Mark Wakefield	Supports proposal to measure impact of strategy and improvements; will advise on meaningful and practical measurement and what data is already available;	02/06/2019

B. Mandatory Project Documents

Document Name (& links to templates)	Stage required	Document Exists? (Yes/ No)	Document Owner
EQIA Relevance Check	Mandate	See full EQIA	
Mandate Information Governance (IG) Relevance Check	Mandate	See PIA screening questionnaire	
Options Appraisal	OBC	Y	Kate Mann
PIA screening questionnaire	OBC	Y	Kate Mann
Project Financial Spreadsheet	OBC & FBC	Y	Kate Mann
RAID Log	OBC & FBC	Y	Kate Mann
Project Plan	OBC & FBC	Y	Kate Mann

EQIA	OBC & FBC	Y	Kate Mann
EcoIA	OBC & FBC	Y	Kate Mann
Privacy Impact Assessment template For guidance see Privacy Impact Assessments , for support in completing contact Information Management	FBC	N	
Project Board Terms Of Reference	FBC (Recommended OBC)	Y	Was Rob Swift's – now out of date – <i>need updating following CLB</i>
Solution Design (No template – this should be unique in content/ structure/ detail for each project)	FBC	N	

C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	DWG	13 th August 2018	Decision: Project Mandate approved	n/a	n/a
2	Cabinet	2 nd October 2018	Decision: 1. Approved the development of a library strategy 2. Delegated authority to the relevant Executive Director to approve the strategy in conjunction with the S151 Officer and in discussion with the Cabinet lead for Libraries 3. To note ongoing community conversations around all 27 Libraries 4. To approve the allocation of resources (up to £359K) to support ongoing community conversations and strategy development. 5. To note the commencement of a library technology review which will include the procurement of replacement self-service kiosks, and revision of all existing contracts	n/a	n/a
3	Project Board	3 rd June	Action: Change libraries paper for CLB from project update to outline business case, with options for decision	3 rd July for CLB submission deadline	Kate Mann

i. Appendix – Analysis of **potential** deliverables & where/ how **they might be funded**

Workstream	A - Deliverables which are already funded, outside project budget	B - Deliverables possible within library project budget	C – Ideas which if taken forward may require additional funding, still to be quantified & funding found
Library Strategy & Development Plan/ Roadmap	<ul style="list-style-type: none"> Annual service planning & budgeting (BAU, in Library Service budget); 	<ul style="list-style-type: none"> Governance, project management and business analysis capacity to steer & manage improvements; Design & print costs; inc. new branding; Councillor strategy engagement event(s); Comms & marketing costs; Performance management, tracking & reporting on library improvements linked to outcomes; 	<ul style="list-style-type: none"> Any (unexpected/ additional) consultation on library plans; Fundamental changes to the strategy outside Library Services' control;
Library & Community Engagement & Empowerment	<ul style="list-style-type: none"> Library Development Officers (currently 2) engage with communities in libraries (Library Service BAU); Third Library Development Officer (Library Service budget); Marksbury Road Library name change consultation (Library Service budget); Review of improvements to stock, library by library (Library Service budget 'Materials Fund'); 	<ul style="list-style-type: none"> Friends Groups events (by library & city-wide); Community development (new) partners to assist with establishing remaining Friends Groups; Public liability insurance for Y1 and Y2 for Friends Groups; Comms & marketing costs (promote existing + new aspects of service); Legal & insurance advice; Promotion of e-resources (and libraries) in schools; 	<ul style="list-style-type: none"> Senior Library Development Officer; Culture change and staff development programme (targeted OD support & additional change capacity);
Arts & Cultural development	<ul style="list-style-type: none"> Existing channels of comms/ social media about current events in libraries (Library Service BAU); 	<ul style="list-style-type: none"> Promotion of existing events and cultural opportunities; Rising Arts Agency funding (engagement with young people); Application costs & match funding 	<ul style="list-style-type: none"> Creative development resource to coordinate, promote and expand cultural development in libraries across the City (could be a shared post between Libraries

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Workstream	A - Deliverables which are already funded, outside project budget	B - Deliverables possible within library project budget	C – Ideas which if taken forward may require additional funding, still to be quantified & funding found
		(£15k) for one-off Arts Council bid if successful (to run cultural development pilots);	& Culture);
Digital Improvements	<ul style="list-style-type: none"> Self-service kiosks upgraded (existing project, with agreed £700k IT funding); Update all public PCs in libraries using Windows 10 (now part of ITTP, capital funding in ICT); New printers in libraries (existing project, with agreed IT funding); 	<ul style="list-style-type: none"> Promote existing e-library offer; purchase new resources (Press Reader) Digital form for anyone to register interest in holding event in a library; Build Bristol ‘image’ to allow secured access for updated public PCs in libraries; Enable wi-fi printing via existing IT provision (Netloan system); Review of wi-fi set up to investigate speed issues; 	<ul style="list-style-type: none"> Improvements in IT infrastructure in libraries – e.g. BCC & wifi network improvements; additional plug sockets; scanners; 3D printers; other digital services & innovations;
Building Improvements	<ul style="list-style-type: none"> Extended opening hours at Central Library (in Library Service budget); 	<ul style="list-style-type: none"> Be clear about toilet availability for library use (inside and outside library hours); Promote existing refreshment facilities in/near libraries & ‘rules’ about food & drink in libraries; Investigate viability for mobile volunteer-led refreshment opportunities library by library (e.g. trolley service, food brought in, where drinking water available); Support temporary decorations by volunteers to library buildings which do not require building improvements (e.g. hanging art displays, but not wall 	<ul style="list-style-type: none"> Relocation of Avonmouth library, as part of the building changes by community centre landlord Changes to library security to enable use of the library buildings, without library staff supervising – this could be revenue (security role) and/or capital (physical access changes - capital approx. £50k per library); Adapt existing/ build new toilets in BCC-owned libraries, where this is viable & long-term use planned (capital, approx. £50k average per library + ongoing

Workstream	A - Deliverables which are already funded, outside project budget	B - Deliverables possible within library project budget	C – Ideas which if taken forward may require additional funding, <i>still to be quantified & funding found</i>
		painting) <ul style="list-style-type: none"> • Furniture, rugs & Kinder boxes (£10k); • Investigate volunteer-led opening hours; • Investigate making spaces more flexible for community use by changing furniture, shelving and layouts 	revenue cost to clean & maintain toilets); <ul style="list-style-type: none"> • Library refurbishment & modernisation (painting, decoration, furniture); • Investigate viability of cafés or refreshments in libraries (beyond Central library) – require surveys & capital if viable;

Communities Scrutiny Commission

10th October 2019



Report of: Nick Smith, Strategic Intelligence and Performance Manager

Title: Communities Performance Report – Quarter 1 2019/20

Ward: City-wide

Officer Presenting Report: Nick Smith

Contact Telephone Number: (0117) 90-37304

Recommendation:

1. For Communities Scrutiny Commission to note the progress made against Key Performance Indicators (KPIs) for Q1 2019/20 (Appendix A1).
2. For Scrutiny to consider where additional engagement with the managers of individual service areas may be appropriate.

