

Overview and Scrutiny Management Board

Agenda



Date: Monday, 1 June 2020

Time: 3.00 pm

Venue: Virtual Meeting - Zoom Committee Meeting with Public Access via YouTube

Distribution:

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

Issued by: Johanna Holmes, Scrutiny Advisor

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

Tel: 0117 9036898

E-mail: democratic.services@bristol.gov.uk

Date: Thursday, 21 May 2020



www.bristol.gov.uk

Agenda

1. Welcome, Introductions and Safety Information

(Pages 5 - 6)

2. Apologies for Absence

3. Declarations of Interest

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

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

4. Minutes of the previous meeting

To follow

5. Chair's Business

To note any announcements from the Chair

6. Public Forum

Up to 30 minutes is allowed for this item

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda (***we recommend that you read this document if you intend to submit Public Forum to this meeting.***)

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 at the latest by **5pm on 26th May**.

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 29th May**.



7. Annual Business Report

(Pages 7 - 24)

8. Current Scrutiny Arrangements

An update will be provided at the meeting.

Some Working Groups will be established to consider pertinent issues, which will report back to the Overview and Scrutiny Management Board

- Finance Task Group – further details to be confirmed. The Chair of this Group will also comment on the two financial reports that will be taken at the Cabinet meeting on the 2nd June (papers will be available on Friday 22nd May) :these can be found here
- People Scrutiny Working Group - further details to be confirmed
- Health Scrutiny Working Group - further details to be confirmed

Other Working Groups will be confirmed in due course.

The Scrutiny Chairs will make further recommendations for scrutiny going forward in August.

9. Exclusion of Press and Public

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

10. Bristol Energy Company - Exempt Item

This report will follow after the publication of Cabinet papers on the 22nd May.

11. Covid-19 Response (Information Item)

Report to follow.

Members to contact the Chair and Head of Democratic Engagement if there are any points they'd like further information on after the meeting.

12. Mayor's Forward Plan - Standing Item



(Pages 25 - 39)

13. Performance Report: Quarter 4 (Information Item)

Questions to be brought to the following OSMB meeting

(Pages 40 - 63)

14. Corporate Risk Report: Quarter 3 (Information Item)

Questions to be brought to the following OSMB meeting.

(Pages 64 - 87)

15. WECA Forward Plan - Standing Item (For Information)

(Pages 88 - 98)



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 <https://www.bristol.gov.uk/council-meetings>

Covid-19: changes to how we hold public meetings

Following changes to government rules, we will use video conferencing to hold all public meetings, including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny.

Councillors will take decisions remotely and the meetings will be broadcast live on YouTube.

Members of the public who wish to present their public forum in person during the video conference must register their interest by giving at least two clear working days' notice to Democratic Services of the request. To take part in the meeting, you will be required to register for a Zoom account, so that Democratic Services is able to match your named Zoom account to your public forum submission, and send you the password protected link and the instructions required to join the Zoom meeting to make your statement or ask your supplementary question(s).

As part of our security arrangements, please note that we will not permit access to the meeting if your Zoom credentials do not match your public forum submission credentials. This is in the interests of helping to ensure a safe meeting environment for all attending or observing proceedings via a live broadcast.

Please note: Members of the public will only be invited into the meeting for the duration of their submission and then be removed to permit the next public forum participant to speak.

Changes to Public Forum

Members of the public may make a written statement, ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to democratic.services@bristol.gov.uk. The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.
- Any statement submitted should be no longer than one side of A4 paper. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.
- **Your intention to attend the meeting must be received no later than two clear working days in advance. The meeting agenda will clearly state the relevant public forum deadlines.**

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, published on the website and within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

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

During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- Public Forum will be circulated to the Committee members prior to the meeting and published on the website.
- If you have arranged with Democratic Services to attend the meeting to present your statement or ask a question(s), you should log into Zoom and use the meeting link provided which will admit you to the waiting room.
- The Chair will call each submission in turn and you will be invited into the meeting. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute, and you may need to be muted if you exceed your allotted time.**
- If there are a large number of submissions on one matter, a representative may be requested to speak on the group's behalf.
- If you do not attend the meeting at which your public forum submission is being taken your statement will be noted by Members.

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

Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all virtual public meetings including Full Council and Cabinet meetings are now broadcast live via the council's [webcasting pages](#). The whole of the meeting will be broadcast (except where there are confidential or exempt items).

Other formats and languages and assistance for those with hearing impairment

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

Overview and Scrutiny Management Board

1st June 2020



Report of: Service Director, Legal & Democratic Services

Title: Overview and Scrutiny Management Board Annual Business Report 2020/2021

Ward: N/A

Officer Presenting Report: Lucy Fleming, Head of Democratic Engagement

Contact Telephone Number: 0117 9222483

Recommendations

- a. To note Membership of the Board for 2020/2021
- b. To agree the dates and times of meetings for 2020/2021
- c. To note the Scrutiny Terms of Reference
- d. To note the Mayoral Question Time arrangements preceding meetings of the Overview and Scrutiny Management Board (OSMB)
- e. To establish the Call In Sub-Committee and to note the arrangements

Summary

This report sets out the annual business.

The significant issues in the report are:

As set out in the report.



2. Policy

N/A

3. Consultation

N/A

4. Context

At the annual meeting on 21st May 2020, Full Council established the following;

- Overview and Scrutiny Management Board
 - People Scrutiny Commission (Health Sub-Committee of the People Scrutiny Commission)
 - Growth and Regeneration Scrutiny Commission
 - Communities Scrutiny Commission
 - Resources Scrutiny Commission
- Chair of OSMB: Councillor Geoff Gollop
➤ Vice Chair of OSMB: Councillor Celia Phipps

5. Proposal

OSMB is asked:

- a. To note the Membership for 2020/2021

The Board will comprise 11 Members (Labour 6; Conservative 2; Green 2; Liberal Democrat 1; details as follows;

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

- b.** To agree the proposed dates and times of meetings in 2020/2021
 - 3pm, Monday 1st June
 - 3pm, Wednesday 8th July
 - 3pm, Wednesday 29th July
 - 3pm, Wednesday 26th August
 - 3pm, Wednesday 30th September

Other meeting dates and times to be confirmed.

- c.** To note the Scrutiny Terms of Reference

See appendix A.

Scrutiny Commissions have in recent years mirrored the directorate structure of Bristol City Council. For 20/21, Members have agreed that the Communities Scrutiny Commission will continue, even though the directorate has been disbanded. Members are encouraged to consider officer efficiency where possible by organising the work programme in such a way to avoid duplication and make best use of resources.

- d.** To note Mayoral Question Time arrangements preceding OSMB meetings (dates TBC)

OSMB is asked to note the Mayoral Question Time arrangements as set out in Appendix B to this report

- e.** To establish the Call In Sub-Committee and to note the arrangements

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

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

The membership will be 7 (non-executive) Members, the proportionality being 4 Labour, 1 Conservative, 1 Green and 1 Liberal Democrat. The names of Members to serve on each Call In Sub-Committee will be determined by the Whips.

6. Other Options Considered

N/A

7. Risk Assessment

N/A

8. Public Sector Equality Duties

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

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- ii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

9. Legal and Resource Implications

N/A

Appendices:

| | |
|------------|--|
| Appendix A | Terms of Reference |
| Appendix B | Mayoral Question Time Procedure Rules (OSR 21) |
| Appendix C | Call In Sub-Committee Procedure Rules (OSR 17) |

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: Full Council, 21 May 2020

TERMS OF REFERENCE OF COMMITTEES

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

COMMITTEE TERMS OF REFERENCE:

A. OVERVIEW AND SCRUTINY COMMITTEES

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Terms of Reference

Functions

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

General

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

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

Management Function

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

B RESOURCES SCRUTINY COMMISSION

Terms of reference - Overview

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

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

C PEOPLE SCRUTINY COMMISSION

Terms of reference - Overview

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

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

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

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

Public Health and the Statutory Health Overview and Scrutiny Function

Functions

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

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

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

D GROWTH AND REGENERATION SCRUTINY COMMISSION

Terms of Reference - Overview

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

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

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

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

Functions

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

response, implementation and impact of recommendations.

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

E COMMUNITIES SCRUTINY COMMISSION

Terms of reference - Overview

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

Functions

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

F JOINT HEALTH SCRUTINY COMMITTEE

Terms of Reference

Functions

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

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

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

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

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

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

H JOINT OVERVIEW AND SCRUTINY ARRANGEMENT

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

Joint Overview and Scrutiny shall have the power to:-

- (i) Review or scrutinise decisions made or other actions taken, in connection with the discharge of any functions which are the responsibility of the Joint Committee;
- (ii) Make reports or recommendations to the Joint Committee on matters that affect the Joint Committee area or the inhabitants of the area;
- (iii) Make reports or recommendations to the Joint Committee with respect to the discharge of any functions which are the responsibility of the Joint Committee.

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

APPENDIX B

OSR 21

Mayoral Question Time

- i) Immediately before four of the meetings of the Board, the Council will hold a Member Mayoral and Executive Question Time for members of Council only.
- ii) The Question Time will be chaired by the Chair of the Board or in his absence the Deputy Chair or by a member elected by the members to preside if neither is present.
- iii) The Question Time will last for no more than one hour.
- iv) A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the proper officer by no later than 12 noon on the working day before the day of the meeting. Each question must give the name of the questioner. Copies of all questions will be circulated to all members and made available to the public attending the meeting by no later than one hour before the meeting.
- v) Questions will be asked in the order notice of them was received, except that the Chair of the Board may group together similar questions.
- vi) Members of Council shall be entitled to ask two questions and two supplementary questions. Questions must concern matters on the agenda of Board meeting. A supplementary question must arise directly out of the original question or the reply.
- vii) Replies to questions will be given verbally. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- viii) The person presiding may rule out questions which in his opinion are defamatory, offensive or frivolous, or which require the disclosure of confidential or exempt information.
- ix) The person presiding shall rule out questions that are not about a matter for which the local authority has a responsibility or which directly affect the city.

OSR17**What is Call-in and how does it operate?**

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

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

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

(f) If the call-in committee:

- (i) meets on the date specified in the notice in (d) above but does not either refer the matter back to the decision maker or refer the matter to the Full Council, then the decision will take effect on the date of the call-in committee's meeting; or
- (ii) does not meet on the date specified in the notice in (d) above, then the decision will take effect on the first working day after that specified date.

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

- (g) If the matter is referred to the Full Council and the Full Council does not object to the decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Full Council does object, it has no locus to make decisions in respect of a executive decision unless it is contrary to the policy and budget framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Full Council will refer any decision to which it objects back to the decision maker, together with the Full Council's views on the decision. The decision maker shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Mayor / Cabinet / executive or under joint arrangements, then within seven clear working days of the Full Council request, notice must be given of the date of the meeting to reconsider the decision.
- (h) If the Full Council does not meet, or if it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Full Council meeting or expiry of the period in which the Full Council meeting should have been held, whichever is the earlier.
- (i) Decisions taken by an Area Committee shall not be subject to call-in.

Forward plan



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

This update published 4 May 2020

Democratic Services

Contact: Corrina Haskins, Democratic Services Officer, email: corrina.haskins@bristol.gov.uk

Tel: 0117 35 76519

BRISTOL CITY COUNCIL - FORWARD PLAN
INDEX OF PROPOSED KEY DECISIONS

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

Key Decision

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

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

Non-key Decision

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

Cabinet Meetings

The Cabinet will normally meet on the first Tuesday of the month. Meetings start at 4pm. Meetings of the Cabinet are open to the public with the exception of discussion regarding reports which contain exempt/confidential, commercially sensitive or personal information which will be identified in the Mayor's Forward Plan).

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

Glossary:

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

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

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

Cabinet Members

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

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

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|---|---------------------------|---|------------------------------------|
| Michael Pilcher michael.pilcher@bristol.gov.uk | Covid-19 Emergency Decision making Extension and expansion of existing emergency decision making powers to continue functioning in a timely and responsive manner to the crisis as events unfold. Open | Cabinet 28 Apr 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Overview Scrutiny Management Board |
| Jane Taylor jane.taylor@bristol.gov.uk | Workforce for the Future - developing thriving economies and communities in South Bristol To seek approval to prepare a full application to WECA and, if successful, to accept the funding and lead on the local implementation and delivery of the South Bristol SME skills and employment programme . Open | Cabinet 28 Apr 2020 | Cabinet Member with responsibility for Education and Skills | People Scrutiny Commission |
| Jane Taylor jane.taylor@bristol.gov.uk | Bristol Apprenticeship Service Procurement 2020-25 To seek approval for the procurement of apprenticeship training skills provider. Open | Cabinet 28 Apr 2020 | Cabinet Member with responsibility for Education and Skills | People Scrutiny Commission |
| Mike Jackson mike.jackson@ | Building Practice Capital Programme Budget 2020/21 To seek approval for the 2020/21 Building Practice Capital Budget | Cabinet 28 Apr | Designated Deputy Mayor with | Resources Scrutiny |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|---|---------------------------|---|---|
| bristol.gov.uk | allocation. Open | 2020 | responsibility for Finance, Governance and Performance | Commission |
| Stephen Peacock stephen.peacock@bristol.gov.uk | Transport Capital Programme 2020/21 To seek approval for proposed budget allocations of the West of England Combined Authority Integrated Transport Block Fund Open | Cabinet 28 Apr 2020 | Cabinet Member with responsibility for Transport, Energy and the Green New Deal | Growth and Regeneration Scrutiny Commission |
| Mike Jackson mike.jackson@bristol.gov.uk | Clean Air Zone Update To provide an update to Cabinet. Open | Cabinet 28 Apr 2020 | | Communities Scrutiny Commission |
| Stephen Peacock stephen.peacock@bristol.gov.uk | Compulsory Purchase Order at Temple Gate To seek approval to proceed with the making of a Compulsory Purchase Order under S226(1) (a) of the Town and Country Planning Act 1990 as set out in the Cabinet decision of 6 November 2018 for any or all of the interests in the land at Temple Gate, Bristol. Part exempt | Cabinet 28 Apr 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Growth and Regeneration Scrutiny Commission |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|---|---------------------------|---|--|
| | | | | |
| Tim Borrett tim.borrett@bri stol.gov.uk | Q3 Performance Report To brief Cabinet on the progress made by all directorates against their Key Performance Indicators (KPIs) and project measures for Q3 2019/20. Non Key Open | Cabinet 28 Apr 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Resources Scrutiny Commission |
| Michael Pilcher michael.pilcher @bristol.gov.uk | 2019/20 Finance Outturn Report - NEW ITEM The report provides a summary of the overall financial performance and use of resources against approved budget for the financial year 2019/20. Open | Cabinet 2 Jun 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Resources Scrutiny Commission |
| Jan Cadby jan.cadby@brist ol.gov.uk | Q4 Corporate Risk Register - NEW ITEM To note the Corporate Risk Register for Quarter 4. Non Key Open | Cabinet 2 Jun 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Overview and Scrutiny Management Board |
| Michael Pilcher michael.pilcher @bristol.gov.uk | Finance Update - NEW ITEM To seek Cabinet's approval on the Council's financial position and also estimated financial impact of the current Covid-19 pandemic. | Cabinet 2 Jun 2020 | Designated Deputy Mayor with responsibility for | Overview and Scrutiny Management |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|--|-----------------------|--|---|
| | Open | | Finance, Governance and Performance | Board |
| Duncan Venison duncan.venison@bristol.gov.uk | <p>Traffic signals maintenance, supply and installation contract - NEW ITEM</p> <p>To seek approval to procure a new Traffic Signals maintenance, supply and installation contract from July 2022.</p> <p>Open</p> | Cabinet 2 Jun 2020 | Cabinet Member with responsibility for Transport, Energy and the Green New Deal | Growth and Regeneration Scrutiny Commission |
| Jacqui Jensen Jacqui.Jensen@bristol.gov.uk, Stephen Peacock stephen.peacock@bristol.gov.uk | <p>COVID 19 – Cross Directorate Application for Contract Awards, Extensions and Variations Necessary due to the Impact of COVID 19 on Commissioning and Procurement Activity - NEW ITEM</p> <p>To seek approval to adopt an approach to Contract Awards, Extensions and Variations Necessary due to the impact of COVID 19 on Commissioning and Procurement Activity.</p> <p>Open</p> | Cabinet 2 Jun 2020 | Cabinet Member with responsibility for Adult Social Care, Cabinet Member with responsibility for Housing | Overview and Scrutiny Management Board |
| Stephen Peacock stephen.peacock@bristol.gov.uk | <p>Bristol Energy Update - NEW ITEM</p> <p>To provide an update on Bristol Energy.</p> <p>Fully exempt</p> <p>3</p> | Cabinet 2 Jun 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Overview and Scrutiny Management Board |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|--|-----------------------|--|---------------------------------|
| | | | | |
| Jacqui Jensen Jacqui.Jensen@bristol.gov.uk | <p>Extensions and Variations to Domestic Abuse and Sexual Violence Contracts and Timeline Re-procurement due to the impact of COVID 19 on Commissioning and Procurement Activity - NEW ITEM</p> <p>To seek approval for contract extensions for domestic abuse and sexual violence services to 31st March 2022 due to the impact of COVID 19 and the delay of the procurement process to the same timescale.</p> <p>.</p> <p>Open</p> | Cabinet 2 Jun 2020 | Deputy Mayor (with responsibility for Communities, Equalities and Public Health) | Communities Scrutiny Commission |
| Julian Higson Julian.Higson@bristol.gov.uk | <p>Moving Forward Together Transformational Programme - NEW ITEM</p> <p>To seek approval for the Housing and Landlord Services transformation programme.</p> <p>Open</p> | Cabinet 2 Jun 2020 | Cabinet Member with responsibility for Housing | Communities Scrutiny Commission |
| Stephen Peacock | <p>Port Communities Resilience Fund Closure Report</p> <p>To note for information on the summary of the activities,</p> | Cabinet 2 Jun 2020 | Deputy Mayor (with responsibility for | Growth and Regeneration |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|--|---|---------------------|---|---|
| stephen.peacock@bristol.gov.uk | expected outcomes, lessons and recommendations following the implementation of the Capital spend programme. Non Key Open | | Communities, Equalities and Public Health) | Scrutiny Commission |
| Hugh Evans | Covid 19 - Adult Social Care - NEW ITEM To seek approval to spend the £9.3m allocated from the Covid-19 emergency fund and to set out more detail following the details given in the Covid-19 finance report of April 2020. Open | Cabinet 2 Jun 2020 | Cabinet Member with responsibility for Adult Social Care | People Scrutiny Commission |
| Penny Fell penny.fell@bristol.gov.uk | Bristol is Open: Update - NEW ITEM To provide an update on the next phase for the Bristol Is Open and seek approval for delivery of the current projects. Part exempt | Cabinet 2 Jun 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Overview and Scrutiny Management Board |
| Stephen Peacock stephen.peacock@bristol.gov.uk | Watershed Phase 1 Redevelopment - NEW ITEM More information to follow. Open | Cabinet 14 Jul 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Growth and Regeneration Scrutiny Commission |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|---|------------------------|---|---|
| Nick Smith nick.smith@bristol.gov.uk | Q4 Performance Report - NEW ITEM To brief Cabinet on progress made by all directorates against Key Performance Indicators and Project Measures Non Key Open | Cabinet 14 Jul 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Overview and Scrutiny Management Board |
| Matthew Kendall matthew.kendall@bristol.gov.uk | Council Tax Reduction Scheme 2021/22 Annual Report - NEW ITEM More information to follow. Open | Cabinet 14 Jul 2020 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Overview and Scrutiny Management Board |
| Stephen Peacock stephen.peacock@bristol.gov.uk | Southmead Regeneration Programme - NEW ITEM More information to follow. Open | Cabinet 14 Jul 2020 | Cabinet Member with responsibility for Housing | Growth and Regeneration Scrutiny Commission |
| Penny Germon penny.germon@bristol.gov.uk | Bristol Impact Fund - NEW ITEM More information to follow. Open | Cabinet 14 Jul 2020 | Deputy Mayor (with responsibility for Communities, Equalities and Public Health) | Communities Scrutiny Commission |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|--|---------------------------|---|---|
| | | | | |
| David White david.white@bristol.gov.uk | City Leap Update To note an update on the next stage of the City Leap project Non Key Open | Cabinet Before 4 May 2021 | Cabinet Member with responsibility for Transport, Energy and the Green New Deal | Growth and Regeneration Scrutiny Commission |
| Oliver Roberts oliver.roberts@bristol.gov.uk | Lawrence Weston Community Hub To consider development of a new build community and health hub in Lawrence Weston on Council owned land. Part exempt | Cabinet Before 4 May 2021 | Deputy Mayor (with responsibility for Communities, Equalities and Public Health) | Resources Scrutiny Commission |
| Pete Anderson peter.anderson@bristol.gov.uk | Connected City Project More information to follow. Part exempt 3 | Cabinet Before 4 May 2021 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Growth and Regeneration Scrutiny Commission |
| Patsy Mellor patsy.mellor@bristol.gov.uk | Waste Minimisation, Recycling and Waste Service improvements To seek approval for policy and service improvements. Part exempt | Cabinet Before 4 May 2021 | Cabinet Member with responsibility for Waste, Commercialisation and Regulatory Services | Resources Scrutiny Commission |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|---|---------------------------|---|---|
| | | | | |
| Oliver Roberts oliver.roberts@bristol.gov.uk | Partial relocation and development of the Council's Bottle Yard Studios facility at Hawkfield Business Park More information to follow. Part exempt | Cabinet Before 4 May 2021 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Growth and Regeneration Scrutiny Commission |
| Stephen Peacock stephen.peacock@bristol.gov.uk | Acquisition of Land at Broomhill Road, Brislington More information to follow. Part exempt | Cabinet Before 4 May 2021 | Cabinet Member with responsibility for Housing | Growth and Regeneration Scrutiny Commission |
| Mark Williams Mark.williams@bristol.gov.uk | Members Parental Leave Policy To seek Cabinet approval for recommendation to Full Council for a Members' entitlement to maternity, paternity, shared parental and adoption leave and relevant allowances policy. Non Key Open | Cabinet Before 4 May 2021 | Cabinet Member with responsibility for Women, Children and Families (Young People), and Lead Member for Children's Services | People Scrutiny Commission |
| Nuala Gallagher nuala.gallagher@bristol.gov.uk | Enterprise Zone Update More information to follow. Open | Cabinet Before 4 May 2021 | Designated Deputy Mayor with responsibility for Finance, Governance | Growth and Regeneration Scrutiny Commission |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|---|---|---------------------------|---|---|
| | | | and Performance | |
| Stephen Peacock stephen.peacock@bristol.gov.uk | Housing Infrastructure Fund More information to follow. Open | Cabinet Before 4 May 2021 | Cabinet Member with responsibility for Housing | Growth and Regeneration Scrutiny Commission |
| Jacqui Jensen Jacqui.Jensen@bristol.gov.uk | SEND Top Up Processes and Procedures Review More information to follow. Open | Cabinet Before 4 May 2021 | Cabinet Member with responsibility for Education and Skills | People Scrutiny Commission |
| Jacqui Jensen Jacqui.Jensen@bristol.gov.uk | Housing payments made under the Vulnerable Person's Resettlement Scheme and the Global Resettlement Scheme More information to follow Part exempt 3 | Cabinet Before 4 May 2021 | Deputy Mayor (with responsibility for Communities, Equalities and Public Health) | People Scrutiny Commission |
| Penny Fell penny.fell@bristol.gov.uk | Fleet Fuel Purchasing - NEW ITEM More information to follow. Open | Cabinet Before 4 May 2021 | Designated Deputy Mayor with responsibility for Finance, Governance and Performance | Growth and Regeneration Scrutiny Commission |

