

Cabinet Agenda



Date: Tuesday, 2 June 2020

Time: 4.00 pm

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

Distribution:

Cabinet Members: Mayor Marvin Rees, Nicola Beech, Craig Cheney, Asher Craig, Kye Dudd, Helen Godwin, Helen Holland, Anna Keen, Paul Smith and Steve Pearce

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020 No.392, the meeting will be held using video conferencing.

Members of the public are encouraged to submit written statements and questions as there will be no in-person public statements/questions at the meeting.

The Cabinet meeting will be broadcast live via the Council's YouTube page.

Issued by: Corrina Haskins, Democratic Services

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Date: Friday, 22 May 2020



Agenda

PART A - Standard items of business:

1. Welcome

2. Public Forum

Please note: written submissions can be considered at this meeting. The meeting will be live streamed for members of the public to view via YouTube, but there will not be an opportunity to participate in the meeting.

(Pages 5 - 6)

Up to one hour is allowed for this item

Any member of the public or Councillor may submit Public Forum. Petitions, statements and questions received by the deadlines below will be taken at the start of the agenda item to which they relate.

Petitions and statements (must be about matters on the agenda):

- Members of the public and members of the council, provided they give notice by e-mail (and include their name, address, and 'details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may submit a petition or a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- The deadline for receipt of petitions and statements for the 2 June 2020 Cabinet is 12 noon on Monday 1 June 2020. These should be sent by e-mail to: democratic.services@bristol.gov.uk

Questions (must be about matters on the agenda):

- A question may be submitted by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked.
- A written reply will be provided after the meeting.



- The deadline for receipt of questions for the 2 June 2020 Cabinet is 5.00 pm on 27 May 2020. These should be sent by e-mail to:
democratic.services@bristol.gov.uk

3. Apologies for Absence

4. Declarations of Interest

To note any declarations of interest from the Mayor and 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.

5. Matters referred to the Mayor for reconsideration by a scrutiny commission or by Full Council

(subject to a maximum of three items)

6. Reports from scrutiny commission

7. Chair's Business

To note any announcements from the Chair

PART B - Key Decisions

8. Traffic signals maintenance, supply and installation contract

(Pages 7 - 14)

9. Moving Forward Together Transformational Programme

(Pages 15 - 35)

10. COVID 19 – Cross Directorate Application for Contract Awards, Extensions and Variations Necessary due to the Impact of COVID 19 on Commissioning and Procurement Activity.

(Pages 36 - 54)



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- 11. Extensions and Variations to Domestic Abuse and Sexual Violence contracts and timeline for due to the impact of COVID 19 on Commissioning and Procurement Activity.**
- (Pages 55 - 63)**
- 12. Finance Update**
- (Pages 64 - 75)**
- 13. 2019/20 Finance Outturn Report**
- (Pages 76 - 105)**
- 14. Q4 Corporate Risk Report**
- (Pages 106 - 133)**
- 15. Bristol is Open: Update**
- (Pages 134 - 148)**
- 16. Exclusion of Press and Public**
- Recommended – that under Section 11A(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the ground that involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act, as amended.
- 17. Bristol Energy Update**
- (Pages 149 - 197)**
- PART C - Non-Key Decisions**
- 18. COVID 19 - Adult Social Care**
- (Pages 198 - 205)**
- 19. Port Communities Resilience Fund Closure Report**
- (Pages 206 - 236)**
- 20. City Leap Update**
- (Pages 237 - 239)**



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'll 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 use Zoom or Skype for Business to take part in the meetings and vote on agenda items.

We'll stream the meetings live on YouTube.

You can submit statements, questions and petitions ahead of the meetings in the same way as usual. We will send all statements to participating Councillors in advance and respond to all questions and petitions in writing.

You will not be able to present a public submission at the meeting at the current time. We're looking into options for increasing public participation at meetings held using video conferencing, including being able to present a statement or ask supplementary questions using Zoom.

Email democratic.services@bristol.gov.uk if you have any questions.

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. Please submit 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.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee and published within the minutes. Your statement or question will also be made available to the public at the meeting to which it relates 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. Public Forum statements may be posted on the council's website. 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 then noted at the meeting.
- Please note that only written submissions can be considered at this time.

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

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

Webcasting/ Recording of meetings

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

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.





Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 02 June 2020

TITLE	Traffic Signal & ITS maintenance, supply and installation contract 2022		
Ward(s)	All wards		
Author: Duncan Venison	Job title: Network Operations Team Manager		
Cabinet lead: Councillor Kye Dudd	Executive Director lead: Stephen Peacock		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
<ol style="list-style-type: none"> To gain approval to procure a new Traffic Signals maintenance, supply and installation contract from July 2022 Contract spend will be in excess of £500k 			
Evidence Base:			
<ol style="list-style-type: none"> Bristol City Council's current traffic signal maintenance, supply and installation contract expires in July 2022 Bristol City Council is the lead Authority in a Joint Arrangement with B&NES, South Gloucestershire and North Somerset Councils for the maintenance, supply and installation of traffic signal equipment Circa 9000 traffic signal faults are typically attended and fixed per annum within Bristol City Council's administrative boundary This contract would also cover the supply and installation of new traffic signal equipment for new sites and the refurbishment of existing sites Contract likely to be 5 year initial period with two extension periods of 2 years each Contract drafting will be done in conjunction with all four Authorities hence the long lead in time 			
Cabinet Member / Officer Recommendations:			
That Cabinet: -			
<ol style="list-style-type: none"> Approve the procurement of a new Traffic Signals maintenance, supply and installation contract from July 2022 for a period of up to 9 years at a cost of up to £2m per annum. Authorises the Executive Director Growth & Regeneration in consultation with Cabinet Member Transport & Energy to take all steps necessary to procure and award the contract. 			
Corporate Strategy alignment:			
<ol style="list-style-type: none"> Provide safe accessible crossing points that can be used by all regardless of their access needs Provide contract social value that gives back to the community through employment and/or education opportunities Provide reliable on street equipment that promotes consistent journey times Provide the latest technologies that promote efficient traffic flow and movement to reduce stationary idle vehicles and the associated poor air quality that brings 			
City Benefits:			
<ol style="list-style-type: none"> Reliable maintained traffic signals throughout the city Economies of scale benefits for the city through working with neighbouring Authorities Reduced disruption with the city through attended faults Maintain road safety across the city through safe and reliable equipment 			

5. Provide contract social value that gives back to the community through employment and/or education opportunities

Consultation Details: N/A

Background Documents: None

Revenue Cost	£2m per annum. Circa £1.4m for BCC (£800k Revenue, £600k Capital programme) with remainder spread across other Joint Arrangement Authorities	Source of Revenue Funding	R5010 10957. Quarterly invoices paid from this code. Income received from other Joint Arrangement Authorities
Capital Cost	£N/A	Source of Capital Funding	N/A
One off cost <input type="checkbox"/> Ongoing cost <input checked="" 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 report seeks approval to procure a new Traffic Signals maintenance, supply and installation contract to start from July 2022, as the existing contract expires. The Council currently spends c£800k revenue and c£600k Capital on related works. It is anticipated that the contract will be for an initial period of 5 years with two extension periods.
- It is estimated that the costs will be c£2m per annum (£10m for the initial 5 year period), which will be committed in both Capital and Revenue expenditure. Around £1.4m of this expenditure will be funded from a combination of Bristol City Council revenue budgets (c£0.8m) and the Capital programme (c£0.6m mainly from the WECA grant for Transport) with the balance representing work from other UA's.
- This does not constitute a new funding pressure for the Council. Actual spend will always be subject to available budgets approved by Cabinet.

Finance Business Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 07/05/2020

2. Legal Advice: : The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor, 16 April 2020

3. Implications on IT: No immediate impact on IT Services, although the connection method for the signals into any management platforms should be assured to align with future networking strategies

IT Team Leader: Simon Oliver 17/04/20

4. HR Advice: No HR implications evident

HR Partner: Celia Williams 07/05/20

4. Procurement Advice: Procurement of this project will be via a fully compliant route, with a dedicated Procurement Specialist to support the Tender process and a dedicated Contract Manager to manage the contract once in place

Category Manager: Spencer Penny 22/04/2020

EDM Sign-off	Growth and Regeneration EDM	29 April 2020
Cabinet Member sign-off	ClIr Kye Dudd	29 April 2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	04 May 2020

Appendix A – Further essential background / detail on the proposal	NO
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	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Bristol City Council Equality Impact Relevance Check



This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required. Please read the guidance prior to completing this relevance check.

What is the proposal?	
Name of proposal	New Traffic Signals Contract
Please outline the proposal.	To procure a new Traffic Signals maintenance, supply and installation contract from July 2022
What savings will this proposal achieve?	None
Name of Lead Officer	Duncan Venison

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
<p>As part of the contract documentation Bristol City Council is the lead Authority in a Joint Arrangement with B&NES, South Gloucestershire and North Somerset Councils for the maintenance, supply and installation of traffic signal equipment. At present there are 9000 traffic signal faults that are typically attended and fixed per annum within Bristol City Council's administrative boundary. This contract would continue as before covering the supply and installation of new traffic equipment throughout the City.</p> <p>All new and refurbished sites are upgraded on a like for like basis, for example; if the site had an audible bleeper attached to the traffic light this would remain the same. Traffic lights would not be removed at any site without full prior consultation.</p> <p>Our colleagues in the Ops Centre in Temple Street monitor the Remote Monitoring System (RMS) which would identify traffic signal faults quickly and efficiently meaning they are dealt with promptly reducing safety concerns, fuel consumption and air quality impacts.</p>
Please outline where there may be significant negative impacts, and for whom.

No impact identified – the Contract will continue as before dealing with any traffic signal faults & installation of traffic signal equipment. Any faults are addressed and rectified by the contractor to avoid minimal disruption to members of the public.

Could your proposal impact staff with protected characteristics?

(i.e. reduction in posts, changes to working hours or locations, changes in pay)

Please outline where there may be significant opportunities or positive impacts, and for whom.

N/A

Please outline where there may be negative impacts, and for whom.

N/A

Is a full Equality Impact Assessment required?

Does the proposal have the potential to impact on people with protected characteristics in the following ways:

- access to or participation in a service,
- levels of representation in our workforce, or
- reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

No – This proposal neutral / positive in its impacts.

Service Director sign-off and date:

Equalities Officer sign-off and date:
Reviewed by Equalities Officer. 16/4/20

Peter Anderson
Acting Director, Management of Place
16.04.20

Eco Impact Checklist

Title of report: Traffic Signal & ITS maintenance supply and installation contract 2022

Report author: Duncan Venison

Anticipated date of key decision June 2020

Summary of proposals:

To procure a new Traffic Signals maintenance, supply and installation contract from July 2022.

As part of the contract documentation Bristol City Council is the lead Authority in a Joint Arrangement with B&NES, South Gloucestershire and North Somerset Councils for the maintenance, supply and installation of traffic signal equipment.

Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	Since the new equipment has been installed in the control centre. This equipment will be more energy efficient and reliable than the current equipment. So not only using less electricity will also reduce delay at junctions caused by faults. These faults cause congestion and therefore additional pollution and fuel consumption. The solution will ensure that faults are passed quickly and reliably for repair.	Using luminaires, lamps or light sources that exceed minimum luminaire efficacies. We will encourage the use of dimming and metering to ensure that energy consumption of a particular lighting installation can be optimised and monitored in real time.
Bristol's resilience to the effects of climate change?	Yes	+ive	Due to the new improved network management this will minimise the air quality and carbon emissions caused by congestion as a result of traffic signal faults.	N/A
Consumption of non-renewable resources?	Yes	Both	New hardware will be installed, which will use some non-renewable resources. However, due to the improved highway management this will reduce congestion, and the resulting wasted fuel.	The procurement will specify that the disposal of old equipment be environmentally sound and that new equipment be energy efficient
Production, recycling or	Yes	-ive	Any construction works will	Any reusable old

disposal of waste			produce some waste due to the removal of obsolete equipment Refurbishing old sites to new ELV (extra low voltage) equipment with LED aspects.	equipment from site refurbishments is recycled by the contractor as maintenance spares for other old sites still in operation.
The appearance of the city?	No	N/A	Any new equipment will replace existing on a like for like basis	N/A
Pollution to land, water, or air?	Yes	+ive	The project should reduce congestion caused as result of traffic signals faults and therefore fuel consumption/ air quality issues. A reduction in traffic signal faults may also help to avoid localised spikes in air pollution, as well as reducing congestion and carbon emissions.	Improved technology and reliability reduces faults at signal sites and delays to traffic Improved technology for sustainable modes of transport also encourages people to change from private car usage e.g dedicated cycle signals and detection, bus priority, improved pedestrian design.
Wildlife and habitats?	No	N/A	Any new traffic signals will replace existing. So will not require any extra building works. Should additional sites be installed as part of wider project that project should be subject to Eco assessments.	N/A

Consulted with: Environmental Performance Team

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The significant impacts of this proposal are...

- Electrical consumption should remain the same or decrease.
- The scheme will use some non-renewable resources.
- The scheme will produce some waste.

The proposals include the following measures to mitigate the impacts...

- Electrical requirements will be a significant factor in selecting the equipment installed.
- Waste will be responsibly disposed of or recycled.

The net effects of the proposals are positive	
Checklist completed by:	
Name:	Duncan Venison
Dept.:	Highways and Traffic
Extension:	X36576
Date:	April 2020
Verified by Environmental Performance Team	Giles Liddell



Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 02 June 2020

TITLE	Moving Forward Together – Housing & Landlord Services		
Ward(s)	<i>City Wide</i>		
Author: Robert Swift	Job title: Senior Project Manager – Housing & Landlord Services		
Cabinet lead: Cllr Paul Smith	Executive Director lead: Stephen Peacock		
Proposal origin: <i>BCC Staff</i>			
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>			
Purpose of Report			
<p>To complete a Housing & Landlord Services transformation programme (Moving Forward Together) including the design and implementation phases, Housing and Landlord Services needs investment for effective change delivery. Cabinet approval is sought:</p> <ol style="list-style-type: none"> 1. To progress the next phases of MFT 2. To incur programme spend of £1.44 million to deliver the remainder of the programme. All funding will be provided from ring-fenced HRA resources. 			
Evidence Base			
<p>Housing and Landlord Services (H&LS) is the 6th largest Local Authority Landlord in the country and is the largest social landlord in Bristol. The service is responsible for over 28,000 properties that provide homes for over 60,000 residents. We manage the housing waiting list, regulate the private sector, provide home adaptations for vulnerable people and work to prevent homelessness/rough sleeping. To deliver this we employ 1028 people and have a turnover of £122m per annum.</p> <p>Housing and Landlord Services are delivering a service wide transformation programme, called Moving Forward Together (MFT). The programme started in 2019 and is scheduled to complete in late 2021.</p> <p>Our vision is to become a world class housing and landlord service, a service that meets the needs of our residents, provides a great place to work and has equality and diversity at its heart.</p>			
<p>In Autumn 2019 we carried out a large scale resident survey, using a leading independent surveying company. We received over 3,300 responses from residents across the city. The scale of response gives a powerful mandate for change (the consultation exercise is itself a finalist in the annual TPAS awards 2020).</p> <p>The survey shows that residents have six clear priorities, which will be central to co-design of how we deliver our services in the future. They are:</p> <ul style="list-style-type: none"> • Being more visible and having a strong local presence • Listening to what residents say • Keeping our promises • Making it easier for residents to contact us 			

- Tackling anti-social behaviour & crime
- Improving the safety and appearance of our homes/estates

To meet the six resident priorities, we will:

- Design services from the resident's point of view
- Engage employees and tenants in a creative and meaningful way
- Provide services that are visible and local
- Give back accountability and decision making to residents and employees
- Rebuild trust and relationships
- Remove organisational silos and barriers to working effectively to meet customer needs
- Design ways of working which will drive best practice, a learning and coaching environment and support employees to become leaders in their teams and workspaces

Meeting resident priorities will deliver efficiency savings. We expect to drive these savings through effective service design and process change.

We have had some early success. An example is our early work on empty properties. It is important to our residents that the time taken to move into a property is as short as possible. By targeting the time it takes to re-let our properties we have reduced the amount of rental income lost to voids. The cost of this part of the programme to date is £0.04m and the total benefit realised is £0.3m. We have also reduced the time taken to re-let our properties from 60 days to 30 days in the last 6 months. The improvements have been achieved by focussing on what is important to our residents. By only delivering what's needed and removing waste, we are able to realise efficiencies at the same time as delivering a better service.

The work needed to initiate the change will take 14 months and will complete in August 2021. The total cost to the organisation will be £1,449k which will be met through ring fenced HRA resources. This will deliver a new operating model, leadership and culture change, a talent development and cultural intelligence programme and the delivery of 4 service improvement projects.

We expect to realise up to £4.6m in efficiency savings which will be reinvested within the HRA to deliver better outcomes to our residents.

Cabinet Member / Officer Recommendations:

1. Approve the delivery of the next phases of Move Forward Together programme set out in this report.
2. Authorise the Executive Director Growth and Regeneration in consultation with the Cabinet Member Housing to incur the programme spend of £1.44 million from ring-fenced HRA resources.

Corporate Strategy alignment:

The programme helps achieve the priorities and themes within Bristol City Council's corporate strategy. The aim of the programme is to achieve better outcomes for our residents by creating a Housing & Landlord Service that better meets their needs.

We also aim to create a more equal inclusive and diverse service.

Each theme within the corporate strategy is supported by this programme

- Empowering & Caring – by supporting our residents to find accommodation that meets their needs
- Fair and Inclusive – by offering everyone the opportunity to live in a healthy and balanced community helping to reduce the impact of deprivation on the outcomes of our citizens
- Well connected – by creating a more local service offer we will reduce isolation and help to connect people with people and the support they need when they need it
- Wellbeing – by creating healthier and more resilient communities, with safe neighbourhoods and lower levels of anti-social behaviour

City Benefits:

By being closely aligned with the aims of our corporate strategy we also deliver benefits to the city. Some of the most directly impacted areas will be:

- Rebuilding of trust within communities and between residents and BCC
- Safer estates and neighbourhoods
- Reduction in anti-social behaviour
- Improved support for some of the most vulnerable residents in the city
- Better outcomes for our residents

Consultation Details:

- The delivery of the programme is based on co-design and will be done with full involvement of residents and employees. Engagement on the high level design of the service will take place in August / September 2020 or later if this is not possible due to restrictions.
- Detailed co-design and delivery of services will take place between November 2020 and August 2021

Background Documents:

None.

Revenue Cost	£1.44m	Source of Revenue Funding	<i>Existing HRA budgets</i>
Capital Cost	£	Source of Capital Funding	<i>e.g. grant/ prudential borrowing etc.</i>
One off cost <input checked="" 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:**

As outlined in the HRA budget report to Cabinet in January 2020, the longer term perspective is crucial to ensure that the HRA can continue with an ambitious development programme and make sure that our primary assets, the housing stock, are fit for purpose and there is sufficient financial capacity to carry out essential repairs and improvements, such as estate regeneration and Bristol's commitment to become carbon neutral by 2030 and to respond to changing regulations relating to building safety.

The following table provides a financial summary of the project costs, anticipated savings and source of funding identified. The net present value of the programme's potential benefits are £3.15m and a positive cashflow, once the initial project costs have been recovered, will be achieved by year 5.

Cost / Saving description		0	1	2	3	4	5	Total
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	£000
		£000	£000	£000	£000	£000	£000	£000
1	Early improvement to the Voids Process	44						44
2	Programme Management		61					61
3	Mobilising the service and change resource		65					65
4	Creating an operating model for Housing and Landlord Services		78					78
5	Creating a locally offered Housing Service		94	102				196
6	Improving customer contact and access channels		94	102				196
7	Improving housing advice and options		94	102				196
8	Improving lettings and voids		94	102				196
9	Change Management (organisational structures, roles and job descriptions)		60	68				128
10	Budget for communications and marketing		20	20				40
11	Talent Development and Cultural Intelligence Training		50	51				101
12	Internal project support - finance, audit, legal		10	10				20
13	10% contingency added to all new costs		72	56				128
Total new costs		44	792	613	0	0	0	1,449
14	Increase in rental income due to reduced re-let times		(337)	(344)	(351)	(358)	(365)	(1,755)
15	Reduction in management costs by 1% per annum				(310)	(632)	(961)	(1,903)
16	Reduce total debt outstanding by 2%				(240)			(240)
17	Reduction in ASB cases by 10%				(52)	(53)	(54)	(159)
18	Increase in staff productivity by 10%				(200)	(204)	(208)	(612)
Total savings		0	(337)	(344)	(1,153)	(1,247)	(1,588)	(4,669)
Total Net Project Cost/ (Saving)		44	455	269	(1,153)	(1,247)	(1,588)	(3,220)
Funding Source								
	HRA Business planning budget	44	250	250				544
	HRA earmarked reserve - utilising £1m surplus from 2019/20 outturn position		542	363				905
Total Funding		44	792	613	0	0	0	1,449

By funding the programme from the HRA budget and the earmarked reserve from 2019/20 outturn surplus, the HRA general reserve of £86m remains available to support the refresh of the 30 year HRA business plan and to meet the longer term impact of Covid-19 on the service.

Finance Business Partner: Wendy Welsh, Finance Manager 15th May 2020

2. Legal Advice: The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor, 19 May 2020

2. Implications on IT:

ITTP (Information Technology Transformation Programme)

The programme is dependent on ITTP to deliver new hardware and core desktop applications. We will work closely with the ITTP programme manager to align delivery with the Moving Forward Together programme.

Housing IT Phase 2

The first phase of this programme has already deliver the Civica upgrade which will be completed in March. It will also deliver a piece of discovery work which will outline the road map for improving IT within Housing and Landlord Services. This will be closely aligned to the wider Information Technology Transformation Programme ITTP, but will also include additional improvements that can be made independent of ITTP. Example of improvements might be implementing a new civica module or making local configuration changes.'

Housing IT Phase 2 will become the one place for delivering IT improvements needed by Housing & Landlord Services.

IT Team Leader: Simon Oliver 18/5/20

4. HR Advice: HR have representation on the MFT programme board and will be closely involved in the programme throughout. Given the scale of the redesign and potential impact on the workforce a dedicated HR team will be attached to and funded by the project to ensure that the change process is delivered in a way that meets the strategic aims of the programme, aligns with

council HR policy and procedure, and delivers an inclusive and diverse organisation'		
HR Partner: <i>Celia Williams HR Business Partner 20/5/20</i>		
5. Procurement Advice: Procurement have supported Housing Colleagues to procure a Delivery Partner of Phase 1. We will continue to provide support to deliver Phase 2. Any Procurement/Tender exercise that is needed will be completed in a compliant manner in line with BCC's internal Procurement Rules and The Public Contracts Regulations 2015.		
Category Manager: <i>Niotia Ferguson 18/05/20 Category Manager – Resources</i>		
EDM Sign-off	Growth & Regeneration	22/4/20
Cabinet Member sign-off	Cllr Paul Smith	11/5/20
For Key Decisions - Mayor's Office sign-off	Mayor's Office	4/5/20

Appendix A – Further essential background / detail on the proposal <i>Use this section to provide more details to expand upon the points made in this report.</i>	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	Yes
Appendix F – Eco-impact screening/ impact assessment of proposal	No
Appendix G – Financial Advice	No
Appendix H – Legal Advice	No
Appendix I – Exempt Information	No
Appendix J – HR advice	No
Appendix K – ICT	No
Appendix L – Procurement	No

Moving Forward Together: A recommendation to Cabinet 2nd June 2020

Summary

This report is to support the recommendation to cabinet for an 18 month programme to transform the way Bristol City Council delivers its Housing and Landlord Services function. The remaining programme will cost £1.4m which is approximately 1% of the annual operating cost (£122m). The programme will deliver improvements in the following areas:

- Achieving better outcomes, by delivering what is important to our residents
- Growing our culture, through talent development and leadership and by becoming a more inclusive and diverse service
- Improving performance, by changing the way we deliver services

This will deliver up to £4.7m of value over 5 years which will be reinvested to improve the service we offer to our residents. Of the one off cost of £1.4m, £0.5m will be from HRA budget with the remainder from the HRA reserve.

This paper now describes the purpose and approach to delivering the programme.

The Housing & Landlord Services function

Housing and Landlord Services (H&LS) is the 6th largest Local Authority Landlord in the country and is the largest social landlord in Bristol. The service is responsible for over 28,000 properties that provide homes for over 60,000 residents. We manage the housing waiting list, regulate the private sector, provide home adaptations for vulnerable people and work to prevent homelessness/rough sleeping. To deliver this we employ 1028 people and have a turnover of £122m per annum.

Bristol receives national recognition regarding many aspects of our approach to tackling housing issues. We have won awards for our new build homes, we are nationally recognised sector leaders in private sector regulation, and this year we and our partners are shortlisted for 4 UK National Housing awards. Despite this resident satisfaction levels and performance in some areas remain below average when benchmarked with peer organisations.

Why do we need to change?

To understand the reasons for change we have considered the following areas:

1. Meeting the needs of our residents
2. Leadership and culture

Meeting the needs of our residents

The result of austerity over the last 10 years and the government imposed annual 1% rent cuts from 2016-20 means Housing & Landlord Services has been working with reduced budgets and an increase in service demand. There is a clear need to do things differently and redesign what we do and how we do it.

In order to make sure that improvements through MFT have a clear focus in Autumn 2019 we carried out a large scale resident survey, using a leading independent surveying company. We

received over 3,300 responses from residents across the city. The scale of response gives a powerful mandate for change (the consultation exercise is itself a finalist in the annual TPAS awards 2020).

The survey shows that residents have six clear priorities, which will be central to co-design of how we deliver our services in the future. They are:

- Being more visible and having a strong local presence
- Listening to what residents say
- Keeping our promises
- Making it easier for residents to contact us
- Tackling anti-social behaviour & crime
- Improving the safety and appearance of our homes/estates

Leadership & Culture

There have been historical leadership and cultural issues within the service which we aim to address through MFT.

We need to create a service that is representative of our residents and staff. Where everyone is treated equally regardless of their background and we need to make sure our most vulnerable tenants are safe from harm.

Our employees should spend more time focussed on the needs of our residents and less time in the office. We need to strengthen the connection and trust between the services and our tenants, to provide a person-centred service.

We began addressing these issues in 2019, by inviting all 1000+ housing employees to attend two MFT workshop events. These were aimed at identifying our shared purpose and behaviours and understanding the need for change. The workshops also introduced the idea of co-design as the way of delivering transformation. These events received positive feedback and alongside the resident survey have effectively paved the way for the next phases of MFT.