The significant issues in the report are:

In terms of performance in Q1 for the services formerly in the Communities Directorate, areas of note are described on the following page.



1. Summary

The report and appendix are a summary of progress towards delivery of relevant areas within Bristol City Council's [Corporate Strategy 2018-23 and Business Plan 2019-20](#) and Directorate priorities. The Performance Indicators included here are for the areas covered by Communities Scrutiny Commission.

2. Context

This report and appendix is to standardise a set of Key Performance Indicators (KPIs) for Communities Scrutiny Commission (CSC). This is based on the measures of success from the Business Plan 2019-20 and Directorate priorities that are linked to the CSC terms of reference, and that have data this quarter. In most cases the KPIs here will only be scrutinised by CSC, but a small number (from Public Health) also go to People Scrutiny Commission as well. [NB Due to the restructure of Bristol City Council in 2018 there is no standard management report with the CSC portfolio of indicators].

In terms of performance in Quarter 1 (Q1), progress can be summarised as follows:

Performance summary:

Taking the 18 available KPI results this quarter:

- Only a third (33%) of those with targets are currently performing on or above target (6/18)
- 39% of those with a direct comparison from 12 months ago have improved (7/18)

Service Areas:

Management of Place

- Recycling rates are just below target but have improved on the same time last year.
- Whilst the volume sent to landfill is shown as well below target, it is improved on this time last year and is not of concern at this stage of the year as quarterly targets for this measure are not yet profiled to reflect seasonal levels of activity.
- Note – most KPIs in this area are annual citizen perception measures based on the Quality of Life survey, which is live at present; results will be published in early 2020.

Housing and Landlord Services

- Most homelessness metrics are worsening and are below target, including a rise in numbers of people sleeping rough. However, the new Housing Options Service (to help prevent homelessness) is on track to meet target.
- There continue to be strong improvements in the adaptations and empty homes work.
- Performance on rents is below target but has improved compared to 12 months ago; a number of activities are in place around earlier intervention with tenants to avoid debt building up in the first place. Re-let times are on target and have improved since this time last year which also contributes to overall rents received.

Citizens' Services

- The percentage of Freedom of Information requests and Complaints responded to in time are both well below target for Q1, and have both substantially dropped. This is an area that the Service are aware of and addressing. Of particular note is that new technologies to improve efficiency were implemented in late Q2, but some staffing resource in Q1 needed to be directed at preparing for that transition to a new system.
- Channel shift progress, to move people towards more digital contacts, is slightly below target but is an improvement on the same period last year.

Public Health

- The number of attendances at BCC leisure centres and swimming pools is slightly below target; the first time in 10 years.
- Other KPIs for physical activity are annual measures and not included in the Q1 report.

3. Policy

All “BCP” Performance Indicators contained within Appendix A1 (with yellow highlight) are performance measures from the BCC Business Plan 2019-20 (in turn based on the Corporate Strategy 2018-23), for services pertinent to the terms of reference for the Communities Scrutiny Commission.

4. Consultation

a) Internal

Performance progress has been presented to relevant Executive Directorate Meetings prior to the production of this report.

b) External

Not Applicable

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 5b) This is a report to consider performance progress against the 2018/23 Corporate Strategy, which has had an Equalities Impact Assessment.

Appendices:

A1 – Communities Scrutiny Commission Performance Progress Report (Q1 2019/20)

Communities Scrutiny Commission – Q1 2019/20 Performance Summary

HOUSING & LANDLORD SERVICES	
Title	Target status
BCP307: Number of disabled people enabled to live more independently through home adaptations	Well Above
BCP352b: Reduce number of people sleeping rough on a single night (quarterly count)	Below
BCP353: Increase the number of households where homelessness is prevented	Above
DGR374a: Reduce average times for all re-lets to 12 weeks	On Target
DGR375: Reduce the number of empty council properties to 250 by 2020 (true voids)	Well Below

CITIZENS' SERVICES	
Title	Target status
BCP517: Increase the percentage of Corporate FOI requests responded to within 20 working days	Well Below
BCP518: Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	Well Below

OVERALL SUMMARY:
 33% (6) PIs On or Above target
 39% (7) PIs Better than Q1 last year

MANAGEMENT OF PLACE	
Title	Target status
BCP541: Increase the percentage of household waste sent for reuse, recycling and composting	Below

PUBLIC HEALTH	
Title	Target status
BCP253: Increase the number of attendances at BCC leisure centres and swimming pools	Below



Communities Scrutiny - Quarter 1 (1st April - 30 June 2019) Performance Progress Report