| Lead Officer | Title and summary of Decision | Meeting date | Decision taker | Scrutiny Remit |
|--|--|---------------------------------|--|--|
| | | | | |
| Raz Constantinescu raz.constantine scu@bristol.gov .uk | Street Lighting Contract - NEW ITEM More information to follow Open | Cabinet Before 4 May 2021 | Cabinet Member with responsibility for Transport, Energy and the Green New Deal | Growth and Regeneration Scrutiny Commission |

Overview & Scrutiny Management Board

01 June 2020



Report of: Head of Insight, Performance & Intelligence
Title: Corporate Performance Outturn Report Q4 2019-20
Ward: All
Officer Presenting Report: Nick Smith
Contact Telephone Number: 0117 9220000

Recommendation:

That OSMB note the progress made by all directorates against their Key Performance Indicators (KPIs) and project measures for Q4 2019/20 (Appendix A1) – designed around the themes in the Corporate Strategy and Business Plans.

The significant issues in the report are:

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

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



1. Summary

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

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

2. Context

Performance summary:

Of the 78 KPIs with year-end results available*,

- 39.7% (31 of 78) of those with established targets are performing on or above target
- 49.3% (34 of 69) of those with a direct comparison from 12 months ago have improved.

For comparison, the year-end outturn in 2018-19 showed 44% of KPI's on or above target and 62% improving. However, it should be noted that multiple KPIs were impacted in the latter part of Q4 due to the Covid-19 pandemic, including several that had been moving towards hitting target. We estimate that a third of KPIs (c27) were directly impacted in Q4, although it's not possible to say how many missed target due to this.

*6 performance indicators were not able to report during the Q4 timescales due to other priorities. Overall though, given the scale of the current emergency response, Q4 reporting compliance has been impressively high across the organisation.

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

Corporate Strategy Themes:

Empowering & Caring:

The number of adolescents entering care because of abuse or exploitation is slightly higher than last year's outturn, but services do provide intensive support if a child is at risk of coming into care.

The annual count of rough sleepers shows the situation worsened in 2019-20, and although interventions by the Housing Options Service to prevent homelessness were above target, the wider housing environment continues to be very challenging. Activities here were particularly impacted by Covid-19 at the end of Q4 with work to rehouse those rough sleeping (or in night shelters).

There has also been an increase of numbers in temporary accommodation, which is well below target, but is driven by the positive work to prevent homelessness, compounded by issues as residents have been unable to move on due to the pandemic. However, there has been a positive reduction in the number of empty council properties.

Permanent admissions to residential care ended the year below target, due to a slight rise in Q4 as a direct result of the Covid-19 pandemic and priority work to discharge patients to free up hospital bed capacity. Overall, the number of people accessing Tier 1 and 2 support rose, even though still well below the ambitious target set; further work will continue to improve this over the coming months. Also, the number of disabled people enabled to live more independently through home adaptations is well above target, partly due to increased referrals via Care Direct.

The percentage of people who volunteer or help out in their community regularly (Quality of Life (QoL) survey) in 2019-20 increased on the previous year, whilst the percentage who feel they do not have enough information to get involved in their community (QoL survey) fell.

Fair & Inclusive:

The delivery of Affordable Homes (estimated figure due to external staff being furloughed) ended the year well below target but up on last year. However, as construction sites had closed there will be future delays in delivering the anticipated number of properties to the initial expected timescales.

2019 Educational attainment data for Key Stage 2 (Primary school pupils achieving the expected standard in reading, writing and maths) shows Bristol pupils exceeded target and improved on the previous year; however results were below target at Key Stage 4. Bristol schools' pupil attendance (academic year 2018-19) is below target and unchanged on the previous year. Note: a transition strategy is planned to support return to school post Covid-19.

The Special Educational Needs and Disabilities (SEND) service has had well-publicised challenges in meeting processing targets for Educational Health Care Plans; the recent organisational restructure and allocation of additional resource has now started to have an impact, and significant improvements are expected next year.

The project to increase the number of apprenticeships within BCC has exceeded expectations, and is also above target for apprenticeships from priority groups. The percentage of young people Not in Education, Employment & Training, or are destination unknown, is well below target and worse than the figure last year; however this is primarily due to data issues affecting the “not known” numbers in the pre-16 data migrated in this year. This has improved slightly on the Q3 picture, and further resource has been agreed to prevent this re-occurring.

Data from the QoL survey indicated that the percentage of people who “feel they belong to their neighbourhood” had risen significantly; also less people have noted a negative impact locally from “gentrification”.

Wellbeing:

The Quality of Life (QoL) survey showed the percentage of Bristolians who report “below average mental wellbeing” (using an accredited scale) had improved significantly in 2019-20; the “Thrive” programme is a city-wide approach to mental health and wellbeing.

Data on Delayed Transfers of Care (DTOC), where patients are kept in hospital longer than required medically, are reported up to Feb’20 only, as this is not being recorded under new Covid-19 Hospital

discharge guidance.

The proportion of deaths attributed to particulate air pollution (data from Public Health England) shows a worsening on the previous 2017 figure. The percentage of residents visiting a park or open space at least once a week (QoL survey) rose in 2019-20 and exceeded target.

Overall the percentage of household waste sent for reuse, recycling and composting is slightly down on last year, but even so Bristol's recycling rate for 2018/19 continues to be the highest of the English core cities.

The percentage of food outlets with a Bristol Eating Better Award in priority wards is below target, but the programme had been delayed several months. Engagement with these should pick up after the Covid-19 pandemic.

Attendances at BCC leisure centres and swimming pools fell in 2019-20 (NB these were closed in March due to the Covid-19 pandemic), as did the percentage of adults, in the most deprived areas, who play sport at least once a week (QoL survey). Implementing the new Sport & Physical Activity Strategy is intended to improve these indicators.

Well Connected:

Year-end figures for bus passenger journeys are below target, but overall have improved on the same period last year despite the significant impact of Covid-19 at the end of Q4. The percentage who think "traffic congestion is a problem locally" (QoL survey) reduced in 2019-20, although these results differ between local areas.

Ofcom data indicates the proportion of premises with access to ultrafast broadband is below target, and the percentage of people living in deprived areas with access to the internet at home (QoL survey) in 2019-20 was below target and worse than the previous year.

The number able to "access care and support through the use of adaptive technology" was only very slightly below target; the planned new Technology-Enabled Care (TEC) service began March 2020 which will improve future figures.

The percentage of adults with learning difficulties (known to social care) who are in paid employment has improved over the last year and exceeded target, partly due to the Bristol WORKS for Everyone employment support for people with learning difficulties, providing job coaching and supported internships plus a range of localised programmes.

The number of "adults in low pay work and receiving benefits who are accessing in-work support" ended well above target, reflecting promotional campaigns from the support programmes and increase in delivery staff to meet demand. The programme has now been extended and has adapted its model to encompass remote working during the Covid-19 crisis.

Organisational Priorities:

The number of Freedom of Information requests and complaints responded to within target timescales were well below target, and remained broadly in line with the Q3 figures. The

improvements expected via the new electronic case management system were outweighed by Covid-19 and staff capacity issues; a significant number of FOI's had to be suspended in March, which counts as not done on time on the system.

Draft figures for the projected spend forecast, as a percentage of BCC budget, show a slight worsening of the position due to Covid-19 impacts on income streams that began in February. This is not the formal Q4 outturn figure as further consideration of Covid-19 implications has delayed finalising this. The final figures for Council Tax and non-domestic rates collected were both slightly below target, but both were affected by the Covid-19 pandemic.

Whilst sickness absence figures were below target, they are improved on this time last year despite the impact of Covid-19 in Q4, highlighting the ongoing work to support a healthy workforce.

Overall satisfaction with “the way the Council runs things” rose significantly in 2019-20 (by 8% points for the second year in a row) to 43%, the highest recorded in a decade (QoL survey). [30% of people were dissatisfied, and 27% had no opinion]. However, it remains significantly lower in the most deprived areas (31%).

Note - For all themes, attention is drawn to the detailed commentaries in Appendix A1 where the service has provided further explanation and/or details of plans and activities underway.

3. Policy

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

4. Consultation

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

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;

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

5b) Where possible, the KPI set has been designed to enable differential impacts to be understood and incorporated into service plans as part of the equalities impact assessment process.

Appendices:

Appendix A1: Performance Progress Update (Q4 2019/20)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

BRISTOL CITY COUNCIL - Q4 2019/20 Performance Summary

OVERALL SUMMARY:
39.7% (31) PIs On / Above target
49.3% (34) PIs are the same or better than Q4 last year

| EMPOWERING & CARING | | |
|--|---------------|-----|
| Title | Target status | DoT |
| BCP212: Reduce the number of adolescents (aged 13-17) who need to enter care due to abuse or exploitation | Below | ⬇️ |
| BCP280: Increase the % of people who contact Adult Social Care and then receive Tiers 1 & 2 services | Well Below | ⬆️ |
| BCP307: Increase the number of disabled people enabled to live more independently through home adaptations | Well Above | ⬆️ |
| BCP352a: Reduce the number of people sleeping rough on a single night in Bristol - Annual Count | Well Below | ⬇️ |
| BCP357a: Reduce the number of households in temporary accommodation | Well Below | ⬇️ |

| FAIR & INCLUSIVE | | |
|---|---------------|-----|
| Title | Target status | DoT |
| BCP227a: Percentage of Final Education Health Care Plans issued within 20 weeks, inc exception cases (Quarterly data) | Well Below | ⬆️ |
| BCP245: Improve the level of Bristol Schools' pupil attendance | Below | = |
| BCP261a: Increase the total number of apprentices employed by Bristol City Council | Well Above | ⬆️ |
| BCP324: Increase the percentage of people who feel they belong to their neighbourhood (QoL) | Above | ⬆️ |
| BCP425: Increase the number of affordable homes delivered in Bristol | Well Below | ⬆️ |

| WELLBEING | | |
|---|---------------|-----|
| Title | Target status | DoT |
| BCP250: Reduce the percentage of people in Bristol who report below national average Mental Wellbeing (QoL) | Well Above | ⬆️ |
| BCP257: Increase the number of 'Bristol Eating Better Awards' issued to food outlets in priority wards | Well Below | |
| BCP333: Increase the percentage of residents visiting a park or open space at least once a week (QoL) | Above | ⬆️ |
| BCP434: Reduce the proportion of deaths attributed to particulate air pollution | Below | ⬇️ |
| BCP541: Increase the percentage of household waste sent for reuse, recycling and composting | Below | ⬇️ |

| WELL CONNECTED | | |
|--|---------------|-----|
| Title | Target status | DoT |
| BCP266: Increase % of adults with learning difficulties known to social care, who are in paid employment | Above | ⬆️ |
| BCP268: Increase the number of adults in low pay work & receiving benefits accessing in-work support | Well Above | |
| BCP308: Increase the number of people able to access care and support through the use of adaptive technology | Below | ⬇️ |
| BCP436: Improve the percentage of premises that have access to Ultrafast Broadband | Below | ⬇️ |
| BCP475: Increase the number of passenger journeys on buses | Below | ⬆️ |

| WORKPLACE ORGANISATIONAL PRIORITIES | | |
|---|---------------|-----|
| Title | Target status | DoT |
| BCP501a: Projected forecast outturn as a percentage of approved budget (BCC) | Below | ⬇️ |
| BCP502: Increase the percentage of invoices paid on time | Below | ⬆️ |
| BCP517: Increase the percentage of Corporate FOI requests responded to within 20 working days | Well below | ⬇️ |
| BCP522: Reduce the average number of working days lost to sickness | Below | ⬆️ |
| BCP530: Increase the satisfaction of citizens with our services (QoL) | Well Above | ⬆️ |