MFT - our ambition for the service

The performance measures, culture and residents priorities combine to form the strategic aims and outcomes of the service. Our aim is to become a world class housing service delivering the following outcomes:

- The services we provide will meet our customers' priorities
- We will meet our customer priorities in the most effective way
- Our employees are satisfied and engaged
- Leadership, diversity and inclusion is embedded within our organisational culture
- We contribute effectively to corporate priorities and the One City Plan

To meet the six resident priorities, we will:

- Design services from the resident's point of view
- Engage employees and tenants in a creative and meaningful way
- Provide services that are visible and local

- Give back accountability and decision making to residents and employees
- Rebuild trust and relationships
- Remove organisational silos and barriers to working effectively to meet customer needs
- Design ways of working which will drive best practice, a learning and coaching environment and support employees to become leaders in their teams and workspaces

Housing & Landlord Services wants to do more to value and celebrate the diversity that exists amongst the workforce and are committed to creating an inclusive working environment in which everyone can take full part. Through Moving Forward Together, inclusion and equality outcomes need to improve, the sense of belonging within the service needs will improve at all levels.

To rebuild trust and relationships amongst our employees, customers and residents, inclusion, equality and diversity will be positioned at the heart of the service. Inclusion is more than being respectful and welcoming. It ensures that every employee feels authentic and valued and that career opportunities are equitable. It is a combination of culture, modelled by leaders, that is experienced during interactions among peers, in meetings, and with managers. Inclusion is also a factor of HR policies and practices that ensure a fair system where no one is advantaged or disadvantaged because of their identity. Housing & Landlord services is developing a set of equality targets and commitments for the service. Results will be monitored in partnership with staff groups including the recently formed BAME panel.

How we will deliver the vision:

Designing and implementing a new operating model that meets residents priorities and resolves our cultural and equalities issues is a significant challenge and requires a significant response. Using co-design techniques with employees and residents is central to our approach. Once we have built capability and have designed an operating model we can move to the delivery phase of the programme:

We have estimated the level of savings that MFT will deliver for Housing & Landlord Services. We expect to drive these savings through effective service design and process change. The main principles of the MFT approach that will help to deliver efficiency savings are:

- A clear focus on resident priorities
- Customer journey mapping
- Value chain analysis
- Seeking marginal gains at each stage
- Reducing failure demand
- Digitally enabled streamlined service access

This section describes the work involved to deliver the changes needed. The costs to deliver this are shown in the Finance Summary table under Finance Advice though is referenced throughout this section to provide a clear view on how we are intending to spend the £1.4m.

Early delivery

The programme is already delivering value; this provides confidence in our approach.

An example is our early work on empty properties. It is important to our residents that the time taken to move into a property is as short as possible. By targeting the time it takes to re-let our properties we have reduced the amount of rental income lost to voids. The cost of this part of the programme to date is £0.04m and the total benefit realised is £0.3m. We have also reduced the time taken to re-let our properties from 60 days to 30 days in the last 6 months.

The improvements have been achieved by focussing on what is important to our residents. By only delivering what's needed and removing waste, we are able to realise efficiencies at the same time as delivering a better service.

The cost of this work is represented by line 1 in the financial summary table on page 9.

Mobilisation

To deliver a programme of this size requires the right conditions; we need to ensure we have the right resources and skills, and we need to ensure we have a shared vision for the future of the service. In this phase of work we aim to:

- Mobilise a programme team of resources from across H&LS, corporate support teams (such as Change Services)
- Commission a Delivery Partner to ensure the delivery of the outcome of the programme and to build capability within BCC
- Design a Strategic Operating Model that will set out the future vision for service provision
- Scoping up to 4 projects to deliver the strategic operating model

The work to mobilise the programme will cost £0.2m and is represented by lines 2, 3 and 4 in the financial summary table on page 9.

Delivery

The approach to the programme will be to co-design all aspects of service collaboratively with customers, communities, employees, partners, councillors and other Council services. The method of engagement will be tailored to the different audiences and the driving principle is that those either receiving services or delivering services will be at the heart of their future.

These service design projects will be supported by our Learning and Organisational Development team our colleagues in HR and effective communications throughout. IT will also play a key role.

- Service design projects. The projects we will be scoping during the mobilisation phase will deliver:
 - Changes in the way services are delivered operationally, placing more emphasis on local delivery
 - Addressing the equalities and diversity challenges identified
 - Updating how employees need to deliver services to customers, through updating skills, roles and responsibilities or organisational structures
 - Reviewing and updating policy, procedure and operational standards

- Improving communication and engagement models with customers to rebuild trust between with customers and the Council
- Improving the way in which H&LS interacts with other BCC teams and partners to provide services for customers

We will be running 4 projects for 10 months, each needs a Project Manager, Business Analysts and Change Management. The average cost per project is £0.2m.

- Learning & Organisational Development

We have commissioned our Learning & Organisational development team to lead and implement a talent development strategy ensuring our workforce is diverse, opportunities are equal and the service is inclusive in the way it operates and delivers services. We will also be commissioning specialist external support where required.

Cost estimated at £0.1m, line 11 in the financial summary.

- HR and Workforce

To support the changes we have established a HR workstream helping the service to deliver changes to the structure and roles needed for the future delivery of the service. This will be done in a way to ensure Housing and Landlord services are representative of the city, its residents and our tenants.

To do this effectively we have budgeted for 3 Human Resource roles at a cost of £0.1m. This is represented by line 9 in the financial summary.

- Effective Communication

Throughout the programme it is important that we deliver timely and engaging communications that:

- Promote Moving Forward Together to generate interest, motivate and spark energy for involvement
- Empower stakeholders to give their views and get involved by providing information, activities and tools in a variety of ways to engage
- Tailor and adapt communication to meet the needs of specific stakeholder groups
- Ensure key Information and CTA is communicated in a clear and timely way
- Use impactful activities to help influence change of behaviours

Cost estimated at £0.04m, line 10 in the financial summary

- The importance of IT

The aims of the programme and new ways of working as part of the organisational design will be supported by the delivery of ICT. This will deliver mobile working solutions reducing time spent in the office and allowing more time with our residents delivering local and visible services.

This is budgeted separately within both the corporate Information Technology Transformation Programme and Housing IT Phase 2 (UI) Programme.

Benefits realisation

The main driver for delivering this work is to improve the way we deliver services to our residents and to deliver a more equal, inclusive and representative service. A Benefits Realisation Strategy will be developed as part of the Full Business Case (FBC), which will set out the process that will be followed to quantify and measure improvements resulting from the MFT Programme. There are a number of benefit streams envisaged.

- Delivering service improvements. The value delivered is represented by lines 14, and 16 and deliver a total value of £2m. These are indicative there are other areas where we will deliver value. This is represented by line 15. This indicates that we expect to deliver a 1% reduction in management cost every year from 22/23.
- Having residents housed in quality, affordable housing has a measurable social value. The HACT Social Value model provides a financial value for services that: support residents to become or remain debt free, tackling ASB and providing good neighbourhoods. Therefore focussing on resident priorities relating to safety and security will have measurable impacts. One example is that each case of ASB costs approximately £100 and some significantly more than this. The value associated with reducing ASB is represented by line 17 in the financial summary
- Improving productivity and addressing employee satisfaction also has range of benefits; we would expect a correlation between an increase in employee satisfaction and a reduction in costs attributable to: sickness absence; tackling poor performance and attendance; and dealing with disciplinary cases and grievances. Improving our employee morale and mental health is also responsibility we need to prioritise particularly following the impact of Covid-19.

The savings associated with this is estimated to be £0.1m and is represented by line 18. This is a simple calculation based on reducing the number of days taken as sick leave. We also expect other savings to be realised.

- Digitalisation and process efficiency. Effective mobile working using improved technological solutions will improve services and reduce costs. Working as “virtual teams” will improve productivity and reduce transport time/costs. Improved digital access to high volume services for customers will improve choice and release efficiency savings. These savings are yet to be fully costed and will appear in the full business case.

The investment required of £1.4 million to deliver MFT will release savings calculated at £3m (net) by 2024/25. Whilst the sum required for the programme is not insignificant, this is a major transformation project that will benefit the 70,000 council housing residents of Bristol and many others who receive services in private sector housing and housing options.

Across the financial years 2020/21 and 2021/22 the total cost of the programme equates to just 0.6% of Housing and Landlord Services turnover for the period.

The plan for delivery:

We have planned and resourced a programme to deliver these changes. The diagram below provides a view of the high level plan. Key dates include:

- Mobilisation and organisational design complete by October 2020
- Programme complete August 2021

The impact of covid-19

Since starting the programme we have all been impacted by Covid-19 and our response to the pandemic. We have considered carefully if proceeding with the programme is the right decision.

On balance the impact of Covid-19 has strengthened the case for change. It is now more important that we offer effective services to our most vulnerable tenants. Moving Forward Together will deliver a critical part of our recovery from the pandemic in the way we support our residents.

Our ability as a service to support people is critical. We have responded well as a service in the last few weeks and many of the changes, such as greater mobile working will form part of how we operate in the future. The pandemic has shown we need efficient local decision making and leadership. We need fit for purpose technology to deliver services remotely and to communicate effectively and we need to embed a different way of working. As a result the MFT Programme Board has agreed to continue with MFT, with some re-profiling of design approaches and milestones (incorporated into the delivery plan shown in the previous section).

Bristol City Council Equality Impact Relevance Check



This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required. Please read the guidance prior to completing this relevance check.

What is the proposal?	
Name of proposal	Moving Forward Together
Please outline the proposal.	<p>The Housing & Landlord Services function</p> <p>Housing and Landlord Services (H&LS) is the 6th largest Local Authority Landlord in the country and is the largest social landlord in Bristol. The service is responsible for over 28,000 properties that provide homes for over 60,000 residents. We manage the housing waiting list, regulate the private sector, provide home adaptations for vulnerable people and work to prevent homelessness/rough sleeping. To deliver this we employ 1028 people and have a turnover of £160m per annum.</p> <p>Bristol receives national recognition regarding many aspects of our approach to tackling housing issues. We have won awards for our new build homes, we are nationally recognised sector leaders in private sector regulation, and this year we and our partners are shortlisted for 4 UK National Housing awards. Despite this resident satisfaction levels and performance in some areas remain below average when benchmarked with peer organisations.</p> <p>Why do we need to change?</p> <p><i>Meeting the needs of our residents</i></p> <p>The result of austerity over the last 10 years and the government impose annual 1% rent cuts from 2016-20 means Housing & Landlord Services has been working with reduced budgets and an increase in service demand. There is a clear need to do things differently and redesign what we do and how we do it.</p> <p><i>Leadership & Culture</i></p> <p>There are historical leadership and cultural issues within the service which will be addressed through MFT.</p>

We know that BAME staff are subject to more disciplinarys and are less represented in leadership positions than other groups. We have been criticised for our track record on race equality and we do not always fulfil our duty of care. This can cause harm to our most vulnerable residents and has in the past resulted in significant reputational damage to the organisation.

Employees have lived through the same period of austerity as our residents. They have witnessed a system that has become increasingly stretched to a point where it can no longer provide what's needed. Our employees spend less time in contact with residents and more time in the office. We have more specialised services that are less focussed on what the customer needs; we have lost the connection and trust needed to deliver an effective person-centred service.

MFT - our ambition for the service

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- The services we provide will meet our customers' priorities
- We will meet our customer priorities in the most effective way
- Our employees are satisfied and engaged
- Leadership, diversity and inclusion is embedded within our organisational culture
- We contribute effectively to corporate priorities and the One City Plan

To meet the six resident priorities, we will:

- Design services from the resident's point of view
- Engage employees and tenants in a creative and meaningful way
- Provide services that are visible and local
- Give back accountability and decision making to residents and employees

- Rebuild trust and relationships
- Remove organisational silos and barriers to working effectively to meet customer needs
- Design ways of working which will drive best practice, a learning and coaching environment and support employees to become leaders in their teams and workspaces

Housing & Landlord Services wants to do more to value and celebrate the diversity that exists amongst the workforce and are committed to creating an inclusive working environment in which everyone can take full part. Through Moving Forward Together, inclusion and equality outcomes need to improve, the sense of belonging within the service needs will improve at all levels.

To rebuild trust and relationships amongst our employees, customers and residents, inclusion, equality and diversity will be positioned at the heart of the service. Inclusion is more than being respectful and welcoming. It ensures that every employee feels authentic and valued and that career opportunities are equitable. It is a combination of culture, modelled by leaders, that is experienced during interactions among peers, in meetings, and with managers. Inclusion is also a factor of HR policies and practices that ensure a fair system where no one is advantaged or disadvantaged because of their identity. Housing & Landlord services is developing a set of equality targets and commitments for the service. Results will be monitored in partnership with staff groups including the recently formed BAME panel.

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This section describes the work involved to deliver the changes needed. The costs to deliver this are shown in the following section.

Mobilisation

To deliver a programme of this size requires the right conditions; we need to ensure we have the right resources and skills, and we need to ensure we have a shared vision for the future of the service. In this phase of work we aim to:

- Mobilise a programme team of resources from across H&LS, corporate support teams (such as Change Services)
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- Scoping up to 4 projects to deliver the strategic operating model

Delivery

The approach to the programme will be to co-design all aspects of the service collaboratively with customers, communities, employees, partners, councillors and other Council services. The method of engagement will be tailored to the different audiences and the driving

principle is that those either receiving services or delivering services will be at the heart of their future.

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We have commissioned our Learning & Organisational development team to lead and implement a talent development strategy ensuring our workforce is diverse, opportunities are equal and the service is inclusive in the way it operates and delivers services. We will also be commissioning specialist external support where required.

- HR and Workforce

To support the changes we have established a HR workstream helping the service to deliver changes to

	<p>the structure and roles needed for the future delivery of the service. This will be done in a way to ensure Housing and Landlord services are representative of the city, its residents and our tenants.</p> <ul style="list-style-type: none"> • Effective Communication <p>Throughout the programme it is important that we deliver timely and engaging communications that:</p> <ul style="list-style-type: none"> - Promote Moving Forward Together to generate interest, motivate and spark energy for involvement - Empower stakeholders to give their views and get involved by providing information, activities and tools in a variety of ways to engage - Tailor and adapt communication to meet the needs of specific stakeholder groups - Ensure key Information and CTA is communicated in a clear and timely way - Use impactful activities to help influence change of behaviours <ul style="list-style-type: none"> • The importance of IT <p>The aims of the programme and new ways of working as part of the organisational design will be supported by the delivery of ICT. This will deliver mobile working solutions reducing time spent in the office and allowing more time with our residents delivering local and visible services.</p> <p>This section will be added to once we have completed the operating model and know more about the future of the service</p>
<p>What savings will this proposal achieve?</p>	<p>The proposal will realise savings across the service these have been identified in the cabinet report as £4.6 million over 5 years. All savings will be reinvested to improve the service we offer to our residents.</p>
<p>Name of Lead Officer</p>	<p>Robert Swift</p>

Could your proposal impact citizens with protected characteristics?

(This includes service users and the wider community)

Please outline where there may be significant opportunities or positive impacts, and for whom.

Yes – this proposal is specifically targeting our organisation and culture in terms of equality and inclusion. It will target the diversity of our employees and the way we respond to our residents.

Please outline where there may be significant negative impacts, and for whom.

We have not identified any significant negative impacts at this stage. However consideration should be given to each of the protected characteristics to ensure that no one is negatively impacted and that we seek to make the most of the opportunity presented by undertaking the work.

Could your proposal impact staff with protected characteristics?

(i.e. reduction in posts, changes to working hours or locations, changes in pay)

Please outline where there may be significant opportunities or positive impacts, and for whom.

There will be significant positive impacts for all staff. A key outcome of the programme will be to improve the culture and ways of working.

There are historical leadership and cultural issues within the service which will be addressed through MFT.

To rebuild trust and relationships amongst our employees, customers and residents, inclusion, equality and diversity will be positioned at the heart of the service. Inclusion is more than being respectful and welcoming. It ensures that every employee feels authentic and valued and that career opportunities are equitable. It is a combination of culture, modelled by leaders, that is experienced during interactions among peers, in meetings, and with managers. Inclusion is also a factor of HR policies and practices that ensure a fair system where no one is advantaged or disadvantaged because of their identity. Housing & Landlord services is developing a set of equality targets and commitments for the service. Results will be monitored in partnership with staff groups including the recently formed BAME panel.

Please outline where there may be negative impacts, and for whom.

We have not identified negative impact at this stage however with any change initiative there is the potential to benefit some people and to negatively impact others. This could be due to the need to learn new ways of working and the need to adapt to working in a different way.

We are committed to making sure no one is excluded from the change process and have invited everyone from across the service to take part from the outset. All staff have attended workshops in 2019 to introduce the programme and to find out about what matters most.

As we progress with the programme there will be the opportunity for everyone to be involved in shaping their future.

At this stage we cannot accurately assess the impact on our employees as we have not specified the changes we are going to make. There is a commitment to ensure the equalities impact is assessed at every stage of the programme.

Is a full Equality Impact Assessment required?

Does the proposal have the potential to impact on people with protected characteristics in the following ways:

- access to or participation in a service,
- levels of representation in our workforce, or
- Reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

Yes - we will complete an equality impact assessment as part of the development and implementation of Moving Forward Together

Service Director sign-off and date:
Julian Higson
22/05/2020

Equalities Officer sign-off and date:
Reviewed by Equality and Inclusion Team
20/5/2020

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 02 June 2020

TITLE	COVID 19 – Cross Directorate Application for Contract Awards, Extensions and Variations Necessary due to the Impact of COVID 19 on Commissioning and Procurement Activity.	
Ward(s)	All	
Author: Wanda Knight on behalf of Carmel Brogan (Housing Policy & Contracts Manager - Housing Options), Lucia Dorrington (Strategic Commissioning Manager) and Rachel Metcalfe (Public Health Business and Commissioning Manager).	Job title: Category Specialist, Strategic Procurement Service	
Cabinet lead: Paul Smith/ Helen Holland	Executive Director lead: Stephen Peacock/ Jacqui Jensen	
Proposal origin: BCC Staff		
Decision maker: Cabinet Member Decision forum: Cabinet		
Purpose of Report:		
<ol style="list-style-type: none"> 1. To adopt an approach where by the contract extensions and variations that are necessary due to the impact of COVID 19 that require a key decision are agreed in principle by Cabinet. This is a cross directorate application that spans Adult Social Care, Homelessness and Public Health Teams. 2. To delegate authority to the Executive Directors to agree the award of contracts where no extension provision exists, to agree extensions where provision does exist and to award and vary the MHCLG Grant, see Appendix A. 		
Evidence Base:		
<ol style="list-style-type: none"> 1. The purpose of this report is to seek authority for a variety of contract amendments and one grant variation to agreements for services affected by COVID 19 in Adult Social Care and Homelessness see Appendix A. It is to ensure business continuity and continuity of services for the people of Bristol in those cases where planned, commissioning exercises have had to be suspended as a result of COVID-19. The majority of the contracts that are the subject of this report involve support and accommodation for the most vulnerable people in Bristol. This includes those sleeping rough, those with mental health issues, the elderly and frail in terms of homecare, respite beds in residential provision, victims of domestic abuse, those with learning difficulties and those with substance misuse issues. 2. Work is underway to ensure that these vital services continue, that service providers are supported to deliver contracts and the health and wellbeing of staff and services users is protected. 3. Examples of the urgent working being conducted include the Housing Options and Homelessness Team meeting the Government directive to house all those sleeping rough and supporting them to maintain this accommodation. This measure is to ensure that homeless people can adhere to the self-isolation and social distancing rules. Adult Care Commissioning has moved into a resilience structure to ensure that the adult care providers are supported to cope with the crisis and that essential services are maintained. A central information hub is taking intelligence on supply issues and providing information and practical support, e.g. 		

issues relating to PPE. Three locality based supply teams are problem solving, e.g. sharing capacity between providers and supporting pressurised care homes.

4. After the lockdown period and social distancing measures have ended (at the time of writing the date is unknown) there will need to be a further period of time where services return to their former models. This is because many service models have been abandoned due to social distancing measures, for example support for drug users and those sleeping rough.
5. The commissioning and procurement of services normally requires that service providers and service users input into and respond to the consultations, provider events and advertised contracts published by the Council. Many of our current service providers are working hard to deal with the impact of COVID 19 and are not able to conduct business as usual. It is not possible to carry out the citizen engagement with service users or the public to input into the recommissioning. It is therefore inappropriate to begin or continue to commission and procure longer term services until it is fair to do so for all providers, service users and the public.
6. The uncertainty regarding the length of time that COVID 19 will impact on society and the time needed to return to normal contract delivery and commissioning and procurement activity requires that these arrangements are put in place.
7. In recognition that returning to business as normal as soon as possible is a paramount consideration for both the Council and Suppliers an indicative timescale for future commissioning will be drawn up for each directorate once the current crisis has subsided. This timetable will be subject to review as the longer term effects of COVID 19 unfold.
8. The Bristol City Council: Coronavirus (Covid-19) procurement and contracts protocol. 27 March 2020 states that the maximum extension is 12 months and that this can only be granted to contracts where the end date is before 1st April 2021. The commissioning and procurement activity postponed due to COVID will recommence and the contracts affected will be in place before 31st March 2022.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Authorises the Executive Director Growth and Regeneration, in consultation with Cabinet Member for Housing, for the purposes of mitigating COVID 19, to take all appropriate steps:
 - (a) to extend existing contracts, and award new contract(s), in-line with the procurement routes outlined in Appendix A, and;
 - (b) to make any further necessary extensions/variations to all such contracts.
2. Authorises the Executive Director People, in consultation with the Cabinet Member Adult Social Care, for the purposes of mitigating COVID 19, to take all appropriate steps:
 - (a) to extend existing contracts, and award new contract(s) in-line with the procurement routes outlined in Appendix A, and
 - (b) to make any further necessary extensions/variations to all such contracts
3. Authorises the Executive Director of Growth and Regeneration to vary and allocate the grant award of £1,077,100.00 MHCLG funding for 20/21 (Rough Sleeping Services Grant).

Corporate Strategy alignment:

The contract extensions are a result of the effect of COVID 19 on commissioning. They will ensure that BCCs commissioning and procurement work is conducted in a fair way by ensuring that providers in the various sectors are able to contribute and respond to any commissioning and procurement activity. The extensions will in particular

enable the VCS and SMEs to regroup after the pandemic is over and respond and contribute. This in turn will ensure that we get the right services in place in a timely manner that meets the needs of the Bristol population.

City Benefits:

The city will benefit from the extensions because the services that we ultimately commission will be value for money and fit for purpose because they allow for the work to be done after the pandemic is over and for BBC teams and service providers to have had time to regroup and return to business as usual.

Consultation Details:

There is no consultation for this application due to the urgency and unprecedented reason for the application. Consultation as required will be conducted for all commissioning exercises as set out in the commission cycle.

Background Documents: See Appendix A

Revenue Cost	£various	Source of Revenue Funding	General Fund
Capital Cost	N/A	Source of Capital Funding	N/A
One off cost <input checked="" 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: COVID-19 is having a significant impact on Council procurement activities. The contractual arrangements in the report are for critical service areas affecting the most vulnerable citizens in our community. These services are currently funded from within existing budgets (as set out in the report and in Appendix A).

Finance Business Partner: Denise Hunt 21.4.20

2. Legal Advice: It is recognised that the further extensions and direct awards of these contracts places the Council in a situation where it may breach the procurement regulations. The fact that these arrangements are necessitated by the impact of Covid 19 on service delivery, procurement activities and the need to allow adequate time for the Council to follow a fully compliant procurement process, will help mitigate the risk of challenge. Legal services will advise and assist officers with regard to the individual variations, and the conduct of the proposed procurements and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones/Eric Andrews, Solicitor, 1 May 2020

3. Implications on IT: No impact anticipated on IT Services

IT Team Leader: Simon Oliver

4. HR Advice: As the report is currently laid out this would not have any HR impact on Bristol City Council employees, however if any of the variations were to impact on staff then a new report should be submitted highlighting the changes.

HR Partner: Lorna Laing

4. Procurement Advice: In this Cabinet Paper there are a number of contract extensions which require Cabinet approval for these to be invoked. These contract extensions were part of the advertised tender process and due to the value of these, they require a key decision. These services include Home Care Main and Secondary and Home Care Night Time Care, these are critical services which need to continue and require stability of supply at this time.

Some of the contracts mentioned in the attached are able to be varied under Regulation 72 of the Public Contracts Regulations by 50%, this would be the case for the Domestic Violence tender and Integrated Community Equipment Service.

The other service contracts mentioned in Appendix A, which do not have the facility to extend within the current contract conditions or undertake a variation under Regulation 72, will need to be direct awarded to existing providers to ensure continuity of service. The reason for this is that due to COVID 19, the Council is unable to tender these services due to the lack of availability of key commissioning staff and providers who are now working directly on supporting the response to COVID 19. Some of these contracts were mid-tender, in consultation phase or about

to go out to tender. It is not possible to hold meaningful consultation during these times and there would be a risk of changing/implementing new services in this current pandemic that would be in some cases impossible such as changing the supplier of the ICES service which could involve changing staff, warehouse facility and distribution facility. These services are classified as light touch services and are over the threshold. Therefore the Council is required to undertake a procurement process which is fair, transparent and open. Due to the emergency of the situation and the reasons given above, the Council nor the providers have time to do so. Therefore in those cases a direct award should be made for a period up to 12 months.

Category Manager: Gina Smalley

EDM Sign-off	G&R EDM/People EDM	22 nd April 2020
Cabinet Member sign-off	Cllr Helen Holland Cllr Paul Smith	27 th April 2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	4 th May 2020

Appendix A – Further essential background / detail on the proposal	
Appendix B – Due to the unforeseen event of the global pandemic there has been no consultation with stakeholders or service users at this time on these amendments. Consultation or further consultation may be required on Integrated Community Equipment, Extra Care Housing and the Rough Sleeping Service once this BCC Commissioners return to business as usual.	
Appendix C – There has been no engagement with Scrutiny.	
Appendix D – Risk assessment	
Appendix E – Equalities screening / impact assessment of proposal	
Appendix F – Eco-impact screening/ impact assessment of proposal	
Appendix G – Financial Advice	
Appendix H – Legal Advice	
Appendix I – Exempt Information	
Appendix J – HR advice	
Appendix K – ICT	
Appendix L – Procurement	

Appendix A: COVID 19 – Cross Directorate Application for Contract Awards Necessary due to the Impact of COVID 19 on Commissioning and Procurement Activity.