Corp Plan link	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
Growth and Regeneration - Housing and Landlord Services								
EC3	BCP307	Number of disabled people enabled to live more independently through home adaptations	+	3,370	3,400	1,020	↑	Currently well ahead of target but there is likely to be a slow down in delivery in Q2 and Q3 as a result of staff vacancies. Recruitment activity to address this is in progress but it unlikely that the current delivery rate will continue at the same pace over the coming months.
WC2	BCP308	Increase the number of people able to access care and support through the use of adaptive technology	+	568	568	175	n/a	Slightly ahead of target for Q1. The Technology-Enabled Care (TEC) service review is currently underway with proposed new team due to commence operation in Feb 2020, so there is likely to be considerable upsurge in delivery after this date. This is a new measure for 2019 so there is no trend available as this activity only became part of the division's work in late 2018.
FI1	BCP310	Increase the number of private sector dwellings returned into occupation	+	537	490	167	↓	Progress is ahead of target for Q1 as a result of the targeted action focussed on long term empty properties.
EC2	BCP352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	-	72	60	106	↓	Levels of rough sleeping have increased since winter shelters have closed. The Rapid Rehousing Pathway pilot at the Compass Centre is now established and of the 139 people referred in 80 people have been placed in temporary, emergency or long-term accommodation or reconnected to accommodation in an area where they have a local connection. We have met with a key partner in the city and are hopeful of developing an additional night shelter in 2020. Ministry of Housing, Communities and Local Government (MHCLG) funded services are helping to reduce rough sleeping but not tackling the underlying causes of lack of affordable housing and the impact of Welfare Benefit Reform. To illustrate the scale of the issue in 2018, 951 people who were street homeless had contact with the rough sleeper service.
EC2	BCP353	Increase the number of households where homelessness is prevented	+	n/a	1,000	251	n/a	Performance of the Housing Options Service is on track to meet target. This is a new measure for 2019 so no trend is available.
EC2	BCP356	Reduce the number of households in Temporary Accommodation for more than six months	-	279	260	269	↓	Housing Options continue to focus on moving "long stayers" out of temporary accommodation (TA). Initiatives to increase the supply of move on accommodation should improve performance against this target as we progress through the year.
EC2	BCP357	Reduce the number of households in temporary accommodation	-	524	500	537	↓	The number of households in temporary accommodation (TA) has increased from the last quarter despite Housing Options efforts to prevent homelessness. Additional interventions have been introduced with the aim of keeping people in their homes longer, avoiding the need for TA. We have implemented new initiatives to increase access to the private rented sector as the lack of affordable move on accommodation is driving this increase and should see additional properties coming through from Q2 onwards.
WOP4	DGR372	Maximise the rent income to housing delivery (total debt outstanding)	-	£11,450,000	£10,500,000	£12,008,000	↓	Actions identified to impact on current tenant arrears levels include targeted campaigns on low level arrears - prevention, team structure review and case ownership. A Rent Manager vacancy is to be filled through internal secondment, with additional training delivered to Team Leaders and the Rents Team. There will also be a Write Off review of longstanding former tenant debt.
FI1	DGR374a	Reduce average times for all re-lets to 12 weeks	-	90 days	84 days	84 days	↑	During April to June 312 properties were relet with 247 requiring major works and 65 minor repairs. The average relet time for minor repairs is 70 days and 88 days for major works. However this has been a very challenging period with contractor performance and staffing vacancies causing delays to turnaround. Work is currently underway on an improved recruitment and retention strategy due to the number of vacant posts across the technical service.
FI1	DGR375	Reduce the number of empty council properties to 250 by 2020 (true voids)	-	329	250	352	↓	There have been significant issues with contractor performance however recruitment to surveying roles has increased capacity to progress work. We are reviewing our strategy on recruitment and retention of technical roles within the team in order to address turnover of surveyors. We are also working with the Procurement for Housing framework to increase external delivery of voids. The position with true voids has worsened marginally since the same time last year where 341 was reported. Total Voids are currently 367 (comprising of 1 awaiting demolition, 6 about to be leased, 2 being repaired for temporary accommodation and 6 new builds/newly acquired about to be let.)
WOP4	DGR376	Reduce the loss of gross rental income through voids	-	£1,474,215	£1,400,000	£366,000	↑	A range of actions have been implemented to support quicker re-let times; e.g. escorted viewings within 5 days of void sign-off, increased number of properties advertised for viewing and signing up by applicants to homes as soon as properties are ready. Ensuring effective management of performance (e.g. timely delivery of works) together with implementation of the action plan from a recent review of end-to-end re-let processes is starting to impact positively on improving this measure.
FI1	DGR379	Private rented properties improved	+	1,493	1,800	609	↑	Currently well ahead of target for Q1 however this is due to a significant amount of work being completed prior to the new licensing areas going live in September 2019 when outputs are likely to reduce considerably in Q3 & Q4 as staff will be focussed on processing licenses.
Growth and Regeneration - Management of Place								
W2	BCP541	Increase the percentage of household waste sent for reuse, recycling and composting	+	45.70%	50.00%	47.57%	↑	Just below target; there has been an increase in the volumes of food waste recycling and some mechanical waste separation initiatives. Performance is slightly higher than the same period in 2018 when 46.7% was reported.
W2	DGR542	Reduce the residual untreated waste sent to landfill (per household)	-	130.0 kg	120.0 kg	43.2 kg	↑	There has been an improvement since the same period in 2018 when 50 kg per household was reported. The current "well below" status is not of concern at this stage of the year as reflects that quarterly targets are for this measure are not yet profiled to reflect seasonal levels of activity.
People - Public Health								
W4	BCP253	Increase attendances at BCC leisure centres and swimming pools	+	2,723,628	2,764,482	663,762	↓	Overall attendance figures are down 2.4% for the SLM operated sites, compared to the same period last year. One of these sites (Easton leisure centre) has significant problems with a leaking roof which has meant that classes and sessions have been cancelled in their sports hall.
Resources - Citizens' Services								
WOP2	BCP517	Increase the percentage of Corporate FOI requests responded to within 20 working days	+	76.50%	90%	68.4%	↓	Although volumes received are consistent with previous periods overall performance levels has dropped (76.4% for the same period last year). In recent months staffing resource has been directed at making the transition to a new system a success, which may explain why performance on responding to FOI requests has dipped this quarter. Working towards meeting the target will be assisted by the installation of an improved electronic case management system as well as the planned introduction of smarter data retention policies.
WOP2	BCP518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	+	85.9%	90.0%	74.5%	↓	Performance levels have dropped since the same period in 2018 when 83.7% was reported. To achieve targets in the future managers are reviewing prioritisation of work to give this greater priority as well as considering whether more officers need to be involved with dealing with Stage 1 complaints. In recent months staffing resource has been directed at making the transition to a new system a success, which may explain why performance on complaints has dipped this quarter. Working towards meeting the target will be assisted by the installation of an improved electronic case management system as well as the planned introduction of smarter data retention policies.
WOP2	DRE225	% channel shift achieved for Citizens Services overall	+	32.9%	32.9%	32.1%	↑	Current performance is an improvement on the same period last year (32.1% versus 30.9%). The team continue to migrate citizens online and support the web teams in improving the online service offering. This should in turn drive more contact through these channels over time.



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

[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.

Communities Scrutiny Commission 10th October 2019



Title: Risk Report (Corporate)

Recommendation:

Commission Members to consider and comment on the Corporate Risk Report that was presented to Cabinet on the 3rd September 2019



Decision Pathway Report



PURPOSE: For reference

MEETING: Cabinet

DATE: 03 September 2019

TITLE	Corporate Risk Management Report and Annual Update.		
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 1 2019-20. The Corporate Risk Management Report and annual update will be presented to Cabinet in September 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 23rd July 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 Cabinet are requested to receive and note the Corporate Risk Report.			
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: Service Risk Registers were reviewed and EDMS considered the Directorate risks during Q1 2019-2020. A member briefing was issued 22 nd July 2019 followed by the Corporate Leadership Team meeting 23 rd July 2019.			

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 August 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 20 th August 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 12 th August 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 23 rd August 2019.