DoT = 'Direction of Travel' compared to this time last year

OSM - Quarter 4 (1st April '19 - 31 March '20) Performance Outturn Report

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|--|---------|---|-----|-----------------|--------------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| 2019/20 Corporate Plan: Empowering & Caring | | | | | | | | | | | | |
| EC1 | BCP212 | Reduce the number of adolescents (aged 13-17) who need to enter care due to abuse or exploitation | - | 27 | 24 | 8 | 19 | 25 | 29 | ⬇️ | 77 children aged 13 or over started care between 01/04/2019 and 31/03/2020. Of these, 29 started due to neglect. Children can come into care through a family court order or through a voluntary arrangement. Head of Service has to give permission for a child to come into care voluntarily to ensure this is the right pathway for the child and that everything has been tried with the child and his carers to support the child living at home or within their family network. All children that come into care are reviewed on a monthly basis with the Service Director to review plans for the child and discuss lessons that can be learnt and any required changes in practice. | PE |
| EC1 | BCP214 | Increase the % of child referred who are seen promptly | + | n/a | 90.0% | n/a | n/a | n/a | n/a | n/a | This is a new performance measure and work is progressing to report on this from Q1 2020/21 | PE |
| EC1 | BCP219 | Increase the percentage of Family Outcome Plans where agreed outcomes were achieved | + | n/a | Establish baseline | 38.0% | 51.5% | 44.4% | 52.5% | n/a | 137/261. This level of performance is now able to provide a benchmark for target setting due to a new process being implemented. | PE |
| EC1 | BCP222 | Increase the take-up of free early educational entitlement by eligible 2 year olds | + | 68.0% | 70.0% | n/a | n/a | n/a | 64.0% | ⬇️ | The noted decline has been impacted by certain issues that have now been addressed. • A change in the application system for parents. The process moved online and parents now need to create an account. This has caused a 17% reduction in registrations compared to numbers at the same time in the previous year. To address this the Early Years Inclusion Officer is facilitating 'stay and play sessions' onsite to encourage families to come in with their children whilst they assist with applications. In addition the service has requested a portal to allow professionals to apply on behalf of families. • Children's Centre Restructure of Family Support meant that existing systems to engage families needed to be reviewed. The LA now provides the DWP data to all LA maintained nurseries so they are able to make contact directly. The Early Years Inclusion worker is also establishing regular meetings with Family Support Leads (at the four children centre hubs) to identify local barriers. | PE |
| EC2 | BCP352a | Reduce the number of people sleeping rough on a single night in Bristol - Annual Count | - | 82 | 70 | n/a | n/a | n/a | 98 | ⬇️ | The target has not been met. The underlying reason is the increase in the flow of people onto the streets. The number of people supported by our commissioned rough sleeping services increased from 951 in 2018 to over 1,200 in 2019 (26.2%). | G&R |
| EC2 | BCP352b | Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count | - | 72 | 60 | 106 | 117 | 98 | 93 | ⬇️ | The target has not been met. The Q4 count was carried out in January 2020. The underlying reason is the increase in the flow of people onto the streets. The number of people supported by our commissioned rough sleeping services increased from 951 in 2018 to over 1,200 in 2019 (26.2%) | G&R |
| EC2 | BCP353 | Increase the number of households where homelessness is prevented | + | n/a | 1,000 | 268 | 567 | 883 | 1,241 | n/a | The number of households prevented from becoming homeless increased in each quarter of 19/20 | G&R |
| EC2 | BCP356 | Reduce the number of households who were in Temporary Accommodation for more than 6 months | - | 279 | 260 | 255 | 278 | 247 | 292 | ⬇️ | The number of households in temporary accommodation (TA) for more than 6 months is now below target. There have been renewed efforts on moving out those who have been in TA the longest. | G&R |
| EC2 | BCP357 | Reduce the number of households in temporary accommodation | - | 524 | 500 | 513 | 545 | 573 | 728 | ⬇️ | The number of people that have been placed into temporary accommodation has increased significantly due to our work around Covid 19 and moving people off the streets. 141 new placements into hotels were made between 23rd and 31st March 2020. Under normal circumstances, many of these would not meet the criteria for the provision of temporary accommodation. | G&R |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|------------------|---------|--|-----|-----------------|----------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| EC3 | BCP276a | Reduce the permanent admissions aged 65+ to residential and nursing care, per 100,000 population | - | 570 | 550 | 603.4 | 613.4 | 581.7 | 591.2 | ⬇️ | Although performance has been improving in this area throughout this year as the no of placements has reduced, the Q4 performance is slightly increased and therefore not yet meeting the target. The reason for this is due to the Coronavirus response to quickly clear hospital beds and discharge patients to free up capacity into alternative care settings, which created a slightly higher number of care home admissions in a shorter space of time than usual. Subsequently we have sadly seen a higher number of deaths in care homes due to Coronavirus so the total number of people over 65 in care homes has actually reduced. As this indicator records admissions over the last 12 months there will be a lag in this being reflected in the number. | PE |
| EC3 | BCP277 | Percentage of adult social care service users, who feel that they have control over their daily life | + | 77.7% | 78.0% | n/a | n/a | n/a | 74.0% | ⬇️ | Although this data is taken from the annual survey and therefore we cannot track progress on a quarterly basis –we do have outcomes within the Better Lives programme to ensure we are improving in this area. This includes the basic principle of ensuring that people remain as independent as possible in their own homes through the investment in tier 2 services to support them and avoiding admissions to care homes. Also through more outcomes based support planning that is focussed on the individual and the promotion of Direct Payments which are above national average and plans to implement Individual Service Funds. | PE |
| EC3 | BCP278 | % of older people at home 91 days after discharge from hospital into reablement/rehabilitation * | + | 86.1% | 88.0% | 88.2% | 85.7% | 88.2% | Not due | ⬆️ | This performance indicator is reported with a 3 month data lag. Q3 '19 - 427 out of 484 = 88.2% Oct '19 - 129 out of 152 Nov '19 - 157 out of 178 Dec '19 - 141 out of 154 Performance is on target. With the current Covid 19 restrictions and referral criteria having been removed it may affect performance in Q4 | PE |
| EC3 | BCP280 | Increase the % of people who contact Adult Social Care and then receive Tier 1 and 2 services | + | 47.4% | 60.0% | 50.5% | 52.8% | 48.7% | 51.5% | ⬆️ | The number of people accessing tier 1/2 support has increased in this quarter but is not yet at the 60% target. This was an ambitious target and may have been unrealistic. However due to Coronavirus and the level of mutual aid and volunteer support has hugely increased. The number of people supported by this support will not be included in this indicator as it only records people who are diverted as a result of a contact and people are accessing support directly currently. | PE |
| EC3 | BCP307 | Increase the number of disabled people enabled to live more independently through home adaptations | + | 3,370 | 3,400 | 1,020 | 1,545 | 2,950 | 4,151 | ⬆️ | Target exceeded. The outcome includes all aids, minor and major adaptations as well as hospital discharge completed using both Disabled Facilities Grant and Housing Revenue Account funding. | G&R |
| EC4 | BCP312 | Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL) | + | 43.0% | 44.0% | n/a | n/a | n/a | 47.6% | ⬆️ | There has been a change to how this question is recorded in the Quality of Life survey data; the previous year outturn and target have been adjusted in line with the new methodology for consistency. These adjusted results are now more in line with the regional average (43%) for people volunteering, though remain higher in Bristol. | RE |
| EC4 | BCP314 | Reduce the percentage of people who lack the information to get involved in their community (QoL) | - | 28.6% | 28.0% | n/a | n/a | n/a | 27.8% | ⬆️ | Bristol City Council will have some impact on this through services such as comms, cultural outlets and community development. The improved result is more likely due to social media including a growing number of web platforms and apps aimed at neighbourhood networks; local community organisations and variety of media outlets. | RE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|---|---------|---|-----|-----------------|----------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| 2019/20 Corporate Plan: Fair & Inclusive | | | | | | | | | | | | |
| FI1 | BCP310 | Increase the number of private sector dwellings returned into occupation | + | 537 | 490 | 167 | 355 | 407 | 499 | ⬇️ | Target met even though enforcement work stopped in February and March 2020. | G&R |
| FI1 | BCP425 | Increase the number of affordable homes delivered in Bristol | + | 260 | 440 | 41 | 148 | 199 | 312 | ⬆️ | Please note this is an estimated outturn based on the best projection without benefit of the Quarterly returns from RPs (delayed due to lack of staff available to process figures at RP offices). Council officers are now projecting only 113 AH being completed in Q4 providing an overall total AH for 2019/20 of 312 AH (against target of 440 AH). The main reason for this significant difference between the annual out turn and the annual target is that 66 AH have been affected by the decision of RP contractors to shut down their sites during March as result of Covid 19 pandemic- which means that these homes are now unlikely to be delivered before Q4 2020/21. In addition, as reported earlier, a further 62 AH have slipped from 2019/20 and had been reprogrammed for delivery in 2020/21 and 2021/22 - due to RPs response to the market uncertainties of Brexit and reprogramming by the Council Housing delivery team. | G&R |
| FI1 | BCP430a | Increase the number of new homes delivered in Bristol | + | 1,498 | 2,000 | n/a | n/a | n/a | n/a | n/a | This measure is calculated annually and generally reported at q2 of the following year. It is therefore anticipated that the number of new homes for 2019/20 will be reported after September 2020 | G&R |
| FI2 | BCP227a | Percentage of Final EHCPs issued within 20 weeks including exception cases (quarterly data) | + | 0% | 61.30% | 0% | 0.72% | 1.16% | 7.4% | ⬆️ | The data for Quarter 4 follows the reporting system outlined in quarter 3. The figures show performance for that quarter rather than for a rolling 12 month period; this also aligns to the DfE reporting requirements. As outlined in quarter 3 there has been a significant amount of work undertaken to improve the data quality and we now have a clear methodology and data sources for monitoring this KPI to use going forwards. During quarter 4 the number of Education Health and Care Plans issued in 20 weeks is 10. Although the number of plans issued within the 20 week deadline remains well below target, there is a clear quarterly improvement in the total number of plans issued; this has risen from 49 plans in Q1 (though none within timeline) to 172 plans in Q3 and 135 plans (provisional) in quarter 4. New SEN officers are in post and have undergone a comprehensive induction programme and new EPs take up post in September. There is plan in place to address both the new applications and the backlog to improve the performance over the next quarter. The real impact will be realised over the coming months. | PE |
| FI2 | BCP230a | KS2 - Increase the % of pupils achieving the expected standard in reading, writing and maths | + | 63% | 64% | n/a | n/a | n/a | 65% | ⬆️ | 65% of pupils achieved the expected standard in reading, writing and Mathematics which is above target. We will continue to work with the teaching schools and education partners to ensure schools receive the level of appropriate support and challenge to improve outcomes. | PE |
| FI2 | BCP230b | KS2 - increase the % of disadvantaged pupils, at KS2, achieving the expected standard in RWM | + | 49% | 50% | n/a | n/a | n/a | 49% | ⬇️ | 49% of disadvantaged pupils achieved the expected standard in reading, writing and Mathematics which is the same as last year and just below target. This continues to be a priority for the city and remains a central theme in our school improvement work with education partners. An EEF evidenced based project is also planned to target priority schools with the effective deployment of evidence based TA interventions to support disadvantaged pupils. | PE |
| FI2 | BCP231a | Key Stage 4: Improve the Average Attainment 8 score per pupil | + | 45.5 points | 47.0 points | n/a | n/a | n/a | 45.3 points | ⬇️ | Bristol's attainment 8 is 45.3 points. This is slightly below the Bristol average in the previous year (45.54) We will continue to monitor and challenge schools on their performance through the Excellence in Schools Group, a group of system leaders who support the identification and coordination of support for schools as well as providing peer challenge across the city. | PE |
| FI2 | BCP231d | Key Stage 4: Attainment 8 - Reduce the Points gap between the Disadvantaged and Non-Disadvantaged | - | 16.2 points | 15.0 points | n/a | n/a | n/a | 16.4 points | ⬇️ | The attainment 8 gap widened slightly this year by 0.2 points. Targeted work with the Education Endowment Fund is currently being planned for the next academic year. This work is focused on the deployment of evidence based interventions led by appropriately skilled Teaching Assistants that have proven to close achievement gaps for pupils. | PE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|------------------|---------|---|-----|-----------------|----------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| FI2 | BCP245 | Improve the level of Bristol Schools' pupil attendance | + | 94.7% | 95.2% | n/a | n/a | n/a | 94.7% | = | This is a key area of focus. There is an action plan being developed in collaboration with E&S and schools with individual school data packs and appropriate support and challenge to schools and settings with below 95.2% attendance. Work on relationships based approaches and inclusive strategies such as the Leading Edge, ACE awareness and Belonging Strategy in train to promote and encourage school attendance. Post Covid-19 a specific transition strategy is also planned to support return to school and differentiated approaches. Please note - this is DfE data for the 2018/19 academic year, which was published in Feb 2020. | PE |
| FI3 | BCP218 | Improve the % of 17 - 21 year old care leavers in Employment, Education or Training (EET) (statutory return - recorded around birthday)* | + | 65% | 65% | 63% | 63% | 61% | Not due | ⬇️ | This Performance indicator is reported with a 3 month data lag. There were 321 eligible care leavers on 31/12/2019. Of these, 197 were in education, employment or training within their statutory birthday contact period. This figure has continued to rise over the last few years. 2018 – 2019 saw a maintained improvement. In 2019-20 the target increased 7% to 65%. We have fallen short of this at 61% but this is only Q3. The steady increase has come about as a result of focussed work (eg: Reboot, a SIB. Workers supporting young people to both engage in EET and improve their EET). Caseloads for PA's have come down from 30 to 24 allowing for PAs to spend more time with their young people. There remains a focus on improving EET for our young people. Each young person who is Not in EET (NEET) is now having an EET plan. | PE |
| FI3 | BCP261a | Increase the total number of apprentices employed by Bristol City Council | + | 184 | 214 | 176 | 241 | 270 | 248 | ⬆️ | Final quarter has been significantly disrupted by COVID 19 with some fledgling programmes halted early to resume post lockdown affecting 35 staff. Recruitment activities also curtailed for new starts affecting around 20 potential new posts anticipated over next 3 months. However, on programme figure has not dipped as there have also been significant delays in completion of 32 apprenticeship end point assessments. Planned revised governance arrangements and procurement arrangements have yet to be confirmed. The team are working hard to ensure staff on programme are continuing to learn and making progress towards completion of apprenticeship. Following an 8-day consultancy with LGA including a deep dive into Housing we have now have useful independent insights which will underpin our development journey. | PE |
| FI3 | BCP261b | Increase the % of BCC apprentices starting apprenticeship training from priority groups | + | 29.3% | 31.0% | 29.0% | 32.3% | 32.8% | 31.9% | ⬆️ | Whilst apprenticeship recruitment slowed in 19/20 recruitment of priority groups remained strong. Bristol Apprenticeship Service and On Site Bristol have been extensively promoting apprenticeship offer within schools and other community groups. Campaigns linked to National Apprenticeship and National Careers Weeks developed our reach. During March 2020 we have agreed deferring launch of SEND apprenticeship support scheme under the Bristol works for Everyone banner in partnership with Mencap but will be working on a linked traineeship programme from early autumn. | PE |
| FI3 | BCP263a | Reduce the % of young people of academic age 16 to 17 years who are Not in Employment, Education or Training (NEET) & destination unknown | - | 7.7% | 6.5% | 7.3% | 10.1% | 20.2% | 15.0% | ⬇️ | We have made some progress against reducing the number of young people without a known EET destination (Not Knowns) within the cohort but with the ongoing lack of governance with the Pre 16 data that was migrated into the post 16 cohort we will make little impact on the not known data until next years academic year starters. We are working with colleagues to ensure that the same issue does not happen again this coming academic year, though the COVID 19 situation has currently put the planned recruitment on hold. We have been working with the external Post 16 provider community to explore options for rolling start education provision to help fill the gaps for young people who have not been able to continue with further education/sixth forms and have subsequently become NEET. There is still a lack of rolling and traineeship provision within the City to help bridge the gap from NEET to EET for those who need a more supportive programme. The data shows that the majority of our NEET young people are aged in the 17-18 year old cohort; some have spent a year in college or sixth form and then drop out with limited plans. We are working with colleagues to have a more consistent approach to careers advise and provision to support young people make more informed careers options via informed pathways. | PE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|------------------|--------|--|-----|-----------------|----------------|-------------|-------------|-------------|-------------|--------------------------------|--|-------------|
| FI3 | BCP267 | Improve the overall employment rate of working age population | + | 76.6% | 76.6% | 77.1% | 77.6% | 77.6% | 76.7% | ↑ | This quarter has remained static however due to the accuracy of the data, +- 2%, it is difficult to draw accurate conclusions. We are expecting a significant spike post Covid and have begun planning with a range of partners including the DWP. | PE |
| FI3 | BCP270 | Increase experience of work opportunities for priority groups | + | n/a | 2,750 | 340 | 1,336 | 2,227 | 5,131 | n/a | During this last quarter we have continued to provide work experience placements at BCC up until the COVID 19 shut down; this has now been suspended until further notice. We are pleased to have achieved 24 placements from priority groups. The Apprenticeship Diversity Hub and some of the WORKS school delivery has been halted by the COVID 19 situation. However this quarter included the Raising Aspiration (RA) Careers event which the WORKS team became heavily involved with ; 2080 young people attended the event, including 369 young people with SEND who have not attended previously. Partnership delivery work has continued with Sixteen and BOOMSATSUMA offering a varied range of experiences of work opportunities. Overall cumulative delivery for this KPI has surpassed are planned target with a final result of 5,131 (against an annual target of 2,750), this is due to the RA careers event and involvement of WORKS schools and employers. | PE |
| FI4 | BCP324 | Increase the percentage of people who feel they belong to their neighbourhood (QoL) | + | 59.4% | 59.4% | n/a | n/a | n/a | 62.0% | ↑ | Clear increase on last year city wide, also reflected in the most deprived communities albeit to a lesser extent. This is really positive particularly given increased intolerance expressed through social media reported nationally and the national discourse re BREXIT and immigration. Positive initiatives which may be have contributed include #wearebristol comms campaign. | RE |
| FI4 | BCP327 | Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL) | - | 28.0% | 27.0% | n/a | n/a | n/a | 21.4% | ↑ | The Quality of Life (QoL) survey ran in Autumn 2019. Headline results were issued via the QoL Priority Indicators briefing report and followed up with detailed results in March. | RE |