1. Adult Social Care Contracts

	Title and description of the Service	Outline of the request	Provider
1	ACS - Integrated Community Equipment Service (ICES)	Contract award from 1/10/2020 – 30/9/2021. Current procurement process has been put on hold due to COVID-19.	Mediquip
2	Extra Care Housing	Contracts award from 1/4/2021 – 31/3/2022. Current procurement process has been put on hold due to COVID-19.	12 ECH service providers.
3	CAR - Night Time Home care Services	Evoke the extension available from 1/8/2020 – 31/7/2021	Network, Kumari Care
4	Homecare Main provider contracts	The evoke extensions available from 1/8/2020 – 31/7/2021.	HSG, Medacs, Avon Home Carers and Kumari.
5	Homecare secondary provider contracts	The evoke extensions available from 1/8/2020 – 31/7/2021	Care 1st, Homecare4u, First Grade Care, Mears
6	Accommodation Based Support (Supporting People)	Contract award from 1/04/2020 – 31/3/2021. Current process has been put on hold due to COVID-19.	These services are made up of 15 contracts.

2. Homelessness Contracts

	Title of Service	Outline of the request	Provider
1	Rough Sleeper Service (BCC funder)	Contract award for 12 months from 1/10/2020. Current procurement process has been put on hold due to COVID-19.	St Mungo Community Housing Association
2	Rough Sleeper Services (MHCLG funded) Grant	To vary and allocate this year's grant funding to the relevant services.	St Mungo Community Housing Association

3	Supported family Accommodation framework	To extend the life of the framework by one year. 1/4/2021 – 31/3/2022.	St Mungos, Live West, Places for People.
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Risk Register - COVID 19 Cross Directorate Application for Contract Amendments

Negative Risks that offer a threat to contracts and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	A legal challenge due to direct award of ICES, ECH, ABS and RSS services.	A potential provider issues a formal challenge or criticism of BCC contracting arrangements during COVID	Reputational damage and financial/resource impact on BCC to fend off the challenge.	open	Fair and Inclusive	Reputation	Eric Andrew	The COVID 19 Procurement and Contracts		1	2	2	Unknown	2	2	4	May-20
2	Reduced opportunity to achieve value for money.	Extended services do not benefit from the value in terms of price, quality and innovation that we would expect to gain from a competitive	Reduced price and increased quality and innovation is delayed by a year.	open	Fair and Inclusive	Value for money	Carmel Brogan/Carol Watson	Ensure current contract management process		2	1	2	Unknown	2	3	6	May-20

Bristol City Council Equality Impact Assessment Form



(Please refer to the Equality Impact Assessment guidance when completing this form)

The Public Sector Equality Duty (PSED) continues to apply to decision making in an emergency context - there is no legislative override. PSED is a tool to enable good policy making, helping to ensure impacts on vulnerable groups are factored into decision making. This is vital at this time.

Name of proposal	COVID 19 – Cross Directorate Application for Contract Awards, Extensions and Variations Necessary due to the Impact of COVID 19 on Commissioning and Procurement Activity.
Directorate and Service Area	People and Growth and Regeneration
Name of Lead Officer	Wanda Knight

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

The application to Cabinet is to get permission to amend contracts where the commissioning and procurement activity has been affected by the COVID 19 situation. The ask is for 4 direct awards, 3 evocations of extensions, 1 grant allocation and variation and 1 extension of a Framework. This will ensure continuity of service for service users whilst the commissioning/procurement activity returns to normal. The time this may take is unknown at present.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Citywide data

Bristol Joint Strategic Needs Assessment (JSNA) and citywide data available from Open Data Bristol shows that Bristol is a thriving and diverse city, but its success is not shared by everyone, and inequality is growing. Bristol has 41 areas in the most deprived 10% in England, including 3 in the most deprived 1%. The greatest levels of deprivation are in Hartcliffe & Withywood, Filwood and Lawrence Hill. In Bristol 15% of residents - 70,400 people - live in the 10% most deprived areas in England, including 18,900 children and 7,900 older people.

Bristol has a relatively young age profile with more children aged 0-15 than people aged 65 and over. The median age of people living in Bristol is 32.5 years old, compared to 40 years

in England and Wales.

The population of Bristol has become increasingly diverse and some local communities have changed significantly. There are now at least 45 religions, at least 180 countries of birth and at least 91 main languages spoken.

The proportion of the Bristol population who are not 'White British' in census records increased from 12% (2001) to 22% (2011).

Age 70+ people in Bristol City Council

The government is asking people aged over 70 to take extra precautions to avoid getting ill. There are an estimated 43,200 people aged 70 and over living in Bristol (Mid-2018), making up 9.3% of the total population. This **proportion** varies across the city from as high as 19% of residents in Westbury-on-Trym and Henleaze ward to just 3% of residents in Central ward.

Wards with the highest proportions of people aged 70 and over include:

19% Westbury-on-Trym and Henleaze
16% Stockwood
16% Hengrove and Whitchurch Park
15% Stoke Bishop

Wards in Bristol vary significantly in size. The highest **numbers** of people aged 70 and over include the following with more than 2,000 people aged 70 and over:

3,716 Westbury-on-Trym and Henleaze
2,714 Hengrove and Whitchurch Park
2,395 Avonmouth and Lawrence Weston

Another useful geography for mapping the number of people aged 70 and over is by Lower Layer Super Output Area (LSOA). There are 12 LSOAs where more than a fifth of residents are aged 70 and over, these include:

- 5 LSOAs in Westbury-on-Trym & Henleaze
- 3 LSOAs in Stoke Bishop
- 2 LSOAs in Hengrove & Whitchurch Park
- 1 LSOA in Stockwood
- 1 LSOA in Bishopsworth.

Health inequality in Bristol

Life expectancy for women is 82.8 years and for men 78.7 years, both are significantly worse than the national average. In the past five years life expectancy for women has not increased and has risen by less than 0.5 years for men. The inequalities gap in life expectancy between the most and least deprived areas in Bristol is 9.6 years for men and

7.1 years for women.

Ward Name	% with illness or health condition which limits day-to-day activities
Hartcliffe & Withywood	42.5%
Southmead	40.9%
Stockwood	39.0%
Avonmouth & Lawrence Weston	35.2%
Horfield	33.3%
Frome Vale	30.6%
Filwood	30.5%
Henbury & Brentry	30.1%
Hillfields	29.8%
Bedminster	29.1%
Knowle	28.7%
Lockleaze	28.6%
Hengrove & Whitchurch Park	26.5%
Central	26.3%
Lawrence Hill	24.9%
Stoke Bishop	24.8%
St George Troopers Hill	24.8%
St George West	24.8%
Brislington West	24.7%
Bishopsworth	22.9%
Easton	22.9%
Clifton	22.4%
Brislington East	22.4%
St George Central	21.4%
Ashley	20.8%
Windmill Hill	20.1%
Eastville	20.0%
Southville	19.7%
Bishopston & Ashley Down	19.6%
Westbury-on-Trym & Henleaze	19.6%
Hotwells & Harbourside	18.4%
Cotham	16.2%
Redland	15.6%
Clifton Down	11.6%
Bristol Average	25.7%

Data from Bristol Quality of Life Survey 2019-20

Asthma

Avonmouth; Easton; Filwood; Hartcliffe and Withywood; Horfield; Lawrence Hill; Southmead; and St George Central Wards have the highest overall proportion of emergency

admissions for asthma in Bristol.

Bedminster; Central; Easton; Hotwells and Harbourside; Lawrence Hill; and Southville Wards have the highest proportion of emergency admissions of children aged 0-18 for asthma in Bristol.

The Coronavirus Act 2020 ¹

The new Coronavirus Act 2020 contains provisions:-

- increasing the available health and social care workforce
- easing the burden on frontline staff – by reducing the number of administrative tasks they have to perform, enabling local authorities to priorities care for people with the most pressing needs, allowing key workers to perform more tasks remotely and with less paperwork, and taking the power to suspend individual port operations
- containing and slowing the virus – by reducing unnecessary social contacts, for example through powers over events and gatherings, and strengthening the quarantine powers of police and immigration officers
- managing the deceased with respect and dignity – by enabling the death management system to deal with increased demand for its services
- supporting people – by allowing them to claim Statutory Sick Pay from day one, and by supporting the food industry to maintain supplies

Coronavirus / COVID-19 response

UK Government has published a summary of impacts from the Coronavirus Act 2020 here <https://www.gov.uk/government/publications/coronavirus-bill-summary-of-impacts/coronavirus-bill-summary-of-impacts>

The Equality and Human Rights Commission (EHRC) published its letter to the Prime Minister on 20th March saying:

“COVID-19 does not discriminate, but it does impact people differently. The priority remains those who are directly most seriously affected, more likely to be older people and those with underlying health conditions, and the people who care for them – whether that is their loved ones or our dedicated health and social care professionals. The restrictions being extended by today’s emergency coronavirus legislation are designed to protect those in vulnerable situations and safeguard our future. They have significant implications for all

¹ Link to Bill and Explanatory Notes:-

<https://services.parliament.uk/Bills/2019-21/coronavirus/documents.html>

Link to Government’s assessment of the impacts here (considerable detail):-

<https://www.gov.uk/government/publications/coronavirus-bill-summary-of-impacts/coronavirus-bill-summary-of-impacts>

LGA summary

<https://www.local.gov.uk/sites/default/files/documents/20032020-%20Coronavirus%20Bill%20-%20LGA%20briefing.pdf>

of us, but as they come into effect it will be important to consider carefully the specific impacts they may have on groups who are already disadvantaged in other ways. We must ensure they are not left further behind”.

Local authority care and support

For the duration of the ‘emergency period’, the Act makes provisions to ease councils’ responsibilities under the 2014 Care Act. Importantly, these enable councils to not comply with the following duties:

- Assessment of an adult’s needs for care and support;
- Assessment of a carer’s needs for support;
- Determination of whether a person’s needs meet the national eligibility criteria;
- Assessment of financial resources (the ‘means test’);
- Preparation of a care and support plan or support plan.

There is only a duty to provide care and support services if failures to do so would lead to a breach of the Human Rights Act

Registration of deaths and still births, and powers in relation to bodies

The provisions in the Act are designed to simplify the administrative processes related to registering deaths and cremations, as well as reducing the cases that need to be notified or referred to a coroner during the pandemic. Amongst the measures the Act simplifies the certification process, enables deaths to be registered without family members having to attend the registrar’s office and allows funeral directors to register the death as well. Medical referees will only need to have a certificate from a single medical practitioner to authorise a cremation. (Appendix 2)

The Local Authority must still have regard to the wishes of the deceased person (if known) or otherwise in a way that appears consistent with the person’s religion or beliefs (if known) when carrying out functions under Public Health (Control of Disease) Act 1984.

Mental Health

The Act will enable existing mental health legislation powers to detain and treat patients who need urgent treatment for a mental health disorder and are a risk to themselves or others, to be implemented using just one doctor’s opinion. It also allows for a temporary extension or removal of time limits in mental health legislation to allow for greater flexibility where services are less able to respond. These temporary changes would be brought in only in the instance that staff numbers were severely adversely affected.

Powers relating to potentially infectious persons

The Act provides public health officers, constables and (in some circumstances) immigration officers with the means to enforce sensible public health restrictions, including returning people to places that they have been required to stay. Where necessary and proportionate, constables and immigration officers will be able to direct individuals to attend, remove them to, or keep them at suitable locations for screening and assessment.

Residential Possession claims – protection from eviction

The Act extends the required pre-action notice periods for certain notices, served from the day after the Act is passed until 30 September 2020, to 3 months: This includes

- Notice seeking possession (secure and assured tenancies);
- Notice seeking possession (secure tenancies – absolute grounds - anti-social behaviour);
- Notice of proceedings for possession (introductory tenancies);

The proposals as they presently stand do not of themselves prevent evictions during the next few months because those cases already begun may proceed to enforcement and Notices served pre-the Act coming into force can be used to start possession proceedings.

Business tenancies: protection from forfeiture

A right of re-entry or forfeiture, under a relevant business tenancy, for non-payment of rent may not be enforced, by action or otherwise, from the date the Act is passed to 30 June 2020

Changes to Council Services

A summary of changes and closures to council services will be updated on our webpage: <https://www.bristol.gov.uk/crime-emergencies/coronavirus-covid-19-what-you-need-to-know>

As a baseline requirement the ‘reasonable adjustments’ duty under the Equality Act 2010 has three requirements that organisations must consider for their workplace and services that apply in situations where a disabled person would otherwise be placed at a substantial disadvantage compared with people who are not disabled. There are:

- changing the way things are done e.g. opening times;
- changes to overcome barriers created by the physical features of premises.
- providing auxiliary aids e.g. extra equipment or a different or additional service.

People with neurological differences including Dyspraxia, Dyslexia, ADHD, Dyscalculia, Autism, or Tourette Syndrome etc. may require adjustments such as making sure that communication is clear, concise and unambiguous; setting out time-scales to give sufficient advance notice; or managing any known issues around anxiety or sensory sensitivities around meetings.

We have a dedicated intranet (The Source) page for up-to-date information and have set up an email address for staff queries related to our response to Coronavirus.

2.2 Who is missing? Are there any gaps in the data?

We know that there are gaps in our diversity data for some protected characteristics citywide, especially where this has not historically been included in census and statutory reporting e.g. for sexual orientation.

We also know there are some gaps in our organisational diversity information - especially where personal and confidential information is voluntarily requested from staff.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

- We are working with local partners including VOSCUR to update a COVID-19 volunteer and key worker register.
- We are utilising and seeking advice from local equality groups and stakeholders championing the needs of people from different protected groups.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

These contract amendments are largely part of an urgent response to the COVID 19 situation that is helping us to protect service users. One negative aspect is that recommissioning necessarily involves the consideration of equalities issues within each project with a view to designing future services that are improved for those with protected characteristics. The four direct awards are in effect stalling that process for a year and the services will stay as is. Unfortunately it is impossible to tender contracts in the current situation from both the BCC and provider’s point of view.

More generally we are aware of the following issues for protected characteristic groups relating to coronavirus/COVID-19 which we will seek where possible to address / mitigate through this proposal²:

Protected Characteristic	Potential impact and mitigation
Age	<ul style="list-style-type: none"> • <u>Older people</u> Redeployment of other care professionals to respond to coronavirus will help save lives, but also risks leaving already vulnerable older people exposed. • Only 47.8% of people in Bristol aged 65+ say they

² For Equality and Human Rights Commission response see: <https://www.equalityhumanrights.com/en/our-work/news/human-rights-and-equality-considerations-responding-coronavirus-pandemic>

	<p>are comfortable using digital services, compared to 81.8% overall³. We need to ensure that wherever possible telephone numbers are provided as an alternative to digital services as face-to-face services are not available, as well as making use of any available community volunteer support as appropriate. We also need to ensure as appropriate possible that communications channels include multiple platforms including radio, TV, press, post/letters and print media.</p>
Disability	<ul style="list-style-type: none"> • Under new emergency legislation, various duties of the Care Act 2014 including the duty to meet the eligible needs of Disabled people (Section 18) and their carers (Section 20) are suspended and Local Authorities instead have to provide care they consider necessary to avoid breach of the European Convention of Human Rights (ECHR). There is a risk that the needs of disabled people may not be met due to increased demands and a reduced workforce. • As many face-to-face services have been cancelled in response to the coronavirus crisis we must do everything we can to ensure we are making reasonable adjustments (see 2.1 above) and wherever possible we must ensure that there are alternative arrangements in place to meet the needs of disabled people who may not be able to access online and telephone services (including for accessing information⁴). For example our <u>Translation and Interpreting Service</u> can provide telephone or video interpreting (for BSL only) as an alternative to face to face interpreting⁵ • Include options for SMS contact to helplines. • Ensure communications are in plain English and that Easy Read versions are available (or on request

³ Bristol Equality of Life Survey 2019-20

⁴ Public Health England campaign resources in BSL:

<https://campaignresources.phe.gov.uk/resources/campaigns/101/resources/5080> ; BSL users can talk to NHS111 using the InterpreterNOW app (registration is required). They can also connect via a PC or laptop.

⁵ This may change without notice in line with NHS and government guidance.

	<p>if appropriate⁶).</p> <ul style="list-style-type: none"> • Alternative arrangement for people with sight loss to provide signatures and documents as evidence for applications. • There is a guide to making new documents accessible on <u>The Source</u>⁷. • People with a specific health condition (including learning disabilities or autism) may need to travel beyond their local area or exercise more than once a day to maintain their health. This has now been recognized in updated government guidance⁸, however we need to ensure that this is considered in BCC decision making and temporary changes to services.
[Socio-economic]	<ul style="list-style-type: none"> • As the coronavirus outbreak and response will have an especially negative impact on the most deprived people in Bristol we must ensure that we are doing everything we can as a local authority to mitigate this e.g. by pausing debt collection activities; coordinating food-bank activities etc.
[Homelessness]	<ul style="list-style-type: none"> • Increased risk of infection in hostels • Inability to self-isolate for rough sleepers • Reduced income from lower city footfall • BCC will have a dedicated task-group to respond to emerging issues
[Refugees and Asylum Seekers]	<ul style="list-style-type: none"> • Difficulties accessing healthcare • Poor quality housing • As 'Race' need to provide translation and interpretation services • BCC have a dedicated task-group to respond to emerging issues

3.2 Can these impacts be mitigated or justified? If so, how?

The impact of COVID 19 is being mitigated by the actions of the commissioning teams. The work they are doing is very broad and varied. Examples include –

⁶ UK Government advice is available in accessible formats/languages, for example:

<https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance>

<https://campaignresources.phe.gov.uk/resources/campaigns/101/resources/5080> Hand washing guidance in Easy Read, Larger Print and BSL

<https://www.gov.uk/government/publications/covid-19-guidance-on-social-distancing-and-for-vulnerable-people>

⁷ Internal link for BCC workforce only

⁸ <https://www.gov.uk/government/publications/coronavirus-outbreak-faqs-what-you-can-and-cant-do/coronavirus-outbreak-faqs-what-you-can-and-cant-do#can-i-exercise-more-than-once-a-day-if-i-need-to-due-to-a-significant-health-condition>

<ul style="list-style-type: none"> Commissioners securing accommodation for homeless people in hotels. They are being supported by workers utilising skype and telephone. Their groceries are being delivered and their prescriptions where relevant so they can self-isolate. Commissioners working with providers to ensure staffing levels are maintained in care homes. Commissioners working with providers to ensure PPE levels are maintained in care homes. Commissioners advising of government policy regarding visiting dying relatives.
3.3 Does the proposal create any benefits for people with protected characteristics?
These contracts are in the BCC Directorates of Adult Social Care and Growth and Regeneration (Homelessness). The services that the contracts deliver all concern delivering services to vulnerable groups. These groups include those who are elderly and disabled who are in need of equipment, in extra care housing or receiving home or night time care. The remaining group is people who are street homeless or in temporary accommodation including single people, couples and families with children. These clients will benefit from the continuation of the services undisturbed by commissioning activity.
3.4 Can they be maximised? If so, how?
N/A

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
The impact assessment highlights the issues faced by the service users. Going forward the Commissioners will work with providers of these services that have been extended to ensure they are meeting the needs of at equalities groups as identified in the EqIA
4.2 What actions have been identified going forward?
Recommissioning of services after necessary contract awards, extensions and variations.
4.3 How will the impact of your proposal and actions be measured moving forward?
Through ongoing contract monitoring.

Service Director Sign-Off:	Equalities and Inclusion Team Sign Off: <i>Reviewed by Equality and Inclusion Team</i>
Date:	Date: 28/4/2020

Eco Impact Checklist

Title of report: COVID 19 – Cross Directorate Application for Contract Awards, Extensions and Variations Necessary due to the Impact of COVID 19 on Commissioning and Procurement Activity.				
Report author: Wanda Knight				
Anticipated date of key decision 2nd June				
Summary of proposals: The application to Cabinet is to get permission to amend contracts where the commissioning and procurement activity has been affected by the COVID 19 situation. The ask is for 4 direct awards, 3 evocations of extensions, 1 grant allocation and variation and 1 extension of a Framework. This will ensure continuity of service for service users whilst the commissioning/procurement activity returns to normal. The time this may take is unknown at present.				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No			
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	Yes	+	No visible homelessness in Bristol.	
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
Consulted with: No consultation has taken place. This is an emergency application due to COVID 19				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
There are no significant direct environmental impacts arising from the proposal (as it mostly means extending existing arrangements for a year). However, it should be noted that this means that any commitments to make improvements in light of the climate or ecological emergencies that may have been made through a normal procurement process will now be delayed by a year. This reduces the time available to meet the council's carbon neutrality goals. However, this action is necessary to protect the most vulnerable people in the city in the short term.				
Checklist completed by:				
Name:			Wanda Knight	

Dept.:	Strategic Procurement Service
Extension:	23556
Date:	27/4/2020
Verified by Environmental Performance Team	Giles Liddell

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 02 June 2020

TITLE	Extensions and Variations to Domestic Abuse and Sexual Violence contracts and new timeline for procurement of these services due to the Impact of COVID 19 on Commissioning and Procurement Activity.		
Wards	All		
Author: Sue Moss; Anne Colquhoun Rachel Metcalfe	Job title: Senior Public Health Specialist Public Health Principal Public Health Business and Commissioning Manager		
Cabinet lead: Asher Craig	Executive Director lead: Jacqui Jensen		
Proposal origin: <i>BCC Staff</i>			
Decision maker: Mayor Decision forum: <i>Cabinet</i>			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To agree an 8 month contract extension for domestic abuse and sexual violence services to 31st March 2022 due to the impact of COVID 19. 2. To agree to a delay in the procurement of the domestic abuse and sexual violence services; so that the new contract start date will be 1st April 2022 rather than 1st August 2021. 			
Evidence Base:			
<ul style="list-style-type: none"> • Before Covid 19 and lockdown, a process was in place to commission domestic abuse and sexual violence services to start in August 2021. • The commissioning and procurement of services requires that service providers and service users input into and respond to the consultations, provider events and advertised contracts published by The Council. Our current service providers are working hard to deal with the impact of COVID 19 and the increase in referrals for domestic violence and abuse and are not able to conduct business as usual. • It is not possible to carry out the citizen engagement with service users or the public to input into the recommissioning. It is therefore inappropriate to begin or continue to commission and procure services until it is fair to do so for all providers, service users and the public. • We are therefore unable to work to the original timescales • We need to take into account the learning from this pandemic and ensure this is reflected in possible future service provision. For example the need to be flexible in provision(if we get another outbreak we will need to quickly increase provision) and the need to consider new groups, particularly older people who have not required services before. • We have also been made aware that South Gloucestershire LA is also working to procure contracts to start in April 2022, which gives us the opportunity to explore the advantages of co-commissioning these services. • The uncertainty regarding the length of time that COVID 19 will impact on society and the time needed to return to normal contract delivery and commissioning and procurement activity requires that these amendments are put in place. 			

The detail of the contract are below, there is a main contract and a number of smaller contracts that have different timescales

Main contract:

Term was 1st August 2016 for 3 years, with option to extend for further 2 years – to 31st July 2021.

Total value = £3,887,470

Cost to extend for a further 8 months = £518,329

All other contracts:

Are from 1st September 2019 to 31st July 2021

Total value = £1,194,517

Cost to extend for a further 8 months = £415,484

Cabinet Member / Officer Recommendations:

That Cabinet

1. Authorises the Executive Director People in consultation with the Cabinet Member Communities (Public Health, Public Transport, Libraries, Parks), Events and Equalities to take all steps necessary to extend the contracts for domestic abuse and sexual violence services to 31st March 2022 at a cost of £933,813 and delay the current procurement process for these contracts due to the impact of COVID 19.

Corporate Strategy alignment:

The contract extensions are a result of the effect of COVID 19 on commissioning. They will ensure that BCCs commissioning and procurement work is conducted in a fair way by ensuring that providers are able to contribute and respond to any commissioning and procurement activity. The extensions will in particular enable the VCS and SMEs to regroup after the pandemic is over and respond and contribute. This in turn will ensure that we get the right services in place in a timely manner that meets the needs of the Bristol population.

City Benefits:

The city will benefit from the extensions because the services that we ultimately commission will be value for money and fit for purpose because they allow for the work to be done after the pandemic is over and for BBC teams and service providers to have had time to regroup and return to business as usual.

Consultation Details:

There is no consultation for this application due to the urgency and unprecedented reason for the application. Consultation as required will be conducted for all commissioning exercises as set out in the commission cycle.

Background Documents: Previous cabinet paper setting out plans for original procurement (with contract start date of 1st August 2021)

Revenue Cost	£933,813	Source of Revenue Funding	General Fund / Public Health Grant
Capital Cost	None	Source of Capital Funding	N/A
One off cost <input checked="" 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 report is seeking approval to agree an 8 month contract extension for services to support survivors of domestic and sexual violence in the city at a cost of £933,813. This continuation is fully funded and can be met from within existing resources. The gross budget is £1.461m for (2020/21) and is partly funded from Public Health Grant, Troubled Families Grant and other income.

Finance Business Partner: Denise Hunt, Finance Business Partner, 14th May 2020

2. Legal Advice: It is recognised that the further extension of the contracts places the Council in a situation where it

may breach the procurement regulations. The fact that the extension is required due to the impact of Covid-19 and allow time for the Council to follow a fully compliant procurement process, will help mitigate the risk of challenge. Legal services will advise and assist officers with regard to the conduct of the proposed procurement process and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones, Solicitor/Team Leader, 6th May 2020

3. Implications on IT: No direct impact anticipated on IT Services, however the opportunity to develop/renew data sharing agreements should probably be undertaken with Information Assurance colleagues.

IT Team Leader: Simon Oliver, Director Digital Transformation, 6th May 2020

4. HR Advice: The procurement of specialist domestic and sexual abuse service will be implemented in April 2022 when existing contracts will end. The current service is wholly provided by external organisations, namely Next Link, One 25, Somerset and Avon Rape and Sexual Abuse Support (SARSAS) and Victim Support. No direct HR implications are anticipated as the current and new provision will not involve BCC staff. The procurement process is advised to consider TUPE implications between existing and new providers.

HR Partner: Lorna Laing, Business Partner, 18th May 2020

4. Procurement Advice: Due to COVID 19, the Public Health team have lost project time due to the outbreak of COVID 19 as well as the team were due to go out to consultation at this time. This would not be possible with the increased demand on these services and within the limited market to make the consultation meaningful. This request to extend the current contracts sits within the Council's Procurement and Contracts Protocol 27th March 2020 in terms of not extending the contract beyond 31st March 2022 and being less than a 12 month extension; however the existing contract expires after the 1st April 2021. Exceptions like these require sign off by the Council's Section 151 Officer. Under the PCR contracts can be varied up to 50%, due to unforeseen circumstances, the main contract would have this facility.