Appendix A – Further essential background / detail on the proposal Appendix A: Q1 2019/20 Corporate Risk Report (CRR)	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 The corporate risk summary report of the risks are set out on pages 1 to 25 including controls and management actions, a summary of risk performance on page 26 and 29, the risk matrix on page 28 and the risk scoring criteria on page 29.	YES
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



The Q1 2019/20 Corporate Risk Report (CRR)

The Corporate Leadership Board (CLB) reviewed the CRR in July 2019 and accepts it as 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 July 2019 contains:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none"> • 0 critical threats • 17 high rated • 5 medium • 1 new • 5 improving • 2 deteriorating • 1 closed • 2 de-escalated 	<ul style="list-style-type: none"> • 1 significant opportunity • 2 high • 1 medium • 0 improving • 0 deteriorating • 0 closed 	<ul style="list-style-type: none"> • 2 high threats • 0 improving • 1 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 risks this quarter:

- **CRR29 - Information Security Management System.** 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. The risk rating being 4x5 (20) high risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.

There are 5 improving threat risk:

- **CRR13: Financial Framework and MTFP** – The risk of 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. The risk rating being 2x5= (10) medium risk. This risk is managed and monitored within the Resources Service Risk Registers.
- **CRR18: Failure to deliver 2000 Homes per annum by 2020** - The risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes per annum by 2020 of which 800 are affordable. The risk rating being 2x5 (10) medium risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.
- **CRR21: Information Governance** – The risk 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. The risk rating being 2X5= (10) medium risk. This risk is managed and monitored within the Resources Service Risk Registers.
- **CRR26: ICT Resilience** – The risk if 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. The risk rating being 2X7= (14) high risk. This risk is managed and monitored within the Resources Service Risk Registers.

- **CRR27: Capital Programme** - The risk 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. 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 deteriorating threat / external and civil contingency risks :

- **CRR15: Financial Deficit.** 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. The likelihood of this risk has increased slightly due to the start of a new financial year. It is expected as mitigations to overspends are put in place this will reduce to a tolerable level. The risk rating being 2x5 (10) medium risk from 1x5 (5) medium risk. This risk is managed and monitored within the Resources Service Risk Registers.
- **CRR25: ICT Line of Business (LOB).** The Councils reliance on legacy systems. The risk rating being 4x5 (20) high risk from 3x5 (15) high risk. This risk is managed and monitored within the Resources Service Risk Registers.
- **BCCC2: Brexit:** 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. The risk rating being 3X7 (21) high risk from 4x5 (20) high risk. This risk is managed and monitored within the Resources Service Risk Registers.

There is one closed risk:

- **CRR28: Instability of Housing's new IT** - The stability and efficiency of the Housing IT systems present a current and future risk to effective service delivery and performance, tenant satisfaction and trust, and corporate reputation. (The risk replaces the Housing IT CRR20). The stability and efficiency of the Housing IT systems present a current and future risk to effective service delivery and performance, tenant satisfaction and trust. The risk rating being 3x7(21) high risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.

The risks CRR16 Leadership and CRR17 Strategy Management have consistently improved throughout the year and will be de-escalated within the Resources Service Risk Registers from Q1 2019/20.

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 21, opportunity risks pages 22 to 23, and external and civil contingency risks on page 24 and 25 all including controls and management actions. A summary of risk performance on pages 26 to 27 by level of risk, the risk matrix on page 28 and the risk scoring criteria on page 29. More detail is available on request.

Corporate Risk Register as at July 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 Board was held on 2 July 2019. Terms of reference and governance arrangements for the Capital Board were agreed, and 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>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 to ensure robust arrangements are in place and 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 Service 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: Interim Executive Director Growth and Regeneration, Executive Director Resources and S151 Officer.</p>	<p>Action Owner: Interim 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>						

Resources Directorate Risk Report Summary as at July 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>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>Funding for Contractor training was agreed in February 2018.</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. Asbestos incidents are investigated in-house and appropriate actions taken. Significant asbestos issues are reported to the appropriate Health & Safety Committees, senior management and executive. Ongoing.</p> <p>Corporate Asbestos arrangements have been reviewed and published on the Source, 12th June 2018.</p> <p>A corporate review of Asbestos arrangements was carried out. Property Services have reviewed their asbestos arrangements.</p> <p>We are holding regular 'Asbestos working group' meetings to progress the management of Asbestos across the authority. Ongoing.</p>	↔	3	7	21	<p>All managers will be informed of reviewed Asbestos arrangements by use of CHaSMS by September 2019. This was originally planned for September 2018.</p> <p>The Housing and Property Service review and updating of the service area Asbestos arrangement procedures This was originally planned for December 2018.</p> <p>Housing are reviewing and updating the service area Asbestos arrangements, as part of a wider action plan to improve the management of Asbestos, following a Corporate Safety review of the Service.</p> <p>Contractor training to inform of BCC's expectations of standards, whilst on our sites. This was originally planned for March 2019 has been delayed.</p> <p>Housing are recruiting a new Health and Safety Post to support effective Health and Safety Arrangements and monitoring end 2019. This was originally planned for May 2019.</p> <p>CHASM process is being reviewed and a specific toolkit for Property "persons in charge" is being created which will enable central monitoring of asbestos arrangements in practice by end September 2019.</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>				

Resources Directorate Risk Report Summary as at July 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>CRRA: 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 citizens.</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>Corporate Health and Safety is reported to the Leadership team quarterly using the CHaSMS to help monitor compliance.</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>				21	<p>A revised electronic accident /incident database is being developed will be launched in October 2019.</p> <p>A review of the Health and Safety Management arrangements was carried out in and an improvement plan in place which will be monitored at SPB quarterly. 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 reviewed by end 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> <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 and resolution by October 2019.</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>				7
Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB).	Action Owner: Director of Workforce Change.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Corporate Risk Register as at July 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 maybe 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’ during 2019.</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 CPU team.</p>	↔	3	5	15	<p>Recruitment is in train with staff expected in post in Autumn 2019.</p> <p>The Business Continuity Policy is planned to be reviewed by November 2019.</p> <p>The Corporate Business Continuity Plan will be reviewed by in December 2019.</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> <p>Business Continuity refresher training is planned for November/December 2019.</p>	1	7	7
<p>Risk Owner: Interim Executive Director Growth and Regeneration / Head of Paid Service.</p>	<p>Action Owner: Director Management of Place.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation, Wellbeing.</p>				