2019/20 Corporate Plan: Wellbeing

| | | | | | | | | | | | | |
|----|--------|---|---|-------|-------|-----|-----|-----|-------|-----|--|----|
| W1 | BCP249 | Prevalence of child excess weight in 10-11 year-olds | - | 34.5% | 34.0% | n/a | n/a | n/a | 31.3% | ↑ | The 19/20 results will be available in October 2020. This data is based on the national child measurement programme (NCMP) for the school year 18/19. The proportion of Year 6 pupils with excess weight in Bristol schools was 31.3%, lower than the England average (34.3%) by a statistically significant margin. 18.2% of 10-11 year olds were classed as obese, also significantly lower than the national average prevalence (20.2%). After rising for many years, between 2015/16 and 2018/19 the prevalence of excess weight in year 6 pupils in Bristol, declined by a statistically significant margin to the lowest level observed since 2006/07. Measurement coverage in Bristol schools in 2006/07, the first year of the NCMP programme, was very poor and may well mean that the result for that year cannot be compared to other years of the programme when coverage has been much higher and provided more robust comparisons. Bristol schools in 2018/19 had the lowest year 6 prevalence of excess weight of any of the 8 Core Cities comparator group, by a statistically significant margin, and the lowest prevalence of obesity in year 6. Public health support schools to address healthy weight as part of the Healthy Schools programme and as part of the Alive Bristol programme. The focus is on whole school approaches to excess weight including access to healthy food to eat and cook as well as growing food and increasing the amount of physical activity children and young people do and want to do. | PE |
| W1 | BCP250 | Reduce the percentage of people in Bristol who report below national average Mental Wellbeing (QoL) | - | 19.7% | 19.6% | n/a | n/a | n/a | 14.7% | ↑ | The percentage of people who report below average mental health and wellbeing has reduced (i.e. improved). The current levels are much better than the 2019/20 target. Our Thrive programme is a City-wide approach to mental health and wellbeing. | PE |
| W1 | BCP251 | Reduce the rate of alcohol-related hospital admissions per 100,000 population | - | 839 | 839 | 856 | 881 | 891 | | n/a | We are continuing to work with colleagues in A&E to review the data that they can collect and how it can be applied to preventative measures. Unfortunately this work is on hold during Covid-19. | PE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|------------------|--------|--|-----|------------------|------------------|-------------|-------------|-------------|------------------|--------------------------------|--|-------------|
| W1 | BCP255 | Increase % of people living in the most deprived areas who do enough regular exercise each week(QoL) | + | 56.4% | 56.9% | n/a | n/a | n/a | 55.3% | ⬇️ | The tackling inactivity project (funded by Sport England) has looked to address increasing physical activity levels in three deprived wards of Bristol. The project is still being worked through and although there are some fantastic stories of value being added to some individuals, the numbers are low. Much of this project and its evaluation will give us better insight into the wider issues associated with increasing physical activity in deprived wards, and establishing a coordinated whole systems approach to achieve this. We continue to work with our wider sporting network for collaboration in providing opportunities to help support reaching this target. Our newly adopted Sport and Physical Activity Strategy for Bristol will further enable all parties to focus such efforts. | PE |
| W1 | BCP279 | Improve the monthly Delayed Transfers of Care for BCC (Delayed Days per 100,000 population) | - | 187.8 | 187 | 201.2 | 242.3 | 337.8 | 295.1 | ⬇️ | (Feb 2020 data) In line with the Covid-19 Hospital discharge guidance , DTOC's for LA's are not currently being recorded so Feb is the latest data available. DTOC's are recorded as 'joint' across the Health and Social care system. | PE |
| W2 | BCP333 | Increase the percentage of residents visiting a park or open space at least once a week (QoL) | + | 49.7% | 51.0% | n/a | n/a | n/a | 52.9% | ⬆️ | There was an increase in those visiting parks and green spaces at 53%, an increase from 50% in 2018 and above target. | G&R |
| W2 | BCP433 | Reduce the total CO2 emissions in Bristol City (k tonnes) | - | 1,547.0 K Tonnes | 1,497.0 K Tonnes | n/a | n/a | n/a | 1,491.0 K Tonnes | ⬆️ | This measure is reported at around 18 months after the end of the calendar year so the 2019/20 reported figure is for the calendar year 2017. On track for the target in place at that time. | G&R |
| W2 | BCP434 | Reduce the proportion of deaths attributed to particulate air pollution | - | 5.1% | 4.3% | n/a | n/a | n/a | 5.4% | ⬇️ | This indicator is based on Public Health England data and calculations. These show that for the last year of data (2018) the fraction of deaths attributable to pollution from particulates has risen but is below that recorded in 2016. There is a marginal decrease over a 10 year period, which is similar to the trend for England. It is based on the fraction of very small particles (<2.5 micro metres) arising from human action. The main sources of this within the city are traffic and combustion. | G&R |
| W2 | BCP480 | Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide | + | 21.3% | 100% | n/a | n/a | n/a | n/a | n/a | Data for the year 2019 has been collected and checked. We are awaiting verification by DEFRA of these provisional results and anticipate to be able to report in September. | G&R |
| W2 | BCP513 | Increase the number of new electric and hybrid vehicle registrations | + | n/a | 26 | 0 | 6 | 6 | 16 | n/a | Since April 2019, 16 new Electric Vehicles (EVs) have been added to the City Council's fleet, taking the total of EVs & Hybrid vehicles up to 33: A further delivery date for 10 vehicles was late March 2020, but due to the C-19 pandemic, that delivery has been delayed. | RE |
| W2 | BCP540 | Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL) | - | 82.4% | 80.0% | n/a | n/a | n/a | 81.1% | ⬆️ | Although just below target there has been an improvement since 2018 when 82.4% of respondents thought that street litter was a problem locally. Programmes of targeted interventions at local levels are planned for this year in addition to on-going regular work. It is anticipated that addressing a range of issues such as graffiti, fly-tipping and street litter as part of a consolidated/simultaneous programme has a greater, more positive impact overall on a locality. | G&R |
| W2 | BCP541 | Increase the percentage of household waste sent for reuse, recycling and composting | + | 47.5% | 50.0% | 47.6% | 47.0% | 47.0% | 46.8% | ⬇️ | Overall recycling rates are slightly down on last year, with the reduction this quarter following the same seasonal pattern as previous years. However recently published figures from Department for Environment, Food and Rural Affairs (DEFRA) show that Bristol's recycling rate for 2018/19 at 47.5% was the highest of the English core cities and work continues on developing service and policy changes to improve recycling further over the coming year. | G&R |
| W3 | BCP225 | Increase the percentage of Bristol schools with Breakfast Clubs | + | 99% | 99% | n/a | n/a | n/a | 99% | = | More than 15 Primary Schools have participated in Phase 1 of the Breakfast Club programme. An additional 10 schools will be invited to participate in an enhanced Phase 2 offer. FareShare is now supporting 35 Bristol schools, some of which are fully funded and others pay the full or subsidised cost of FareShare membership. | PE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|------------------|---------|--|-----|-----------------|----------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| W3 | BCP257 | Increase the number of 'Bristol Eating Better Awards' issued to food outlets in priority wards | + | n/a | 35 | n/a | 24 | n/a | 29 | n/a | The post for leading and developing the Bristol Eating Better (BEB) award was vacant from September 2019 and has now just been filled. As a result, engagement with food businesses has been much reduced and BEB take up is predictably below target, although still an increase from last year. Diversion of Public Health work to Covid-19 response has prevented efforts to address this in the near future, although a small amount of work is still being done to engage with schools and food businesses that are still trading. When food outlets start to open again, there will be opportunity to progress this BEB award, as a very relevant tool for supporting positive change in food outlets in priority areas of Bristol. | PE |
| W3 | BCP258 | Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL) | - | 7.3% | 7.2% | n/a | n/a | n/a | 5.0% | ↑ | We are working with Feeding Bristol to ensure that all work to address food insecurity is not based on short term solutions e.g. food banks but exploring long term solutions that will enable all families to access healthy and sustainable food. We have a Cooking Consortium, working with chefs and community leaders to develop a Train the Trainer approach to cooking in communities, and food clubs being developed in Children's Centres in addition to the Holiday Hunger initiative. | PE |
| W3 | BCP334 | Reduce the percentage of the population living in Fuel Poverty | - | 10.8% | 10.0% | n/a | n/a | n/a | 11.7% | ↓ | This central government figure should be treated with caution: 1. There is a two year data lag so the 2019 figure reflects 2017 data 2. The data is modelled (i.e. not from actual homes in Bristol) 3. It's a relative measure (only homes with above median fuel costs are included) 4. Smaller homes are excluded if they have below median fuel costs, though they could still be in fuel poverty We expect that implementation of the minimum energy efficiency standard (MEES) for the private rented sector will start to have a positive effect, as will energy efficiency schemes. However, we cannot confirm whether or not this will be reflected in the 2020 government data. | G&R |
| W4 | BCP253 | Increase the number of attendances at BCC leisure centres and swimming pools | + | 2,723,628 | 2,764,482 | 663,762 | 1,305,677 | 1,912,754 | 2,373,178 | ↓ | The leisure facilities are currently closed due to the coronavirus outbreak. The contracted leisure providers are experiencing very challenging financial uncertainty and have furloughed most of their staff. We will update the indicator when the data is available. | PE |
| W4 | BCP256 | Increase the % of adults in deprived areas who play sport at least once a week (QoL) | + | 36.2% | 36.7% | n/a | n/a | n/a | 33.1% | ↓ | Although this target is under by 3.6% we are still encouraged by attendances in physical activity, many of which will be 'walking sports'. Our newly adopted Sport and Physical Activity Strategy for Bristol will enable the wider sporting network to support collaboration in providing opportunities to help encourage participation and keep it high on the agenda. | PE |
| W4 | BCP410 | Increase the number of visitors to Bristol Museums, Galleries and Archives | + | 1,323,783 | 1,100,000 | 277,987 | 596,063 | 849,955 | 1,066,787 | ↓ | We were well on track to meet our annual target but from early February we started to see a decline in visits as Covid-19 started in Europe. We had a popular public programme including our in-house Magic exhibition. As in previous years at M Shed the Wild life Photographer of the Year was popular. Our earned income was on track for a record year for programming events and retail, but will now be lower following closure of all sites. | G&R |
| W4 | BCP411 | Increase the percentage of people who take part in cultural activities at least once a month (QoL) | + | 45.5% | 47.0% | n/a | n/a | n/a | 43.3% | ↓ | Regular participation in cultural events is slightly down on 2018 when 45.5% was reported. | G&R |
| W4 | BCP412a | Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL) | + | 66.4% | 70.0% | n/a | n/a | n/a | 67.0% | ↑ | There has been an improvement in satisfaction with the range and quality of outdoor events by those living in the most deprived areas on the city, up by 1% on 2018. However there is a 7% point gap between the deprived areas of the city and the city-wide satisfaction rate which is 74% | G&R |
| W4 | BCP415 | Increase the number of tourists to the city | + | 4,487,329 | 4,625,000 | 1,180,697 | 2,426,671 | 3,606,051 | 4,392,864 | ↓ | The reported figure is for the 11 month period April 2019 to February 2020 and is above the pro-rata target for the same period. Overall visitor figures are up 8% on the same period in 2018-19. It is expected that reported visits across the city will drop in March due to the obvious impact of Covid-19; tourist destinations closed on or around 17th March. Destination Bristol data is usually provided 6 weeks in arrears, but with shutdown across the sector there has been a further delay. | G&R |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|---|--------|--|-----|-----------------|--------------------|-------------|-------------|-------------|-------------|--------------------------------|--|-------------|
| 2019/20 Corporate Plan: Well Connected | | | | | | | | | | | | |
| WC1 | BCP470 | Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL) | - | 80.2% | 79.0% | n/a | n/a | n/a | 77.0% | ↑ | There has been a reduction in the percentage of people who think traffic congestion is a problem locally, down from 80% in 2018. | G&R |
| WC1 | BCP471 | Improve journey time reliability during the morning peak travel period | + | n/a | Establish baseline | n/a | n/a | n/a | n/a | n/a | Project to establish targets has been delayed due to resource and data quality issues. However the BI team are in the process refining and finalising a report that would give us something to work with and we expect to have this report shortly. As soon as the final edits are put on the reports, we would like to 'launch' them for the whole of transport to use. This needs input from management to confirm what is happening with Power BI licences and to provide a route for us to publicise this. We therefore hope to have a process in place along with a realistic KPI target that we can use by the end of Q2 in 20/21. | G&R |
| WC1 | BCP474 | Increase the number of single journeys on Park & Ride into Bristol | + | 1,716,174 | 1,720,000 | 427,807 | 841,829 | 1,299,638 | 1,688,066 | ↓ | This is a provisional total for the year as the final figure from one of the operators is yet to be confirmed. Passenger number fell dramatically during March as a direct result of Covid-19. | G&R |
| WC1 | BCP475 | Increase the number of passenger journeys on buses | + | 40,420,512 | 43,061,000 | 9,973,872 | 19,975,052 | 31,296,207 | 40,776,023 | ↑ | Passenger number fell substantially during March as a direct result of Covid-19. | G&R |
| WC1 | BCP476 | Increase the number of people travelling actively to work by walking and cycling | + | n/a | Establish baseline | n/a | n/a | n/a | n/a | n/a | It is not possible to report on this measure for 2019-20; whilst a methodology has been established it relies on revised cycling data from the measure DGR061 "Increase the level of cycling across Bristol" and a new approach to how pedestrians are counted. It has not been possible to progress this as anticipated due to resourcing issues. Evidence from the annual Quality of Life survey asks respondents about how they travel to work and there was an increase in 2019 to 16.5% compared to the previous year (15.9%). | G&R |
| WC2 | BCP269 | Increase digital skills development of those 19+ with no or few qualifications | + | n/a | 25.0% | 19.0% | 27.0% | 32.0% | 32.0% | n/a | 32% of learners are engaged on courses which incorporate aims for digital skills development through online learning and use of digital technologies to enhance and support learning. This exceeds our target in year. Digital skills development will further increase as CL provision will be online during the current crisis. | PE |
| WC2 | BCP308 | Increase the number of people able to access care and support through the use of adaptive technology | + | 568 | 568 | 175 | 263 | 390 | 559 | ↓ | Outcome slightly behind target following delivery of Technology Enabled Care (TEC) project. The new TEC service started in March 2020 and the aspiration is that delivery will increase significantly over the coming 12 months. | G&R |
| WC2 | BCP436 | Improve the percentage of premises that have access to Ultrafast Broadband | + | 88.4% | 89.0% | n/a | 0.0% | n/a | 84.5% | ↓ | Ofcom's report "Connected Nations 2019" indicates that 84.5% of premises have access to ultrafast broadband (UFBB). This uses the latest data available in September 2019. This has fallen slightly since the same period in 2018 as the number of "premises available" to take UFBB has grown exponentially (up 8.5%) whereas the number of connections to UFBB has increased less, by 3.9%. Numbers of premises and numbers of connections are supplied to Ofcom by Ordnance Survey and broadband providers respectively. | G&R |
| WC2 | BCP438 | Increase the % of people living in deprived areas who have access to the internet at home (QoL) | + | 91.1% | 92.0% | n/a | n/a | n/a | 88.7% | ↓ | There has been a reduction to 88.7% in those with internet access at home in the most deprived areas of the city compared with 2018 when 91% was reported. However, city-wide the access level is 94.8%. | G&R |
| WC3 | BCP266 | Increase % of adults with learning difficulties known to social care, who are in paid employment | + | 4.5% | 5.0% | 4.6% | 5.0% | 5.1% | 5.2% | ↑ | In September 2019 we launched the Bristol WORKS for Everyone employment support programme for people with learning disabilities. This not only provides job coaching and supported internships but offers a range of localised programmes which have been co designed with providers, stakeholders, parents/carers and service users. As we move into the next financial year we are hopeful that we will receive over £4.4m of external ESF / WECA / Other funding to enable us to launch the West of England WORKS for Everyone programme. | PE |
| WC3 | BCP268 | Increase the number of adults in low pay work & receiving benefits accessing in-work support | + | n/a | 314 | 151 | 379 | 639 | 820 | n/a | The Future Bright programme delivered strong growth and tracked profile. We have increased the number of delivery staff to meet demand. The programme has now been extended for a further three years and we have adapted our model to encompass remote working during the Covid crisis. Both our WorkZone and Get Well - Get on programmes also delivered strong performance with the Get Well - Get On Work and Health Challenge Fund project meeting final targets. | PE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|--|--------|---|-----|-----------------|----------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| WC3 | BCP323 | Increase % of people who see friends and family as much as they want to (QoL) | + | 80.4% | 80.5% | n/a | n/a | n/a | 82.1% | ↑ | The Quality of Life (QoL) survey ran in Autumn 2019. Headline results were issued via the QoL Priority Indicators briefing report and followed up with detailed results in March. | RE |
| WC4 | BCP412 | Increase the percentage satisfied with the range and quality of outdoor events in Bristol (QoL) | + | 76.6% | 80.0% | n/a | n/a | n/a | 74.4% | ↓ | Satisfaction with the range and quality of outdoor events is slightly down on 2018 when 76.6% was reported. | G&R |
| WC4 | BCP533 | Increase the percentage of people who feel they can influence local decisions (QoL) | + | 17.6% | 18.0% | n/a | n/a | n/a | 18.1% | ↑ | The improvement in this PI in 2019/20 is slightly above the target of 18.0%. This starts to reverse the significant fall the previous year (from 25.5% in 2017/18), which was also reported by other local UK authorities which have similar PIs. This PI is recorded annually as part of the Quality of Life survey, and the reason for the change cannot be attributed to a specific action. Consultation and engagement can have an important function in influencing the extent to which citizens feel involved and able to influence the council's decisions, but this PI can also be influenced by a range of other factors - including grant funding and legislation which are outside the control of the Council. It is worth noting that the Council is planning to develop additional Deliberative Democracy work in 2020/21 to further strengthen public engagement. | RE |
| 2019/20 Corporate Plan: Workplace Organisational Priorities | | | | | | | | | | | | |
| WOP1 | BCP523 | Maintain appropriate staff turnover | - | 14.2% | 12.5% | 12.6% | 12.0% | 10.8% | 9.9% | ↑ | We have seen a further drop in turnover for Q4 at 9.90%, this still remain with target of 10-15%. A commitment this year is to work with managers on a retention strategy, linked to their workforce planning process. We will measure this through employee turnover along with an increase in colleagues recommending the council as a good place to work. | RE |
| WOP1 | BCP530 | Increase the satisfaction of citizens with our services (QoL) | + | 35.2% | 37.0% | n/a | n/a | n/a | 42.8% | ↑ | Overall satisfaction with "the way the Council runs things" rose significantly by 8% points for the second year in a row. The current 42.8% is the highest recorded in the 10 years since this question was introduced (in 2009-10). For reference, 30% of people were dissatisfied with the Council, and 27% had no opinion on this. However, this figure remains significantly lower in the most deprived areas (31%). | RE |
| WOP1 | BCP531 | Increase the percentage of all Corporate Plan PIs on target | + | 44.0% | 67.0% | 39.0% | 33.3% | 45.5% | 39.7% | ↓ | 31 of 78 BCPS reported at Q4 are on or above target (39.7%). This is well below target, and is broadly in line with figures for this indicator during the year. Several KPIs that had been moving towards hitting target were impacted in the latter part of Q4 due to the Covid-19 pandemic. | RE |
| WOP1 | BCP532 | Increase the percentage of all Corporate Plan PIs that are improving (over the last year) | + | 62.5% | 67.0% | 43.8% | 41.5% | 50.8% | 49.3% | ↓ | 34 of 69 BCPS (49.3%) reported at Q4, with comparable data, have improved on last year's outturn. This is well below target, and is broadly similar to the high point reported in Q3. Multiple KPIs were impacted in the latter part of Q4 due to the Covid-19 pandemic. | RE |
| WOP2 | BCP517 | Increase the percentage of Corporate FOI requests responded to within 20 working days | + | 76.5% | 90.0% | 68.4% | 47.3% | 69.6% | 65.0% | ↓ | 65% of FOI's were answered on time, compared to 69% in Q3. This has worsened because of the Council's overall response to the Covid-19 situation, when a significant number of FOI's received in March were suspended, which counts as not done on time on the system. | RE |
| WOP2 | BCP518 | Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days | + | 85.9% | 90.0% | 74.5% | 55.4% | 76.3% | 78.5% | ↓ | 79% of all non-statutory complaints were answered on time. This is an improvement on Q3 (76%) and would have been better except for Highways and Transport, Responsive Repairs, Coroners and Electoral Services and Estate Management who under-performed (50-65% overall) for a variety of reasons e.g. Covid-19 and staff capacity. In addition, normally Revenues performance is good, however this dropped in March as their priorities shifted to dealing with Covid-19. | RE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|------------------|--------|---|-----|-----------------|----------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| WOP2 | BCP521 | Increase % of colleagues reporting they have the equipment to do their work effectively | + | 61.0% | 65.0% | n/a | n/a | n/a | n/a | n/a | This measure is reported annually following the annual employee survey. The 2020 survey was launched at the start of March; It is currently anticipated that this will be reported at Q1 of 2020-21. Whilst there was a good response to the survey in the first two weeks prior to lockdown, overall response numbers are lower than last year. The total response was 2,050 against 3,086 in 2019. Action planning took place for the 2019 survey and this included staff focus groups set up to look at a number of organisation-wide themes that emerged from the employee survey.- One of these themes was the physical workplace and workshops have been taking place to identify areas for action which were due for consideration prior to lockdown. This work will be looked at in relation to the Covid-19 recovery phase and how we transition to a new way of working. The roll-out of Office 365 in 2020 as part of the IT Transformation Programme has been continuing and this will provide additional tools and opportunities for more efficient ways of working. A support package of training and guidance will help employees adapt to the new facilities. In the shorter-term, colleagues have been using Lync, Skype for business and Zoom to help stay connected whilst homeworking – these tools have been used in accordance with our information governance procedures. | RE |
| WOP3 | BCP522 | Reduce the average number of working days lost to sickness (BCC) | - | 9.09 days | 8.00 days | 8.02 days | 8.57 days | 8.44 days | 8.55 days | ↑ | Sickness in Q4 increased from 8.44 days in Q3 to 8.55 days and is below its target of 8 days. However, there was a sharp increase in absence in the last few weeks of Q4 and absence related to COVID-19. HR are working proactively with managers to support them at this time in managing all absence cases and contacting managers where staff are self-isolating. We are continuing to take preventative measures to reduce sickness absence through our Health and Wellbeing Plan. We are also seeking to provide further detailed workforce modelling to understand the likely impact on services. | RE |
| WOP3 | BCP525 | Reduce the gender pay gap | - | 3.99% | 3.85% | n/a | n/a | n/a | 4.08% | ⬇️ | A new interactive HR Dashboard has been developed using new HR and Payroll system data, this is shared regularly with management teams to inform discussions on workforce diversity gaps. Inclusive leadership and equality training programmes are promoted to managers and coaching offered to colleagues. A Gender Pay Gap report that follows best practice has been developed in collaboration with the Women's Commission, UWE lecturers and Councillors which looks at progression, pay, recruitment and flexible working. Carried out focus groups to understand the rationale behind the gender pay gap. Promoted attendance at Women in Leadership programme and Stepping Up collaboration with neighbouring local authorities enabled access to reduced cost places on Springboard, (leadership development programme for women). | RE |
| WOP3 | BCP526 | Reduce the race pay gap | - | 12.62% | 12.25% | n/a | n/a | n/a | 12.06% | ↑ | A new interactive HR Dashboard has been developed using new HR and Payroll system data, this is shared regularly with management teams to inform discussions on workforce diversity gaps. Inclusive leadership and equality training programmes are promoted to managers and coaching offered to colleagues. Working with the Race Equality Strategic Leaders Group to compare BAME data sets and work on race pay gap. | RE |
| WOP3 | BCP527 | Increase the % of staff who are "clear about what the council is here to do and its priorities" | + | 76% | 80% | n/a | n/a | n/a | n/a | n/a | This measure is reported annually following the annual employee survey. The 2020 survey was launched at the start of March; It is currently anticipated that this will be reported at Q1 of 2020-21. Whilst there was a good response to the survey in the first two weeks prior to lockdown, overall response numbers are lower than last year. The total response was 2,050 against 3,086 in 2019. As part of the actions from the 2019 survey, a refreshed communication strategy and corporate narrative was developed to provide a consistent way of describing the city and council. This will be used in our communications externally and internally to help colleagues understand what the council is here to do and its priorities.- Directors have been holding events with their teams and with cross team sessions to create a shared understanding of what a one-council approach looks like in practice and how we can best work with each other.- Each division also has their own local action plan with activities to improve cascade of information and priorities. | RE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|------------------|---------|---|-----|-----------------|----------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| WOP3 | BCP528 | Increase the percentage of employment offers made to people living in the 10% most deprived areas | + | n/a | 6.5% | 5.7% | 6.2% | 5.5% | 5.5% | n/a | The percentage of job offers being made to employees in the most deprived areas has remained at 5.5% for Q3 and Q4. In Q3 we offered 46 jobs to candidates living in the most deprived areas of Bristol, compared to 47 in Q4. We anticipate that this measure will be impacted by CV-19 in future quarters as recruitment numbers reduce. The below actions are part of our Organisational Improvement Plan seek to increase the reach and targeting of job adverts to a greater diversity of applicants: - Launched a new online jobs website and applicant tracking system with improved communication and user experience for candidates and hiring managers. - We have worked with managers to improve the quality and clarity of job paperwork and advertisements. Introduce adaptable application and assessment processes to suit individual roles. - Developed our social media presence to attract a wider and more diverse audience for job opportunities. | RE |
| WOP4 | BCP428 | Increase annual revenue generated from the council's investment estate | + | £275,243 | £120,000 | £19,555 | £46,955 | £26,094 | £142,895 | ⬇️ | There has been a net retail gain for the year of £142,895 for the year in 2019/20 which exceeds the Medium Term Financial Plan (MTFP) annual target of £100,000. It should also be noted that the 5-year MTFP target for the period 2017/18-2021/22 - of £0.5m p.a. of additional rental income - has already been substantially exceeded (£757,000 p.a.). | G&R |
| WOP4 | BCP501a | Projected forecast outturn as a percentage of approved budget (BCC) | - | 99.4% | 100.0% | 100.8% | 101.2% | 101.6% | 101.7% | ⬇️ | Draft outturn data shows a slight worsening of the position. The impact of Covid-19 on some income streams from as early as February as social distancing started has led to a small deterioration in the financial position. It should be noted the impact Covid-19 will have on the achievement of this KPI going forward. Consideration of covid-19 implications on provisions, debt and contingent liabilities has delayed finalising the position. Additionally model published by MHCLG relating to 19-20 business rates income will not be published until May. | RE |
| WOP4 | BCP502 | Increase the percentage of invoices paid on time (BCC) | + | 80.3% | 90.0% | 82.7% | 81.7% | 81.9% | 81.0% | ⬆️ | Performance outturn for 2019/20 is 81% which shows an improvement over the last month and also the previous fiscal year. The impact of Covid-19 on businesses has led to a focus by managers on ensuring invoices and orders are placed and receipted in a timely manner which has seen significant improvements in improving performance in this area. To maintain these improved levels the Council will need to ensure this focus is maintained throughout recovery and transition to business as usual. | RE |
| WOP4 | BCP503 | Maintain the percentage of Council Tax collected | + | 96.82% | 96.82% | 27.96% | 54.96% | 82.58% | 96.76% | ⬇️ | Unfortunately the end of year collection was lower than anticipated, at £165,000 below target. Recovery activity was suspended in mid-March to help citizens whose circumstances might be affected by the pandemic. Interestingly, collection indicators in the first week of March were showing that a year-end outturn of 96.9% was achievable. | RE |
| WOP4 | BCP504 | Increase the percentage of non-domestic rates collected | + | 98.31% | 98.35% | 28.38% | 56.05% | 82.38% | 98.34% | ⬆️ | The end of year collection was just £30,000 below target. Recovery activity was suspended in mid-March to support businesses who might be affected by the pandemic. Interestingly, collection indicators in the first week of March were showing that a year-end outturn of 98.48% was achievable. | RE |
| WOP4 | BCP505 | Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's) | + | 5.0% | 40.0% | n/a | n/a | n/a | 51.9% | ⬆️ | Known SME spend percentage for 2019-20 is £253m out of £487m (51.9%). If the spend with organisations whose size could not be determined is excluded completely, the SME spend percentage of the suppliers whose size has been determined would be £253m out of £447m (56.5%) | RE |

| Corp Plan KC ref | Code | Title | +/- | 2018/19 Outturn | 2019/20 Target | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress | Comparison over last 12 months | Management Notes | Directorate |
|------------------|--------|---|-----|-----------------|--------------------|-------------|-------------|-------------|-------------|--------------------------------|---|-------------|
| WOP4 | BCP514 | Increase income generation from Commercialisation opportunities | + | n/a | Establish baseline | £0 | £0 | £0 | £577,327 | n/a | <p>Since December 2019 the Commercialisation Development Team (CDT) has been permanently recruited to, with the appointment of a Commercialisation Development Manager and two Market Analysts. Since appointment, the CDT has facilitated a total of £3,146,232 additional external funding in 2019/20 for BCC and its partners, with £577,327 coming directly to the Council in 2020/22 to support commercialisation initiatives that deliver the Corporate Plan. This includes:</p> <ul style="list-style-type: none"> • > £500k of a c£3M successful grant application to Innovate UK for modern methods of construction research; • £20k for capacity building for Black SW Network; and • £41k for the installation of electric charge points from DfT. <p>The CDT have also taken a lead on the coordination of grant-funded electric vehicle (EV) related opportunities, and the interface between BCC's infrastructure and the public charge point network, as well as developing an EV Centre of Excellence proposition, again supported by bids for grant funding (to the value of c£3.2M, including capital and revenue resource funding, with BCC ultimately owning any EVs purchased). The EV Centre of Excellence would be established to support: BCC's Clean Air Zone; expansion of the BCC Fleet service; and maximise commercial (to include market shared) and income generating potential.</p> | RE |



| Progress Key | |
|-------------------|-------------|
| Well Above Target | Green |
| Above Target | Light Green |
| On Target | Light Blue |
| Below Target | Yellow |
| Well Below Target | Red |

| 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 WORSENERD compared to same period in the previous year |

| Directorate | |
|-------------|-------------------------|
| PE | People |
| G&R | Growth and Regeneration |
| RE | Resources |