Category Manager: Gina Smalley, Category Manager, 15th May 2020

EDM Sign-off	Jacqui Jenson	29.04.2020
Cabinet Member sign-off	Cllr Asher Craig	01.05.2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	04.05.2020

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny Scrutiny reviewed proposals when permission sought to tender for these service (December 2019)	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO

Appendix A1: Contract List

Provider	Service	Annual amount	Extension amount
Next Link	IDVA to BAME women and girls	36,000	24,000
Next Link	BAME female survivors through the criminal justice system	10,700	7,133
Next Link	Embedded within the Families in Focus locality teams - aligned to the think family /early help services	49,950	33,300
Next Link	IRIS – training and coordination of GP practices	39,000	26,000
Next Link	Therapeutic interventions to survivors and families to ensure recovery from domestic related trauma	50,000	33,333
Next Link	Complex Need accommodation	134,000	89,333
Next Link	Universal Service	777,494	518,329
Next Link	IDVAS service in University Hospitals Bristol (BRI)	68,727	45,818
One 25	Intensive support to street sex workers	38,200	25,467
Somerset and Avon Rape and Sexual Abuse Support (SARSAS)	Telephone line advice service to victims and survivors of historic and current sexual abuse and to provide onward pathways for clients in to appropriate community based therapeutic interventions	115,000	76,667
Victim Support	IDVA - within Lighthouse Safeguarding Unit	40,000	26,667
Victim Support	IDVAS for male survivors	41,649	27,766
		1,400,720.00	933,813.33

Appendix A2: Revised Project Timeline

Task Name	Start	Finish
Preparing/amending paperwork etc	Mon 01/06/20	Wed 18/08/21
Market Engagement	Tue 01/09/20	Mon 19/07/21
Public Consultation	Mon 10/05/21	Fri 18/06/21
Tendering and Procurement	Mon 26/07/21	Fri 24/09/21
Notification of Decision	Mon 25/10/21	Wed 27/10/21
Alactel/Standstill	Wed 27/10/21	Tue 09/11/21
Contract Award	Mon 29/11/21	Mon 29/11/21
Set up Period and Mobilisation	Mon 03/01/22	Fri 01/04/22
Service Start Date	Fri 01/04/22	Fri 01/04/22

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Re-commissioning of Domestic & Sexual Violence Support Services
Directorate and Service Area	People, Public Health
Name of Lead Officer	Sue Moss, Sophie Prosser

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

Bristol City Council commissions a range of support services for survivors of domestic and sexual violence in the city. These important services have been in place for a number of years and form a vital part of Bristol's infrastructure. The contracts for these services end on 31st July 2021.

The proposal is to re-commission these services with new contracts due to be in place from August 1st 2021.

The contract term will be five years with the option to extend for a further two years until 31st 2028 within a maximum annual cost of £1.36m per annum.

The existing services in scope of this re-commissioning are:

Service	Description of service	Provider
Survivor Group Work	Programme of 12 week courses running throughout Bristol – the Freedom, Crush and the Recovery toolkit.	Next Link
Victim Support IDVA (Independent Domestic Violence Advisor)	Female IDVA based in the Lighthouse (Witness and victim care service) who provides practical and Criminal Justice System support, risk assessment, support safety planning and support through Multi Agency Risk Assessment Conferences, and access to services to meet the needs of victims of domestic abuse	Victim Support
BME IDVA (Independent Domestic Violence Advisor)	Community outreach provision is provided throughout Bristol for BME women affected by domestic abuse. Provides resettlement and outreach support for women and their families and includes housing access and support with tenancies etc.	Next Link
Complex Needs Safe House	Specialist safe house for women with support needs such as i.e. fleeing domestic	Next Link

	abuse or sexual violence and ongoing substance misuse or mental ill health.	
Sexual Violence Support Service	To provide a free and confidential telephone line advice service to victims and survivors of historic and current sexual abuse and to provide onward pathways for clients in to appropriate community based therapeutic interventions	Sexual Violence Consortium
Street Sex Work Support Service	To provide intensive support to street sex workers experiencing domestic and sexual violence including site based drop-ins and street outreach of practical, emotional support and pathways into treatment and recovery services	One25
Men's DVA Support Service	To provide a dedicated independent domestic and sexual abuse advisor role specifically for male survivors	Victim Support
Think Families Early Help DVA Support	To provide specialist domestic abuse support services embedded within the Families in Focus locality teams - aligned to the think family /early help services	Next Link
BME Crisis Response Service	To provide specialist support to BAME female survivors of domestic abuse requiring culturally sensitive practical and emotional support and assistance through the criminal justice system	Next Link
The IRIS (Identification and Referral to Improve Safety) Service Primary Care	To provide training and recording coordination of GP practices in raising aware and of domestic abuse amongst practice patients	Next Link
Bristol DVA Support Service	A range of universal community based support services accessed through 3 locality hubs and providing a range of preventative and early intervention services, advocacy, advice and support and also the provision of 38 general needs refuge spaces across the city.	Next Link
Independent Domestic Violence Advisor (IDVA) in Emergency Department (ED)at Bristol Royal Infirmary	IDVAs provide support for male and female victims who present in the Emergency Department including crisis intervention, risk assessment and advocacy.	University Hospital Bristol (UHB)

Step 2: What information do we have? Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Below is a summary of recent diversity monitoring data from the services within the scope of the recommissioning:

Service	Number per annum	Aged 65+	Disabled	Female	Gender reassignment	Black, Asian and minority ethnicity (BAME)	Any Religion/Belief declared	Lesbian, Gay or Bisexual (LGB)	Pregnancy
Survivor group work	207	2%	43%	99%		21%	35%	7%	
Victim Support IDVA	120	4%	5%	100%		19%	7%	4%	
BME IDVA	130	3%	17%	100%		100%	78%	0%	
Complex Needs Safe House	25	0%	39%	100%		11%	11%	9%	
Sexual Violence support service	633	0%	28%	97%		25%	12%	14%	
Street Sex work	55	0%	11%	100%		17%	22%	9%	
Men's DVA	80	2%	16%	0%	3%	25%	15%	8%	
Early Help	80	0%	15%	100%		20%	10%	2%	
BME crisis service	74	0%	30%	100%	2%	98%	71%	0%	
IRIS in Primary care	214	5%	32%	99%		39%	28%	10%	
Bristol DVA Support Service	888	NK	31%	99%	1%	24%	25%	3%	
IDVA in Emergency Department (ED) at BRI	240	8%				24%		3%	7%

2.2 Who is missing? Are there any gaps in the data?

We have not captured the numbers of women who are pregnant when using these services however we know that domestic abuse often starts in pregnancy. Nearly one in three women who suffer from domestic abuse during their lifetime report that the first incidence of violence happened while they were pregnant and 40%-60% of women experiencing domestic violence are abused while pregnant. (Department of Health, 2005)
The other protected characteristic that hasn't been recorded is whether service users are married or in a civil partnership.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

A workshop hosted by Locality was held in September 2019 that brought together key stakeholders at the start of the re-procurement journey and elected members were

part of that event.

During October and November 2019 early engagement events have been held in Hartcliffe, Filwood, Southmead and Barton Hill, views were sought from those living and working in communities with the highest rates of reporting of domestic and sexual abuse. An evening event was also held in the centre of Bristol. Over 40 people attended these events and common themes are being identified.

An online survey has also been undertaken to give further opportunities for people to give their views on what Bristol City Council's future provision should be for those affected by domestic and sexual abuse.

The following questions have been used:

1. What would you do if you, a friend or relative needed support around domestic or sexual abuse?
2. How can we make sure that everyone gets help when they need it?
3. What sort of help do you think is needed? And what would be the one thing that we must provide?

The procurement of Domestic and Sexual Abuse services was discussed at People Scrutiny on 28th November 2019.

The formal consultation stage will begin in May 2020. We expect to have an online survey and to hold some consultation events - we will be holding these events at venues across the City in order to engage those who may find it difficult to come to a venue in Central Bristol. We also plan to go out to meetings of Equalities groups.

It is important to highlight that the Domestic and Sexual Violence services commissioned and funded by NHS England/Improvement, the Office for the Police and Crime Commissioner and BNSSG (Bristol North Somerset and South Gloucestershire Clinical Commissioning Group) are not being recommissioned at this stage. Therefore, services out of scope include: the Sexual Assault Referral Centre, Independent Sexual Violence Advisers and much of the Sexual Violence therapeutic provision. NHS England/Improvement, the OPCC and BNSSG are all part of the Bristol Domestic Abuse and Sexual Violence Services commissioning board. This procurement will be undertaken in alignment with these other services and commissioners of these wider services have been included in this procurement process.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

- We know that women are more likely than men to experience domestic and sexual abuse and the figures above demonstrate that women make up the majority of users of Domestic and Sexual violence support services; hence a change in service provision may adversely affect these women.
- Nationally women with a long-term illness or disability were more likely to be victims of any domestic abuse in the last year (16%), compared with those without a long-term illness or disability¹. Diversity monitoring shows that disabled people are over-represented in current services and so are likely to be impacted by changes in service provision.

¹ Public Health England, 2015

<ul style="list-style-type: none"> The services work with a significant number of individuals from BAME communities and in some cases these are specialist support services and changes in service provision may affect these service users.
3.2 Can these impacts be mitigated or justified? If so, how?
For all of the above, any adverse impact will be mitigated by ensuring that we have sufficient lead-in time before any changes in providers are made to allow for smooth transfer between providers, also ensuring that there is no interruption in service provision if changes are made.
3.3 Does the proposal create any benefits for people with protected characteristics?
Potentially yes as we have completed a thorough needs assessment and will be incorporating the findings of the needs assessment into our service design.
3.4 Can they be maximised? If so, how?
We are also working with Locality to ensure that the services we commission have maximum impact for our most deprived communities.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
At this stage the EqIA process has highlighted the need to be aware of the high numbers of people with disabilities who are using these services.
4.2 What actions have been identified going forward?
To improve monitoring of protected characteristics - particularly pregnancy.
4.3 How will the impact of your proposal and actions be measured moving forward?
Equalities monitoring information will continue to be collected and reviewed quarterly with the service providers.

Service Director Sign-Off:	Equalities Officer Sign Off: <i>Reviewed by Equality and Inclusion Team</i>
Date:	Date: 28/1/2020

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 02 June 2020

TITLE	2020/21 Period 1 (April) Finance Report		
Ward(s)	n/a		
Author: Tian Ze Hao	Job title: Senior Finance Business Partner		
Cabinet lead: Cllr Craig Cheney	Statutory Officer lead: Denise Murray		
Proposal origin: Other			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report: In response to the current development of the Covid-19 global pandemic, this report seeks to provide an update on the estimated direct financial impact on the Council’s finances against the original budget approved on 25 th February 2020 by full Council.			
Evidence Base:			
<p>Bristol City Council set a balanced budget in February 2020 not only for 2020/21 but over a 5 year medium term. For 2020/21 full Council agreed the following:</p> <ul style="list-style-type: none"> • The General Fund net budget of £395.7m; • The ring-fenced Housing Revenue Account (HRA) of £122.4m gross expenditure budget • The ring-fenced Dedicated Schools Grant (DSG) budget, including amounts recouped by the Education and Skills Funding Agency for Academies is £374.2m • The ring-fenced Public Health budget is £37.5m • 5 year capital programme totalling £612.0m for General fund and £354.0m for HRA. <p>COVID-19 is having a significant impact, locally, nationally and globally and in considering the impact specifically on the Councils finances, the Council has considered a range of plausible financial scenarios which are based on varying assumptions of prolongation and severity. The realistic case assumes that economic inactivity, direct impact on public services and negative shocks will be experienced over two-quarters and a gradual recovery over third and fourth quarter of 2020/21.</p> <p>The early indication following the update of April data is that the variation is likely to be c. £112.7m (response expenditure £34.5m and income losses £78.3m) forecasted for 2020/21. This is a movement of £3.4m from previous forecast of £109.3m and largely due to Waste and Recycling, savings undelivered and administrative new burdens.</p> <p>At the time of writing this report the Council had received two tranches of emergency funding support from the Government totalling £26.4m, and £0.5m of which was utilised against the Covid-19 financial impact for the month of March in 2019/20. Therefore significant, sustainable long-term additional finance will be required in order to deliver services in an adverse economic cycle where demand for public services will significantly increase. Joining up with our local and national partners, the Council will continue to work proactively with Government to seek additional funding support to close the emergent gap and revenue the in depth the current commitments against existing budgets and reserves.</p> <p>We recognise that for some of the income or expenditure streams the impact will go beyond a single financial year and further work is underway to extend the model over a medium term. It will be necessary for a further report to</p>			

be taken to Cabinet or Council (subject to adherence with the Policy and Budget Framework) at the earliest opportunity outlining the scale of budget gap and proposal if necessary for resetting the revenue and capital plans.

Full detail is provided in Appendix A.

Recommendations:

That Cabinet to note,

1. The significant financial impact on the Council as a result of COVID-19 pandemic
2. The extent to which further Government funding is required
3. A further report to be taken to Cabinet or Council, outlining the scale of the budget gap and proposal if required for resetting the revenue and capital plans.
4. It will also be necessary to refresh the Council's Business and Service plans later this year to reflect this impact and to ensure consistency in delivering changing priorities.

Corporate Strategy alignment: This report sets out progress against our budget, part of delivering the financial plan described in the Corporate Strategy 2018-23 (p4) and acting in line with our organisational priority to 'Be responsible financial managers' (p11).

City Benefits: Cross priority report that covers whole of Council's business.

Consultation Details: n/a

Revenue Cost	See Above	Source of Revenue Funding	Various
Capital Cost	See Above	Source of Capital Funding	Various
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 resource and financial implications are set out in the report.

Finance Business Partner: Michael Pilcher (Chief Accountant)

2. Legal Advice: The report, including the detail in Appendix A, will assist the Cabinet to monitor the budget position with a view to meeting the Council's legal obligation to deliver a balanced budget.

Legal Team Leader: Nancy Rollason, Head of Legal Service

3. Implications on IT: There are no additional IT implications arising from production of this report.

IT Team Leader : Simon Oliver, ICT

4. HR Advice: Expenditure on staffing is monitored on a monthly basis. Managers are required to manage expenditure within the agreed staffing budget that has been set for 2020/21.

HR Partner: Mark Williams, Head of Human Resources

EDM Sign-off	Denise Murray	22 nd May 20
Cabinet Member sign-off	Cllr Cheney	22 nd May 20
For Key Decisions - Mayor's Office sign-off	Mayor's Office	22 nd May 20

Appendix A – P01 Revenue Budget Monitoring Report	YES
Appendix B – P01 Capital Budget Monitoring Report	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 – Combined Background papers	NO
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO

COVID-19 Finance Impact Summary

1. BACKGROUND

- 1.1. Bristol City Council like many councils set a balanced budget in February 2020 not only for 2020/21 but over a 5 year medium term. For 2020/21 full Council agreed the following:
 - The General Fund net budget of £395.7m
 - The ring-fenced Housing Revenue Account (HRA) of £122.4m gross expenditure budget
 - The ring-fenced Dedicated Schools Grant (DSG) budget, including amounts recouped by the Education and Skills Funding Agency for Academies is £374.2m
 - The ring-fenced Public Health budget is £37.5m
 - 5 year capital programme totalling £612.0m for General fund and £354.0m for HRA
- 1.2. The approved budgets were underpinned by £1.0bn gross revenue (i.e. non collection fund income, representing 72% of gross expenditure), which is critical for the Council to deliver essential services to residents, with an emphasis on protecting the most vulnerable in the city and a £290m of capital programme (£23m capital financing cost) to deliver key infrastructure improvements for the region.
- 1.3. We are now facing a set of fresh financial challenges as a result of COVID-19 global pandemic that could not have been foreseen when we set our budgets in February 2020. All local authorities are now under enormous pressure in managing the public services that people are increasingly relying upon. The support we provide to the vulnerable in our communities, and the information we provide which keeps local people safe and informed.

2. ECONOMIC & SOCIAL CONTEXT

- 2.1. In response to the pandemic, the government has described its policy response to COVID-19 in four parts: contain, delay, research, and mitigate. On 20 March 2020, the government had instructed people to stay at home except for very limited purposes and to non-essential shops and businesses to close (referred to as “restrictive measures”) in the effort to contain the spread. These stringent social distancing measures was slightly eased from 10 May 2020 onwards when the government set out a conditional plan in England and a 3-phase recovery strategy to reopen the Economy, businesses and movement.
- 2.2. In addition to the anticipated health impact COVID-19 is having a significant economic impact. It is now widely accepted that the shock will lead to a global recession, as nearly the entire world contracts it is expected that the unemployment rate for developed markets as a whole will rise over at least two quarters.
- 2.3. An ONS survey of businesses carried out between 6 April and 19 April showed a quarter of businesses had temporarily closed and a further 40% are experiencing lower turnover in response to the pandemic and restrictive measures. Fewer than 5% of firms are reporting higher turnover than normal.
- 2.4. Some economists estimate that the UK-wide economic activity may be roughly 30% lower while the social distancing measures are in place, they had drawn three scenarios for the path of GDP in 2020 depending on whether the impact of restrictive measures lasts for three, six or twelve months. This sets out GDP growth to be expected to fall by between 10% and 24% in 2020, (17% six months) with a return to positive GDP growth in 2021.
- 2.5. A range of government measures intended to safeguard jobs, guarantee wages and support the self-employed were introduced which have reduced but not fully mitigated the impact. These include government backed business loan schemes, the Coronavirus Job Retention Scheme (JRS) which went live on 20 April, had seen 6 million workers furloughed up to mid-April, 61% of business that are

continuing to trade have applied to the JRS and over 82% of businesses that have temporarily closed or paused trading.

- 2.6. As businesses close to help preventing the transmission of COVID-19, financial concerns and job losses are one of the early impacts. This in turn, affects many people, typically the least well-paid and those self-employed or working in informal environments in the gig economy or in part-time work with zero-hours contracts.
- 2.7. Before the pandemic, unemployment rate in Bristol was around 3.9% (10,100 people) lowest amongst UK core cities, some estimates on 21% unemployment would mean in excess 50,000 job losses in Bristol. Recent data released by the DWP also suggests that there had been a 48% increase in Universal Credit claimants in Bristol between the periods of mid-March to mid-April.
- 2.8. COVID -19 is also disproportionately impacting on disadvantaged social groups and exposing the inherent health and social inequalities in society. People that face the greatest deprivation are experiencing a higher risk of exposure and existing poor health puts them at risk of more severe outcomes if they contract the virus.
- 2.9. In view of the points above COVID-19 is also having a significant impact on almost everything that local government delivers.

3. COUNCIL IMPACT

- 3.1. In a short space of time how the Council delivers its services has changed beyond recognition. The Council have moved 5,400 of our 6,400+ workforce (83%) to working from home and revised our workforce principles with Trade Unions to support deployment into alternative roles and increase volunteer capacity.
- 3.2. The initial focus has been on the immediate frontline response; ensuring the vulnerable are looked after, keeping essential services running and coordinating an unprecedented volunteer effort. In Bristol, working in partnership with the NHS, police, voluntary sector, communities, and city partners we have;
 - Worked closely with health partners to facilitate rapid, safe hospital discharge and measures to support the care market.
 - Secured beds for hundreds of homeless citizens.
 - Administered a range of welfare schemes including delivering emergency food parcels,
 - Set up four emergency foodbanks.
 - Established a hub of support for vulnerable people including a new 'We Are Bristol' telephone helpline.
 - Administered business grants, reliefs and financial hardship schemes to support some business and citizens most severely impacted.
- 3.3. The Council as an entity in its own right is not immune to the rapidly intensifying economic effects of COVID-19 and are experiencing significant financial challenges due to both the response to the pandemic and the effects of the measures taken to deal with it.
- 3.4. The loss of income due to the restrictive measures implemented by government is no different in cause than those effecting private businesses. The scale of the Council's income loss results from its; level of ownership of city assets (commercial rents), primary responsibilities for key regional services (Coroners and mortuaries), retained in house a high volume of direct regulatory services (e.g. environmental health, land charges, building control) and operational services (e.g. pest control, secure cash collection, museums and waste and recycling). The income we receive is critical in providing the platform for the Council to deliver essential services to residents, with an emphasis on

protecting the vulnerable. Many of the Council's income streams will experience an adverse impact not only during this period of restricted activity but also beyond.

4. FINANCIAL IMPACT ASSESSMENT

- 4.1. Against the backdrop above it remains very difficult to scientifically predict the extent of the impact COVID-19 will have on the Council. The Council has considered a range of plausible financial scenarios which are based on varying assumptions of prolongation and severity. The realistic case assumes that economic inactivity, direct impact on public services and negative shocks will be experienced over two-quarters and a gradual recovery over third and fourth quarter of 2020/21. It recognised that for some of the income or expenditure streams the impact will go beyond a single financial year and further work is underway to extend the model over a medium term.
- 4.2. We have subsequently worked collaboratively with a number of other authorities in the West of England region and Core Cities to test and challenge thinking and model the COVID-19 impact only focusing on the following:
- Additional expenditure in responding and delays in the delivery of planned savings
 - Collection fund and loss of core council funding such as Council Tax and Business Rates
 - Reduction in income from Sales Fees and Charges such as Parking
 - Reduction in Income from more commercial activities such as property rental income
- 4.3. The initial model with forecast undertaken in March provided indicative adverse cash impact of £109.3m (£29.4m response and £79.9m income losses) as a result of COVID. The model is intended to be maintained and refreshed to reflect actual data as it becomes available and the forecast impact on 2020/21 from both budgetary and cash perspectives following period 1 refresh is estimated to be **£112.7m (expenditure increase £34.5m and income losses £78.3m)** and outlined in the table below:

Financial Year	Budgetary Impact		Cash Impact
	2020-21 £m	2021-22 £m	2020-21 £m
<u>General Fund</u>			
Various Expenditure Incl. COVID 19 Impact on some savings	-33.516		-33.516
<u>Income Loss</u>			
Regulatory Income: Council Tax & Business Rate (Impact Cash flow in 202/21 and Budget 2021/22)		-32.954	-32.954
Fees Charges and Service Income	-36.686		-36.686
Commercial (property, dividend and loan interest)	-5.274		-5.274
Total Income loss	-41.961	-32.954	-74.915
General Fund Total	-75.477	-32.954	-108.432
<u>HRA</u>			
Expenditure	-0.941		-0.941
Income Loss residential and commercial rent (6 months)	-3.348		-3.348
HRA Total	-4.289		-4.289
Council Total	-79.766	-32.954	-112.721
<u>Government Funding</u>			
Covid-19 Emergency Funding - First Tranche*	13.044		13.044
Covid-19 Emergency Funding - Second Tranche	12.906		12.906
Total Government Funding to Date**	25.950		25.950
Residual Shortfall	-53.816	-32.954	-86.771

*Note that £0.5m has been deducted in financial year 2019/20 and recognised against additional emergency response expenditure and loss of income during the last week of March after the restrictive measure was introduced.

*** Other funding not included: Hardship fund Grant £5.0m- Grant excluded as the majority of these are passported to residence in need directly; and £4.0 Care Grant passported to care home*

- 4.4. The residual shortfall in cash terms currently stands at £87.8m (net of £25.9m funding received from the government). Due to the scale of the potential financial impact on the Council it will be necessary to review the overall budgeted income and expenditure to obtain a more in-depth understanding of current revenue and capital plans and commitments for each financial year.
- 4.5. To understand the national picture and the financial impact of COVID-19 on the local authorities, the MHCLG also issues 2 financial returns to date. The first MHCLG return was completed in April and the Second was submitted on 15 May. However to ensure consistency with every local authority completing the return, MHCLG determined a common set of assumptions and methodology to be applied in all scenarios intended for accounting purposes only, it stipulated a 4 months period to end of July 2020, and thereafter assuming the situation reverts entirely back to a position we anticipated prior to COVID-19 in all areas of expenditure and income. Whilst we have completed and submitted our return accordingly resulting in £27.7m expenditure response and £64.1m income loss. ***We do not believe this to be a realistic scenario and thus the figures no longer align with the figures in the table above upon which the Council is monitoring the budgetary impact.***

5. EMERGENCY RESPONSE EXPENDITURE

- 5.1. It is estimated that the COVID-19 related emergency expenditure would be in the region of £33.5m in 2020/21. This include costs such as additional workforce pressures, service and contract pressures, additional demand in social care, cost in providing accommodation to the homeless and rough sleepers, creating capacity in cemeteries and crematoriums, increase waste collection and disposal cost, and additional spend such as PPE. April had seen £10.8m of expenditure incurred or offset against these emergency costs (more details will be reported in period 2 report).
- 5.2. In forecasting the £33.5m it is largely assumed 100% of these additional costs in Q1, 50% in Q2, 25% in Q3, and no further emergency expenditure in Q4. Also note that estimate only contain minimum costs associated to new burden (largely administering the new grant / PPE processes) and does not as yet include new burden
- 5.3. cost for BAU under “new normal” standard of services. These additional risks will be discussed in later sections.
- 5.4. COVID 19 is also having an impact on the planned saving programme in 2020/21. Within the estimate above some c £4.3m in year savings that will not be delivered as a result of COVID-19 due to delays and market conditions are incorporated.

6. REGULATORY INCOME LOSS

- 6.1. Council tax (CT) including preceptor’s income:
 - 6.1.1. Like many councils we set our Council Tax budget for 2020/21 with a 3.99% increase (1.99% for general requirements plus 2% specifically for adult social care). The Council’s budgeted income from Council Tax is £226.1m and represents 57% of the net budget requirement (£395.7m).
 - 6.1.2. For Bristol reductions in Council Tax income is the largest single income loss. In April the Council had seen and in-month reduction on CT collection c£2.6m and this shortfall is forecasted to reach circa. £22.4m by March 2021.
 - 6.1.3. In arriving at this estimate, we focus on the following 3 material elements and model the impact of those changes on the original forecast: take up of Council Tax reduction scheme (CTRS) for working age adults, reduction in collection rate and delays in housing growth.

6.1.4. Bristol is one of a small number of authorities with a fully funded CTR scheme. As mentioned before that DWP's recent figures suggest that there had been a 48% increase in Universal Credit claimants in Bristol between the periods of mid-March to mid-April, many of whom have also applied for the local CTR scheme; this translates to new case load in April averaging 430 per week.

6.2. Business rates (BR):

6.2.1. The Council's BR income is £136.7m in 2020/21 represents 35% of the net budget requirement (£395.7m). Assuming all tax-breaks for businesses are funded by Central Government we currently estimate a reduction c8% (£10.6m) of business rate income as a result of unavoidable business insolvencies and reduction on debt collection rate within the Bristol area. In spite of government measures in place April had seen a loss of BR income c£1.2m (excluding Reliefs).