Resources Directorate Risk Report Summary as at July 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.</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 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.</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>Counter Fraud Performance is monitored by Audit Committee via the Annual Counter Fraud Update, periodic Internal Audit Updates and the Annual review of arrangements against CIPFA Count Fraud Assessment Tool.</p> <p>We have revised the structure of Counter Fraud team and agreed HRA as a funding source for tenancy fraud work. A service agreement is in place period reports are provided to housing to monitor performance of our tenancy fraud work.</p> <p>We have regular meetings taking place with Legal services to ensure cases progress swiftly.</p> <p>Data sets are submitted to the National Fraud Initiative and output received for review.</p> <p>The effectiveness of whistleblowing arrangements is reviewed annually and recommendations made. Arrangements to increase confidence in reporting concerns are currently under review.</p> <p>An audit review of how bribery and corruptions risks are managed has been completed and determined that the risks are understood and managed in the areas most likely to be affected. Some areas of improvement were identified and management actions to address these have been agreed including strengthening the declarations of interest, gifts and hospitality processes.</p>	↔	3	5	15	<p>On-going monitoring of fraud indicators (warning signs and fraud alerts) to ensure anti- fraud approach is correctly targeted (Ongoing).</p> <p>Revised structure of the Counter fraud service agreed and implementation is ongoing.</p> <p>More work to be undertaken with Legal Services to maximise recovery with minimum resource. Analysis of how much 'recoverable' overpayment is recovered is currently under way.</p> <p>Project to develop a data warehouse and potential regional hub is in early stages. Plan and dataset matrix are currently being developed. Ongoing exercises to establish proof of concept are under way.</p> <p>Council wide fraud and avoidance initiatives including:</p> <ul style="list-style-type: none"> • NDR Small Business Rate Relief (in progress). • Tenancy fraud key amnesty (March to May 19). • National Fraud Initiative 2018 (data received and being reviewed). • Accounts Payable forensics software. • Personal budgets – data analytics. • Bribery and corruption risk assessment development is underway. • Fraud Policy to be reviewed and updated • New fraud case management system to be explored and implemented before April 2020. 	2	5	10
Risk Owner: Executive Director Resources and Director of Finance (\$151 Officer).	Action Owner: Director of Finance and Chief Internal Auditor.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Resources Directorate Risk Report Summary as at July 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>		3	7	21	<p>ICT are working closely with the Council's SIRO to improve the approach to all aspects of Information Assurance (including adoption of ISO27001). In addition to this, ICT are working with the Resources Executive Director and colleagues to review and enhance the current policies and strategies pertaining to Information Management.</p> <p>The 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 FSA Programme will align with the new Information Assurance approach and the strategy set by the Council's SIRO, as direction becomes clear.</p> <p>As well as technical controls, the ICT team is currently undertaking a Phishing attach exercise 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. We will use the outcome of this exercise to inform on how we improve non-technical controls and training in future. ICT will continue to work with the SIRO to develop appropriate targeted training.</p> <p>We are currently recruiting for a Head of Information Assurance.</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>						

People Directorate Risk Register Summary Report as at July 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. <p>Poor Management and operational practices.</p> <p>Demand for services exceeds its capacity and capability.</p> <p>Inability to recruit/retain social care staff in a competitive market.</p> <ul style="list-style-type: none"> 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>We provide regular analysis of performance and reports to Cabinet Members and Directors regarding safeguarding performance and progress.</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.</p> <p>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 <i>all</i> children and families receive a good service. Based on this and self-evaluation, we are refreshing our transformation and improvement plan to address areas identified for improvement (these incorporate actions in response to learning from other Inspections, Peer Review, Serious Case Review, complaints and other feedback received).</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 has an active workforce strategy 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 temporary basis to fill vacancies. A number of further measures are being progressed with the aim of improving the retention of social workers. 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 work plan in place.</p> <p>BCC commissioners work closely with operational services to identify need and ensure appropriate service commissioning.</p> <p>Due diligence and quality checks of all commissioned services for vulnerable children are in place.</p>	↔	2	7	14	<p>Safeguarding Board and related arrangements are under review, with the aim of improving efficiency and effectiveness, and ensuring robust governance arrangements continue to hold multiagency partners (inc. BCC) to account.</p> <p>Ongoing action is being taken to extend information sharing arrangements and improve response to children at risk of criminal exploitation and going missing following CSE/Missing National Working Group recommendations.</p> <p>Under the delivering of Strengthening Families Programme we have an ongoing plan to:</p> <ul style="list-style-type: none"> 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>Measures to improve recruitment and retention of Social Workers will be presented through the Decision Pathway in September 2018.</p> <p>This should allow us to work proactively where poor practice is identified.</p> <p>In response to an identified and increasing risk of serious youth violence, criminal exploitation a multiagency plan is being developed and implemented, focussing on primary, secondary and tertiary prevention.</p>	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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People Directorate Risk Register Summary Report as at July 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. 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 Safeguarding Adults Board is an independent scrutiny board led by BCC alongside our statutory partner and key agencies. There has been a multi-agency led review of existing arrangements led by BCC in light of the new Prevent Duty and the Board has adopted an Improvement plan to deliver better outcomes in service provision quality and safety. The Board is now on a statutory footing following implementation of the Care Act 2014. The Multi Agency Public Protection arrangements are in place (MAPPAs).</p> <p>The Bristol Safeguarding Adults Board Learning and Development Competence Framework has been reviewed and will be reviewed on an annually basis to ensure continued best practice.</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>The outcome of the recent Kamil Ahmad Safeguarding Adults Review has been considered in detail and all recommended actions noted and acted upon.</p>	↔	2	7	14	<p>Social workers working with Multi-agency partners supporting Adults and elderly people to live safely within their families and community.</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>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>Review of the Safeguarding Pathway is planned for April 2020.</p> <p>We are 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 July 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>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 existing until December 2016.</p> <p>The first meeting of the CLB / Capital Board was held on 2 July 2019. Terms of reference and governance arrangements for the Capital Board were agreed, and go-going forward the Capital Board will meet on a monthly basis. The CLB / Capital 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>	↔	2	7	14	<p>The Operational Property Group (OPG) as a sub-group to the Strategic Property Group (SPG) was launched in September 2018 to unlock the value of assets, seek efficiencies through joint arrangements with public sector partners and maximise private sector investment. Actions are now being progressed through the work of the SPG and (from April/May 2018) through OPG which will adopt a Corporate Landlord role to ensure the ownership of an asset and the responsibility for its management; maintenance and funding are transferred to a centralised corporate crosscutting group.</p> <p>Recruitment of specialist Asset Management Plan resource was agreed in April 2018. Work on outline business case for the Asset Management Plan is progressing, and on-going.</p> <p>Develop strategies and Implementation plans that ensure the property portfolio remains a major asset in supporting the achievement of corporate aims and objectives will be well advanced by end March 2019.</p> <p>Development and implementation of a Property Asset Management Strategy - DWG decision (04/04/2018) to recruit specialist Asset Management Plan (AMP) resource to develop the outline business case by July/August 2018 and to inject pace into the production of the AMP. The current estimated timescale for completion of the AMP by end March 2019</p> <p>Property Strategy work is on-going as at July 2019, and progress with this and delivery of the AMP is subject to regular discussion at the Strategic Property Group (SPG) which meets monthly.</p> <p>This item is on the agenda at the next SPG Meeting on 22 July 2019.</p> <p>We are proactively supporting the development of a local development strategy to appropriately reflect Bristol's Infrastructure needs.</p> <p>Recruitment of sufficient resources, to ensure the capacity and skills required are available to enable the objectives from the estate to be delivered.</p> <p>A key action arising from the first meeting of the Capital Board is for Growth and Regeneration Directorate to hold workshops to review its Capital schemes with a view to pausing / stopping / reprioritising where appropriate.</p> <p>Review of Areas of Growth and Regeneration and agree new approach.</p>	1	7	7
Risk Owner: Interim Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation						