[Corporate Strategy - Key Commitments](#)

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

Appendix A - Definitions and reporting timescales for Performance Indicators

2019/20 Corporate Plan: Empowering & Caring

1: 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.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|---|----------------------------------|--|
| BCP212 | Reduce the number of adolescents (aged 13-17) who need to enter care due to abuse or exploitation | Quarterly (Cumulative) | This measure reports on the number of adolescents (aged 13+) entering care due to abuse or exploitation. It is reported cumulatively e.g. Q1 – 34, Q2 – 51 (34 in Q1 + 17 in Q2) etc |
| BCP214 | Increase the percentage of child referred who are seen promptly | Quarterly (Cumulative) | This measure reports the percentage of children who are referred to Children's Services and seen promptly: • Children in Need within 5 days • Child Protection within 24 hours Performance is reported cumulatively e.g. Q1 – 34%, Q2 – 51% (numerator[s] and denominator[s] of both, over combined period) |
| BCP219 | Increase the percentage of Family Outcome Plans where agreed outcomes were achieved | Quarterly (Snapshot) | This measure reports on the effectiveness of the Early Help support teams' work in achieving the successful achievement of Family Outcome Plans. It is reported on a quarter by quarter basis e.g. Q1 - 55%, Q2 58% etc |
| BCP222 | Increase the take-up of free early educational entitlement by eligible 2 year olds | Annual (Previous Financial Year) | This measure reports on the percentage of take-up of free early educational entitlement by eligible 2 year olds. Performance is reported annually in July; owing to Department for Education (DFE) publication dates and it is for the previous financial year outturn i.e. the figure reported in 19/20 will be for the financial year 18/19. |

2: Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|---------|---|---------------------------|--|
| BCP352a | Reduce the number of people sleeping rough on a single night in Bristol - Annual Count | Annual (Snapshot) | The number of people sleeping rough on a single night within the area of the authority. This count is undertaken by all local authorities and is a snapshot of a single night |
| BCP352b | Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count | Quarterly (Snapshot) | The number of people sleeping rough on a single night within the area of the authority. This is a local count done to the same methodology as the annual count and is intended to provide a snapshot each quarter. |
| BCP353 | Increase the number of households where homelessness is prevented | Quarterly (Cumulative) | This measure reports the number of households where homelessness is prevented as a result of advice provided through a dedicated Housing Advice service funded by a local authority, or in-house housing advice service, to fulfil the authority's statutory duties under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002. |
| BCP356 | Reduce the number of households who were in Temporary Accommodation for more than 6 months | Quarterly (Snapshot) | This measure reports on the number of households who were in Temporary Accommodation, including B&B, for more than 6 months as a snapshot at the end of each quarter. |
| BCP357 | Reduce the number of households in temporary accommodation | Quarterly (Snapshot) | This measure reports on the numbers of households living in temporary accommodation provided under the homelessness legislation. |

3: 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.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|---------|--|--|--|
| BCP276a | Reduce the permanent admissions aged 65+ to residential and nursing care, per 100,000 population | Quarterly (Snapshot) | This is a two part-measure reflecting the number of younger adults (part 1) and older people (part 2) whose long-term support needs are best met by admission to residential and nursing care homes relative to the population size of each group. The measure compares council records with ONS population estimates. Performance is reported on a quarter by quarter basis e.g. Q1 - 55%, Q2 58% etc |
| BCP277 | Increase the percentage of adult social care service users, who feel that they have control over their daily life | Annual (Survey) | Performance is recorded as a result of service users survey questionnaires, compiled throughout the year and reported at year end. |
| BCP278 | Increase the percentage of older people at home 91 days after discharge from hospital into reablement/rehabilitation * | Quarterly (Cumulative & 3 months in arrears) | Performance is reported with a 3 month data lag owing to the way the statutory measure is recorded. It records the proportion of older people aged 65 and over discharged from hospital to their own home or to a residential or nursing care home or extra care housing for rehabilitation, with a clear intention that they will move on/back to their own home (including a place in extra care housing or an adult placement scheme setting), who are at home or in extra care housing or an adult placement scheme setting 91 days after the date of their discharge from hospital. |
| BCP280 | Increase the percentage of people who contact Adult Social Care and then receive Tiers 1 & 2 services | Quarterly (Snapshot) | There is a count of requests for Adult Social Care support requests and also a record of how many were either signposted to alternate support or provided with lower level support. The inverse percentage being the percentage of requests for support that went onto receive the higher levels of support. Performance is reported on a quarter by quarter basis e.g. Q1 - 55%, Q2 58% etc |
| BCP307 | Increase the number of disabled people enabled to live more independently through home adaptations | Quarterly (Cumulative) | This measure records the number of people enabled to live more independently in their own home as the result of a home adaptation. the Home Adaptations Service operates across both the public and private housing sectors. |

4: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|--|---------------------------|---|
| BCP312 | Increase the percentage respondents who volunteer or help out in their community at least 3 times a year (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP314 | Reduce the percentage of people who lack the information to get involved in their community (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |

2019/20 Corporate Plan: Fair & Inclusive

1: Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020

| PI ref | Measure | Frequency/period reported | Method of calculation |
|---------|--|---------------------------|---|
| BCP310 | Increase the number of private sector dwellings returned into occupation | Quarterly (Cumulative) | This measures the number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority. |
| BCP425 | Increase the number of affordable homes delivered in Bristol | Quarterly (Cumulative) | This records the numbers of social rented and intermediate housing units added to the city's overall housing stock during the year. Affordable housing is defined in the Planning Policy Statement 3 (PPS3) from the Ministry for Housing Communities & Local Government (MHCLG). |
| BCP430a | Increase the number of new homes to meet the corporate target | Annual (1 year lag) | This measures the net increase in dwelling stock over one year and is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions. |

2: Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process

| PI ref | Measure | Frequency/period reported | Method of calculation |
|---------|--|---------------------------------|--|
| BCP227a | Increase the percentage of Final Education Health Care Plans issued within 20 weeks including exception cases (Quarterly data) | Quarterly | Number of Education Health Care Plans in the last quarter that were issued within 20 weeks, including exception cases, as a percentage of all such statements issued that quarter. In order to see the change over the year, each quarter is now reported on as discreet period, in line with DfE requirements. |
| BCP230a | Key Stage 2 - Increase the percentage of pupils achieving the expected standard in reading, writing and maths | Annual (Previous Academic year) | Scaled scores help test results to be reported consistently from one year to the next. National curriculum tests are designed to be as similar as possible year on year, but slight differences in difficulty will occur between years. Scaled scores maintain their meaning over time so that two pupils achieving the same scaled score in different years will have demonstrated the same attainment. This performance indicator measures the percentage of children in Bristol Schools who achieved the expected standard in all three subject combined and is reported for the previous academic year. |
| BCP230b | Key Stage 2 - increase the percentage of disadvantaged pupils, at KS2, achieving the expected standard in RWM | Annual (Previous Academic year) | This is the same measure as above, except the focus is on the attainment of disadvantaged pupils. Pupils are defined as disadvantaged if recorded as: • Eligible for Free Schools Meals (FSM) in the last six years • Looked After Children (LAC) continuously for one day or more • Post LAC: because of an adoption, a special guardianship order, a child arrangements order or a residence order. |
| BCP231a | Key Stage 4: Improve the Average Attainment 8 score per pupil | Annual (Previous Academic year) | Attainment 8 was introduced in 2016 by the Department for Education (DfE) for pupils at the end of Key Stage 4 (age 16), to measure overall GCSE performance and encourage students to take at least 8 qualifications. A full DfE explanation of this measure is at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/583857/Progress_8_school_performance_measure_Jan_17.pdf |

| BCP231d | Key Stage 4: Attainment 8 - Reduce the Points gap between the Disadvantaged and Non-Disadvantaged | Annual (Previous Academic year) | This is the same measure as above, except the focus is on the attainment of disadvantaged pupils. (definition of disadvantaged, two rows above). Except this measures the gap in attainment levels of Disadvantaged pupils and non-disadvantaged pupils and is reported for the previous academic year. |
|--|---|---|---|
| BCP245 | Improve the level of Bristol Schools' pupil attendance | Annual (Previous Academic year) | Whilst there is no year reporting of attendance levels across the city; this performance measure uses the official DfE figures published in March of each year and records the previous academic year. |
| 3: Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person. | | | |
| PI ref | Measure | Frequency/period reported | Method of calculation |
| BCP218 | Improve the percentage of 17 - 21 year old care leavers in EET (statutory return - recorded around birthday)* | Quarterly (Cumulative & 3 months in arrears) | This measures the percentage of former care leavers aged 17 - 21 who were looked after under any legal status (excl V3 or V41) on 1 April in their 17th year, who were in education, employment or training. These figures include those care leavers who we are not in contact with. |
| BCP261a | Increase the total number of apprentices employed by Bristol City Council | Quarterly (Snapshot) | This measures the number of apprentices directly employed by Bristol City Council |
| BCP261b | Increase the percentage of BCC apprentices starting apprenticeship training from priority groups | Quarterly (Snapshot) | This measures the % of apprentices who start on programme and are confirmed as being a member of a priority group; this includes those individuals who are under-represented within the workforce and/or face disadvantage such as young people from the most deprived LSOAs, Care Leavers; Black, Asian and Minority Ethnic, Young people with an EHCP, LGBT Young People, Young Parents aged 16 to 19 and Young Offenders |
| BCP263a | Reduce the percentage of young people of academic age 16 to 17 years who are NEET & destination unknown | Quarterly (Snapshot) | This measures the percentage of 16 to 17 year olds who are not in education, employment or training (NEET). AND Destination Unknown. Whilst this records data quarter by quarter, unusually the DfE return (and therefore the Q4 figure) is the snapshot for the 3 month period 1st December - last day of February. |
| BCP267 | Improve the overall employment rate of working age population | Quarterly (Snapshot) | This is the proportion of the working age population (16-64) who are in employment according to the International Labour Organisation (ILO) definition. |
| BCP270 | Increase experience of work opportunities for priority groups | Quarterly (Cumulative) | This measures the number of people who gain experiences of work for identified priority groups - Young people at risk of and currently not engaging in education, employment and training, Children in care or Care leavers (CIC/CL), people with a Learning difficulty and/or disability, people with a disability, Black, Asian and other non-white minority backgrounds (BAME), Returning to work, living in the 25% most deprived lower super output areas, over 55'. |
| 4: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification. | | | |
| PI ref | Measure | Frequency/period reported | Method of calculation |
| BCP324 | Increase the percentage of people who feel they belong to their neighbourhood (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP327 | Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| 2019/20 Corporate Plan: Wellbeing | | | |
| 1: Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services. | | | |
| PI ref | Measure | Frequency/period reported | Method of calculation |
| BCP249 | Prevalence of child excess weight in 10-11 year-olds | Annual (1 year lag) | This performance data is measured by NHS Digital, National Child Measurement Programme and records 10-11 year olds Proportion of children aged 10-11 classified as overweight or obese. Children are classified as overweight (including obese) if their Body Mass index (BMI) is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex. |
| BCP250 | Reduce the percentage of people in Bristol who report below national average Mental Wellbeing (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP251 | Reduce the rate of alcohol-related hospital admissions per 100,000 population | Quarterly (Snapshot) | This indicator measures the rate of alcohol related admissions per 100,000 population using Hospital Episode Statistics. The rate is calculated using data on those finished in-year admissions that are classified as ordinary or day cases and that have a primary or subsidiary diagnosis code. Further details and published records can be seen at: Public Health England at https://fingertips.phe.org.uk/profile/public-health-outcomes-framework/data#page/4/gid/1000042/pat/6/par/E1200009/ati/102/are/E06000023/iid/91414/age/1/se/4 |
| BCP255 | Increase the percentage of people living in the most deprived areas who do enough regular exercise each week(QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP279 | Improve the monthly Delayed Transfers of Care for BCC (Delayed Days per 100,000 population) | Quarterly (Snapshot) | This measures the number of Delayed Days of care, during the reporting period, of Acute and Non-Acute, for NHS Organisations in England by the responsible organisation. (EXCLUDING NHS CASES AND WHERE BOTH were CULPABLE) Divided 100,000 population... Therefore, - Social Care delays ONLY. Occasionally the latest monthly data from NHS England is delayed and in those instances the month indicated in brackets. |
| 2: 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. | | | |
| PI ref | Measure | Frequency/period reported | Method of calculation |
| BCP333 | Increase the percentage of residents visiting a park or open space at least once a week (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP433 | Reduce the total CO2 emissions in Bristol City (k tonnes) | Annual (18 month lag) | This measures the annual amount of end user CO2 emissions across an agreed set of sectors (housing, roadtransport and business). |
| BCP434 | Reduce the proportion of deaths attributed to particulate air pollution | Annual (2 year lag) | This measure is reported by Public Health England |
| BCP480 | Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide | Annual (Financial year) | This measures the percentage of monitoring sites across the city which achieve the annual air quality target |
| BCP513 | Increase the number of new electric and hybrid vehicle registrations | Quarterly (Cumulative) | This measures the number of electric and hybrid vehicles registered to Bristol City Council's vehicle fleet. |
| BCP540 | Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP541 | Increase the percentage of household waste sent for reuse, recycling and composting | Quarterly (Snapshot) | This measures the percentage of household waste which is sent for reuse, recycling and composting. |
| 3: Tackle food and fuel poverty. | | | |
| PI ref | Measure | Frequency/period reported | Method of calculation |
| BCP225 | Increase the percentage of Bristol schools with Breakfast Clubs | Annual | This records the percentage of school settings in Bristol where a Breakfast Club is provided. |
| BCP257 | Increase the number of 'Bristol Eating Better Awards' issued to food outlets in priority wards | Bi-annual cumulative | This is a count of the number of food outlets with a Bristol Eating Better Award in 10 priority wards (with high levels of deprivation and obesity) The Bristol Eating Better (BEB) award is a tool used to reward and support food businesses across the city to offer healthier food options and promote sustainability. The BEB award is awarded at Bronze, Silver or Gold level. There are 30 'core actions' to be met in order to achieve the Bronze Level. Progress is reported twice a year (Q2 & Q4) |
| BCP258 | Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP334 | Reduce the percentage of the population living in Fuel Poverty | Annual (2 year lag) | Fuel poverty in England is measured using the Low Income High Costs (LIHC) indicator where a household is considered to be fuel poor if: - They have required fuel costs that are above average (the national median level) and were they to spend that amount, they would be left with a residual income below the official poverty line. The data for this measure is supplied by the Department of Business, Energy and Industrial Strategy |
| 4: Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all. | | | |
| PI ref | Measure | Frequency/period reported | Method of calculation |
| BCP253 | Increase the number of attendances at BCC leisure centres and swimming pools | Quarterly (Cumulative) | This measures attendances at BCC leisure centres and swimming pools on a monthly cumulative basis. Occasionally the latest month is delayed and in those instances the month indicated in brackets. |
| BCP256 | Increase the percentage of adults in deprived areas who play sport at least once a week (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |

| | | | |
|---------|--|------------------------|---|
| BCP410 | Increase the number of visitors to Bristol Museums, Galleries and Archives | Quarterly (Cumulative) | This measures visitors to Bristol Museums, Galleries and Archives and is taken from automated counters as well as snap shot surveys. |
| BCP411 | Increase the percentage of people who take part in cultural activities at least once a month (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP412a | Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP415 | Increase the number of tourists to the city | Quarterly (Cumulative) | This measures the number of tourists to the city in the context the number of visits to Bristol visitor attractions (both paid and free) and to performing arts venues with data supplied by Destination Bristol. |

2019/20 Corporate Plan: Well Connected

1: Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|---|---------------------------|--|
| BCP470 | Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP471 | Improve journey time reliability during the morning peak travel period | Annual | This measure uses data from the network of traffic cameras at key points across the city with average travel times between points being calculated. It has been identified that journey time reliability is generally of more importance to road users than actual speeds. |
| BCP474 | Increase the number of single journeys on Park & Ride into Bristol | Quarterly (Cumulative) | This measures the number of journeys made on Park and Ride (P&R) services in Bristol. Data is supplied by the various commercial operators of P&R designated services |
| BCP475 | Increase the number of passenger journeys on buses | Quarterly (Cumulative) | This measures the number of journeys made on all services which has a boarding point in Bristol. Data is supplied by the various commercial operators of P&R designated services |
| BCP476 | Increase the number of people travelling actively to work by walking and cycling | Annual | This measure uses data from surveys as well as automated counters built into cycling infrastructure to report on the number of people using modes of transport that are recognised as "active". |

2: Make progress towards being the UK's best digitally connected city.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|--|---------------------------|---|
| BCP269 | Increase digital skills development of those 19+ with no or few qualifications | Quarterly (Snapshot) | This measures the percentage of learners, aged 19+, who are engaged on courses which incorporate aims for digital skills development through online learning and use of digital technologies to enhance and support learning. |
| BCP308 | Increase the number of people able to access care and support through the use of adaptive technology | Quarterly (Cumulative) | This measure records the number of people enabled to live more independently in their own home as the result of the installation of Technology Enabled Care, and is linked to BCP307 which records the number of homes which have received home adaptions as part of enabling independent living. |
| BCP436 | Improve the percentage of premises that have access to Ultrafast Broadband | Annual | This measure is informed by the annual report from OfCOM "Connected Nations" report which tracks progress in fixed and mobile services in the UK. Data is available at a local authority level and can be seen here https://www.ofcom.org.uk/research-and-data/multi-sector-research/infrastructure-research |
| BCP438 | Increase the percentage of people living in deprived areas who have access to the internet at home (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |

3: Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|---|---------------------------|---|
| BCP266 | Increase the percentage of adults with learning difficulties known to social care, who are in paid employment | Quarterly (Cumulative) | <p>The measure shows the proportion of adults with a learning disability who are "known to the council", who are recorded as being in paid employment. The information would have to be captured or confirmed within the reporting period 1 April to 31 March.</p> <p>The definition of individuals "known to the council" is restricted to those adults of working age with a primary support reason of learning disability support who received long term support during the year.</p> <p>The measure is focused on 'paid' employment. Voluntary work is excluded from the measure. Paid employment is measured using the following two categories:</p> <ul style="list-style-type: none"> • Working as a paid employee or self-employed (16 or more hours per week); and, • Working as a paid employee or self-employed (up to 16 hours per week). |
| BCP268 | Increase the number of adults in low pay work & receiving benefits accessing in-work support | Quarterly (Cumulative) | This is a cumulative count to show the growth of the Future Bright in work support programme and the new Get Well - Get On programme which focusses on supporting people in work who have mental health of muscle, joint or bone conditions. |
| BCP323 | Increase the percentage of people who see friends and family as much as they want to (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |

4: 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.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|---|---------------------------|---|
| BCP412 | Increase the percentage satisfied with the range and quality of outdoor events in Bristol (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP533 | Increase the percentage of people who feel they can influence local decisions (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |

2019/20 Corporate Plan: Workplace Organisational Priorities

1: Redesign the council to work effectively as a smaller organisation.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|---|---------------------------|---|
| BCP523 | Maintain appropriate staff turnover | Quarterly (Cumulative) | This measures staff turnover by considering the numerator as the total number of leavers; including those who retire, or leave involuntarily due to dismissal or redundancy over the period; and the denominator as the average total number of staff employed over the period...The aim is to keep the level at between 10-15% |
| BCP530 | Increase the satisfaction of citizens with our services (QoL) | Annual (Survey) | The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol. |
| BCP531 | Increase the percentage of all Corporate Plan PIs on target | Quarterly (Snapshot) | Of all the Performance measures used to monitor progress of the Corporate Plan, how many are on or above target (where targets have been set). A simple percentage calculation (excluding the two corporate measures BCP531 & BCP532) is then applied on a quarter by quarter basis. |
| BCP532 | Increase the percentage of all Corporate Plan PIs that are improving (over the last year) | Quarterly (Snapshot) | Of all the Performance measures used to monitor progress of the Corporate Plan, how many improved compared to same period in the previous year. A simple percentage calculation (excluding the two corporate measures BCP531 & BCP532) is then applied on a quarter by quarter basis. |