6.2.2. Note that under the business rates retention scheme, the Government currently operates and levy and the safety net system where BR income is guaranteed at the safety net level for local authorities. However Bristol's safety net entitlements is calculated to be £116.2m for 2020/21, this would mean that the safety net mechanism will not be triggered before income losses reach £20.5m.

6.3. It is worth noting that the collection fund shortfalls will impact on the Council's cash position in 2020/21 however the budgetary impact will fall in the following year 2021/22.

7. FEES CHARGES AND SERVICE INCOME

7.1. In response to COVID-19, the Government's policy measures on social distancing had resulted in significant service users' behavioural change, some services such as parking, cultures and leisure income had experienced up to 90% losses in April and losses continue to be significant in May.

7.2. The estimated service fees and charges income loss will be around £36.7m, with anticipated gradual recovery from October onwards. This funding shortfall represents the current estimate for 2020/21 only; however even with potential clinical solutions to COVID-19, the financial impact is expected to extend over the coming years with the adverse impact on the economic cycle.

7.3. Some service income is much reduced compare to the monthly budgeted targets. Below are the top 10 service income areas that had seen significant % income reductions in April.

BCC	% Down	
Libraries	-98.7%	↓
Parking Income	-88.3%	↓
Licensing	-86.5%	↓
Garden Waste	-86.0%	↓
Events, Registrars and Markets	-67.0%	↓
Traffic Regulation Order & Permit	-67.0%	↓
Planning income, Land charges	-66.7%	↓
Parks income Concession	-66.0%	↓
Trading with Schools	-50.0%	↓
Museums	-34.0%	↓
BWC Waste Recycling (price 40% down with volume increases)	22.2%	↓

7.4. Majority of these revenue centres sits under Growth & Regeneration (G&R), which makes a large proportion of the Directorate spending envelope. Overall traded income in G&R is down £2.98m or 76% in April and 73% down comparing to April 2019.

8. COMMERCIAL INCOME

- 8.1. Commercial income includes rent receipts from commercial properties, dividend receivables and interest charges on various loans and investment (excluding the Council's own companies). This is in a high risk category where forecast shortfall (c£5.3m).
- 8.2. It is also expected that commercial property rental income will also experience up to 25% reduction base on ONS statistics on national business insolvency risk and intelligence from the Council's own property agents who estimates these losses across a national mixed commercial portfolio.

9. RINGFENCED FUNDS

9.1. HRA

9.1.1. Rent in arrears: since the beginning of the government's social distancing measures, the Council had seen a marked increase in the level of rent and service charge arrears, as well as an increase in the number of claimants for Universal Credit. The % rent in arrears has been at the rate of 3.4% increase week on week totalling £0.5m in April. It is estimated that this would equate £3.3m over a period of 6 months.

9.1.2. Not included in the figures above is the impact on the Council's new homes delivery programme. The delay in construction, the disruption of the global supply chain and the social distancing measure on site after reopening will all impact on the building speed. It is estimated that a slippage of the programme around £9m for the year is to be expected. As Development of New Homes utilises Right to Buy (RTB) receipts to part fund (30%) their costs. A £9m reduction in development cost would put £2.7m of receipts at risk of having to be repaid to MHCLG if the receipts are not utilised within a certain time-frame.

- 9.2. DSG had also seen additional emergency expenditure in supporting key-workers and vulnerable children. This include costs incurred in setting up a local Free School Meal voucher scheme to bridge the gap (£0.4m) before the national scheme was in operation, but it is anticipated that these costs

will be reimbursed by ESFA in June.

10. CAPITAL FINANCING

- 10.1. The Council has a large programme of capital investment; the programme is funded from a variety of different sources from Council's own resource such as taking on additional long term borrowing, using receipts from sale of land and property and contributions from developers. As well as external grant funding, predominantly from other Government bodies such as West of England Combined Authority and Department for Education. Projects are at different phases of development within the overall programme and the extent of the impact of Covid-19 will be different to each individual project. Taking on additional borrowing to fund the capital programme increases annual costs to finance the borrowing.
- 10.2. During 2020/21 there is expected to be significant slippage in the current in-flight projects as construction may have been paused temporarily or timescales extended as a result of social distancing measures that are required for continuing works, which will naturally reduce the borrowing that was planned for 2020/21. Also the Bank of England made an immediate cut in interest rate from 0.75% to 0.1%, so any borrowing that is required is expected to be at a more favourable rate. These two areas combined should lead to an initial reduction in capital financing costs of around £5 million.
- 10.3. However as noted above the impact on the Council's revenue position means that further reduction in the annual capital financing costs may be required and a review of the programme is underway to consider strategic prioritisation, opportunities, threats and risks.

11. CASH FLOW AND TREASURY IMPACT

- 11.1. Covid-19 is having a large impact on the Council's cash flow. As outlined above there is a significant loss of income already being experienced and expected to continue. In addition a number of measures have been implemented to support business and our citizens, for example, acceleration or supplier payments (1 day) or in advance, debt measures introduced, deferred payment terms. There is a reduction in other capital income streams such as developer contributions and capital receipts.
- 11.2. At the start of the financial year the Council had brought forward liquid cash balances of £56 million and maintaining an appropriate level of liquidity remains a key focus.
- 11.3. Government has provided some accelerated funding to support local authorities. The announced funding, including two covid-19 emergency funding grants, business rates grants and hardship fund were paid in advance however a large amount of this has already now been spent on response and once fully utilised won't mitigate the on-going loss of income as outlined previously.
- 11.4. There has been some Government support in accelerating grant payments due throughout the year brought forward and received in April. £4.7million Adult social care grants were accelerated to April from May and June. The Government also announced that billing authorities will not have to make the central share payment of the business rates for the first three months of 2020/21. This provides short term cash-flow support of between £190k - £189m for eligible authorities.
- 11.5. However approx. 27 authorities (of which Bristol is 1), in devolution deal areas piloting 100% business rate retention, do not make a central share payment. Instead the Council pays a material tariff of £84.5 million to the Government and as such will have no cash flow relief from this mitigating measure. Bristol is still expected to make timely monthly payment of circa. £7million of its annual tariff payments to government in 2020/21.
- 11.6. The Council collects all Council Tax and Business rates and passes on to preceptors, however the

payments to preceptors don't take into account any reduction in collection of income until the following financial year through the collection fund, meaning the Council have to manage the full impact of any shortfall during the year. At this stage the Council is not proposing to seek to renegotiate this position as transfer the cash shortfall to other public sector bodies is not desirable.

11.7. To date no short term borrowing has been required and is being monitored closely by the Council's s151 officer.

11.8. Other measures are also being explored to ensure the sustainability of the Councils' cash flow e.g. liaising with various government bodies and West of England Combined Authority, seeking a range of measures or facilities to have available during the course of the year to reduce or delay a number of levy payments should it be necessary to assist with cash flow pinch points, without incurring penalties.

12. OTHER RISKS AND CONSIDERATIONS

12.1. Without a clinical solution to COVID-19 the economic impact is likely to be long lasting. This would result in new burdens on the Council on a continuous basis when the "new norm" is established. An example of this new burden would be Home to School Transport. Social distancing requirement is likely to be in place for some time, so children would need to go in smaller groups or in separate vehicles which would increase in the number of commissioned journeys. This could potentially double hired vehicles charges. Another example would be cost in providing permanence housing on for the homeless.

12.2. It is important for the government to recognise these potential new burdens on the Council's services and provide sustainable funding support. More analysis would need to take to quantify these new burdens and this will be combined with further work to consider the direct and indirect interventions that could provide some mitigation.

12.3. Minimum Support as a Business

12.3.1. Treating the Council as business, high level analysis indicates that staff equivalent to 814 FTEs has either stopped working or significantly reduced working due to COVID-19. Majority of these colleagues are under the services that has experienced temporary close, reduced activity and loss of income. If we consider making a claim through the CJRS, an estimated £6.9m could be utilised to offset the reduction in sales, fees and charges.

12.3.2. Similarly applying the same principle to the government BR grant and relief schemes available to other businesses, Bristol would be able to claim reliefs and grant for c60 eligible properties, totalling c.£1.8m

13. TIMELINE AND NEXT STEPS

13.1. The funding shortfall represents the current estimate for 2020/21 only; however the financial impact will extend over several years and will require significant, sustainable long-term additional finance, in order to deliver services in an adverse economic cycle where demand for public services will significantly increase. Further work is underway to extend the model over a medium term. It will be necessary for a report to be taken to Cabinet or Council outlining the scale of budget gap and proposal for resetting the revenue and capital plans (some areas may require consultation), for implementation 2020.

13.2. Due to the scale of the financial impact on the Council, it will also be necessary to refresh the budgets and pull together the impact on each financial year setting out our 2019/20 carry forward

COVID 19 pressure, ability to deliver a balanced budget in 2020/21 and 2021/22.

- 13.3. Reserves are not the answer – they are predominantly held for contractual commitments (e.g. PFI sinking funds), measures that keep us safe e.g. flood mitigation measures, legal and uninsured risks, appeals or ring-fenced / held on behalf of other parties. Many of our reserves have been used in the short term to support internal borrowing and would firstly need to be replenished via PWLB borrowing (at rates that we are hoping will be more favourable than current rates), increasing revenue pressures and replenished post usage. Therefore we would merely be storing up the issue rather than addressing the problem.
- 13.4. We will continue to work collaboratively , internally externally with Budget Scrutiny , partners and other local authorities and government departments, to find an appropriate solution for the sector and from government seek a degree of certainty of any further financial assistance to be provided with the following being priority for consideration as a basis for planning for 2020/21 and beyond:
- The true cost to the Council of responding to the pandemic is underwritten by the government.
 - Consider an income equalisation grant which offsets the net reduction in commercial income during the recovery period.
 - Roll forward of core funding and one off grants allocated in 2020/21 for 2021/22.
 - Protection is required of the core resource base such as business rates (e.g. 100% safety net) and Council Tax (baseline protection).
 - To relax the constraints and interest rates for PWLB borrowing – particularly when needing to borrow to replenish reserves, fund essential revenue activities or drive economic recovery in the region.
- 13.5. It is critical that Bristol remains open for business in driving economic recovery. This will require putting in measures to sustain its services, protecting the most vulnerable and supporting businesses to continue trading alongside promotion and investment in the region. A Council recovery plan to manage costs and prioritise the recovery of key services will be required. Councils have not received an unequivocal response from government that no further financial assistance will be received. Data and additional information is being provided as per governments request and as such we still remain hopeful. However at the earliest opportunity post July 2020 it will be necessary for a report to be taken to Cabinet or Council outlining the scale of budget gap and proposal for resetting the revenue and capital plans (some areas may require consultation), should there be a need for implementation in 2020/21. The relevant forum will be determined by the Policy and Budget Framework and recommendations being sought. It will also be necessary to refresh the Council's Business and Service plans later this year to reflect this impact and to ensure consistency in delivering changing priorities.

Decision Pathway – Report Template

PURPOSE: Key decision

MEETING: Cabinet

DATE: 02 June 2020

TITLE	2019/20 Finance Outturn		
Ward(s)	n/a		
Author: Michael Pilcher	Job title: Chief Accountant		
Cabinet lead: Craig Cheney	Statutory Officer lead: Denise Murray		
Proposal origin: <i>Other</i>			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Purpose of Report:			
To inform Cabinet of the financial performance of the organisation for the year 2019/20.			
Evidence Base:			
<p>This outturn report provides information and analysis on the Council’s financial performance and use of resources to the end of the financial year 2019/20, in comparison to the budget set by Council on 26 February 2019.</p> <p>It is a management report which precedes the production of the Council’s formal Statement of Accounts. This year’s annual accounts publication has been delayed as a result of the impact of covid-19.</p> <p>This report sets out the final position of the Council’s General Fund revenue account for the year, along with other ring-fenced accounts of the Council and expenditure against the approved capital programme, along with reasons for key variances. General Fund net expenditure, after taking account of adjustments to and from reserves, has been contained within a balanced budget for the year delivering a deficit of £5.3 million.</p> <p>The Housing Revenue Account has underspent the annual budget allocation by £1 million, which must be carried forward for re-investment in the Council’s landlord functions.</p> <p>The Dedicated Schools Budget had an in-year deficit of £2.4 million which after deducting historic high needs deficits, and £2.4 million accelerated funding results in a carry forward overspend of £2.9 million.</p> <p>The report also sets out, in Appendix A2, performance against delivery of the planned savings as approved by Full Council in February 2018.</p> <p>Full details of all areas are provided in Appendix A to the report.</p>			
Cabinet Member / Officer Recommendations:			
That Cabinet note:			
<ol style="list-style-type: none"> 1. the contents of the report and the final position of the General fund for the financial year 2019/20 of a £5.3 million deficit, and the key reasons for budget variances as set out in Appendix A of the report; 2. the final outturn of the Council’s capital expenditure, of total expenditure of £144.7 million compared to a final capital budget for the year of £142.8 million; 3. the outturn position for the Dedicated Schools Grant of £2.9 million deficit to be carried forward; 4. the outturn position for the Housing Revenue Account of £1 million underspend to be carried forward for the councils landlord functions; 5. the balanced outturn position of the public health grant; 6. the implication of the final outturn on the Council’s reserve position; 7. the in-year collection levels for both Business Rates and Council Tax; 8. the level of aged debt as at 31 March 2020; and 9. the performance on delivery of savings. 10. the use of £0.5 million of covid-19 emergency grant funding against pressures in March. 			

That Cabinet approve,
 1. the re-profiling of the acceleration or slippage for each scheme within the Capital Programme as set out in Appendix A4

That Cabinet delegate,
 2. authority to the Director of Finance after consultation with the Deputy Mayor and Cabinet Member for Finance, Governance & Performance to make any technical adjustments to ear-marked reserves necessary on receipt of the final business rates income.

Background Documents: <https://www.bristol.gov.uk/council-spending-performance/council-budgets>

Revenue Cost	£ n/a	Source of Revenue Funding	
Capital Cost	£ n/a	Source of Capital Funding	
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 report is concerned with the financial performance of the authority during 2019/20 and therefore all financial implications are contained within the report.

Finance Business Partner: Tian Ze Hao, Senior Finance Business Partner 22 May 2020

2. Legal Advice: The report, including the detail in Appendix A, will assist the Cabinet to monitor the budget position with a view to meeting the Council’s legal obligation to deliver a balanced budget. The report also includes a key decision in respect of the allocation of funds, there are no specific legal implications in relation to this decision.

Legal Team Leader: Nancy Rollason, Head of Legal Service 22/05/2020

3. Implications on IT: There are no IT implications arising from production of this report.

IT Team Leader: Simon Oliver, Director Digital Transformation 22/05/2020

4. HR Advice: Expenditure on staffing is monitored on a monthly basis by budget holders. Managers are required to manage expenditure within the agreed staffing budget that has been set for 2019/20.

HR Partner: Mark Williams, Head of Human Resources 22/05/2020

CLB Sign-off	Mike Jackson	19 May 2020
Cabinet Member sign-off	Craig Cheney	22 May 2020
For Key Decisions - Mayor’s Office sign-off	Mayor’s Office	22 May 2020

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

1. Executive Summary

- 1.1. This report provides information and analysis on the Council's financial performance and use of resources to the end of the financial year 2019/20, in comparison to the budget set by Council on 26 February 2019, whereas prior reports have focussed on the movements since the previous report.
- 1.2. It is a management report which precedes the production of the Council's formal Statement of Accounts. This year's annual accounts publication has been delayed as a result of the impact of covid-19.
- 1.3. As is the case with every year-end report there are a number of changes that result as balance sheet activities are reviewed and finalised and although the Outturn Report and Statement of Accounts reconcile to one another, it is the statutory Statement of Accounts on which the audit opinion is formed and accounting regulations drives some of the final movements reported.
- 1.4. The key areas covered in this report are revenue, capital, core funding, debt management, reserves and savings. For the purpose of this report, an 'underspend' is the difference when comparing budgeted allowance to actual expenditure incurred and a 'cash surplus' is additional cash in-flows to which no budgeted expenditure has yet been agreed.
- 1.5. The overall revenue budget position after taking account of adjustments to and from reserves was a 'cash deficit' of £5.3 million.
- 1.6. The impact of the covid-19 pandemic and social distancing activities was late in the financial year however it did have a noticeable financial impact on the Council during the months of February and March since the previous monitoring report. Emergency expenditure was incurred in responding to the pandemic. In March significant efforts were made to prepare services such as social care and rough sleeping ahead of anticipated peak during May/June and also to source protective personal equipment and additional ICT hardware to support Council employees continue working remotely.
- 1.7. It also had an immediate impact on several revenue streams, particularly within parking and culture as travel into the City ceased and cultural venues closed with immediate effect.
- 1.8. The Capital Programme is reporting an outturn of £144.7 million, this is an overspend of £2.4 million (2%) compared to the revised programme position reported in February however an underspend of £91 million (39%) when compared to the original budget of £236 million. This is largely due to external delays and variances to schemes with spend profiles that span a number of financial years.

2. Revenue Budget Summary

General Fund Summary

- 2.1. The net expenditure budget varies from the original budget agreed by Council due to the final adjustments to the Local Government Finance Settlement, accounting for budgeted collection fund deficit transactions, business rates levy grant and other funding received in year. A reconciliation is provided in the table below.
- 2.2. A full reconciliation of the expenditure budget to the approved Council budget is provided in Appendix A3.

Table 1 – Funding Reconciliation

	£m
Original Approved Budget	376.299
Funding Changes	
Business Rates levy technical adjustment	(1.540)
Revised Budget	374.759

2.3. The net General Fund outturn is £380.1 million and in the context of the funding available / generated (£374.8 million) resulted in an overarching cash deficit of £5.3 million for the year-end.

2.4. Table 2 provides a summary of how each directorate performed against the 2019/20 budget and the primary reason for the outturn variation is outlined below the table. A more detailed financial performance by directorate is outlined in the service detail section of this report.

Table 2: General Fund Expenditure

	2019/20		
	Revised Budget	P12 Outturn	Variance
£000s			
People			
Adult Social Care	149,021	154,980	5,959
Children and Families Services	64,722	64,722	(0)
Educational Improvement	(4,910)	(4,072)	838
Public Health - General Fund	289	38	(251)
Total People	209,122	215,668	6,546
Resources			
Digital Transformation	13,776	12,320	(1,455)
Legal and Democratic Services	7,130	6,462	(667)
Finance	12,959	12,959	0
HR, Workplace & Organisational Design	10,975	10,892	(83)
Policy, Strategy & Partnerships	3,062	2,642	(419)
Commercialisation & Citizens	10,937	12,918	1,980
Total Resources	58,838	58,193	(645)
Growth & Regeneration			
Housing & Landlord Services	11,609	11,125	(484)
Development of Place	2,022	2,003	(19)
Economy of Place	5,777	6,165	388
Management of Place	46,782	46,903	122
Total Growth & Regeneration	66,190	66,197	7
SERVICE NET EXPENDITURE	334,149	340,058	5,909
Levies	857	1,106	249
Corporate Expenditure	39,753	38,912	(842)
TOTAL REVENUE NET EXPENDITURE	374,759	380,076	5,317

2.5. The primary explanations for the outturn variations are identified below.

People

Adult Social Care

- 2.6. The Outturn position for Adult Social Care on a net budget of £149.0m is £155.0m an overspend of £6.0 million. As previously reported the service did not achieve the target saving of £4.3m in the year primarily due to pressures from hospital discharges throughout the summer at unprecedented levels and insufficient supply within Home Care market (in part due to severe workforce challenges)
- 2.7. To address the lack of Home Care capacity the service need to make placements in higher cost Nursing and Residential Care which wasn't assumed within the savings plan.

Children's and Family Service

- 2.8. The outturn position for Children and Family Services is a balanced position on a net budget of £64.7 million. The implementation of the Strengthening Families programme has seen an overall reduction in placement spend between 2018/19 and 2019/20 and there has been a shift in spend from high to low cost placements. This has been achieved by a reduction in spend within the most costly placements, such as non-Bristol residential settings and independent fostering.
- 2.9. The major pressures in the service which have been mitigated during 2019/20 are:
- Delays in opening Bristol's first new children's home as the contractor entered liquidation without completing refurbishment work.
 - Escalating contextual risk, particularly serious youth violence, resulting in the death of a child in care and court ordered remand for others.
 - Extended use of Agency as South West England delays in registration of newly qualified social workers.
 - Agency support costs / placement costs for children moved from St Christopher's.

Educational Improvement

- 2.10. The General Fund position for Education produced an overspend of £0.8 million at year-end. Home to School Transport caused the majority of this overspend finishing the year £0.6 million overspent. Demand for the service reflects the increase in SEND pupils, there was a 13% increase in SEND children eligible for transport and there continue to be an increase in Out of Area placements that cost more to transport.
- 2.11. Contract prices also increased during the year by more than inflation as well as above inflation pay increases for Passenger Services Escorts. The service has continued the use of Personal Travel Budgets to allow parents/carers to manage their travel package which overall is a cheaper way of delivering transport but cost have increased as more complex children are also using this method.

Resources

- 2.12. The Resources Directorate year-end outturn has improved by £1.3 million from the previous forecast so that its end of year position shows a (£0.6m) underspend compared to budget. This underspend is due primarily to variances in the following services:

Digital Transformation

- 2.13. There were underspends in historic repairs and maintenance contract costs and in Licences which are no longer required in part due to the investment in IT Transformation. During the year £2.2 million from capital receipts was spent on the IT transformation programme.

Commercialisation and Citizens

2.14. Facilities Management ended the year with a £3.8m overspend where the service were unable to achieve planned savings and also pressures on waste management costs whilst additional repairs and maintenance were needed to address urgent works

2.15. Fleet Services overachieved against its income targets and underspent on its vehicle fuel costs and on vehicle maintenance contracts. Docks, Estates & Markets over achieved fee and rental income and reduced costs across various expenditure budgets by (£0.3m) and there were reductions in the Harbour Services repairs & maintenance costs of (£0.2m).

Growth and Regeneration

2.16. The Growth and Regeneration Directorate year-end outturn position shows a balanced position against a net revenue budget of **£66.2m**. Although balanced this is an unfavourable movement from the position reported at P10 and the breakdown by Division are as follows:

Housing & Landlord Services

2.17. £0.5m underspend against a net Revenue budget of **£11.6m**. The main reasons for the variances are as follows:

- Underspend on Private Housing and Accessible Homes due to vacancies early in the year, additional support on Disabled Facilities Grant work with costs being capitalised and an additional contribution to overheads from a new discretionary licensing scheme.

Economy of Place

2.18. £0.4 million overspend against a net Revenue budget of £5.8m. The main reasons for the variances were due to a one-off compensation payments as reported at P10. The service also incurred reduction in income from museums which has been offset against use of the covid-19 emergency funding.

Management of Place

2.19. £0.1m overspend against a net revenue budget of £46.8m. Parking income reduced significantly in the last three weeks of March, £0.5 million of which has been allocated against the covid-19 emergency grant funding.

3. Ring-Fenced Accounts

Housing Revenue Account

3.1. For the financial year 2019/20 the Housing Revenue Account has reported a surplus of £1.0m. This surplus will be transferred to the HRA reserves and is earmarked to fund the Moving Forward Together project. The main reasons for the surplus against budget are set out below.

3.2. Repairs and maintenance expenditure was to budget for the year which was an improvement of £0.6m from the P10 forecast. The spend accelerated in the last quarter of the year as contractors rushed to complete works due to Covid 19 and some short term contractors were procured. There has also been a pilot project focused on improving re-let turnaround times which has seen some good results whereby the 250 unit target was met and the turnaround time reduced to 34 days on average in quarter 4. There was also increased spend in this area during 2019/20 due to use of temporary contractors in advance of a new contractor starting.

3.3. The outturn position for Supervision and Management was £2.0m under initial budget mainly due to staff vacancies and difficulties in recruiting staff across the service particularly in estate management and planned programme teams. The underspend position was £0.4m greater than forecast in P10 due to reduction in spend on consultants and some additional income received.

3.4. There was a movement on the impairment provision at year end and a greater amount of bad debts were written off during the year than had been expected.

Capital

- 3.5. The capital programme for the HRA is a five year rolling programme within a thirty year business plan. Overall the HRA spent 99% of its capital budget for the year seeing improved contractor performance towards the year end. Although in other areas, the impact of Covid 19 slowed expenditure as the Government shutdown resulted in a lack of materials and supplies, with social distancing of operatives slowing the work in progress.
- 3.6. There were a number of schemes in the HRA new build programme – the most significant being the development at Ashton Rise which will deliver units for private sale as well as social housing. Nearly half of the sale units have been reserved off-plan, but there may be a risk to further sales in 2020/21 due to coronavirus impact on the market, potential mitigation is in development. The main underspend against budget was the ZedPods scheme which is now due to be delivered in 2020/21.

Dedicated Schools Grant

- 3.7. The DSG is a ring-fenced grant which is allocated in four blocks. The Schools Block funds the Individual Schools' Budgets of Academies and Authority schools. The Early Years Block funds the provision of education for children from age 3 up to age 5 and for qualifying two year olds. The High Needs Block funds the place budgets at special schools, Enhanced Resource schools and Pupil Referral Units within the Council's geographical boundary and other expenditure required to support children and young people with additional educational needs. The Central School Services Block funds limited central expenditure on behalf of all schools and academies plus historic commitments that have been agreed by the Schools Forum.
- 3.8. In 2019/20 grant income was £355.0m, when setting the budget Cabinet agreed to accelerate £2.4m of funding from 2020/21 giving a budget of £357.4m. Expenditure was £359.8m giving an in-year overspend of £2.4m, offset by brought forward balance of £1.9m, resulting in a net deficit of £0.5m. The variances in the main blocks are outlined below.

High Needs Block

- 3.9. The budget for 2019/20 included £2.407m of accelerated funding from 2020/21 allocation. Even with this additional budget the block overspend by £1.534m in year as had been forecast. The overspend was the result of additional demand for top-up payments and increased demand and cost of Alternative Provision.

Early Years

- 3.10. As in previous years the changes due to the January census information that is always received at the end of the financial year has cause a swing in the outturn compared to the forecast. There was reduction in the participation levels but not as large as had been forecast, due to the way the funding is calculated for this block the result of this was an increase in the outturn of £1.5m from the P10 forecast position. The block had a carried forward balance of £1.1m and this was spend in the year on items agreed by Schools Forum, outside of this spend the block came in on budget, with just a very small deficit to carry forward.

Schools Block

- 3.11. The schools block ended the year with a slight underspend caused by an underspend on the growth fund.

Public Health

- 3.12. During the year the service continued the financial review of all services which commenced in 2018/19 to ensure that delivery is brought within this reducing budget envelope, reflecting key priorities.