Corporate Risk Register as at July 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p>CRR12: Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur.</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>External IT security incidents are logged and reviewed from an IT and wider Information Governance perspective.</p> <p>Local procedures have been established and are being continually reviewed and refined for when the national threat level increases to critical. This includes an update of the Incident Management Plan.</p> <p>Note 120+ volunteers recruited to support city response to incidents.</p> <p>Active volunteer agency group pulling voluntary resources together to be available to incidence response.</p>	↔	2	7	14	<p>We need to continue to strengthen our joint, multi-agency working arrangements with responder organisations in the City.</p> <p>An 'Introduction to Emergency Planning' e-learning package will be available for all staff by December 2019.</p> <p>Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing. Training sessions delivered and ongoing.</p> <p>An Emergency Centre live exercise was planned for November 2018. However this was postponed, although smaller training exercises have been completed. The corporate exercise is now planned for Nov 2019.</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>	1	7	7
Risk Owner: Interim Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Wellbeing.			

Resources Directorate Risk Report Summary as at July 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>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. <p>Governments spending review 2019.</p> <p>Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:</p> <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. <ul style="list-style-type: none"> 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. 	↔	2	5	10	<p>The development of the finance team remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development. Ongoing.</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. Ongoing.</p> <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.				

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Resources Directorate Risk Report Summary as at July 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>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. <p>Impairments in our commercial Investments are realised.</p>	<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>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>The likelihood of this risk has increased slightly due to the start of a new financial year. It is expected as mitigations to overspends are put in place this will reduce to a tolerable level.</p> <p>A review of robustness of forecasting in light of YTD run rates and other associated evidence.</p> <p>Budget Improvement – 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, Strategic 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, Strategic 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 Strategic Directors appropriately.</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>Ensuring we get our accounts certified is important to ensure that we have properly accounted for the resources we have used during the year.</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 July 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>CRR18: Failure to deliver 2000 Homes per annum by 2020 of which 800 are affordable.</p> <p>The risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes per annum by 2020 of which 800 are affordable.</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>	↑	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.</p> <p>Significant land release programme to 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>	1	5	5
<p>Risk Owner: Interim 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 July 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>CRR19: Tree Management.</p> <p>Risk of trees falling as a result of failure under certain weather conditions and/or due to disease</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Severe weather conditions and/or disease. • Lack of maintenance of trees. • Lack of tree inspections. • Reduction in budgets and fragmentation of management of trees across service areas putting pressure on the ability to adequately manage the council's trees. 	<p>Analysis work on trees is underway by the tree team. 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. One additional officer is also needed to complete the analysis and provide ongoing management for the additional trees, the report proposes recruiting to this role and using the Parks reserve to pay for this until the role can be mainstreamed into the council's revenue budget.</p>	↔	3	5	15	<p>Budget for 19/20 is available to continue tree analysis and maintain trees on the existing contract.</p> <p>Budget for new contract is proposed to be from land owning departments this needs to be confirmed by finance and departments.</p>	1	5	5
Risk Owner: Interim Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

Resources Directorate Risk Report Summary as at July 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>CRR21: Information Governance.</p> <p>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. <p>(This risk replaces CRR14 Introduction of the General Data Protection Regulation).</p>	<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>Updated Source pages in January 2019.</p> <p>Budget prepared and bid for growth approved in February 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>	↑	2	5	10	<p>We have made significant progress on compliance with the General Data Protection Regulation (GDPR).</p> <p>The Office of Data Protection is working on a prioritised programme of work to fully transition from the GDPR Project and embed GDPR compliance into business as usual.</p> <p>We are embedding a new Information Governance team, which has brought together existing specialists into a central team to provide advice guidance and support on all related aspects in a more coordinated manner.</p> <p>Continuing delivery of prioritised objectives to embed GDPR compliance, in this quarter we are working on:</p> <ul style="list-style-type: none"> • New starters induction and awareness training • Training for offline staff • Reviewing procurement templates • Reviewing data protection policies • Progressing the business case for a privacy management system (with Head of Service and Director) • Implementing Prescient+ case management system • Team training plan. 	2	3	6
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.				

Resources Directorate Risk Report Summary as at July 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>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. <p>Outdated partnership policy and toolkit (last iteration 2010). A broad range of partnerships with variable degrees of formality.</p>	<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 by August 2019.</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
Risk Owner: Head of Paid Service.	Action Owner: Head of Delivery Support Unit.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

People Directorate Risk Register Summary Report as at July 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>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. <p>Other Directorates within the organisation are unable to support the Programme in the way required.</p> <p>Statutory requirements of Adult Social Care (ASC) mean resources have to be diverted away from Programme activity.</p> <p>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.</p> <ul style="list-style-type: none"> 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. The programme appointed a dedicated Senior Professional Lead who works within Adult Social Care to oversee delivery of the programme outcomes and act as the lead Business Change Manager.</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.</p> <p>We have introduced a number of interventions that are impacting new demand 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>↔</p>	2	7	14	<p>We are currently developing a new phase of the Better Lives Programme, focused on delivering the programme vision at pace. This will include 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.</p> <p>Piloting provider reviews to increase capacity in our Reviewing Teams and further develop the Market. (November 18)</p> <p>Developing for a new Assistive Technology offer.</p> <p>Completing the delivery of proposals new technology and working practices to our Social Workers.</p> <p>Completing the delivery of proposals 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>Continuing to discuss dependencies between Healthier Together and Better Lives with programme leads. Implement Phase 2 of the Integrated Care Bureau.</p> <p>Introducing a further rate increase for Home Care. April 2019.</p> <p>Opening two new Extra Care Housing sites in the City each with 60 units with BCC nomination rights 100 units in total). Which has been delay from November 2018 to the end of Q4 18/19.</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 July 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>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. <p>High incidence of non-contracted spends.</p> <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. 	<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>Council procurement rules were revised and agreed by Full Council in May 2018 and included strengthening procurement forward planning and Contract Management. Category Plans have been developed with forward plans which align to service and business plans.</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>The Commissioning and Procurement Group are in place to ensure that the Councils procurement rules are adhered to. 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	<p>We are aligning category management forward plans with 2019/20 service resource planning across the organisation.</p> <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. • 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>	1	5	5
Risk Owner: Section 151 Officer, Executive Director Resources.	Action Owner: Director Finance (Section 151 Officer).		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