2: Equip our colleagues to be as productive and efficient as possible.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|--|---------------------------|---|
| BCP517 | Increase the percentage of Corporate FOI requests responded to within 20 working days | Quarterly (Snapshot) | The percentage of Corporate Freedom Of Information (FOI) requests responded to within 20 working days of receipt. |
| BCP518 | Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days | Quarterly (Snapshot) | The percentage of stage 1 non-statutory complaints that were responded to within 15 days. |
| BCP521 | Increase the percentage of colleagues reporting they have the equipment to do their work effectively | Annual (Staff Survey) | Using the staff survey, this measures the percentage of respondents (colleagues) reporting they have the equipment to do their work [counting those who chose 'strongly agree' or 'agree' as a percentage of all responses to the question] |

3: Make sure we have an inclusive, high-performing, healthy and motivated workforce.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|--------|--|---------------------------|---|
| BCP522 | Reduce the average number of working days lost to sickness (BCC) | Quarterly (Rolling year) | <p>This performance indicator measures the levels of sickness each quarter is reported on a 'rolling year' basis and the last quarter will reflect the whole year's performance - The quarterly reports are presented:</p> <ul style="list-style-type: none"> • 2019/20 Q1 will report the 1 Jul 18 - 30 Jun '19 figure • 2019/20 Q2 will report the 1 Oct '18 - 30 Sept '19 figure • 2019/20 Q3 will report the 1 Jan '19 - 31 Dec '19 figure • 2019/20 Q4 will report the 1 Apr '19 - 31 Mar '20 figure |
| BCP525 | Reduce the gender pay gap | Annual | The gender pay gap shows the difference between the average earnings of men and women. This is expressed as a percentage of men's earnings e.g. women earn 15% less than men. |

| | | | |
|--------|--|--------------------------|--|
| BCP526 | Reduce the race pay gap | Annual | The race pay gap shows the difference between the average earnings of BME and White British. This is expressed as a percentage of White British earnings e.g. BME earn 20% less than White British. |
| BCP527 | Increase the percentage of staff who are "clear about what the council is here to do and its priorities" | Annual (Staff Survey) | Using the staff survey, this measures the percentage of respondents (colleagues) reporting that they are "clear about what the council is here to do and its priorities" [counting those who chose 'strongly agree' or 'agree' as a percentage of all responses to the question] |
| BCP528 | Increase the percentage of employment offers made to people living in the 10% most deprived areas | Quarterly (Snapshot) | This measures the percentage of employment offers made to people living in the 10% most deprived areas as a percentage of all offers made |

4: Be responsible financial managers and explore new commercial ideas.

| PI ref | Measure | Frequency/period reported | Method of calculation |
|---------|--|---------------------------|---|
| BCP428 | Increase annual revenue generated from the council's investment estate | Quarterly (Cumulative) | This measures income generated cumulatively throughout the year of the total additional rental income from investment properties as recorded on Form B documents which set out the legally contracted income for the year. Sales of investment portfolio properties are excluded from this measure as are capital receipts i.e. not revenue income. The target is set for the present year as the income generation is targeted for activities in year. |
| BCP501a | Projected forecast outturn as a percentage of approved budget (BCC) | Quarterly (Snapshot) | This performance snapshot, at the end of each quarter gives an assurance that the financial outturn is balanced with an appropriate level of reserves to ensure sustainability and resilience. Projected forecast outturn / approved budget (BCC) X 100 |
| BCP502 | Increase the percentage of invoices paid on time (BCC) | Quarterly (Cumulative) | This measures the percentage of undisputed invoices for commercial goods and services paid to external contractors and suppliers during the year by the authority within mutually agreed terms or 30 days if such terms do not exist, as a percentage of all such invoices paid by the authority in the year. Authorities may exclude invoices sent to schools and paid from delegated school budgets if they wish. Time starts from the date the authority (not the payment section) receives the invoice. |
| BCP503 | Maintain the percentage of Council Tax collected | Quarterly (Cumulative) | This measures the percentage of the estimated net collectable debit for council taxes net of benefit. Against the total receipts council taxes; net of refunds granted in respect of the present year only. |
| BCP504 | Increase the percentage of non-domestic rates collected | Quarterly (Cumulative) | This measures the percentage of the estimated net collectable debit in respect of non-domestic. Against the total receipts of non-domestic rates, net of refunds granted in respect of the present year only. |
| BCP505 | Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's) | Annual | This PI measures the percentage of Bristol City Council's overall procurement expenditure committed to SME's. The aim is to support BCCs policy to ensure that SMEs have the opportunity to bid for and win council contracts. The calculation is: (SME procurement spend / Total procurement spend)*100. |
| BCP514 | Increase income generation from Commercialisation opportunities | Quarterly (Cumulative) | Work in partnership with Directorates to develop, implement and evaluate projects that will achieve efficiency savings and income growth. This will be achieved via micro, medium and long-term commercialisation projects. For example, Events and Conferences. The amount of income generated as a result of these activites is recorded cumulatively, in year. |

Overview and Scrutiny Management Board

1st June 2020



Report of: Mike Jackson, Executive Director Resources

Title: Corporate Risk Management Report and Corporate Risk Register (CRR) Report

Ward: City wide

Recommendation

For the Overview and Scrutiny Management Board to note the attached Corporate Risk Management Report and Corporate Risk Register (CRR) Report that went to Cabinet on 21st January 2020





Decision Pathway Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 21 January 2020

| | | | | |
|---|---|--|--|--|
| TITLE | Corporate Risk Management Report (CRR) | | | |
| Ward(s) | City Wide | | | |
| Author: Jan Cadby | Job title: Risk and Insurance Manager | Cabinet lead: Councillor Cheney Executive Director lead: Mike Jackson / Denise Murray | | |
| Proposal origin: BCC Staff | | | | |
| Decision maker: Cabinet Member Decision forum: Cabinet | | | | |
| <p>Purpose of Report: Managing risks are an integral element to the achievement of the Bristol City Council's (BCC) Corporate Strategy (CS) deliverables. The report provides an update on work completed to improve risk management at BCC and sets out the council's current significant risks and summarises progress in managing the risks as at Quarter 3 2019-20. The Q3 Corporate Risk Management Report will be presented to Cabinet in January 2020.</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) in January 2020.</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> <p>Cabinet Member Recommendations That Cabinet note the report and progress on embedding Risk Management arrangements within the Council.</p> <p>Corporate Strategy alignment: Managing risks are an integral element to the achievement of the BCC Corporate Strategy (CS) deliverables.</p> <p>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.</p> | | | | |

Summary

1. Corporate Risk Report- Summary of Corporate Risks:

Members of the CLB reviewed the CRR in January 2020 and accept it as a working summary report of the critical and significant risks from the Service Risk Registers.

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

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

| Threat Risks | Opportunity Risks | External / Contingency Risks |
|---|--|---|
| <ul style="list-style-type: none">• 0 critical threats• 14 high rated• 8 medium• 0 new risk• 4 improving• 0 deteriorating• 0 closed | <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• 1 improving• 0 deteriorating• 0 closed |

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

There are 4 improving threat risks:

- CRR1: Long Term Commercial Investments and Major Projects Capital Investment. The risk rating being $2 \times 7 = (14)$ high risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.
- CRR22: Partnership Governance. The risk rating being $2 \times 3 = (6)$ medium risk. This risk is managed and monitored within the Resources Service Risk Registers.
- CRR27: Capital Transport Programme Delivery. The risk rating being $3 \times 3 = (9)$ medium risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.
- CRR30: Clean Air - Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone). Communication /engagement with stakeholders do not result in sufficient behavioural change. The risk rating being $2 \times 5 = (10)$ medium risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.

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

All risks on the CRR have management actions in place. The CRR will continue to be subject to a refresh during 2020.

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 A: The summary of the threat risks are set out on pages 1 to 12, opportunity risks pages 13 to 14, and external and civil contingency risks on page 15 all including controls and management actions. A summary of risk performance on pages 16 and 17 by level of risk, the risk matrix on page 18 and the risk scoring criteria on page 19. More detail is available on request.

2. Risk Management Framework

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

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

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

- Integrated Risk Management into the Service Planning Process to aid decision making and will inform on the annual Budget Risk Register.
- Provided Risk Management drop in sessions.
- Recruited to the Risk and Insurance Team additional support.
- Refreshed the SharePoint to include Risk Reporting.

| | | | |
|--|--|---|--|
| 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 13th January 2020

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 10th January 2020

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 7th January 2020.

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 9th January 2020

| | | |
|--|-----------------|-------------------------------|
| EDM Sign-off | Denise Murray | 7 th January 2020 |
| Cabinet Member sign-off | Cllr. C. Cheney | 6 th January 2020 |
| CLB Sign-off | Denise Murray | 7 th January 2020 |
| For Key Decisions - Mayor's Office sign-off | Mayor's Office | 13 th January 2020 |

| | |
|---|------------|
| Appendix A – Further essential background / detail on the proposal: Q2 2019/20 Corporate Risk Report (CRR) The corporate risk summary report sets out the risks on pages 1 to 15 including controls and management actions, a summary of risk performance on page 16 and 17, the risk matrix on page 18 and the risk scoring criteria on page 19. | YES |
| Appendix B – Details of consultation carried out - internal and external | NO |
| Appendix C – Summary of any engagement with scrutiny | NO |
| Appendix D – Risk assessment | NO |
| Appendix E – Equalities screening / impact assessment of proposal | NO |
| Appendix F – Eco-impact screening/ impact assessment of proposal | NO |
| Appendix G – Financial Advice | NO |
| Appendix H – Legal Advice | NO |
| Appendix I – Exempt Information | NO |
| Appendix J – HR advice | NO |
| Appendix K – ICT | NO |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR1: Long term commercial investments and major projects. BCC's long-term commercial investments and major projects may require greater than anticipated capital investment. Key potential causes are: <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.Oversight of Project Interdependencies not well managed.Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment.Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure. | In July 2019 the Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) were launched and meet on a monthly basis. They have an oversight and stewardship role for the delivery of the Capital Programme and capital investments. Some examples of recent key projects which were reviewed by CIB include Harbour Strategy, Cattlemarket Road, and Colston Hall. The Growth and Regeneration (G&R) Board meets monthly to continue to improve project, programme and portfolio risk management and to ensure robust arrangements are in place and there is challenge against deliverables. The G&R Board identified a number of Areas of Growth and Regeneration (AGR) across the City to enable place shaping and contribute to regeneration, affordable housing, community building and the financial sustainability of the Council. The AGR are regularly reviewed and re-prioritised by the G&R Board. | ⬆️ | 2 | 7 | 14 | The Growth and Regeneration Leadership Team undertook Capital Programme Workshops in August – October 2019 to review and re-prioritise the Capital Programme. This is reviewed on a monthly basis. Colston Hall - we continue to de-risk the building elements of the project. The roof structure has been removed and most of the demolition completed. During this process there have been a number of elements discovered that are of both of historic and archaeological importance. We are working with the relevant Statutory bodies, the Design Team and the Main Contractor to ascertain the best way of dealing with these issues and in due course we will be in a position to assess any effect on cost and/or programme timings. 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. We are carrying out condition surveys on the docks walls to produce a future maintenance schedule as part of the BCC Asset Management Plan. Energy: Commissioning a strategic partner to deliver the ambitions as outlined in the City Leap prospectus. | 1 | 7 | 7 |
| Risk Owner: Executive Director Growth and Regeneration, Executive Director Resources and S151 Officer. | Action Owner: Executive Director Growth and Regeneration, Director Finance, Director Commercialisation and Citizens. | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing. | | | | | | |

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR3: Failure to Manage Asbestos. Failure to manage the asbestos management plan for properties. Key potential causes are: <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. | An action plan is in place within Housing department. The plan is being governed on a regular basis by the Health, Safety and Wellbeing Team. Progress has been made to raise the risk profile of asbestos amongst managers and operatives, introduction of more robust strategies for managing staff and contractors, asbestos good working practice is also regularly communicated. Staff and operatives have attended asbestos training. A management directive has been made this training a mandatory requirement for staff at every level with Housing and Landlord Services. Properties are surveyed prior to any work being undertaken by Asbestos Consultants plus an ongoing programme of surveys is being carried out. Asbestos incidents are investigated in-house and appropriate actions taken. Property Services have improved the contract management arrangements with MSS, the surveyor to ensure that all inspections are carried out according to required timescales. A new dedicated safety Team based within Housing and Landlord Services has been created. Property CHASM project is underway, to ensure all premises report on compliance. | ➡️ | 2 | 7 | 14 | The structure of the new team is currently being formulated by the newly appointed Construction Safety Manager. The terms of reference for the new Team are being developed, it is envisaged that the team will take working responsibility for the Keystone asbestos management software and for leading other asbestos improvement strategies. Jan 2020. We are holding regular 'Asbestos working group' meetings to progress the management of Asbestos across the authority. Ongoing. Now that progress has been made with the plan, a second detailed review will be carried out by the Safety Health and Wellbeing Team and the Construction Health and Safety Manager to reassess the effectiveness of all action that has been taken to date and to ensure the Asbestos Management arrangements are continually improving. Jan 2020. Mandatory asbestos staff training within Housing and Landlord Services is in progress. | 1 | 7 | 7 |
| Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB) / Director HR, Workforce and Organisational Design. | Action Owner: Director of Commercialisation and Citizens (for Corporate Estate) and Director of Housing and Landlord Services (for Social Housing). | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR4: Corporate Health, Safety and Wellbeing. If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body. Key potential causes are: <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. | The Corporate Safety, Health & Wellbeing (SH&W) team support the council and provide advice and guidance. The Corporate Policy Statement, service specific policies, procedures and systems of work/safety arrangements are in place and routinely reviewed. 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) has an action plan which is completed 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/EDM and develop appropriate action plans. BCC has a comprehensive programme of e-learning and personal face to face course delivery available to all directors, managers, staff and members. There is a corporate accident/incident reporting procedure. The Corporate Safety Information System is in place to share with staff details of addresses which due to potential violence & aggression or police notification are considered to present risks. Benchmarking and annual reports are provided to BCC along with the annual performance report. All contracts set up with external providers include a check of their relevant Health and Safety competency. The council's audit programme monitors compliance with statutory duty and best practices. We have reviewed the Health and Safety Management arrangements and developed a (project) service development and improvement plan. | ↔ | 2 | 7 | 14 | A revised electronic accident/incident local reporting database is being developed; approval will be required by the Project Board. Target date April 2020. The Project plan and work streams are being implemented to improve all elements of the health and safety management system. This plan is being governed quarterly by Statutory and Policy Board. Ongoing. All policies and procedures are being reviewed and refreshed. Target date April 2020. 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. Target date May 2020. A review of training is being undertaken. Linked to CHASM review by April 2020. 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. Programme started – ongoing. A refreshed focus on wellbeing and health is in progress with a plan in place within the project Improvement Plan to focus on mental health. Work has started and is ongoing. Time to Change action plan scheduled for April 2020 which will be monitored. Started and ongoing. Improved collaboration between Safety, Health & Wellbeing, Risk and Insurance, Civil Contingencies (including Business Continuity), Procurement and Legal Services | 1 | 7 | 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. | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR5: Business Continuity and Councils Service Resilience. If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services. Key potential causes are: <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. | The council's Corporate Resilience Group (CRG) is supported by directorate representatives who meet quarterly to oversee the council's Business Continuity arrangements / receive significant risks outside council's Control which are reflected on the Local Resilience Forum Community Risk Register (LRF). Policies and procedures are in place. The Business Continuity Policy communicated to relevant staff. The Incident Response Plan updated in December 2019. Service Business Continuity Plans undergo 'refreshing by services' annually. An Incident Management Team training session was carried out November 2019. A Senior Management on-call rota has been devised agreed and is regularly monitored. A successful annual Pandemic Flu-themed continuity exercise was held on 5 Nov 2019. CLB accepted growth bid for extra staff on Civil Protection Unit (CPU) team. A Business Continuity Coordinator has been recruited and in post since the beginning of December 2020 and will lead the February review of service BC Plans. | ➡↔ | 2 | 5 | 10 | The Business Continuity Policy and the Corporate Business Continuity Plan will be reviewed before the end of the financial year. Annual Service Continuity Plan reviews. Business Continuity refresher training - workshops held at 100TS and City Hall. A review of Service Level Business Continuity Plans will be carried out in early 2020. We are introducing a quality assurance approach for our business continuity plans to emphasise service accountability. 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. | 1 | 7 | 7 | | | | |
| Risk Owner: Executive Director Growth and Regeneration / Head of Paid Service | Action Owner: Director Management of Place and Civil Protection Manager. | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation, Wellbeing. | | | | | | | | | | |

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR6: Fraud and Corruption. Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources. Key potential causes are: <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. | A Policy is in place on anti-fraud, corruption and bribery and a Bribery and Corruption review has been completed which concluded that controls in the services most at risk of corruption are in place. The counter Fraud and Investigations team concentrates on areas of high fraud risk, investigates fraud promptly where suspected and sanctions appropriately. An accessible route to report suspected fraud is available to both the public and employees via a Whistleblowing Policy. We have been 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. Counter Fraud Performance is monitored by Audit Committee via the Annual and half yearly Counter Fraud Update, periodic Internal Audit Updates and the Annual review of arrangements against CIPFA Count Fraud Assessment Tool. Improvements are highlighted in an action plan which is monitored by Audit Committee. An initiative to provide an amnesty period for tenancy fraudsters to return keys to Council properties has been completed. We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti-fraud approach is correctly targeted and we regular meet with Legal services to ensure cases progress swiftly. Data sets submitted to National Fraud Initiative and output received for review. | ➡↔ | 3 | 5 | 15 | The Fraud Policy is currently being reviewed and updated. Work is underway with legal services to ensure maximum recovery with minimum resource. Analysis of how much 'recoverable' overpayment is actually 'recovered' is currently underway to ensure resources are targeted most effectively. 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. Project to develop a New Fraud Case Management System and data hub is being considered. Ongoing exercises to establish proof of concept are under way. Council wide fraud and avoidance initiatives will continue on a rolling basis and include the following: <ul style="list-style-type: none">• NNDR Small Business Rate Relief• National Fraud Initiative• Personal Budgets• Bribery and Corruption Risk Assessment | 2 | 5 | 10 | | | | |
| Risk Owner: Executive Director Resources and Director of Finance (S151 Officer). | Action Owner: Director of Finance and Chief Internal Auditor. | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. | | | | | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR7: Cyber-Security. The Council's risk level in regards to Cyber-security is higher than should be expected. Key potential causes are: <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. | Budget provision for Cyber Security was allocated within the Future State Assessment Plan (FSA) as approved by Cabinet June 2018. Independent full security assessments were carried out November 2018. An Information Governance Board was established to provide oversight of information security and an escalation point to the Council's SIRO. Head of Information Assurance commenced in post September 2019. | ➡ | 3 | 7 | 21 | The Council is starting to use a SIRO checklist to capture and escalate cyber security risks. The Council is procuring an Information Security Management System which will review and enhance the Council's policies and strategies for information management. The Information Assurance Service is working closely with the Council's ICT Department to improve the approach to all aspects of Information Assurance (including adoption of ISO27001). The ITTP (formerly FSA Programme) currently has plans to implement technology platforms to move the Council from file storage to document storage platforms, increase team collaboration without use of email, implement file retention policies, introduce document marking and rights management, implement data classification and improve federated search across structured and unstructured data stores. The ITTP (formerly FSA Programme) will align with the new Information Assurance approach and the strategy set by the Council's SIRO. As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training. The Information Assurance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. | 1 | 5 | 5 |
| Risk Owner: Senior Information Risk Owner (SIRO). | Action Owner: Director, Digital Transformation. | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. | | | | | | |