3.13. The total PH expenditure in 2019/20 was £36.4m. This has been financed by the £31.6 million in-year public health grant and +£4.6 million joint commissioned funding. In addition the Council supplemented the funding with a small drawdown of £0.1 million from the ring-fenced reserve to achieve a balanced in year position.

4. Capital Programme and Investments

4.1. The capital programme changed during the year as the phasing of schemes was reviewed and approvals for additional schemes and resourcing were agreed. The original capital programme set in February 2019 totaled £236.4 million (including £51.8 million within HRA) and approvals were sought in subsequent budget monitoring reports to revise the 2019/20 programme to a budget of £142.8m.

4.2. Table 3 **Table** sets out the Capital Outturn position by Directorate (Full breakdown is available in Appendix A4)

Table 3: Capital Outturn Summary

Approved Budget Council £m	Directorate	Revised Budget £m	Outturn £m	Outturn Variance £m
24.796	People	19.716	19.414	(0.302)
17.046	Resources	15.823	11.877	(3.406)
126.831	Growth and Regeneration	58.306	64.207	5.901
15.865	Corporate	0.000	0.000	0.000
51.832	Housing Revenue Account	49.512	49.217	(0.295)
236.370	Total	142.816	144.714	1.987
	<i>Financed By:</i>			
81.232	Prudential Borrowing		23.150	
62.847	Capital Grants		48.700	
6.679	Developer Contributions		1.600	
33.226	Capital Receipts		18.000	
51.832	HRA		49.217	
0.554	Revenue Contributions		2.058	
236.370	Total		144.714	

4.3. The actual capital outturn achieved for 2019/20 is £144.7 million, which includes £49.2 million attributed to the HRA and overall indicates c.61% delivery when compared to the originally agreed programme.

4.4. The slippage/ delays can be attributed to a range of factors both internal such as capacity and external such as planning and environmental factors. The level of actual prudential borrowing required to finance this reduced programme is £23.2 million, which is £58.2 million lower than when the budget was agreed. This has had an impact on the revenue accounts with a reduction

in the capital financing costs associated to the debt for the programme. This underspend has been set aside in reserves.

- 4.5. At the end of the financial year the capital programme had an overall overspend of £2.0 million this was primarily due to acceleration across various projects in the programme following reprofiling in January.

Investments

- 4.6. The authority has commercial investments which are expected to generate both a commercial and social return. For social investments their primary purposes are to provide service benefits / social impact while the generation of yield and liquidity is secondary. These are commonly known as impact investments. The investments made in 2019/20 are summarised below:

Table 4: Investments made during 2019/20

Investment	Total Budget	2019/20 Investment	Total Investment to date
	£m	£m	£m
Avon Mutual Community Bank	0.100	0.100	0.100
Bristol Energy Company	37.700	7.742	36.500
Bristol Waste Company Loan	12.000	9.750	9.750
Goram Homes	10.000	0.799	0.799
Bristol Credit Union	0.500	0.500	0.500
City Funds LP	5.000	0.786	0.786

- 4.7. **Bristol Energy** – Investment in Bristol Energy in line with the approved business plan to meet service objectives including green energy and reduce fuel poverty within the City. Investment is split between ordinary and preference shares.
- 4.8. **Bristol Waste** – The provision of a loan to Bristol Waste to support the vehicle repayment programme. Interest rate charged PWLB + 1%. Four separate loans totalling £9.750 million have been made, repayable in full by 2027/28.
- 4.9. **Goram Homes** – Working capital loan of £0.8 million has been paid to Goram Homes.
- 4.10. **Bristol Credit Union** - A loan of £0.5 million to allow the Credit Union to lever in additional £0.350 million from Charitable and Social investors to enable a new online platform , grow membership and provide more loans to people in the most deprived wards who might otherwise borrow from high cost lenders.
- 4.11. **City Funds LP** – The fund of £10 million, of which £5 million is invested by the Council for a minimum duration of 10 years to support the provision of loans to local communities. During 2019/20 £0.786 million has been invested by the Council.

5. Core Local Income

Council Tax and Non Domestic Rate Income Collection

- 5.1. Table 5 below shows the level of Council Tax and Non Domestic rates collected by the Council as at 31 March 2020 and the comparable performance for 2018/19.

Table 5 - Council Tax and Non Domestic Rate Collection

	Council Tax			Business Rates		
	2019/20	2018/19	Trend	2019/20	2018/19	Trend
Collectable Debit	256.1	241.4		232.4	229.8	
Collected	247.8	233.7	↑	228.6	225.9	↑
Percentage	96.76%	96.82%	↓	98.34%	98.31%	↑

- 5.2. Forecast collection in early March was on course to hit a record collection rates but normal year end activities to maximise collection was curtailed as a result of the outset of the pandemic.
- 5.3. The number of cases being sent to Enforcement Agents again dropped further and now is 4,000 cases (33%) fewer than the 2016 benchmark.
- 5.4. On Council Tax, the collection fund deficit for the year of £1.4 million, of which £1.1 million, is BCC’s Share. This has deteriorated since the estimate approved at Full Council, primarily as a result of increase in the provision for bad debt as a result of anticipated impact of covid-19 on collection.

6. Debt Management

- 6.1. During the year the Council collects core locally retained funding and income from various areas to fund the services provided. A breakdown of the main sources of debt outstanding at 31 March 2020 is outlined in the table below.

Table 6: Opening and closing balances of outstanding debt

Type of Debt	Opening Balance (01/04/2019) £m	Movement £m	Closing Balance (31/03/2020) £m
Sundry Debt	40.289	9.395	49.684
Council Tax Arrears	12.678	0.768	13.446
Business Rates Arrears	3.973	0.043	4.016
HRA Housing Arrears	11.428	1.057	12.485

- 6.2. There has been an increase in debt less than a year old, the majority of this relates to invoices less than 30 days overdue as debt management activities were cut back during March as a result of covid-19 restrictions.

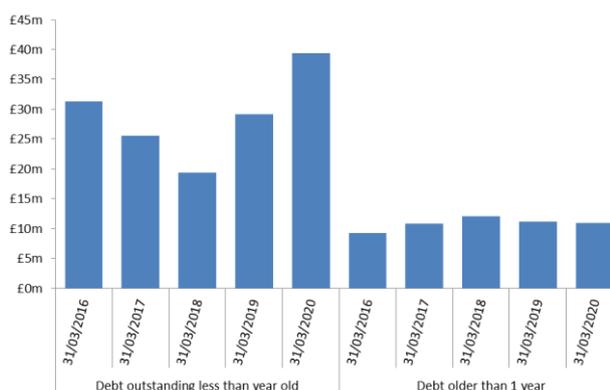


Figure 1: Comparison of sundry debt <1 year old and debt >1 year old over last four years

6.3. During the year £0.663 million of aged debt was written off, of which £0.460 million relates to legacy Adult Social Care debt.

7. Reserves

7.1. The following section sets out the impact of the outturn on the reserves held by the Council.

General Reserve

7.2. The opening balance on general reserve is £23.2million; this included a £3.2 million surplus from 2018/19. At Cabinet on 3 September 2019, £3.2m of this reserve was allocated as set out in the table below and redirected to earmarked reserves:

Table 7: Reallocation of £3.2million from General Reserve during 2019/20

	£'m
Serious violence, contextual safeguarding and community tension	0.875
Clean Streets	0.845
Ethical Debt Collection	0.600
Carbon Neutrality	0.250
Bristol Family Cycling Centre	0.155
Clean Air	0.150
Avon Mutual Community Bank	0.150
Bristol Pound	0.050
Thrive – mental health and wellbeing programme	0.050
Holiday Hunger Appeal	0.025
Going for Gold	0.025
Fair Saturday – Arts and Culture Festival	0.025
Period Poverty	0.025
	3.225

7.3. Table 8 below details the impact of the outturn position on the balances of the Council. The level of general reserve ends the year at £13.4 million (6.2%). This is in line with forecast position when setting the 2020/21 budget and whilst lower than the recommended balance of 5% - 6% as stated in the Medium Term Financial Plan and Budget agreed by Council, funding was identified in the 2020/21 budget to restore this reserve to £20 million.

7.4. The Council (in common with other public bodies) continues to face a difficult financial climate; therefore, it is prudent to retain robust balances to smooth the potential effect to the tax payer of further cuts in central government funding as the funding amount and methodology for financing local government changes and this must be balanced with emerging pressures and priority spend in 2019/20.

7.5. In February as part of setting the 2020/21 budget Full Council approved drawdown of up to £6.1 million from the general reserve to balance the 2019/20 position, this would reduce the general reserve to £13.9 million. The overall outturn is a £5.3 million overspend within the amount approved by Full Council and leaves a year end balance of £14.7million

Earmarked Reserves

- 7.6. The 2019/20 opening balance of Earmarked Reserve was £81.2m. The normal operation of council business includes movements on earmarked reserves, including spending existing reserves or placing new funding aside for use in future years.
- 7.7. In addition to the £3.2 million redirected from general reserve during the year there were contributions to reserves of £20.5 million and drawdowns from reserves of £20.0 million resulting in a net increase in earmarked reserves for the year of £3.8 million and the table below sets out those reserves with movement during the year. The net planned decrease in earmarked reserves for 2019/20 was £16.0 million.
- 7.8. The level of earmarked reserves further supports the forward planning of the organisation. This approach to financial management will help to deliver our corporate priorities during the short to medium term whilst mitigating / managing risks.
- 7.9. Due to the delay in the Ministry of Housing, Communities and Local Government publishing the final business rates return, the final outturn on business rates section 31 isn't known. Any unplanned surplus or deficit on this account is managed through an ear-marked risk reserve and delegation to Director of Finance is sought to make these final adjustments to reserves.

HRA Reserves

- 7.10. The 2019/20 opening balance on the HRA Reserve was £90.2 million. The -£1 million underspend for 2019/20, gives a year end balance of £91.2 million. This underspend is ring-fenced and must be retained within the ring fenced HRA for which there is a long term business plan, subject to regular review.

School Reserves

- 7.11. The 2019/20 opening balance on schools reserves is £14.5 million. £0.4 million was drawn down to fund improvements in SEND service and £0.2 million has been drawn down for redundancy costs and maternity / absence insurance scheme for schools. Overall schools specific balances have improved by £0.5 million on revenue and reduced by £1.2 million on capital, however it should be noted that this is a net position as 14 maintained schools have ended the year with deficit balances that will be carried forward into 2020/21.
- 7.12. The opening balance on the DSG reserve was £2.0 million. The £2.4 million in-year overspend together with £2.4 million accelerated funding results in £4.9 million drawdown from reserves, resulting in a carry forward deficit balance of £2.9 million.

Table 8: Summary of Movement of Reserves during 2019/20

Reserve Type	Opening Balance 31.03.19	Redirection	Contributions	Drawdown	Closing Balance 31.03.2020
Statutory/Ring-Fenced	(14.825)	(0.260)	(0.078)	0.092	(15.072)
Capital Investment	(14.230)	0.000	(14.450)	9.514	(19.166)
Business Transformation	(4.362)	0.000	1.015	0.216	(3.131)
Financing	(11.735)	0.321	0.519	1.676	(9.218)
Risk Management & Legal	(17.609)	(1.099)	(9.371)	7.604	(20.475)
Consultation reserve	(1.000)	0.391	0.000	0.380	(0.229)
Service	(17.419)	(2.611)	1.811	5.909	(12.310)
Total Earmarked Reserves	(81.179)	(3.258)	(20.554)	25.391	(79.600)
General Reserve	(23.258)	3.258	0.000	5.317	(14.683)
Housing Revenue Account	(90.176)	0.000	(1.041)	0.000	(91.217)
Schools					
Trading with Schools	(2.166)	0.000	0.000	0.881	(1.284)
Schools Balances	(8.365)	0.000	(0.554)	0.000	(8.919)
Capital Reserves	(3.919)	0.000	0.000	1.234	(2.684)
Total Schools Reserves	(14.450)	0.000	(0.554)	2.115	(12.887)
Schools & De-delegated	(0.414)	0.000	(0.223)	0.000	(0.637)
Early Year	(1.115)	0.000	0.000	1.135	0.020
High Needs Block	(0.432)	0.000	0.000	3.941	3.509
Total DSG Reserves	(1.961)	0.000	(0.223)	4.853	2.892

7.13. Contributions to earmarked reserves are from a mixture of sources, they are either planned as part of the budget setting process, or from an underspend on a ring-fenced grant or budget where expenditure has slipped into a future year.

7.14. Due to a slippage in the capital programme there was a £6 million delay in financing costs for this spend. This underspend has been transferred to reserve earmarked for when the slipped capital expenditure is incurred and the financing is required.

Table 9: Summary of Contributions to revenue reserves during 2019/20

Source	£	Contributions For
Budgeted MRP Clawback	5.000	Risk Reserves
	1.000	Commercialisation Reserve
Capital Financing Budget	6.000	Risk for future capital financing costs
Budgeted Contribution	2.800	Risk Reserves
Budgeted Contribution	5.000	City Fund
PFI Credits	0.563	PFI sinking fund
Budgeted Contribution	0.095	Docks Dredging reserve
Ringfenced Grants underspend	0.096	Ringfenced reserves
	20.554	Total

7.15. During the year there was £20.0 million drawdown from ear-marked reserves as outlined in the table above. At budget setting drawdown of £26.4 million was planned drawdown from reserves this is mainly due to delays in various projects requiring a reduced in year drawdown.

7.16. Due to changes in financial accounting standards through the implementation of IFRS9, a technical accounting adjustment is required relating to the parent company guarantees the Council has in place that underwrites our subsidiary trading activity. An adjustment is required to be made through reserves that are held against this risk as set out in the 2020/21 budget report.

Table 10: Summary of drawdowns from revenue reserves during 2019/20

Use	£
Bristol Energy Approved Business Plan Investment	7.742
Accounting adjustment for guarantees relating to investments	5.379
City Leap Innovation	1.187
2019/20 Business Rates Levy income	1.540
Waste Streetscene	1.000
Troubled Families Programme	0.948
Special Education Needs & Disabilities Service Improvements	0.678
Other drawdowns <£0.5 million	6.916
Total	25.391

Flexible use of Capital Receipts for Transformation

7.17. During the year £2.8 million of capital receipts were used to fund costs related to the delivering the savings and transformation programme including IT Transformation Programme and Strengthening Families in line with strategy set by Full Council.

8. Savings Programme

8.1. The savings programme agreed by Council in 2018 included savings totalling £11.7m for 2019/20. In addition, £6.1m of savings were carried forward from 2018/19 to 2019/20 which still requires recurrent delivery and mitigation in 2019/20. Therefore the total savings delivery target for 2019/20 is £17.8m.

8.2. At outturn £7.05m of £17.8m savings were reported as undelivered of which £4.3m relates to the Adult Social Care Better Lives Programme and the remainder relates to Council-wide cross-cutting savings initiatives and schemes. Delivery Executive Board will continue to monitor these savings targets as they are carried forward into 2020/21.

Table 11: Summary of Delivery of Savings by Directorate

Directorate	Target 2019/20 Savings £m	2019/20 Savings reported as delivered (or mitigated recurring basis)	2019/20 Savings reported as undelivered & mitigated on one-off basis	
		£m	£m	%
People	8.98	4.60	4.39	49%
Resources & Cross-Cutting	4.77	3.18	1.60	33%
Growth and Regeneration	4.03	2.96	1.07	27%
Total	17.79	10.74	7.05	40%

9. Service Detail

People

Revised Budget £209.1m	Outturn £215.6m	Outturn Variance £6.5m overspend
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Adult Social Care

- 9.1. The Outturn position for Adult Social Care on a net budget of £149.0m is £154.980m an overspend of £5.980m (3.8%).
- 9.2. As previously reported the service did not achieve the target saving of £4.3m in the year primarily due to:
- Pressures from hospital discharges throughout the summer at unprecedented levels
 - Lack of Home Care supply (severe workforce challenges)
- 9.3. To address the lack of Home Care capacity it has been necessary to make placements in higher cost Nursing and Residential Care.

Outturn 2018/19 £'000s	Financial Year 2019/20	Revised Budget 2019/20 £'000s	2019/20 Outturn £'000s	Variance £'000s
72,705	Older Adults 65+ ¹	65,681	74,177	8,496
66,054	Working Age Adults 18 - 64	63,533	69,713	6,180
8,954	Preparing for Adulthood 0 - 25	8,228	9,743	1,515
2,487	Social Care Support	1,877	2,525	648
30,118	Staffing & other costs	35,091	31,372	-3,719
-29,542	Income	-25,389	-31,910	-6,521
-	iBCF Inflation Provision	-	-640	-640
150,776	Totals per budget report	149,021	154,980	5,959

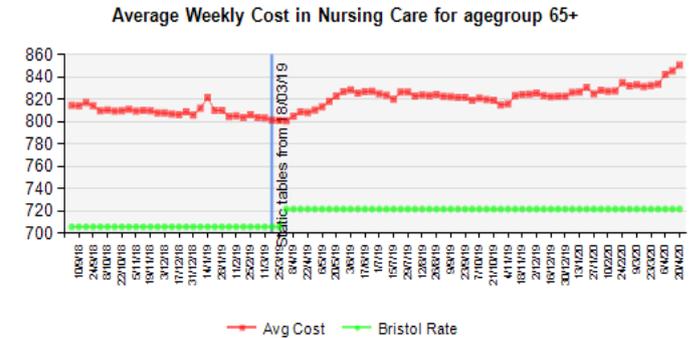
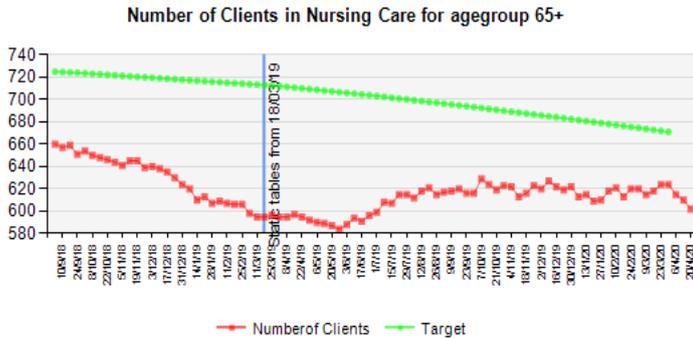
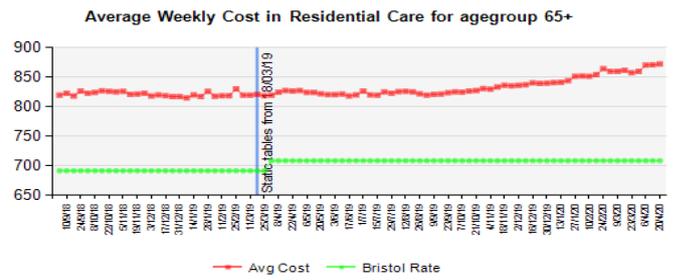
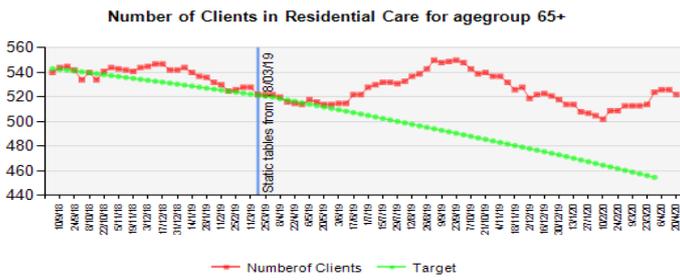
Note:

1 Outturn for Older Adults of £74.1m includes the effect of the saving target of £4.3m not being delivered in the year

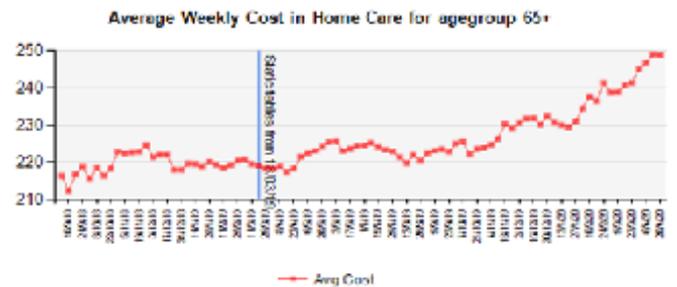
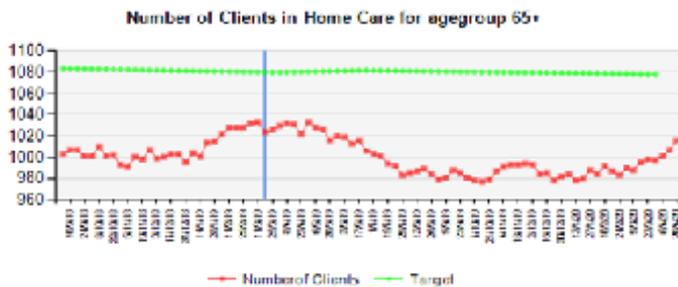
Major Overspends in 2019/20:

- 9.4. Purchase of Placements and Packages of Care – Activity, Rates and Cost
- 9.5. The Trajectories charts below provide a comparison of the trend over the last 2 years in actual activity (Red trend line) compared against the plan (Green line) on the left and contrast that with the underlying trend in weekly rates:
- The Trajectories for **Residential and Nursing Care support to Older People** follow a similar pattern in the year. Following a continued reduction during 2018/19 and first quarter of 2019/20 both the number and rates begin to climb as the Home Care service experiences a lack of capacity in the market.
 - By contrast the Better Lives plan to promote greater independence and quality of life through growing more **Home and Community Care capacity** has been more difficult to sustain and started to increase during the latter part of the year. During the period Home Care average weekly costs rose steadily across the year, this is in part due to increasingly complex packages required greater number of support hours.

Residential & Nursing Care - Older People Aged 65+



Home Care – Older People & Working Age Adults



Working Age Adults:

9.6. The numbers of placements have reduced by over 11% but this has been offset by an increase in rates and costs due to growing complexity of support by over 20.7%. The trends confirm that this is not a consequence of high inherited cost pressure but due to pressures which have emerged and grown in recent years.



Underspend on Salary:

9.7. The underspend on Staffing & Other costs includes over £2.5m on Staff Salaries. The Table below highlights the most significant service areas which struggled to recruit staff during the year.

- The Home First and Discharge Services underwent restructure during the year as part of joint work with the CCG
- As a time limited programme, Better Lives is supported by interim resource and the underspend is due primarily to the planned completion and closure of the projects.
- The underspend of £3.7m in staffing and other costs contributed to offsetting the gross overspend within placement budgets. If this scale of underspend were to continue in 2020/21 it would add further to the budget pressures.

Service Salaries for:	Revised Budget £m	Outturn £m	Variance £m
Better Lives Infrastructure	0.771	0.171	(0.600)
Deprivation of Liberty	1.145	0.725	(0.420)
Home First	1.128	0.770	(0.358)
Bristol Community Links	2.680	2.446	(0.234)
MI North A Team	0.873	0.707	(0.167)
Discharge to Assess	2.665	2.501	(0.164)
Independent Living Service	1.114	0.955	(0.159)
MI North B Team	0.900	0.744	(0.156)
Reablement Team - North	1.486	1.349	(0.137)
MI South D Team	0.795	0.688	(0.106)
	13.557	11.056	(2.501)

Children's & Family Service

9.8. The service have achieved an overall balanced budget position however there are variances within the service as and overspend of £0.6 million in placements budgets has been offset by underspend of £0.6 million elsewhere in the service.

9.9. Within the budget there were savings of £1.6 million which have been delivered. Of this 1.1m

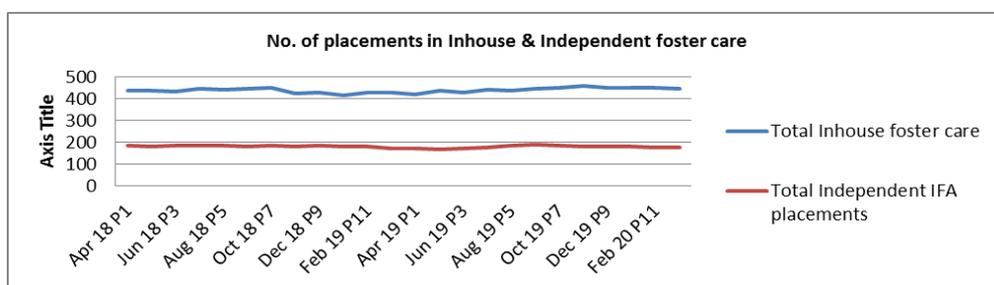
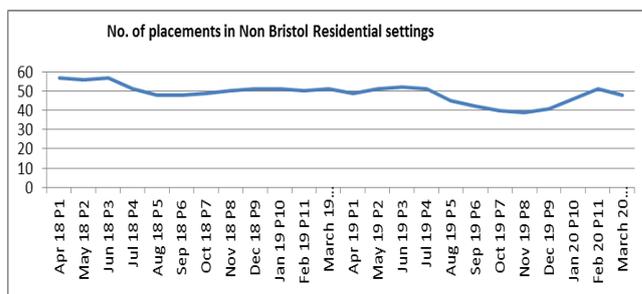
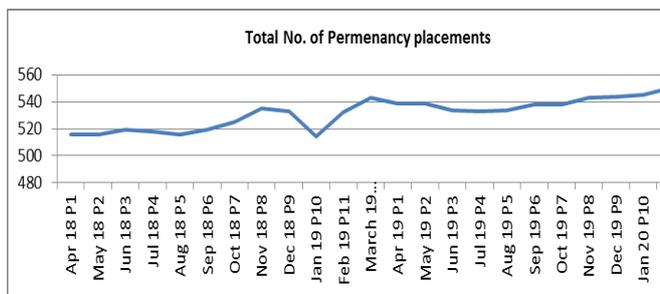
was directly attributable to the placement budgets. The implementation of the Strengthening Families programme has seen an overall reduction in placement spend between 18/19 and 19/20 of £0.8m. There has been a shift in spend from high to low cost placements; this has been achieved by a reduction in spend within the most costly placements, such as non Bristol residential settings & Independent fostering, of £1.2m; alongside an increase in the least expensive placements, such as permanency & in-house fostering, of £0.4m.

9.10. The overall number of young people in paid placements in 19/20 reduced by 2 however as mentioned above there was a shift between the types of placements used, for example: Out of authority placements reduced by 8 at an average annual cost of £196k per placement and permanency placements increased by 16 at an average annual cost per placement of £9k.

9.11. The non-placement budgets within the service underspent by £0.6m this was due to additional draw down on reserves of £0.1m and a combination of reduced spend and use of one off savings.