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Resources Directorate Risk Report Summary as at July 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>The FSA Programme plans to introduce a number of enhancements in regards to being able to better manage systems in the future. This includes the provision of some core capabilities which may be used to displace legacy systems in the future. As approved by Cabinet June 2018.</p> <p>As a result of FSA Programme activity to date, c40% of redundant servers have been removed from the Corporate IT estate. Q3 2018.</p> <p>The IT CSRM Team have developed a schedule of contract end dates, and are working with service areas to ensure that they have appropriate plans in place to engage the market and start re-procurement Q3 2018.</p> <p>Through the service planning process, service areas have identified their procurement requirements and also their strategic objectives for 2019/20 which has enabled ICT and Change Management to review the options for efficiencies and to ensure resource availability. Q3 2018.</p> <p>Working with Central Procurement colleagues to ensure that we have procurement policies and strategies in place to enable effective procurement activity to take place. Q3 2018.</p>		4	5	20	<p>Ensure that Line of Business (LOB) systems that pose a Cyber Security, Procurement or Resilience/Recovery risk are identified and service areas understand the risks to their services. On-going.</p> <p>Where appropriate ensure that these risks are articulated to Risk, BCP and procurement colleagues, and also to the SIRO, as appropriate. On-going.</p> <p>Delivery of the FSA Programme remains the key ICT activity. This will be delivered in line with the 2-3 year FSA Programme.</p> <p>Legacy systems highlighted within the Service Risk Registers included: Legal Business Case, Claims Management, GDPR MORIS system.</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>						

Resources Directorate Risk Report Summary as at July 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 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>A test of current Disaster Recovery arrangements is due within Q4 2018/19.</p> <p>Ensure that Line of Business (LOB) systems that pose a Resilience/Recovery risk are identified and service areas understand the risks to their services within their BCP planning. On-going.</p> <p>Delivery of the FSA Programme remains the key ICT activity. This will be delivered in line with the 2-3 year FSA Programme.</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>				

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Corporate Risk Register as at July 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>Raising concerns to senior management.</p> <p>Retaining Transport Management Team (TMT) meetings.</p> <p>Continuing to develop Transport Planning Team (TPT), Transport Development Board (TDB) and highlight report processes.</p> <p>5 Year mapping ongoing, 19/20 programme mapped and ongoing.</p> <p>Project prioritisation through WECA Programmes and Programme Management.</p>	2	5	10
Risk Owner: Interim Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

Corporate Risk Register as at July 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>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>	New	4	5	20	<p>We 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.				

Directorate Risk Register as at July 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		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<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>	↔	4	5	20	<p>Scoping options for future operating model and long term funding model, including sponsorship.</p> <p>Appointing to Operations and Stakeholder Liaison Manager post(s) in City Office.</p> <p>Updating OSMB on Board operations (July 2019)</p> <p>Planning work to iterate the One City Plan for v2 in January 2020.</p> <p>Submitted shortlisted bid for European Capital of Innovation for Once City work, providing potential prize money to fund continued innovation and engagement..</p>	4	5	20
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships .	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

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Directorate Risk Register as at July 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		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<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 19/20 and Performance Framework 19/20 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 19/20. Moved objective setting in to new iTrent system.</p> <p>Begun work to design the business planning process for 2020/21.</p> <p>Engaged in Audit of this process from 2019/20 to contribute to lessons learned. Held debriefs workshops from 2019/20 with various staff teams.</p> <p>Commissioned an independent review of our approach to data analysis and performance management with a view to identifying ways to improve it further.</p>	↔	4	7	28	<p>Designing service and business planning process for 2020/21, with a view to launching in September 2019 aligned to budget marking process.</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.				

Directorate Risk Register as at July 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		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
OPP3: Devolution Should the potential arise for opportunities from a region's evolving, second devolution deal that could lead to an opportunity to align the Council's corporate priorities and strengthen regional partnership working. Key potential causes: <ul style="list-style-type: none"> • Potential development of second devolution deal. 	We have continued engagement with WECA; but with recognition that focus has been placed more on a proposed housing fund. 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.	↔	3	5	15	We will continue to engage with WECA at strategic level. We will launch the 'Powerhouse for the West' report at the House of Lords on 8 July and continue development of the concept. 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.	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.				

Directorate Risk Register as at July 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		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
OPP4: Brexit. 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. Key potential causes for enhancing and exploiting: <ul style="list-style-type: none"> • Exiting the European Union. 	We have: Undertaken an internal assessment of threat and opportunities following an externally-provided workshop, publishing our No Deal Scenario Assessment Established a city Brexit Response Group and met since 2016. Met Michel Barnier in Brussels with the Core Cities. Been monitoring the environment; including news of threats from large local employers of leaving UK. Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy. Participating in MHCLG events and national working group of local authority representatives. We continue to work with Core Cities and M8 leaders on concerted joint efforts. We have formed a Brexit Project Board for internal preparedness and provided fortnightly updates to all Members on preparedness work. We have agreed terms of reference for a Brexit Coordination Group to manage daily operations in the event of a No Deal exit.	↔	1	5	5	We are monitoring the issue on an ongoing basis. Have further meetings of Bristol Brexit Response Group and Brexit Project Board. Continued monitoring of external environment and government relations. Attend MHCLG regional preparedness workshop for Chief Officers and regularly contribute to Local Resilience Forum (LRF), MHCLG and other formal preparation networks/meetings. Revisiting our No Deal Scenario Assessment to check it against refreshed evidence base.	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.				

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

Resources Directorate Risk Report Summary as at July 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>	↓	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>	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 July 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: Interim Executive Director Growth and Regeneration.	Action Owner: Director Management of Place, Flood Risk Engineer, Strategic City Transport.	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

The risks are set out by the highest risk rating first in the Q1 19/20 column.