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR9: Safeguarding Vulnerable Children. The council fails to ensure that adequate safeguarding measures are in place, resulting in harm or death to a vulnerable child. Key potential causes are: <ul style="list-style-type: none">• Failure to meet the requirements of the Children Act and associated legislation.• Inadequate controls result in harm.• Demand for services exceeds its capacity and capability.• Increase in complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. | The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding arrangements in the city and holds BCC and partner agencies to account. This includes delivery of Safer Communities and the Prevent Duty. BCC works with partners to effectively identify victims and perpetrators of extra-familial abuse including Child Sexual Exploitation, Criminal Exploitation and Serious Violence, taking action to disrupt and protect. Bristol's published policies and procedures, comprehensive training and development and monthly professional supervision help ensure safe practice and adequate control of risks. Bristol has invested in an integrated localities and team around the school and family approach aimed at meeting the needs of children and families at the earliest point. Children and Families' Services invests in its workforce and provides career progression opportunities. Bristol has established Violence Reduction Unit focussing on prevention, disruption and recovery from serious youth violence and is working with the University of Bedfordshire to develop its approach to contextual safeguarding in the city. | ➡ | 2 | 7 | 14 | Information sharing and analysis to improve our ability to understand and respond to children at risk of criminal exploitation and going missing. In response to an identified and increasing risk of serious youth violence and criminal exploitation a multiagency plan is being implemented under the Serious Youth Violence Exec Group. Service Delivery Plans for 2020-21 set out further actions to mitigate risks identified and deliver on our ambitions for children and families. | 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. | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR10: Safeguarding Adults at Risk with Care and support needs. The council fails to ensure adequate safeguarding measures are in place, Adults at risk. Key potential causes are: <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.  | The Adults Safeguarding Board has been reconstituted into the Keeping Bristol Safe Board which also includes responsibility for Children and Community Safety. The Board has senior executive representation and will ensure a strong focus on strategic matters of concern. The constitution for the Board has been confirmed and it will meet regularly and have oversight of safeguarding priorities. 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. 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. 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. 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. Focused work is being undertaken to address the backlog in safeguarding referrals and good progress has been made in bringing the number outstanding down to more manageable numbers. | ➡ | 2 | 7 | 14 | Social workers working with Multi-agency partners supporting Adults and elderly people to live safely within their families and communities. 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. 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. Review of the Safeguarding Pathway. Transforming the Safeguarding Adults Board. Considering transformational approaches to home care recommissioning that may offer a more flexible employment offer. Planning placed based approaches to include working with micro providers. | 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 December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience) If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses. Key potential causes are: <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. | BCC plays a leading role in the Avon and Somerset Local Resilience Forum (LRF), the 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 works to the Avon and Somerset Community Risk Register. A system is in place for ongoing monitoring of severe weather events (SWIMS). 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). A senior management on-call rota has been devised, agreed and is monitored. Emergency volunteers have been recruited to aid emergency responses. Duty rota in other key service delivery areas (e.g. Housing and Social Care) are also in place. The Bristol Operations Centre capacity to support multi-agency operations has been tested. BCC took receipt the South West's share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place. A progress paper on Civil Contingency is scheduled to go to the Corporate Leadership Board in early 2020. Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing. A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete. | ➡ | 2 | 7 | 14 | An 'Introduction to Emergency Planning' e-learning package is in progress. Emergency Planning College (EPC)-led Strategic Incident Management Training session was delivered to senior officers in November 2019. Voluntary agency capacity to support incidents has been reviewed by BCC through the LRF. Training for staff to support incident response and recovery (admin, logging, logistics and support to victims, survivors and evacuees) is ongoing. | 1 | 7 | 7 |
| Risk Owner: Executive Director Growth and Regeneration. | Action Owner: Director Management of Place. | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation, Wellbeing. | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR13: Financial Framework and Medium Term Financial Plan (MTFP). 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. Key potential causes are: <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.• Governments spending review 2020.• Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:<ul style="list-style-type: none">▪ The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services.▪ Embedding of the new national funding formula for schools and High Needs.▪ Political failure to facilitate the setting of a lawful budget.▪ Unable to agree a deliverable programme of propositions that enable the required savings to be achieved.▪ Insufficient reserves to mitigate risks and liabilities and provide resilience.▪ Rising inflation could lead to increased cost.▪ Judicial review. | 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. 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: <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. Restructured the finance team and planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development. Ensuring that Bristol City Council is engaged with or receiving timely feedback from the range of Government working groups exploring future local funding. Refreshed of the MTFP and Capital Strategy and expanded our model to take in a longer term view. | ➡ | 2 | 5 | 10 | 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. 2020 Budget presented to Cabinet to consider and recommend to Full Council for approval Feb 2020. CIPFA Financial Management Code for Local Authorities has been released for full implementation from April 2021 which will have some additional requirements for the Council's financial management and governance of which we will seek to begin some implement measures in shadow form from April 2020. | 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 December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| 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. Key potential causes are: <ul style="list-style-type: none">• A failure to appropriately plan and deliver savings.• Unscheduled loss of material income streams.• Increase in demography, demand and costs for key council services.• The inability to generate the minimum anticipated level of capital receipts.• Insufficient reserves to facilitate short term mitigations, risks and liabilities.• Interest rate volatility impacting on the council's debt costs.• Impairments in our commercial investments are realised. | BCC's Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet. The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and the Executive continues to be captured and monitored in the reports to Cabinet. We refreshed the Policy and Budget Framework and provided greater clarity in relation to the approval process for supplementary funding both capital and revenue. We have continual oversight and ongoing management of the council's financial risks and deep dives in areas reported of non-controllable pressures. Regular reviews have been undertaken on the level and appropriateness of the earmarked reserves and where redirections have been sought reported to Cabinet. | ➡ | 2 | 5 | 10 | Recovery plans are being fully assessed and requirements for any supplementary estimates will be incorporated into the period 8 monitoring reports and ongoing pressures and growth captured in the 2020/21 Budget report. Ensuring engagement at local, regional and national level in round table and working groups to keep abreast the spending review (now scheduled for 2020), Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long term financial planning and strategic planning. Ensure that there are sufficient reserves available to provide the Council with some resilience to material variations in spend forecasting and economic shocks. We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves. | 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 December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR18: The risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents. Key potential causes are: <ul style="list-style-type: none">• Not enough planning applications submitted.• Not enough permission 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. | Secured planning permissions. Secured additional grant funding for infrastructure. Releasing land. Issuing grants to Registered Providers (RPs). Established Local Housing Company (Goram Homes). Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land. Established a grant funding programme to subsidise the delivery of affordable homes. Introduced the Affordable Housing Practice Note. Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible. Requiring a minimum of 30% affordable housing on land released by the Council. | ➡ | 2 | 5 | 10 | We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes). We are carrying out a Service Review of the Housing Delivery Team. Significant land release programme to Registered Partners (RPs). We are looking at opportunities to fund the acquisition of additional units in developments on site. External funding bids have been made to secure infrastructure funding to accelerate delivery. Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes. Working Closely with Homes England to ensure additional subsidy is secured Identifying opportunities to acquire additional affordable homes off the shelf. We are monitoring performance closely. | 1 | 5 | 5 |
| Risk Owner: Executive Director Growth and Regeneration. | Action Owner: Director Development of Place. | Portfolio Flag: Housing. | Strategy Theme: Fair and Inclusive. | | | | | | |

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR19: Tree Management. Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases. Key potential causes are: <ul style="list-style-type: none">• The Council has 100,000 trees. Severe weather conditions and / or disease can lead to tree failure.• Lack of maintenance of trees can result in tree failure.• Some council trees are not being managed or inspected, increasing the chance of failure. | Analysis of all trees is the main task and this takes time to complete. Analysis work on trees is underway by the tree team and Desktop mapping is complete. Cabinet report in June 2019 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. | ➡ | 3 | 5 | 15 | Analysis continues on trees potentially at risk. Desktop mapping is completed and trees will need to be assessed. Contract has been extended for tree maintenance Budget for 18/19 has been protected. Budget for 19/20 is available to continue tree analysis and maintain trees on the existing contract. Additional resource being recruited to undertake the work. New tree management contract going through procurement process. | 1 | 5 | 5 |
| Risk Owner: Executive Director Growth and Regeneration. | Action Owner: Director Management of Place. | Portfolio Flag: Communities. | Strategy Theme: Our Organisation, Wellbeing. | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR21: General Data Protection Regulation (GDPR) compliance. 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. Key potential causes are: <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. | 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. Improved data breach reporting for EDM's. Guidance on GDPR compliance and breach reporting has been published on the Council's intranet (Source). Improved PIA process and PIA register. Business Continuity plan produced and updated to reflect new IG Service. The Council provides e-learning training for new starters on data protection. Data protection staff have attended training courses to maintain up to date knowledge and expertise. | ➡ | 2 | 5 | 10 | Continuing delivery of prioritised objectives to embed GDPR compliance in this quarter we are working on: <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 a case management system.Team training plan.Targeted training for data protection champions within the Council.The purchase of a privacy management system is being considered as part of service and budget planning for 2020/21. | 2 | 3 | 6 |
| Risk Owner: Senior Information Risk Owner (SIRO). <i>Paid</i> | Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO). | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. | | | | | | |

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR22: Partnerships Governance 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. Key potential causes are: <ul style="list-style-type: none">Failure to establish and/or manage contracts, Service Level Agreements and/or Terms of Reference in relation to partnerships.Not maintaining a central register of partnerships, membership, governance arrangements and performance measures.No identified lead officer to progress development of partnership working as in proposals presented to the Audit Committee in April 2016.Outdated partnership policy and toolkit (last iteration 2010).A broad range of partnerships with variable degrees of formality. | BCC has close involvement of Elected Mayor and Members in key partnerships. Regular review and evaluation of the current position by CLB. 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. A refreshed Partnerships Policy has been drafted and iterated in consultation with relevant business partners. (June-Dec 2019). Scoping and reviewing the need for Commercial Training for relevant managers as part of Procurement and Commercial Strategy. Created a central partnership register. | ⬆ | 2 | 3 | 6 | We are reviewing and refreshing the Partnership Policy and Toolkit. Creating a template Terms of Reference and porting existing Terms of reference to it where required. | 2 | 3 | 6 |
| Risk Owner: Head of Paid Service. | Action Owner: Head of Policy and Public Affairs | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR23: Better Lives Programme. Failure to deliver the required outcomes and savings from the Better Lives Programme, whilst delivering against our statutory duties and maintaining quality services. Key potential causes are: <ul style="list-style-type: none">Increased demand and complexity of Service Users' needs.The Provider Market is unable to meet needs in the required way and/or we suffer relationship breakdown.Other Directorates within the organisation are unable to support the Programme in the way required.Statutory requirements of Adult Social Care (ASC) mean resources have to be diverted away from Programme activity.Changes to the priorities of the wider health system and/or the National context, requires us to divert resources/focus away from the Programme's objectives. | Programme Board in place that meets monthly with representation from Executive Directors, cabinet member for Adults and NHS and has a key governance role for the Programme in terms of managing risk. Risks and issues are shared and actions and decisions arising are minuted and logged. The Programme Senior Responsible Officer (SRO) flags up risks and issues at key internal governance meetings e.g. People EDM, Statutory & Policy Board. A Trajectory management approach tracks key performance metrics across all areas which are shared with Programme Board, ASC DMT and People to identify risks, dependencies and alter priorities accordingly. Key interventions to improve Provider Market's ability to respond to changing requirements and needs e.g. Bristol Price introduced for residential and nursing care and unit cost for Home Care. Working closely with wider Council partners where there are dependencies e.g. Change Services, Housing, Communities, Information Communication Technology (ICT) and Procurement colleagues as well as external partners including NHS where there is direct impact between services. All workstreams focussing on practice which ensure we are meeting statutory requirements and that people receive the correct care and support, including a Reviews workstream. Interventions that are impacting new demand and enabling individuals to maximise their independence e.g. the introduction of the Bristol Price; increased capacity and investment in Home Care; increased capacity in the Reablement Service; Introduced a new Home First Service and a new Technology Enabled Care offer. | ➡ | 2 | 7 | 14 | Current phase of programme includes activities to deliver further changes which are required around Older People's services and an increased focus on Adults of Working Age and Preparing for Adulthood and Preparing for Adulthood. Provider reviews to ensure that people are receiving the right care and support and freeing up capacity in the Market is now embedded into business as usual. New technology and ways of working to our Home First and Reablement teams in place and continue to increase the capacity of the Reablement service to the required level. Introducing a further rate increase for Home Care. Embedding the new Pathway to Independence service. Safeguarding Pathway review to ensure greater efficiency and response to Safeguarding Alerts. Opening two new Extra Care Housing sites in the City each with 60 units with BCC nomination rights (120 units in total). Also new 'First Home' provision for young adults (Preparing for Adulthood) March 20. | 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 December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR24: Procurement and Contract Management Compliance Failure to ensure that BCC: <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.Ensures orders for goods / services are efficiently placed and observes agreed terms.BCC do not take into account long term view with regards to TCO (Total Cost of Ownership) & Life Cycle Costs.High incidence of non-contracted spends. Key potential causes are: <ul style="list-style-type: none">Poor / weak pre procurement forward planning and tender specifications.Over reliance and inappropriate use of waivers.Ineffective Supply chain and market engagement.Poor / weak contract monitoring.Supplier failure and missed opportunities of warning signs. | The Procurement Service has been subject to a number of changes to the Procurement service which includes the following: <ul style="list-style-type: none">Combined the "Procurement Service" and CSR under one service area as the new Strategic Procurement and Supplier Relations Service.Alignment of resources at Senior Management to enable direction of resources across Category Areas, Governance and Contract Management.Overhauled the Procurement Rules endorsed by Full Council in December 2019 and the streamlined the procurement process in line with Officer Delegated Authority providing greater empowerment and accountability.Related Audit report recommendations captured and plans established to address identified issues.Procurement resources engaged from inception on a number of key strategic projects e.g. City Leap and engagement on the service planning of the Service in the Council's Service Planning Process. | ➡ | 3 | 5 | 15 | A Service improvement plan is being developed to address some of the issues outlined in Internal Audit reports. Additional resources capacity being considered for Contract Management and service delivery. Strengthen the reporting to CLB / statutory policy board on areas of compliance, procurement rules and PFI reporting | 3 | 3 | 9 |
| 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. | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR25: Suitability of Line of Business (LOB) systems | The Council's reliance on legacy systems. Key potential causes are: <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. | IT Services continue to highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership whilst the on-going formal review continues. We continue to work with Information Assurance colleagues in regards to those systems which may perpetuate a Cyber Security or Information Management risk. | ↔ | 4 | 5 | 20 | Planning for the roll out Windows 10, ICT are undertaking a review of the Council's application portfolio to check compatibility with the new operating system. This has resulted in a widening of the review to look at a number of other aspects, such as cost, contract status, security and whether the functionality could be delivered through other products/solutions. We will continue to assess functionality and compatibility of LOS systems as part of the roll out of Windows 10. This will continue through to mid-2020. It is the intention of ITTP to produce a report against the Council's line of business review which places the applications into groups which can be considered by stakeholders for replacement/removal/upgrade. | 2 | 5 | 10 | | | |
| Risk Owner: Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR. | Action Owner: Director, Digital Transformation. | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. | | | | | | | | | | |

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR26: ICT Resilience | The Council's ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss. Key potential causes are: <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. | 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. Backups are held within, and external, to the corporate network to ensure availability. Work to date. The IT Transformation 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. The ITTP includes the review of future DR arrangements with the move to cloud for most services, and a move to crown hosting for remaining, servers. The ITTP includes work to aid with the survivability and recovery of Cyber Security Incidents which will aid the resilience of key Council systems. | ↔ | 2 | 7 | 14 | The Council has a contract with a third party to provide DR capability. The Council is working to undertake a full end-to-end test of the services it procures however, this has been challenging. The Council continues to engage with the third party supplier and have recently received a quote to undertake a full DR test, which is under review. The small scale tests undertaken to date have taken far longer and have been more complex than was envisaged. This has reduced confidence in the ICT service. It is our intention to undertake a full DR test on an annual basis. However, as the small scale tests have been problematic, this has not been possible to date. As part of the project to replace the Council's on-premise SAN, the Council is improving the resilience of hosted services by extending our replication of data. Our on-going move of service to Cloud infrastructure will reduce the Council's risk profile over time. | 2 | 5 | 10 | | | |
| Risk Owner: Head of Paid Service and Service Area Leads. | Action Owner: Director, Digital Transformation. | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. | | | | | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q3 2019/20

Threat Risks

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR27: Capital Transport Programme Delivery 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. Key potential causes are: <ul style="list-style-type: none">• Overspend on individual schemes leading to uncontrollable cost pressures.• Underspend on annual profile.• Lack of coordination and programme management across divisions. | Transport Programme Team and Delivery Board established. Shared paperwork and highlight reporting process initiated. Regular briefings and reporting to senior management and cabinet members. 5 year capital programme mapping process underway. | ⬆️ | 3 | 3 | 9 | Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels. We continuing to develop Transport Planning Team (TPT), Transport Development Board (TDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting). 5 Year mapping ongoing, 19/20 programme mapped and ongoing. We continuing to develop Transport Planning Team (TPT), Transport Development Board (TDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting). | 2 | 3 | 6 |
| Risk Owner: Executive Director Growth and Regeneration. | Action Owner: Director Economy of Place. | Portfolio Flag: Communities. | Strategy Theme: Our Organisation, Wellbeing. | | | | | | |

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR29: Information Security Management System (ISMS) 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. Key potential causes are: <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 | We have worked with Information Governance Board (IGB) and ICT on introducing and/or designing an ISMS aligned to ISO 27001. The Information Assurance Team have started a procurement process to design and deliver a new information security management system. | ➡↔ | 4 | 5 | 20 | Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System. | 1 | 5 | 5 |
| Risk Owner: Senior Information Risk Owner (SIRO). | Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO). | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. | | | | | | |

| Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Council's 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 |
| CRR30: Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone) Communication/engagement with stakeholders does not result in sufficient behavioural change. We are unable to deliver actions committed to by Mayor in the wider Clean Air Plan (excluding Traffic Clean Air Zone) - which is addressed in Management of Place service area. Key potential causes are: <ul style="list-style-type: none">• Staff capacity.• Procurement risks.• Lack of resources.• Unable to secure political agreement.• Unable to secure stakeholder buy in in the time available. | Measures have been developed and will form part of the Clean Air Plan. Mayors Speech June 2019 announced some of these as policy commitments (Mayors Office). Officers undertake initial works and the Mayor's Report was presented to Full Council 17th July 2019. Officers are working on the plan. Staff and consultancy resources are in place. Stakeholder engagement plan is in place and being implemented. Timetable remains very challenging. Mayor led Environment Sustainability Board being set up to oversee Climate Plan. 1st Meeting 10th July 2019. A proposal to allocate £250k of reserves has been approved by G&R EDM and CLB, and has now been approved by Cabinet. | ⬆ | 2 | 5 | 10 | Measures have been finalised and implementation plans are being developed. Staff being allocated to complete the work. Commissioning consultants have been engaged to help develop the Bristol Climate Strategy. Engagement plan with stakeholders is being implemented. | 1 | 3 | 3 |
| Risk Owner: Executive Director Growth and Regeneration. | Action Owner: Climate Change & Sustainable City Manager | Portfolio Flag: Strategic Planning and City Design | | | Strategy Theme: Wellbeing | | | | |

Appendix A: Bristol City Council – Corporate Risk Report Q3 2019/20

Opportunity Risks

| Corporate Risk Register as at December 2019 – Opportunity Risks to the achievement of Bristol City Council's 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 |
| OPP1: One City Approach The One City Approach will offer a new way to plan strategically with partners as part of a wider city system. Key potential causes: <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. | We have Launched the One City Plan v1 in January 2019. We have funded the core City Office staff team for 2019/20 (April 2019). We appointed to the Head of City Office role, 2x Operational and Stakeholder Engagement Managers, a SDG Coordinator and a sequence of interns, work experience and external offers of resourcing to support the initiatives. We have established all One City Boards. We have agreed the top three priority One City projects for 19/20 and are actively supporting these. Aligned internal resourcing for One City Plan development with our review of Partnership Policy (see CRR21) to ensure a joined-up approach. Established the leadership framework with a regular meeting pulse and associated governance mechanisms. | ➡➡ | 3 | 7 | 21 | Have implemented the citywide governance structure including establishing the Economy Board, Environment Board and the associated city Climate Advisory Committee. All boards have now met and are refreshing their contributions to the One City Plan. The City Office has engaged a sponsorship expert to scope potential opportunities for future funding. Project activity will also be supported by the 100,000 Euros awarded to One City as a prize-winner for European Capital of Innovation. Producing One City Plan for v2 in January 2020. | 4 | 7 | 28 |
| Risk Owner: Head of Paid Service. | Action Owner: Director Policy, Strategy and Partnerships. | Portfolio Flag: Mayor. | Strategy Theme: Our Organisation. | | | | | | |

| Corporate Risk Register as at December 2019 – Opportunity Risks to the achievement of Bristol City Council's 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 |
| OPP2: Corporate Strategy The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks. Key potential causes: <ul style="list-style-type: none">• Approved Corporate Strategy provides the foundation and direction for the organisation. | We have approved and adopted the Corporate Strategy, Business Plan 18/19 and Performance Framework 18/19 through appropriate Decision Pathways. Re-launched and completed 'My Performance' reviews for all colleagues including annual objective setting linked to the Corporate Strategy and Business Plan 18/19. Designed and launched an integrated business planning approach for 2019/20, linking financial planning, service planning, Risk Management and performance management more closely and from an earlier starting point. The LGA Corporate Peer Challenge completed, providing fresh learning opportunities to improve our approach. Leadership Framework introduced and senior management posts recruited against it. | ➡➡ | 4 | 7 | 28 | Running an integrated business planning approach for 2020/21, linking financial planning, and service planning and performance management more closely and from an earlier starting point. Following up roll-out of iTrent for performance. | 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. | | | | | | |