9.12. The major pressures in the service during 19/20 which have impacted on the outturn are;

- i. Delays in opening Bristol's first new children's home as the arranged contractor entered liquidation without completing refurbishment work. This meant a delay in opening of two months.
- ii. Escalating contextual risk, particularly serious youth violence, resulting in the death of a child in care and court ordered remand for others.
- iii. Extended use of Agency as South West England delays registration of newly qualified social workers.
- iv. Agency support costs / placement costs for children moved from St Christopher's.



CHILDREN & FAMILY SERVICES						
Placement Category			Financials			
Placement Category	Cost Centre name	AVERAGE APR TO MAR:	Annual Budget £000	Outturn £000	Outturn Variance £000	Average Weekly Cost £
Bristol Residential	Inhouse Supported Accom - Looked after (Pre 18)	6	84	230	146	135
	Inhouse Supported Accom - (Post 18)	27				
	Childrens Residential Homes	11	3,093	2,670	-423	4,465
Sub Total		42	44	3,177	2,900	-277
Foster Care	In house Foster care - Looked after (Pre 18)	401	6,226	5,980	-246	260
	In house Foster care - (Post 18)	41				
	Independent Fostering Agencies - Looked After (Pre 18)	158	5,522	5,627	105	605
	Independent Fostering Agencies - (Post 18)	21				
	Adoption - Looked after (pre 18)	51	482	388	-94	144
	Adoption - (Post 18)	1				
Sub Total		672	12,230	11,995	-236	1,010
Non-Bristol Residential	Out of Authority	28	5,032	5,407	376	3,770
	Parent & Baby Unit	5	505	403	-101	1,454
	ESA - Looked after (Pre 18)	10	1,237	1,326	89	1,912
	ESA- (Post 18)	3				
Sub Total		46	6,773	7,136	363	7,136
Other	Secure Unit	0	151	14	-136	
Sub Total		0	151	14	-136	
Permanency	SGO/RO/CAO - (Pre 18)	539	4,121	5,087	967	181
	RO/SGO/CAO (Post 18)	2				
Sub Total		541	4,121	5,087	967	181
Grand Total of all placements		1,299	1,304	26,452	27,133	681
Total for Teams and Other Services				37,933	37,359	-574
Total			64,385	64,729	107	

Educational Improvement

9.13. The General Fund position for Education produced an overspend of £0.8 million at year-end, this is a small increase from the period 10 forecast.

9.14. Home to School Transport caused the majority of this overspend finishing the year £0.631 million overspent. Demand for the service reflects the increase in SEND pupils, there was a 13% increase in SEND children eligible for transport. Contract prices increased during the year by more than inflation as well as above inflation pay increases for Passenger Services Escorts, leading to a £0.2 million increase in costs, Service Level Agreements with 2 Special Schools also increased by £0.1 million. The service has continued the use of Personal Travel Budgets to allow parents/carers to manage their travel package which overall is a cheaper way of delivering

transport but cost have increased as more complex children are using this method.

9.15. Elsewhere in the division there was an overspend of £0.2 million. The main cause of this was additional staffing costs, particularly in Education Psychology and the SEN team, along with a shortfall in income received from trading services to schools.

9.16. During the year £0.670 million was spent on improvements in SEND which was funded from reserves.

Growth and Regeneration

Revised Budget	Outturn	Outturn Variance
£66.2m	£66.2m	£-

9.17. The Growth & Regeneration Directorate reported a breakeven position against a net expenditure budget of £66.2m. This is a £0.7 million adverse movement from P10. Income across growth and regeneration was impacted at the end of the financial year by the impact of covid-19 particularly within parking and culture services such as museums.

Housing & Landlord Services

9.18. £0.5m underspend at year end which is a movement of £0.1m from P10 forecast. The main areas contributing to the underspend on Private Housing and Accessible Homes due to vacancies early in the year, additional support on Disabled Facilities Grant work with costs being capitalised and an additional contribution to overheads from a new discretionary licensing scheme.

Economy of Place

9.19. £0.4 million overspend at P12 which is a £0.5 million adverse movement from P10. Key factors contributing to the overspend include:

- slight reduction in rental income in commercial property,
- reactive maintenance caused by winter and our aging infrastructure including boiler failure and air handling, and CCTV upgrade
- additional staffing required in strategic transport mitigated by savings elsewhere in the directorate.

Management of Place

9.20. £0.1 million overspend at P12 which represents a £0.7 million adverse movement from P10. Key factors contributing to the overspend include:

- Bristol Operations Centre - Underachievement of savings as well as non-achievement of new bus lane enforcement income £0.2m
- Parks - Additional charge for waste collection and loss of income (Golf, Catering, and Nurseries) from the impact of CV19.
- Highways – Additional contribution from street works response maintenance charges.
- Sustainable Transport - Lower concessionary travel and supported bus service expenditure, along with income improvements such as, bus shelter advertising.
- Energy – Additional City Leap expenditure, as well as shortfall in solar energy income
- Regulatory Services – Additional revenue.

Capital

Approved Budget	Revised Budget	Outturn	Outturn Variance
£133.5m	£58.3m	£64.2m	£5.9m overspend

- 9.21. The Growth and Regeneration Directorate year-end outturn position shows a £5.9m overspend against a net Revenue budget of **£58.3m**. This reflects a 10% of spend and is in line with the position reported at P10.
- 9.22. The original approved budget of £133.5m was reprofiled in following November monitoring to reflect a revised level of project delivery given the capacity within the respective teams. This position was reviewed updated in February. The overspend is acceleration of some of the completion of works following the reprofiled programme in November and some projects require funding accelerated, however due to the overall slippage in the capital programme this does not impact on the in-year revenue financing budget.
- 9.23. There was one material movement since previously reporting, demolition works at Colston Hall uncovered fragile structural and the need to reinforce temporary structure. Also additional asbestos was discovered as the building layer where stripped back to the original building shell.

Resources

- 9.24. The year-end total outturn has improved by £1.3 million from the previous forecast so that end of year position shows a (£0.6m) underspend compared to budget for 19/20 financial year. The (£1.4m) net move from the P10 forecast is due to:

Digital Transformation (£1.2m)

- 9.25. There was an underspend in contract costs of (£0.9m) in the following expenditure areas
- Repairs & Maintenance – (£0.5m)
 - Maintenance Payments – (£0.2m)
 - Licences – (£0.2m)
- 9.26. In addition, further underspends arose from reduction in use of agency staff.

Legal and Democratic Services

- 9.27. A (£0.3m) underspend in Legal Services, due to an increase in charging income and a reduction in agency fees was partly offset by £0.1m reduction in income from other local authorities under the Mortuary Service.

Policy, Strategy & Partnerships

- 9.28. This was due predominantly to External Communications & Consultation underspends arising from design income being higher than forecast and print costs being lower than forecast.

Commercialisation and Citizens Services

- 9.29. Fleet Services overachieved income by (£0.2m) and reduced costs in fuel & vehicle maintenance contracts by (£0.2m). Docks, Estates & Markets overachieved fee and rental income and reduced costs across various expenditure budgets by (£0.2m) and there was a reduction of (£0.1m) in department response, repairs & maintenance costs under Harbour Services.
- 9.30. In addition Mail Services postal costs reduced by (£0.2m) compared to the P10 forecast & the Customer Service Centre reduced costs in staffing and agency fees by (£0.1m) and in the purchase of hardware (£0.1m).

9.31. Offsetting these underspends, Trading with Schools were unable to meet the additional income target of £0.3m set at P9. Events income fell by £0.2m, there was an increase in waste management charges of £0.2m, in Facilities Management internal trading recharges of £0.2m and an increase of £0.1m Security Services costs.

Capital

Approved Budget £18.7m	Revised Budget £15.3m	Outturn £11.9m	Outturn Variance £3.4m underspend
		78% of Revised Budget 84% of P10 Forecast	

9.32. PL21 - The Building Practice essential H&S capital programme outturn increased spend by a total of £0.2m across various projects on comparison with the P10 Forecast, resulting in a total year-end underspend compared to budget of £0.5m.

9.33. PL27 - Vehicle Replacement Programme Outturn was £0.2m less than previously forecast due to a delay until 20/21 in the purchase of vehicles as planned.

9.34. RE01 - The ICT Refresh Programme – there have been delays in the provision and support of a Storage Area Network (SAN) using Server/Storage Solutions. Delivery and installation was expected towards the end of March 2020 but most of the equipment was manufactured in China and was therefore delayed due to Covid-19 and was subsequently received by BCC at the end of April 2020.

9.35. RE03 - There was a delay in delivery of some of the February & March milestones for the IT Transformation Programme resulting in a reduced Outturn compared to P10 Forecast of £0.7m and a Budget 19/20 underspend of £0.9m.

RE05 - This project was consolidated into the project RE01 ICT Refresh Programme and the budget re-profiled into financial year 20/21.

Dedicated Schools Grant

Summary of DSF Position

Summary DSG position 2019/20 Period 12 (all figures in £000s)

	b/f	DSG funding/ budget 2019/20	Outturn Period 12 2019/20	In-year variance	Cumulative c/f	Forecast Period 10 c/f	Movement since Period 10
Schools Block	0	259,445	259,271	(174)	(174)	(240)	66
De-delegation	(414)	0	(49)	(49)	(463)	(414)	(49)
Schools Central Block	0	2,329	2,329	0	0	0	0
Early Years	(1,115)	36,771	37,907	1,136	21	(1,222)	1,243
High Needs Block	(433)	58,904	60,438	1,534	1,101	1,022	79
Funding		(355,043)	(355,043)	0	0	0	0
Total	(1,962)	2,407	4,853	2,447	485	(854)	1,339

Schools Block (-£0.174m cumulative underspend).

9.36. The Growth Fund underspent by £181k, this was offset by expenditure on historic NNDR commitments.

De-delegation (-£0.463m cumulative underspend). The majority of this underspend is attributable to Schools in Financial Difficulty, this balance hasn't moved as no new funding was de-delegated and there

were no financial commitments, this balance is held to provide additional support to schools if required. The in-year movement is attributable to underspends on the trades union services. The balances are set out in the table below.

Outturn for de-delegated items 2019/20

	Brought forward 1/4/2019 £'000	In-year movement £'000	Carry forward 31/3/2020 £'000
Schools In Financial Difficulty	-335	0	-335
TU Facility Time	-83	-46	-129
Health & Safety Roving Reps.	4	-3	1
De-delegated Services	-414	-49	-463

School Central Services Block (balanced budget). This block ended the year in a balanced position.

Early Years Block (£0.021m cumulative overspend).

9.37. The final analysis of the January 2020 pupil census was not available until very late in the financial year and accounts for the swing from the previous forecast as it generates 7/12ths of the income for this block.

9.38. For 2 year olds, we had been forecasting a 19% reduction in numbers but the final figure was only a 6% reduction. Whilst this reduced our income into the block by less than we were forecasting it also reduced expenditure, but by a lesser extent, as the January census is only used to calculate 1/3rd of the expenditure. This led to an increase from the previous forecast of £493k.

9.39. For 3 and 4 year olds we had seen an increase in payments in the Autumn term of around £1m and if participation levels had continued to increase into the spring term the increased census would have generated more income and compensated for the expenditure increase. The actual census figures only showed a very slight increase to numbers overall so the Autumn term spike has resulted in an increase in expenditure from forecast of £1.059m.

9.40. Carry forward balance of £1.1m at the start of the year on this block and Schools Forum agreed for this to be spent during the year on a number of items, including topping up the Maintained Nursery Supplement and a top up of SEN rates. This was all spent during the year so the block has ended up with a very small deficit carry forward, the actual position ignoring this use of carry forward is that the block had a balanced in-year position.

High Needs Block (£1.101m cumulative overspend).

9.41. The outturn for 2019/20 was broadly in line with the forecast position (£79k worse than at Period 10), ending with an in-year overspend against budget of £1.534m. The main areas of pressure in the block continue to be top-ups, which have seen an increase in number of pupils receiving them of 14%, equating to an increase in expenditure of £2.7m, as well as costs of Alternative Provision.

9.42. The underlying position in High Needs is worse than the reported position as £2.407m of funding was accelerated from 2020/21 and added to the budget. Nationally the pressures in this area have been recognised by government and we have seen an increase in funding for 2020/21 of 13%.

Funding/overall

9.43. The outturn figure for funding has moved slightly as it has taken account of final

recoupment figures as well an estimate of the change to the Early Years Block of the January census. The total funding of £355.043m is £0.311m less than previously forecast.

9.44. The overall in-year position for the DSG was a £2.447m overspend against budget but the advanced funding of £2.407m into the High Needs Block means the true position against funding was a £4.853m overspend. Adding this to the brought forward balance means the total carry forward balance is a £2.892m deficit as shown in table below.

DSG balances 2019/20

£'000	b/f	2019/20 movement	c/f
Schools Block	0	(174)	(174)
De-Del	(414)	(49)	(464)
CSSB	0	0	0
EYB	(1,115)	1,135	20
HNB	(432)	1,534	1,102
Sub-total	(1,962)	2,446	485
Accelerated funding from 2020/21	0	2,407	2,407
TOTAL	(1,962)	4,853	2,892

Note: Schools Forum will consider redistribution of the schools block balance.

School balances

9.45. Overall schools balances have improved by £0.544m on revenue and reduced by £1.234m on capital. These balances are summarised in the table below.

Maintained School (and Children's Centres) balances 2019/20

	Revenue b/f 1/4/2019 £'000	Revenue Movement 2019/20 £'000	Revenue c/f 31/3/2020 £'000	Capital b/f 1/4/2019 £'000	Capital Movement 2019/20 £'000	Capital c/f 31/3/2020 £'000
Nursery	1,295	314	1,609	-304	66	-238
Primary	-6,741	-48	-6,789	-2,686	776	-1,909
Secondary	-592	74	-518	4	-4	0
Special	-1,478	-934	-2,412	-1,411	376	-1,035
Hospital	-263	-130	-393	-13	15	2
Children's Centres	-69	179	110	-26	5	-21
Total	-7,848	-544	-8,392	-4,436	1,234	-3,202

9.46. 13 out of 72 LA maintained schools started the year with a revenue deficit. By the end of the year, 14 out of 69 had deficits to carry forward into 2020/21. The summary is outlined in the following table.

Numbers of schools with revenue b/f and c/f surpluses and deficits for 2019/20.

	Deficit April 2019	Surplus April 2019	Total	Deficit March 2020	Surplus March 2020	Total	Change in deficit	Change in surplus	Change in total
Nursery	8	4	12	9	3	12	1	-1	0
Primary	4	45	49	4	42	46	0	-3	-3
Secondary	0	2	2	0	2	2	0	0	0
Special	1	6	7	1	6	7	0	0	0
Hospital	0	2	2	0	2	2	0	0	0
Total	13	59	72	14	55	69	1	-4	-3
Children's Centre (amalgamated total)	0	1	1	1	0	1	1	-1	0

9.47. The reduction in the number of schools is a result of 3 primary schools becoming academies during the year. These schools had surplus balances totalling £0.337 million at the start of the year and these, along with any in-year movement, were transferred to the academy after conversion.

9.48. The improvement in the size of the school revenue balances is evidence that many individual schools and governing bodies have successfully improved their financial positions.

Public Health

9.49. Public Health (PH) Grant of £31.6 million was awarded for 2019/20. The PH grant was reduced by 2.6% in this financial year.

9.50. During the year the service continued the financial review of all services which commenced in 2018/19 to ensure that delivery is brought within this reducing budget envelope, reflecting key priorities.

9.51. The outturn includes a one-off drawdown of £0.078 million. This is due to a break in transferring the IDVAS service from the current provider, University Hospitals Bristol to Next Link. The estimated total for the transfer has reduced by £0.114 million from the Period 10 Forecast.

Summary of Spend

Outturn 2018/19	Budget Projection	2019/20 Budget	Outturn	Variance from Budget	Previous Forecast P10	Change from Period 10
£'m		£'m	£'m	£'m	£'m	£'m
3,038	Salaries	2,882	2,426	-456	2,447	-21
1,082	Running Costs & Overheads	1,150	1,280	131	1,181	99
5,948	Internal Commissioned Services	5,948	6,159	211	6,159	0
27,454	External Commissioned Services	27,162	26,521	-641	26,706	-185
37,522	Gross Cost	37,142	36,386	-756	36,493	-107
	Funding:					
-32,486	Public Health Grant	-31,628	-31,628	0	-31,628	0
-4,305	Joint Partnership Funding	-4,694	-4,679	15	-4,673	-6
-731	Use of Reserve	-820	-78	741	-192	114
-37,522	Total Funding	-37,142	-36,386	756	-36,493	107

Mitigated Savings

1.1 The tables below document all the savings in category C and, D and E as noted in Appendix A1, where there has been non-delivery during 2019/20 of the saving as originally described and approved by Full Council. In many cases Directors identified mitigations within their services. If these savings continue to be unachievable in the future the Council will need to find other savings to compensate.

1.2 Table 1 below shows the savings which were delivered in a different way to the original proposal on an on-going basis but within the same relevant services (category C).

1.3 Table 2 outlines the savings that weren't delivered during 2019/20 and where relevant the mitigation that was put in place to ensure delivery of a balanced budget.

Table 1: Breakdown of savings delivered on an on-going basis in a different way to originally proposed

Ref	Saving Description	Savings (£m)	Revised Savings
IN26	Increase office rental capacity at Filwood Green Business Park	0.032	Improved collection of rent and arrears
IN30	Increased income from off street parking charges	0.020	Increased income from parking services
FP01	Reduce Third Party Payments	1.557	Reduction in contract inflationary costs
Total		1.609	

Table 2: Savings that weren't delivered during 2019/20 as originally described

Directorate	Ref	Description	£m	Category	In year mitigation	Action taken/Medium Term Impact
Growth & Regeneration	FP02	New ways of delivering parks and open spaces	0.250	D	Waste surplus refund from payment mechanism	Waste services have opportunities to progress which will contribute towards the saving delivery
Growth & Regeneration	FP36	Identify alternative funding to continue to support people in Council Housing	0.210	E	Underspends within Housing options budgets	The service are continuing to explore longer term opportunities to mitigate the saving in a sustainable way.
Growth & Regeneration	FP38	Review our approach to managing and optimising the value of public sector land and buildings	0.200	D	Capital recharges above target budget	Property service have opportunities in the pipeline, and are continuing to explore how the saving can be delivered on a sustainable basis.
Growth & Regeneration	IN04	Establish city centre business rate development team	0.160	D	Additional unbudgeted income from Bottleyard service	The saving remains at risk and opportunities are still being explored for alternative sustainable replacement.
Growth & Regeneration	RS02	Savings to road maintenance budget	0.250	D	Increased income from parking services	There remains a risk to delivering this saving sustainably
People	FP18	More efficient home to school travel	0.045	E	General Reserve used to cover 19/20 shortfall	The new Logical Transport system has been implemented enabling service restructure and improved data.
People	FP33	Introduce Better Lives Programme	4.300	E	General Reserve used to cover 19/20 shortfall	Better lives savings continue to be challenging and represents a risk going forward. The impact of Covid-19 will significantly impact the market and an updated approach may be required.
Resources	BE1	Restructure HR, Finance and associated support teams	0.018	D	One off mitigation within wider IT budget	Full saving will be delivered in 20/21 as the non-delivery is a result of small delay in

					underspend	implementation
Resources	BE6	Workforce policy and review	0.083	E	Mitigated via Resources overarching end of year underspend	Full savings of the workforce policy review will be delivered over several years and will exceed the original target albeit at a slower rate
Resources	BE7	Organisational redesign including the council's senior management structures	0.160	E	Mitigated via one-off underspends in vacant management posts	Full savings will be delivered over coming years.
Resources	FP01	Third Party Payments	0.380	E	Mayor's consultation reserve	This has been written off as part of setting the 20/21 budget .
Resources	IN06	Increase bookings for Lord Mayor's Mansion House and Chapel	0.250	E	Mitigated via Resources overarching end of year underspend	Remains at risk and Covid-19 will further inhibit ability to deliver.
Resources	FP38	Review our approach to managing and optimising the value of public sector land and buildings	0.495	E	Mitigated via Resources overarching end of year underspend	Remains at risk and Covid-19 will further inhibit ability to deliver.
Resources	IN23	More income from commercial opportunities	0.250	D	Underspend on prudential borrowing and additional sales within fleet services	A number of commercial opportunities are continuing to be explored, although these will be success will be impacted by restrictions as a result of Covid-19.
			7.051			

Budget Reconciliation - Summary

	Full Council Approved Budget	Service Management Restructure	Allocation of Contract Inflation	PFI / Capital Financing	Drawdown from Reserves	Contribution to Reserves	Allocation for bad debt provision	Other Misc Adjustments	Revised Budget
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
People									
Adult Social Care	148,805	0	0	0	0	0	0	216	149,021
Children and Families Services	62,439	0	363	0	1,822	0	0	99	64,722
Educational Improvement	12,103	0	0	(17,573)	773	0	0	(213)	(4,910)
Public Health - General Fund	3,237	0	0	(2,949)	0	0	0	1	289
Total People	226,584	0	363	(20,522)	2,594	0	0	103	209,122
Resources									
Digital Transformation	12,130	0	0	0	2,172	0	0	(526)	13,776
Legal and Democratic Services	6,898	0	0	0	290	0	0	(58)	7,130
Finance	11,272	0	0	0	568	0	768	350	12,959
HR, Workplace & Organisational Design	10,512	0	0	0	563	0	0	(100)	10,975
Policy, Strategy & Partnerships	2,939	0	0	0	9	0	0	113	3,062
Commercialisation & Citizens	7,446	2,946	0	(221)	822	(95)	0	40	10,937
Total Resources	51,197	2,946	0	(221)	4,423	(95)	768	(180)	58,838
Growth & Regeneration									
Housing & Landlord Services	11,600	0	0	0	123	0	0	(115)	11,609
Development of Place	1,429	0	54	0	964	0	0	(425)	2,022
Economy of Place	3,301	0	226	0	1,480	0	0	770	5,777
Management of Place	47,157	(2,946)	406	(2,110)	3,826	(18)	0	467	46,782
Total Growth & Regeneration	63,487	(2,946)	686	(2,110)	6,393	(18)	0	697	66,190
SERVICE NET EXPENDITURE	341,268	0	1,049	(22,853)	13,411	(113)	768	620	334,149
Levies	857	0	0	0	0	0	0	0	857
Corporate Expenditure	34,174	0	(1,049)	22,853	(14,951)	113	(768)	(620)	39,753
	35,031	0	(1,049)	22,853	(14,951)	113	(768)	(620)	40,610
TOTAL REVENUE NET EXPENDITURE	376,299	0	0	(0)	(1,540)	0	0	0	374,759

Capital Outturn Report for period 201912 - Summary by Programme

Gross expenditure by Programme

Ref	Scheme <i>+' for description >>></i>	Outturn (FY2019)			
		Budget	Outturn	Variance	
		£000s	£000s	£000s	%
People					
PE01	School Organisation/ Children's Services Capital Programme	14,313	15,369	1,056	7%
PE03	Schools Devolved Capital Programme	2,670	2,670	0	0%
PE04	Non Schools Capital Programme	279	304	25	9%
PE05	Children & Families - Aids and Adaptations	170	46	(124)	-73%
PE06	Children Social Care Services	745	193	(552)	-74%
PE06B	Adult Social Care – Better Lives at Home Programme	1,190	671	(519)	-44%
PE08	Care Management/Care Services	228	137	(91)	-40%
PE10	Sports Capital Investment	120	24	(96)	-80%
Total People		19,716	19,414	(302)	-2%
Resources					
NH08	Omni Channel Contact Centre (ICT System development).	(34)	(34)	0	0%
PL21	Building Practice Service - Essential H&S	3,225	2,708	(517)	-16%
PL27	Vehicle Fleet Replacement Programme	2,560	2,316	(244)	-10%
PL36	Investment in Markets infrastructure & buildings	90	56	(34)	-38%
RE01	ICT Refresh Programme	1,620	99	(1,521)	-94%
RE02	ICT Development - HR/Finance	1,317	1,156	(161)	-12%
RE03	ITTP – IT Transformation Programme	6,385	5,455	(929)	-15%
RE05	Mobile Working for Social Care (Adults & Children)	120	120	0	0%
Total Resources		15,283	11,877	(3,406)	-22%
Growth & Regeneration					
GR01	Strategic Property – Temple Meads Development	1,898	1,511	(387)	-20%
GR03	Economy Development - ASEA 2 Flood Defences	2,357	2,028	(329)	-14%
GR06	Innovation & Sustainability - OPCR 2	819	1,423	604	74%
NH01	Libraries for the Future	73	16	(57)	-78%
NH02	Investment in parks and green spaces	1,346	1,435	88	7%
NH03	Cemeteries & Crematoria - Pending Business Case Development	100	56	(44)	-44%
NH04	Third Household Waste Recycling and Re-use Centre	304	130	(174)	-57%
NH06	Bristol Operations Centre - Phase 1	280	344	64	23%
NH06A	Bristol Operations Centre - Phase 2	564	400	(164)	-29%
NH07	Private Housing	3,363	3,229	(134)	-4%
PL01	Metrobus	1,444	1,272	(172)	-12%
PL02	Passenger Transport	985	854	(131)	-13%
PL03	Residents Parking Schemes	103	100	(3)	-3%
PL04	Strategic Transport	4,196	4,507	310	7%
PL05	Sustainable Transport	4,653	4,235	(417)	-9%
PL06	Portway Park & Ride Rail Platform	0	187	187	0%
PL08	Highways & Drainage Enhancements	170	480	309	182%
PL09	Highways infrastructure - bridge investment	295	341	46	16%
PL09A	Highways infrastructure - Chocolate Path	682	1,050	368	54%
PL10	Highways & Traffic Infrastructure - General	7,612	7,681	69	1%
PL10B	Highways & Traffic - Street Lighting	146	102	(45)	-31%
PL10C	Transport Parking Services	50	119	69	138%
PL11A	Cattle Market Road site re-development	1,491	1,362	(128)	-9%
PL13	Filwood Green Business Park	158	0	(158)	-100%
PL14	Bristol Legible City Scheme	194	189	(5)	-2%
PL15	Environmental Improvements Programme	173	127	(46)	-27%
PL16	Economy Development - ASEA 1 Flood Defences	41	1	(40)	-96%
PL17	Resilience Fund (£1m of the £10m Port Sale)	312	489	177	57%
PL18	Energy services - Renewable energy investment scheme	431	1,305	874	203%
PL18A	Energy Services – Bristol Heat Networks expansion	2,544	4,661	2,118	83%
PL18B	Energy Services - School Efficiencies	390	288	(102)	-26%
PL18D	Energy Services - EU Replicate Grant	461	575	115	25%
PL20	Strategic Property	327	308	(20)	-6%
PL22	Strategic Property - Investment in existing waste facilities	8	70	63	832%
PL23	Strategic Property - Temple St	195	173	(22)	-11%
PL24	Colston Hall	10,292	12,720	2,428	24%
PL28	Bottleyard Studios	134	63	(70)	-53%
PL30	Housing Strategy and Commissioning	9,490	10,198	708	7%
PL30A	Housing Programme delivered through Housing Company	225	176	(49)	-22%
Total Growth & Regeneration		58,306	64,207	5,901	10%
Total General Fund		93,305	95,497	2,192	2%
Housing Revenue Account					
HRA1	Planned Programme - Major Projects	9,558	9,259	(299)	-3%
HRA2	New Build and Land Enabling	22,164	20,986	(1,177)	-5%
HRA3	Building Maintenance and Improvements	17,580	18,885	1,305	7%
HRA4	HRA Infrastructure	210	86	(124)	-59%
Total Housing Revenue Account		49,512	49,217	(295)	-1%
Total Capital Programme		142,816	144,714	1,897	1%

Decision Pathway Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 02 June 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 4 2019-20. The Q4 Corporate Risk Management Report will be presented to Cabinet in June 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 May 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 (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.</p> <p>The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.</p>			
Cabinet Member / Officer Recommendations: That Cabinet notes the report and progress on embedding Risk Management arrangements within the Council.			
Corporate Strategy alignment: Managing risks are an integral element to the achievement of the BCC Corporate Strategy (CS) deliverables.			
City Benefits: Risk Management aims to maximise achievement of the council's aims and objectives by reducing the risks to those achievements and maximising possible opportunities that arise.			