Appendix 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	
				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	↔						
1	CRR1	Long Term Commercial Investments and Major projects Capital Investment	Interim Executive Director Growth and Regeneration, Executive Director Resources and Section 151 Officer	3x7=21	↔	3x7=21	↔						
2	CRR3	Asbestos Management	Head of Paid Service and CLB	3x7=21	↔	3x7=21	↔						
3	CRR4	Corporate Health, Safety and Wellbeing	Head of Paid Service and CLB	3x7=21	↔	3x7=21	↔						
19	CRR25	ICT Line of Business (LOB) (Previously IT infrastructure CRR2)	Director Digital Transformation	3x5=15	↔	4x5=20	↓						
21	CRR29	Information Security Management System.	Senior Information Risk Owner (SIRO)			4x5=20	New						
18	CRR24	Procurement and contract management compliance	Executive Director Resources and Director of Finance (Section 151 Officer)	3x5=15	↔	3x5=15	↔						
14	CRR19	Tree Management	Head of Paid Service	3x5=15	↔	3x5=15	↔						
4	CRR5	Business Continuity and Council Resilience	Head of Paid Service and CLB	3x5=15	↔	3x5=15	↔						
5	CRR6	Fraud and Corruption	Executive Director Resources and Director of Finance (Section 151 Officer)	3x5=15	↔	3x5=15	↔						
10	CRR27	Capital Transport Programme Delivery	Interim Executive Director Growth and Regeneration	3x7=21	New	3x5=15	↑						
17	CRR23	Better Lives Programme	Executive Director, Adults, Children and Education	2x7=14	↔	2x7=14	↔						
10	CRR9	Safeguarding Vulnerable Children	Executive Director, Adults, Children and Education	2x7=14	↔	2x7=14	↔						
8	CRR10	Safeguarding Vulnerable Adults	Executive Director, Adults, Children and Education	2x7=14	↔	2x7=14	↔						
20	CRR26	ICT Resilience (Previously IT infrastructure CRR2)	Director Digital Transformation	3x7=21	↔	2x7=14	↑						
9	CRR11	BCC Infrastructure Delivery	Director of Finance (Section 151 Officer) and Interim Executive Director Growth and Regeneration	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)	Head of Paid Service	2x7=14	↔	2x7=14	↔						
12	CRR15	Financial Deficit	Director of Finance (Section 151 Officer)	1x5=5	↔	2x5=10	↓						
13	CRR18	Failure to deliver 2000 Homes per annum by 2020.	Interim Executive Director Growth and Regeneration	2x7=14	↓	2x5=10	↑						
11	CRR13	Financial Framework and MTFP	Director of Finance (Section 151 Officer)	3x5=15	↓	2x5=10	↑						
15	CRR21	Information Governance (Replaces CRR14)	Senior Information Risk Owner (SIRO)	3x5=15	↔	2x5=10	↑						
16	CRR21	Partnerships Governance	Head of Paid Service	3x3=9	↑	3x3=9	↔						

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								
Closed	CRR28	Instability of Housing’s new IT (Replaces CRR20)	Interim Executive Director Growth and Regeneration	3x7=21	New	3x7=21	Closed						
De -escalated	CRR16	Leadership	Head of Paid Service and CLB	2x5=10	↔	2x5=10	↔						
De -escalated	CRR17	Strategy Management	Head of Paid Service	1x7=7	↔	1x7=7	↔						

Corporate Risk Performance Summary for Opportunity risks

The risks are set out by the highest risk rating first in the Quarter 1 April June 2019/20

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
22	OPP2	Corporate Strategy	Head of Paid Service	4x7=28	↔	4x7=28	↔						
22	OPP1	One City	Head of Paid Service	4x5=20	↔	4x5=20	↔						
23	OPP3	Devolution	Head of Paid Service	3x5=15	↔	3x5=15	↔						
23	OPP4	Brexit	Head of Paid Service	1x5=5	↔	1x5=5	↔						

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Directorate Risk Performance Summary for External and Civil Contingency risks

The risks are set out by the highest risk rating first in the Quarter 1 April to June 2019/20

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
24	BCCC2	Brexit	Head of Paid Service	4x5=20	↔	3x7=21	↓						
25	BCCC1	Flooding	Interim Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔						

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)					
		Almost certain	Likely	Unlikely	Rare	1	3	5	7	7	5	3
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.

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
		Performance Report (Q1)	Performance Report (Q1)	
		Assets Strategy	Risk Report (TBC)	
		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	
Page 110			Commercialisation and Innovation – general overview	
			Investment in Regional Community Bank and City Fund – questions only	
			Annual Business Report	

October 2019

5pm, Monday 14 th October	5pm, Thursday 10 th October		3pm Thurs 31 st October	6pm Wed 2nd October (MQT 5pm) CANCELLED New Date TBC
Performance Report (Q1)	Performance Report (Q1)		Finance Monitoring Report	Performance Report (Q1)
SEND Standing Item -> SEND OFSTED Inspection/ Improvement plan	Libraries - Update		IT Transformation Programme (Standing item)	Clean Air Plan
Contextualised Safeguarding	Neighbourhood Enforcement		Legal Services - Service Plan and Draft Strategy	
Strengthening Families Programme	Risk Report (Corporate)		Commercialisation and Innovation (Standing item)	
Risk Report			Collection Fund	
			Financial Surplus/Deficit Report	
			Council Tax Base Report	

People Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
			Report from Financials T&F Group (TBC)	
			Risk Report (Corporate)	
November 2019				
2pm, Thursday 28th November		6pm Thurs, 14th Nov		
Performance Report (Q2)		Performance Report (Q2)		
SEND Standing item -> Strategy for Inclusion		Bristol Local Flood Risk Management Strategy, including River Avon Flood Strategy		
Public Health Commissioning Services		Cumberland Basin / Western Harbour (pre-consultation Briefing early summer)		
Drug consumption rooms and assisted heroin treatment		Temple Meads and St Philips Master Plan		
Domestic abuse services – a Cabinet paper will be going to set out services.				
December 2019				
	10am, Monday 9th December		2pm Thursday 12th December	5pm Weds, 18th December
	Performance Report (Q2)		Performance Report (Q2)	Performance Report Q2
	Keeping Bristol Safe - new governance arrangements and remit. Joint session with People Scrutiny Commission		Finance Monitoring Reports	Risk Report (TBC)
	Housing Lettings Review		Standing item – FSA/ICT Systems and Strategy Update	Housing Company Business Plan
			Information Management Strategy	Energy Company Business Plan
			Standing item - Commercialisation and Innovation	Bristol Waste Company Business Plan

People Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
			Update from Financials T&F Group	City Leap
			Contracts and Procurement	
			Directorate Risk Report	
			Budget Scrutiny TBC	
January 2020				
		6pm Weds 23rd January 2020		TBC
		Performance Report (Q2)		One City Plan – annual report tbc
		Directorate Risk Report		One City Plan – progress update
February 2020				
5pm, Monday 10th February				
			Budget Scrutiny TBC	
END Standing Item – Hospital Education				
Fixed Term Exclusions				
March 2020				
	10am, Thursday 12th March			
	Risk Report			
	Performance Report (Q3)			
	Community strategy, including community partnerships / Area Committees			
	Bristol Impact Fund (funding for the voluntary sector)			

Items to be Scheduled

	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).	Council House Budgetary Programme (TBC – likely joint item with Communities SC later in the year)		Bristol City Council's Business Plans 19/20
	Performance criteria for waste – possible T&F	Local Cycling and Walking Infrastructure Plan (to be discussed with Officers)		