Appendix A: Bristol City Council – Corporate Risk Report Q3 2019/20

Opportunity Risks

Corporate Risk Register as at December 2019 – Opportunity Risks to the achievement of Bristol City Council's 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 devolving, 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. The national uncertainty around long term government funding and approach has decreased the opportunity slightly (Q1 19/20), but this has recovered given the opportunity around a potential 'powerhouse' for the West of Britain, which has early positive momentum. (Q2 19/20) 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. We worked with partners to establish a cross-border economic powerhouse for western England and south Wales, the Western Gateway, an entity similar to the well-established Northern Powerhouse. | ➡↔ | 3 | 5 | 15 | We will continue to engage with WECA at strategic level. 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. We are establishing a Secretariat for the proposed western powerhouse and will continue to engage partners and HM Government on this project. | 3 | 7 | 21 |
| Risk Owner: Head of Paid Service. | Action Owner: Director Policy, Strategy and Partnerships. | Portfolio Flag: Finance, Governance and Performance. | | | Strategy Theme: Our Organisation. | | | | |

Corporate Risk Register as at December 2019 – Opportunity Risks to the achievement of Bristol City Council's 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. | Undertaken an internal assessment of threat and opportunities following an externally-provided workshop, publishing our No Deal Scenario Assessment and updated it in Q2 2019. 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. We have further meetings of Bristol Brexit Response Group and Brexit Project Board. Continued monitoring of external environment and government relations. Promoting a potential powerhouse for the West of Britain as a post-Brexit opportunity to invest in the region and city. | 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

| Corporate Risk Register as at December 2019 - External and Civil Contingency Risks | | Performance | Current Risk Level | | | What we are doing | Tolerance Risk Level | | |
|---|---|--|--------------------|--------|-----------------------------------|---|----------------------|--------|-------------|
| Risk title and description | What we have done | | Likelihood | Impact | Risk Rating | | Likelihood | Impact | Risk Rating |
| 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. Key potential causes are: <ul style="list-style-type: none">• Exiting the European Union.• Lack of agreed Trade Deal and/or a defined permanent future relationship with the EU.• Unprecedented and complex national / international process.• Lack of planning by the authority. | We have established and operated a city-wide Bristol Brexit Response Group. Working with Core Cities and M8 leaders on concerted joint efforts, including meeting Michel Barnier. Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy. Developed a BCC Brexit No Deal Scenario Assessment to inform action planning, then refreshed it in Q2 19/20. Participation in MHCLG events and national working group of local authority representatives. Formed Brexit Project Board to take forward preparedness actions and met consistently to drive progress. Agreed funding for key areas for mitigation work. Established TOR for a Brexit Coordination Group to manage daily activity in a No Deal scenario (Jan 2019) and tested (Mar 2019). Established regular meeting of Brexit Lead Officers from neighbouring authorities and WECA to share approaches and best practice. (Sep 19). | ⬆️ | 2 | 7 | 14 | Continue to implement actions identified through No Deal Brexit Scenario Assessment as required. Ongoing. Continued internal Brexit Project Board to oversee BCC preparedness and respond with agility to changing circumstances. Ongoing. Continued monitoring of external environment and government relations. Ongoing. Continue engagement with all relevant government departments and partners to ensure sectoral/organisation risks are communicated and mitigations proactively suggested. Ongoing. Continue to meet with neighbouring Brexit Lead Officers and plan further actions together, including shared initiatives. Taking forward a range of actions set by Brexit Project Board. Ongoing. | 2 | 5 | 10 |
| Risk Owner: Head of Paid Service. | Action Owner: Director Policy, Strategy and Partnerships. | Portfolio Flag: Finance, Governance and Performance. | | | Strategy Theme: Our Organisation. | | | | |

| Corporate Risk Register as at December 2019 - External and Civil Contingency Risks | | Performance | Current Risk Level | | | What we are doing | Tolerance Risk Level | | |
|--|--|--|--------------------|--------|---|---|----------------------|--------|-------------|
| Risk title and description | What we have done | | Likelihood | Impact | Risk Rating | | Likelihood | Impact | Risk Rating |
| BCCC1: Flooding. 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. Key potential causes are: <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. | 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. 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. Bristol has in place a local Flood Risk Management Strategy which comprises of 5 keys areas and 43 separate actions in line with Environment Agency's national strategy. | ➡↔ | 3 | 5 | 15 | There is sustained resourcing and delivery of all actions in LFRMS over life of strategy. Strategy includes the following key projects: <ul style="list-style-type: none">• Working in partnership with the Environment Agency to develop a Bristol Tidal Flood Risk Management Strategy to protect the city centre, including climate change.• Working in partnership with South Gloucester and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including climate change. | 3 | 3 | 9 |
| Risk Owner: Executive Director Growth and Regeneration. | Action Owner: Director Management of Place, Flood Risk Engineer. | Portfolio Flag: Energy, Waste and Regulatory Services. | | | Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing. | | | | |

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

| Corporate risk performance summary for closed / de-escalated risks | | | | 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 | |
|--|---------|-----------------------------|--|------------------------------|--------|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|
| Status | Risk ID | Risk | Risk Owner | Rating | Travel | Rating | Travel | Rating | Travel | Rating | Travel | Rating | Travel |
| Closed | CRR8 | Service Review | Head of Paid Service | 2x5=10 | Closed | | | | | | | | |
| De -escalated | CRR16 | Leadership | Head of Paid Service and CLB | 2x5=10 | ↔ | 2x5=10 | Closed | | | | | | |
| De -escalated | CRR17 | Strategy Management | Head of Paid Service | 1x7=7 | ↔ | 1x7=7 | Closed | | | | | | |
| Merged into CRR1 | CRR11 | BCC Infrastructure Delivery | Director of Finance (Section 151 Officer) and Executive Director Growth and Regeneration | 2x7=14 | ↔ | 2x7=14 | ↔ | 2x7=14 | ↔ | 2x7=14 | Closed | | |

| Corporate Risk Performance Summary for Opportunity risks | | | | 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 | |
|--|---------|--------------------|----------------------|------------------------------|--------|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|
| Page | Risk ID | Risk | Risk Owner | Travel | Rating | Rating | Travel | Rating | Travel | Rating | Travel | Rating | Travel |
| 13 | OPP2 | Corporate Strategy | Head of Paid Service | 4x7=28 | ↔ | 4x7=28 | ↔ | 4x7=28 | ↔ | 4x7=28 | ↔ | | |
| 13 | OPP1 | One City | Head of Paid Service | 4x5=20 | ↔ | 4x5=20 | ↔ | 3x7=21 | ↑ | 3x7=21 | ↔ | | |
| 13 | OPP3 | Devolution | Head of Paid Service | 3x5=15 | ↔ | 3x5=15 | ↔ | 3x5=15 | ↔ | 3x5=15 | ↔ | | |
| 14 | OPP4 | Brexit | Head of Paid Service | 1x5=5 | ↔ | 1x5=5 | ↔ | 1x5=5 | ↔ | 1x5=5 | ↔ | | |

| Corporate Risk Performance Summary for External and Civil Contingency risks | | | | 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 | |
|---|---------|----------|--|------------------------------|--------|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|
| Page | Risk ID | Risk | Risk Owner | Travel | Rating | Rating | Travel | Rating | Travel | Rating | Travel | Rating | Travel |
| 15 | BCCC2 | Brexit | Head of Paid Service | 4x5=20 | ↔ | 3x7=21 | ↓ | 3x7=21 | ↔ | 2x7=14 | ↑ | | |
| 15 | BCCC1 | Flooding | Executive Director Growth and Regeneration | 3x5=15 | ↔ | 3x5=15 | ↔ | 3x5=15 | ↔ | 3x5=15 | ↔ | | |

Risk Scoring Matrix

| | | Threat Impact (Negative risks) | | | | | | Opportunity Impact (Positive Risk) | | | | | |
|-------------------|----------------|-----------------------------------|------------|----------------|----------------|------------------|---------------------|---------------------------------------|----------------|------------|---|----------------|------------------------|
| Threat Likelihood | Almost certain | 4 | 4 (Low) | 12 (Medium) | 20 (High) | 28 (Critical) | 28 (Significant) | 20 (High) | 12 (Medium) | 4 (Low) | 4 | Almost certain | Opportunity Likelihood |
| | 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. |

Joint meeting - West of England Combined Authority Committee and West of England Joint Committee Forward Plan

2020 - 21

PUBLICATION DATE: 5 MAY 2020

The Forward Plan seeks to anticipate (as far as possible) the decisions to be made by the West of England Combined Authority Committee and the West of England Joint Committee during the 2020/21 municipal year. This update has been prepared in the context of the Combined Authority's response to the Covid-19 pandemic.

Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The Forward Plan is updated regularly and can be viewed on the West of England Combined Authority website.

The Forward Plan aims to go beyond the minimum legal requirement for notice of key decisions to be published at least 28 days in advance of the decision-taking meeting. The West of England Combined Authority is committed to openness and participation in decision making and accordingly the Forward Plan includes as much information as possible about decisions expected during the 2020/21 municipal year.

For all meetings, a formal agenda will be published at a minimum of 5 clear working days before the meeting.

This update covers the joint meetings of the Combined Authority Committee and Joint Committee scheduled to be held on the following dates during the 2020-21 municipal year:

- * 19 June 2020
- * 9 October 2020
- * 4 December 2020
- * 29 January 2021

| ITEM | LEAD OFFICER | CONTACT |
|--|--|--|
| <p>Annual business report</p> <p>Item for WECA Committee and Joint Committee – 19 June 2020</p> <p>To consider the annual business report, including any constitutional updates</p> | Shahzia Daya, Director of Legal | DirectorLegal@westofengland-ca.gov.uk |
| <p>Covid-19 response - June 2020 report</p> <p>Item for WECA Committee – 19 June 2020</p> <p>To provide an update on the key actions taken/being progressed by/through WECA in response to Covid-19 including details of any urgent decisions required to be taken by the Chief Executive in consultation with the Mayor, the financial impact of Covid-19, the establishment of the Regional Recovery Taskforce and next steps in supporting the regional recovery.</p> | Patricia Greer, Chief Executive | ChiefExecutive@westofengland-ca.gov.uk |
| <p>WECA & Mayoral budget outturn - June 2020 report</p> <p>Item for WECA Committee – 19 June 2020</p> <p>To present the latest revenue financial outturn budget monitoring report.</p> | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |
| <p>Treasury Management outturn 2019-20</p> <p>Item for WECA Committee – 19 June 2020</p> | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |

| | | |
|---|--|--|
| To present the Treasury Management outturn report for 2019-20. | | |
| <p>Investment Fund - June 2020 report</p> <p>Item for WECA Committee – 19 June 2020</p> <p>To seek the latest required approvals for feasibility, development or delivery funding, and for change requests for projects within the current approved programme. This report will also include proposals for re-focusing some priorities in light of the Covid-19 emergency and to re-allocate identified budget headroom within the current investment programme.</p> <p>D</p> | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |
| <p>Covid-19 bus recovery plan</p> <p>Item for WECA Committee – 19 June 2020</p> <p>To approve the approach to securing the necessary bus services to support any relaxation in travel restrictions, making use of available funding and to give delegated approval to officers to procure and award contracts to achieve this.</p> | David Carter, Director of Infrastructure | DirectorInfrastructure@westofengland-ca.gov.uk |
| <p>Bus infrastructure investment</p> <p>Item for WECA Committee – 19 June 2020</p> <p>To approve proposals for strategic investment in bus infrastructure. Note – the proposals being brought forward form an integral part of the authority's Covid-19 response.</p> | David Carter, Director of Infrastructure | DirectorInfrastructure@westofengland-ca.gov.uk |

| | | |
|--|--|--|
| West of England Bus Strategy | David Carter, Director of Infrastructure | DirectorInfrastructure@westofengland-ca.gov.uk |
| Item for WECA Committee and Joint Committee – 19 June 2020 To approve and adopt a West of England Bus Strategy. Note – the proposals being brought forward form an integral part of the authority's Covid-19 response. | | |
| West of England Local Cycling, Walking & Infrastructure Plan Item for WECA Committee and Joint Committee – 19 June 2020 To approve and adopt the West of England Local Cycling, Walking & Infrastructure Plan. Note – the proposals being brought forward form an integral part of the authority's Covid-19 response. | David Carter, Director of Infrastructure | DirectorInfrastructure@westofengland-ca.gov.uk |
| Strategic Rail Investment Item for WECA Committee and Joint Committee – 19 June 2020 To update on the progress of the MetroWest programme and future strategic planning, to establish key decisions to support the next stage of the programme and to enact previous committee decisions. Note – the proposals being brought forward form an integral part of the authority's Covid-19 response. | David Carter, Director of Infrastructure | DirectorInfrastructure@westofengland-ca.gov.uk |
| Strategic planning - funding and governance | David Carter, Director of Infrastructure | DirectorInfrastructure@westofengland-ca.gov.uk |

| | | |
|--|---|---|
| <p>Item for WECA Committee and Joint Committee – 19 June 2020</p> <p>To agree the programme for strategic planning, project governance and funding.</p> | | |
| <p>Update on Climate Emergency planning and development of Climate Emergency Action Plan - June 2020 report</p> <p>Item for WECA Committee and Joint Committee – 19 June 2020</p> <p>To present an update on collaborative regional climate emergency planning and on the development of the Climate Emergency Action Plan for the region.</p> | <p>Jessica Lee, Head of Strategy and Policy</p> | <p>strategy@westofengland-ca.gov.uk</p> |
| <p>Joint Green Infrastructure Strategy</p> <p>Item for WECA Committee and Joint Committee – 19 June 2020</p> <p>To endorse the Joint Green Infrastructure Strategy.</p> | <p>David Carter, Director of Infrastructure</p> | <p>DirectorInfrastructure@westofengland-ca.gov.uk</p> |
| <p>Local Enterprise Partnership (LEP) & Invest Bristol and Bath (IBB) revenue budget outturn - June 2020 report</p> <p>Item for Joint Committee – 19 June 2020</p> <p>To present the latest forecast revenue outturn budget monitoring information covering both the LEP and IBB revenue budgets.</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</p> |

| | | |
|---|---|---|
| <p>Local Enterprise Partnership One Front Door funding programme - June 2020 report</p> <p>Item for Joint Committee – 19 June 2020</p> <p>To consider any latest approvals required, or change requests, in connection with the programme (funded through the Local Growth Fund / Economic Development Fund).</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</p> |
| <p>Covid-19 response - October 2020 report</p> <p>Item for WECA Committee – 9 October 2020</p> <p>To provide a further update on the key actions taken/being progressed by/through WECA in response to Covid-19.</p> | <p>Patricia Greer, Chief Executive</p> | <p>ChiefExecutive@westofengland-ca.gov.uk</p> |
| <p>WECA & Mayoral budget outturn - October 2020 report</p> <p>Item for WECA Committee – 9 October 2020</p> <p>To present the latest revenue financial outturn budget monitoring report.</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</p> |
| <p>Investment Fund - October 2020 report</p> <p>Item for WECA Committee – 9 October 2020</p> <p>To seek the latest required approvals for feasibility, development or delivery funding, and for change requests for projects within the current approved programme.</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</p> |

| | | |
|---|--|--|
| <p>Appointment of Returning Officer for the 2021 Combined Authority election</p> <p>Item for WECA Committee – 9 October 2020</p> <p>To appoint the Returning Officer for the 2021 Combined Authority election.</p> | Shahzia Daya, Director of Legal | DirectorLegal@westofengland-ca.gov.uk |
| <p>Report of the Independent Remuneration Panel</p> <p>Item for WECA Committee – 9 October 2020</p> <p>To consider the report of the Independent Remuneration Panel.</p> | Shahzia Daya, Director of Legal | DirectorLegal@westofengland-ca.gov.uk |
| <p>Update on Climate Emergency planning and Climate Emergency Action Plan - October 2020 report</p> <p>Item for WECA Committee and Joint Committee – 9 October 2020</p> <p>To present an update on collaborative regional climate emergency planning and to approve the Climate Emergency Action Plan for the region.</p> | Jessica Lee, Head of Strategy and Policy | strategy@westofengland-ca.gov.uk |
| <p>Local Enterprise Partnership (LEP) & Invest Bristol and Bath revenue budget outturn - October 2020 report</p> <p>Item for Joint Committee – 9 October 2020</p> <p>To present the latest forecast revenue outturn budget monitoring information covering both the LEP and IBB revenue budgets.</p> | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |

| | | |
|--|---|---|
| <p>Local Enterprise Partnership One Front Door funding programme - October 2020 report</p> <p>Item for Joint Committee – 9 October 2020</p> <p>To consider any latest approvals required, or change requests, in connection with the programme (funded through the Local Growth Fund / Economic Development Fund).</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</p> |
| <p>WECA & Mayoral budget outturn - December 2020 report</p> <p>Item for WECA Committee – 4 December 2020</p> <p>To present the latest revenue financial outturn budget monitoring report.</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</p> |
| <p>Investment Fund - December 2020 report</p> <p>Item for WECA Committee – 4 December 2020</p> <p>To seek the latest required approvals for feasibility, development or delivery funding, and for change requests for projects within the current approved programme.</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</p> |
| <p>Local Enterprise Partnership (LEP) & Invest Bristol and Bath (IBB) revenue budget outturn - December 2020 report</p> <p>Item for Joint Committee – 4 December 2020</p> <p>To present the latest forecast revenue outturn budget monitoring information covering both the LEP and IBB revenue budgets.</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</p> |

| | | |
|--|--|--|
| Local Enterprise Partnership One Front Door funding programme - December 2020 report | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |
| Item for Joint Committee – 4 December 2020 To consider any latest approvals required, or change requests, in connection with the programme (funded through the Local Growth Fund / Economic Development Fund). | | |
| WECA & Mayoral budget outturn - January 2021 report | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |
| Item for WECA Committee – 29 January 2021 To present the latest revenue financial outturn budget monitoring report. | | |
| Mayoral budget setting report 2021-22 | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |
| Item for WECA Committee – 29 January 2021 To approve a budget for the West of England Combined Authority Mayoral functions for 2021-22. | | |
| Combined Authority budget 2021-22 | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |
| Item for WECA Committee – 29 January 2021 To approve the Combined Authority budget for 2021-22. | | |
| Capital Strategy report | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |

| | | |
|---|---|--|
| Item for WECA Committee – 29 January 2021 | To approve the authority's Capital Strategy, including the Treasury Management Strategy and Investment Strategy. | |
| Investment Fund - January 2021 report | Malcolm Coe, Director of Investment and Corporate Services | DirectorInvestmentandCorporate@westofengland-ca.gov.uk |
| Item for WECA Committee – 29 January 2021 | To seek the latest required approvals for feasibility, development or delivery funding, and for change requests for projects within the current approved programme. | |
| Business Plan 2021-22 Item for WECA Committee and Joint Committee – 29 January 2021 To approve the 2021-22 Business Plan. | Jessica Lee, Head of Strategy and Policy | strategy@westofengland-ca.gov.uk |
| Update on Climate Emergency planning and Climate Emergency Action Plan - January 2021 report Item for WECA Committee and Joint Committee – 29 January 2021 To present an update on collaborative regional climate emergency planning and on progress in implementing the Climate Emergency Action Plan for the region. | Jessica Lee, Head of Strategy and Policy | strategy@westofengland-ca.gov.uk |

| | | |
|---|---|--|
| <p>Local Enterprise Partnership (LEP) & Invest Bristol and Bath (IBB) revenue budget outturn - January 2021 report</p> <p>Item for Joint Committee – 29 January 2021</p> <p>To present the latest forecast revenue outturn budget monitoring information covering both the LEP and IBB revenue budgets.</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p><u>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</u></p> |
| <p>Revenue budget setting report 2021-22 - Local Enterprise Partnership (LEP) & Invest Bristol and Bath (IBB)</p> <p>Item for Joint Committee – 29 January 2021</p> <p>To approve the budget in respect of the LEP and IBB for 2021-22.</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p><u>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</u></p> |
| <p>Local Enterprise Partnership One Front Door funding programme - January 2021 report</p> <p>Item for Joint Committee – 29 January 2021</p> <p>To consider any latest approvals required or change requests in connection with the programme (funded through the Local Growth Fund / Economic Development Fund).</p> | <p>Malcolm Coe, Director of Investment and Corporate Services</p> | <p><u>DirectorInvestmentandCorporate@westofengland-ca.gov.uk</u></p> |