Summary

Corporate Risk Report (CRR)- Summary of Corporate Risks:

Members of the EDMS reviewed the DRRs in April 2020 to form the CRR. CLB are asked to accept the attached CRR 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 through the Directorate Risk Reports and the Corporate Risk Report.

The Corporate Risk Report (CRR) as April 2020 contains:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none">• 1 critical• 19 high• 5 medium• 0 low• 3 new risk• 1 improving• 6 deteriorating• 0 closed	<ul style="list-style-type: none">• 1 significant• 2 high• 1 medium• 0 low• 0 new• 0 improving• 0 deteriorating• 0 closed	<ul style="list-style-type: none">• 1 critical• 2 high• 0 medium• 0 low• 1 new• 0 improving• 1 deteriorating• 0 closed

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

There is one critical threat risk:

- CRR13: Financial Framework and MTFP. The risk rating being 4x7= (28) critical risk. Previously 2x5= (10) medium risk. This risk is managed and monitored within the Resources Service Risk Registers.

There are three new threat risks:

- CRR32: The supply of affordable housing not sufficient to meet community needs. The risk rating being 3x7(21) high risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.
- CRR31: Failure to deliver Mayor's Climate Emergency Action Plan and One City Climate Strategy. The risk rating being 4x5 (20) high risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.
- CRR33: Failure to Deliver Joint Spatial Plan (JSP). The risk rating being 4x5 (20) high risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.

There is one improving threat risk:

- 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). The risk rating being 2x3 (6) medium risk. Previously 2x5= (10) medium risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.

Six deteriorating threat risks:

- CRR1: Long Term Commercial Investments and Major projects Capital Investment. The risk rating being 3X7=(21) high risk. Previously 2x7= (14) medium risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.
- CRR6: Fraud and Corruption. The risk rating being 4x5= (20) high risk. Previously 3x5= (15) high risk. This risk is managed and monitored within the Resources Service Risk Registers.
- CRR27: Capital Transport Programme Delivery. The risk rating being 4X5 (20) high risk. Previously 3x3= (9) medium risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.
- 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. The risk rating being 3X5 (15) high risk. Previously 2x5= (10) medium risk. This risk is managed and monitored within the Growth and Regeneration Service Risk Registers.
- CRR15: Financial Deficit. The risk rating being 2x5= (10) medium risk. Previously 2x5= (10) medium risk.

This risk is managed and monitored within the Resources Service Risk Registers.

- CRR13: Financial Framework and MTFP is highlighted under the critical risk on page 2.

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. These risks are 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).

The external / contingency risk BCCC3: COVID -19 reflects the positive action and pace of change the Council has adapted to delivering its services. This risk is being overseen by the Corporate Leadership Team, Gold Meetings and within the Growth and Regeneration Director by the Resilience Director.

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 16, opportunity risks pages 17 to 18, and external and civil contingency risks on page 19 and 20 all including controls and management actions. A summary of risk performance on pages 21 and 22 by level of risk, the risk matrix on page 23 and the risk scoring criteria on page 24. More detail is available on request.

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 included:

- 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 framework and process continues to be developed. During 2019/20 we have:

- Strengthened the capacity for risk management with appointments to the Risk and Insurance Team additional support.
- Created SharePoint sites for Service Risk Registers and Risk Reporting.
- Risk Management was integrated within Service Planning to aid decision making and to inform on the annual Budget Risk Register this will continue to be a focus for 2020/21 planning.
- Contributed to Corporate Induction.
- Ran workshops and drop in sessions.

Plans for 2020/21 include:

- Mandatory Risk Management E-Learning for key staff.
- Member training.
- Annual Risk Management Maturity Assessment.
- Review of Risk Management within Decision Making, Business Case approvals, Project Management and Procurement Frameworks.
- Directorate Risk Reports received by Scrutiny.
- Review and relaunch of the Corporate Risk Management Group (CRMG).
- Approach to management of risk reporting to CLB from the CRMG.
- Risk Management system mandate / business case.

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

Required information to be completed by Financial/Legal/ICT/ HR partners:
1. Finance Advice: The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council's main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision is made through the budget planning process and reserves.
Finance Business Partner: Michael Pilcher, Chief Accountant, Deputy Section 151 Officer 15 th May 2020
2. Legal Advice: 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. Advice will be given separately in relation to any legal issues arising from the specific risks identified.
Legal Team Leader: Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer 11 th May 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 and progress continues to be made. The accountable Directors for IT and Information Security Risks are continuing to work together developing a training plan and new processes to accelerate the necessary changes.
IT Team Leader: Simon Oliver, Digital Transformation Director 10 th May 2020
4. HR Advice: It is essential that staffing resources are appropriately deployed to manage these risks that are highlighted and in particular the new and elevated risks that are identified in the report. The deployment of the new Risk Management E-Learning will be supported by the Learning and Development Team. There are no other HR implications arising from the CRR report.
HR Partner: Mark Williams, Head of Human Resources 12 th May 2020

EDM Sign-off	Denise Murray	29 th April 2020
Cabinet Member sign-off	Cllr. C. Cheney	11 th May 2020
CLB Sign-off	Denise Murray	12 th May 2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	4 th May 2020

Appendix A – Further essential background / detail on the proposal: Q4 2019/20 Corporate Risk Report (CRR) - The Corporate Risk Summary Report sets out the risks on pages 1 to 20 including controls and management actions, a summary of risk performance on page 21 and 22, the risk matrix on page 23 and the risk scoring criteria on page 24.	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR1: Long term commercial investments and major projects.</p> <p>BCC'S long-term commercial investments and major projects may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The cost is higher than expected. The project is delivered later than planned. The operating and maintenance cost of the asset exceeds expectations. Strategic, geographic, social, financial and economic conditions changing over time. Oversight of Project Interdependencies not well managed. Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment. Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure. 	<p>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.</p> <p>Some examples of key projects which were reviewed by CIB include Harbour Strategy, Cattlemarket Road, and Colston Hall.</p> <p>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.</p> <p>The G&R Board has 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.</p>	↓	3	7	21	<p>We are in the process of reviewing and prioritising / re-prioritising programmes and project and other deliverables in the light of the global Covid-19 pandemic as well as assessing its impact on long term commercial investments and major project delivery.</p> <p>Colston Hall - Work to de risk the building has continued and a significant amount of structural issues have been uncovered. The poor structural stability of the building has manifested as a major issue and is close to our worst case scenario. This has required significant design alterations and engagement with historic England and revised structural steel designs and a number of structural temporary works. This is in order to make the building safe and ensure that design requirements can be met. Additional asbestos has also been discovered and further archaeological discoveries are still being made (although this has almost been mitigated as there is little demolition work left). This re design has created pressure and delay in the design process and a design freeze has not been achieved.</p> <p>The advent of Covid-19 has also impacted on the project, the site is operating at 75% capacity due to supply chain partners furloughing staff and building material suppliers are only delivering to critical construction project such as hospitals. This is further adding delay and cost to the project.</p> <p>Programme and cost RAG status are both RED 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.</p> <p>Energy: Commissioning a strategic partner to deliver the ambitions as outlined in the City Leap prospectus. Procurement exercise for strategic partner currently paused due to a number of events.</p>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration, Executive Director Resources and S151 Officer.</p>	<p>Action Owner: Executive Director Growth and Regeneration, Director Finance, Director Commercialisation and Citizens.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				

Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR3: Failure to Manage Asbestos.</p> <p>Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Staff availability to carry out work plans in a safe way. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied. Policies are not kept up to date. Budget pressures. Restrictions for operating normally caused by external factors beyond the control of BCC i.e. Covid 19 pandemic. 	<p>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. The main elements of the plan have been implemented and full completion will be presumed once the Asbestos Management Plan has been reviewed, scheduled for June 2020. Residual low risk elements of the plan have been adopted as Management objectives for the safety team and are monitored accordingly. Work to bring better compliance with asbestos surveys from with low risk communal areas is actively ongoing.</p> <p>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. The majority of managers, staff and operatives have attended asbestos training and will continue to do so on a two year cycle. This training has been made a mandatory element.</p> <p>Properties are surveyed prior to any work being undertaken by Asbestos Consultants plus an ongoing programme of surveys is being carried out.</p> <p>Asbestos incidents are investigated in-house and appropriate actions taken.</p> <p>Property Services have improved the contract management arrangements with MSS, the surveyor to ensure that all inspections are carried out according to required timescales.</p> <p>Resources within the safety Team based within Housing and Landlord Services are expanding to meet the needs of the service.</p> <p>Evidencing asbestos compliance to satisfy the Housing Regulator has been given a significant focus this quarter. Property CHASM project is underway, to ensure all premises report on compliance.</p>	↔	2	7	14	<p>Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Staff availability to carry out work plans in a safe way. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied. Policies are not kept up to date. Budget pressures. Restrictions for operating normally caused by external factors beyond the control of BCC i.e. Covid 19 pandemic. 	1	7	7
<p>Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB) / Director HR, Workforce and Organisational Design.</p>	<p>Action Owner: Director of Commercialisation and Citizens (for Corporate Estate) and Director of Housing and Landlord Services (for Social Housing).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR4: Corporate Health, Safety and Wellbeing.</p> <p>If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • If services do not have sufficient staff numbers to carry out work plans in a safe way. • If services are not able to order appropriate equipment required for staff safety. • Lack of appropriate equipment. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied • Policies are not kept up to date. 	<p>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.</p> <p>BCC has a Corporate Health and Safety Management System (CHaSMS) to identify and monitor hazards, risks and appropriate actions. Each manager (with staff and/or premises responsibilities) 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.</p> <p>BCC has a comprehensive programme of e-learning and personal face to face course delivery available to all directors, managers, staff and members.</p> <p>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.</p> <p>Benchmarking and annual reports are provided to BCC along with the annual performance report.</p> <p>All contracts set up with external providers include a check of their relevant Health and Safety competency.</p> <p>The council's audit programme monitors compliance with statutory duty and best practices.</p> <p>We have reviewed the Health and Safety Management arrangements and developed a (project) service development and improvement plan.</p>	↔	2	7	14	<p>A number of options regarding a more robust accident and incident reporting system are currently being explored. Once this is completed an options appraisal will be presented to the CLB for approval. December 2020.</p> <p>A new safety health and wellbeing strategy is currently being developed. This will include adopting HSG65 as the management system which is the Plan, Do, Check, Act approach and will help BCC achieve a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system. This will replace the existing project plan and work. The plan will have the appropriate monitoring and governance arrangements attached to it. Developed plan is targeted for September 2020.</p> <p>All policies and procedures will be revised in line with the new safety health and wellbeing strategy and PLAN DO CHECK ACT management system. Revision will take place on a risk based approach following the current risk profiling that is taking place. Action plan for procedures September 2020.</p> <p>CHASMs will be expanded to include a greater focus on property risk, with a new arrangement for those "persons in charge" for reporting and discussing premises risks. Target date August 2020.</p> <p>A review of training is being undertaken. Linked to the developing strategy and management system. September 2020.</p> <p>Arrangements for controlling risks of Hand Arm Vibration, Noise and respiratory sensitizers will be carried out, with a supporting Occupational Health Surveillance programme where required. Programme started but will be closely aligned to the new OHU contract. January 2021.</p> <p>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.</p> <p>Time to Change action plan scheduled for April 2020 which will be monitored. Started and ongoing.</p> <p>Improved partnership and matrix working between Safety, Health & Wellbeing, Risk and Insurance, Civil Contingencies (including Business Continuity), Procurement and Legal Services – ongoing.</p>	1	7	7
<p>Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB).</p>	<p>Action Owner: Director of Workforce Change.</p>		<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>			

Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR5: Business Continuity and Councils Service Resilience.</p> <p>If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Strikes (People, Fuel). • Loss of key staff (communicable diseases and influenza epidemics). • Loss of suppliers. • Loss of accommodation to deliver key services. • Loss of equipment. • Any event which may cause major disruption. • Unavailability of IT and/or Telecoms. • Loss of staff/staff availability. • Knowledge loss. <p>Reduced chances of preventing/responding to incidents due to a lack of forward planning or investment.</p>	<p>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).</p> <p>Policies and procedures are in place. The Business Continuity Policy communicated to relevant staff. The Incident Response Plan updated in December 2019.</p> <p>Service Business Continuity Plans undergo ‘refreshing by services’ annually.</p> <p>An Incident Management Team training session was carried out November 2019.</p> <p>A Senior Management on-call rota has been devised agreed and is regularly monitored.</p> <p>A successful annual Pandemic Flu-themed continuity exercise was held on 5 Nov 2019.</p> <p>CLB accepted growth bid for extra staff on Civil Protection Unit (CPU) team.</p> <p>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.</p> <p>The Covid 19 emergency has required all services to activate and operationalise their Business Continuity Plans (BC).</p>	↔	2	5	10	<p>The Covid emergency has developed continuity planning across the Authority and our supply chains. BC Policy and Plan to be reviewed as part of Covid Recovery.</p> <p>Ensuring the learning Covid continuity planning is captured by teams, services and Directorates will be a key aim of the Covid Recovery.</p> <p>A Senior Management on-call rota (weekly) has been devised agreed and is regularly monitored. This rota - will define a core on-call, named officers including: ICT, Public Health, Facilities Management, Housing, Children Services, Adult Care and ICT.</p> <p>As part of the Covid recovery, the Businesses Continuity Working Group will be refreshed and plans for future exercises to test different elements of BCC Business Continuity arrangements with partners will be developed.</p> <p>New CPU officers in post. Greater alignment with the Operations Centre – created through the expansion to CPU manager’s role now titled – City Operational and Response Manager.</p>	1	5	5
<p>Risk Owner: Executive Director Growth and Regeneration / Head of Paid Service.</p>	<p>Action Owner: Director Management of Place and Civil Protection Manager.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Wellbeing.</p>						

Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR6: Fraud and Corruption.</p> <p>Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. • Not keeping up to date with developments in new areas of fraud. • Insufficient risk assessment of new emerging fraud issues. • Lack of clear management control of responsibility, authorities and / or delegation. • Lack of resources to undertake the depth of work required to minimise the risks of fraud / avoidance. <p>Under investment in fraud prevention and detection technology and resource.</p>	<p>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.</p> <p>The counter Fraud and Investigations team concentrates on areas of high fraud risk, investigates fraud promptly where suspected and sanctions appropriately.</p> <p>Work has been undertaken to determine the extent to which 'recoverable' overpayments are actually recovered to ensure the teams work is effectively targeted.</p> <p>An accessible route to report suspected fraud is available to the public and employee via online referral and dedicated phone line available to both employees and the public to report fraud.</p> <p>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.</p> <p>Counter Fraud Performance is monitored by Audit Committee via the Annual and half yearly Counter Fraud Update, periodic Internal Audit Updates and the Annual review of arrangements against CIPFA Count Fraud Assessment Tool. Improvements are highlighted in an action plan which is monitored by Audit Committee.</p> <p>An initiative to provide an amnesty period for tenancy fraudsters to return keys to Council properties has been completed.</p> <p>We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti- fraud approach is correctly targeted and we regularly meet with Legal services to ensure cases progress swiftly.</p> <p>Data sets submitted to National Fraud Initiative and output received and is currently being reviewed.</p> <p>New whistleblowing procedures were introduced with effect from 1st April transferring responsibility for co-ordinations, monitoring and reporting of such reports to Internal Audit.</p>		4	5	20	<p>A significant distribution of financial support for both businesses and individuals is being rolled out at this time of national pandemic emergency. Urgent work is underway to assess the fraud risks of emergency financial measures being implemented in response to the current pandemic to ensure pragmatic but non-restrictive control processes are implemented to manage fraud risks with these measures.</p> <p>Procedures in response to the current pandemic take priority. Routine counter fraud and investigation work continues.</p> <p>Emergency financial measures being implemented in response to the current pandemic emergency (Covid 19) are urgently subject to fraud risk assessment by the IA team and advice provided to finance as appropriate. The Counter fraud and investigation team are supporting operational management as necessary to design appropriate protocols that ensure transparency and accountability in the management of public funds.</p> <p>Tools required to assist with fraud detection 'post emergency' are being further researched.</p> <p>Fraud prevention and early detection improvements are progressing. A mandate for the establishment of a regional fraud hub to maximise data use in the prevention and early detection of fraud has been approved. It is anticipated that the fraud hub will:</p> <ul style="list-style-type: none"> - widen data sets available for counter fraud work - regularise what are current ad hoc fraud identifying exercises for fraud prevention or early detection - maximise the use of technology for greater efficiency <p>A new Fraud Case Management System is being considered in time for contract renewal Spring 2020.</p> <p>Programme of fraud prevention and detection work is set out in the Internal Audit plan for 2020. The current emergency response will require revision to the plans.</p>	3	5	15
<p>Risk Owner: Executive Director Resources and Director of Finance (\$151 Officer).</p>	<p>Action Owner: Director of Finance and Chief Internal Auditor.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR7: Cyber-Security.</p> <p>The Council's risk level in regards to Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of investment in appropriate technologies. Reliance on in-house expertise, and self-assessments (PSN). Lack of formal approach to risk management (ISO27001). Historic lack of focus. 	<p>Budget provision for Cyber Security was allocated within the Future State Assessment Plan (FSA) as approved by Cabinet June 2018.</p> <p>Independent full security assessments were carried out November 2018.</p> <p>An Information Governance Board was established to provide oversight of information security and an escalation point to the Council's SIRO.</p> <p>Head of Information Assurance commenced in post September 2019.</p> <p>The Council is starting to use a SIRO checklist to capture and escalate cyber security risks.</p> <p>IG team have an operational level risk register that is being used to track local operational risks further aligning to best practice.</p>	↔	3	7	21	<p>The Council is starting to use a SIRO checklist to capture and escalate cyber security risks.</p> <p>The Council is procuring an Information Security Management System which will review and enhance the Council's policies and strategies for information management. The Information Assurance Service is working closely with the Council's ICT Department to improve the approach to all aspects of Information Assurance (including adoption of ISO27001).</p> <p>The ITTP (formerly FSA Programme) currently has plans to implement technology platforms to move the Council from file storage to document storage platforms, increase team collaboration without use of email, implement file retention policies, introduce document marking and rights management, implement data classification and improve federated search across structured and unstructured data stores.</p> <p>The ITTP (formerly FSA Programme) will align with the new Information Assurance approach and the strategy set by the Council's SIRO.</p> <p>As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.</p> <p>The Information Assurance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security.</p>	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Director, Digital Transformation.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p>CRR9: Safeguarding Vulnerable Children.</p> <p>The council fails to ensure that adequate safeguarding measures are in place, resulting in harm or death to a vulnerable child.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> 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. During Covid 19, in line with Govt guidelines, there is a reduction in face to face visits to families. Risk assessments are required to assess whether a face to face visit is required but not all families will receive a face to face visit where there are worries for a child. 	<p>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.</p> <p>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.</p> <p>Bristol's published policies and procedures, comprehensive training and development and monthly professional supervision help ensure safe practice and adequate control of risks.</p> <p>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.</p> <p>Children and Families' Services invests in its workforce and provides career progression opportunities.</p> <p>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.</p>	↔	2	7	14	<p>Information sharing and analysis to improve our ability to understand and respond to children at risk of criminal exploitation and going missing.</p> <p>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.</p> <p>Service Delivery Plans for 2020-21 set out further actions to mitigate risks identified and deliver on our ambitions for children and families.</p>	1	7	7
Risk Owner: Director Children's and Families Services.	Action Owner: Director Children's and Families Services.	Portfolio Flag: Children and Young People.			Strategy Theme: Our Organisation, Empowering and Caring, Wellbeing.				

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Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p>CRR10: Safeguarding Adults at Risk with Care and support needs.</p> <p>The council fails to ensure adequate safeguarding measures are in place, Adults at risk.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Adequacy of its controls. • Management and operational practices. • Demand for its services exceeded its capacity and capability. • Poor information sharing. • Lack of capacity or resources to deliver safe practice. • Failure to commission safe care for adults at risk. • Failure to meet the requirements of the “Prevent Duty” placed on Local Authorities. 	<p>The Adults Safeguarding Board has been reconstituted into the Keeping Bristol Safe Board which also includes responsibility for Children and Community Safety. The Board has senior executive representation and will ensure a strong focus on strategic matters of concern. The constitution for the Board has been confirmed and it will meet regularly and have oversight of safeguarding priorities.</p> <p>Safeguarding improvement plans are in place for Older People, Physical Disability and Disabled Children and the Capability framework for safeguarding and the Mental Capacity Act have been introduced. The Adult Change Programme ‘Better Lives’ Transforming Care Programme has been established to implement policy objectives of moving people into more suitable care settings.</p> <p>We have an active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. The Adult South West Recruitment and Retention Strategy has been drafted, the risks and costs identified. The strategy will be presented through the Decision Pathway. Regular strategies and campaigns support the recruitment and retention of high calibre social workers and managers, with competent agency social workers and managers used on temporary basis to fill vacancies.</p> <p>All key staff working with people directly at risk are trained in the essentials of safeguarding and BCC has an ongoing awareness-raising ‘Prevent’ training programme.</p> <p>Regular reporting on safeguarding is taking place quarterly for Directors and Cabinet Members, with an annual report for elected Members to allow for scrutiny of progress. The quality assurance framework and performance framework is routinely monitored and reported on.</p> <p>Focused work is being undertaken to address the backlog in safeguarding referrals and good progress has been made in bringing the number outstanding down to more manageable numbers.</p>	↔	2	7	14	<p>Social workers working with Multi-agency partners supporting Adults and elderly people to live safely within their families and communities.</p> <p>We are increasing capacity this year in the commissioning team to lead on monitoring quality in the care sector. Improving the quality services for those who need it and ensuring effective management oversight.</p> <p>It is planned to make a one off retention payment to all social workers as part of the council's retention policy. A wider review of the remuneration package for social workers is planned to improve recruitment and retention.</p> <p>Review of the Safeguarding Pathway.</p> <p>Transforming the Safeguarding Adults Board.</p> <p>Considering transformational approaches to home care re-commissioning that may offer a more flexible employment offer.</p> <p>Planning placed based approaches to include working with micro providers.</p>	1	7	7
Risk Owner: Director Adult Social Care.	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 April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience)</p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Critical services unprepared or have ineffective emergency and business continuity plans and associated activities. • Lack of resilience in the supply chain hampers effective response to incidents. • Lack of trained and available strategic staff. 	<p>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.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. The most recent exercises being Day Two May 2018, Dark Zodiac April 2018, Saxon Resolve November 2017 and major COMAH training exercise in November 2018 (Operation Spitfire).</p> <p>A senior management on-call rota has been devised, agreed and is monitored. Emergency volunteers have been recruited to aid emergency responses. Duty rotas in other key service delivery areas (e.g. Housing and Social Care) are also in place.</p> <p>The Bristol Operations Centre capacity to support multi-agency operations has been tested.</p> <p>BCC took receipt the South West’s share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place.</p> <p>A progress paper on Civil Contingency is scheduled to go to the Corporate Leadership Board in early 2020.</p> <p>Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing.</p> <p>A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete.</p> <p>The Covid-19 emergency has stretched the Council’s emergency response capacity and created additional strains and pressures across all responding agencies and the city systems in place to manage emergencies.</p> <p>The risk of a concurrent emergency during the Covid crisis is arguably higher than before the crisis. Covid pressures and additional safety considerations with regards to response have required the OOH CPU service reduce to a telephone only service. Partner agencies are aware.</p> <p>Measures for managing a concurrent emergency have been discussed with emergency services and e.g. the Fire Service has arrangements to support residential evacuations during this period. A ‘concurrent emergency’ plan is being drafted.</p> <p>Emergency Planning College (EPC)-led Strategic Incident Management Training session was delivered to senior officers in November 2019.</p>	↔	2	7	14	<p>An ‘Introduction to Emergency Planning’ e-learning package is in progress.</p> <p>Voluntary agency capacity to support incidents has been reviewed by BCC through the LRF.</p> <p>Training for staff to support incident response and recovery (admin, logging, logistics and support to victims, survivors and evacuees) is ongoing.</p> <p>We are in close contact with emergency services regarding the heightened risk of a concurrent emergency during Covid-19.</p> <p>‘Concurrent’ emergency arrangements are being put in place with partners.</p> <p>A ‘concurrent emergency plan’ is being drafted.</p>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration.</p>	<p>Action Owner: Director Management of Place, and Civil Protection Manager.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Wellbeing.</p>						

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<p>CRR13: Financial Framework and Medium Term Financial Plan (MTFP).</p> <p>Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites (in budget setting). Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. Brexit - the general uncertainty affecting the financial markets, levels of trade & investment. 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. Inability 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. Annual review. 	<p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets have been updated.</p> <p>2020 Budget presented and approved by Cabinet Feb 2020.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions. The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial/economic risk and the adequacy of general reserves is determined as part of this exercise. Financial Regulations and Financial Scheme of Delegation is in place. Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered. Changes to savings in year are monitored by delivery executive. <p>Restructured the finance team and planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development.</p> <p>Ensuring that Bristol City Council is engaged with or receiving timely feedback from the range of Government working groups exploring future local funding.</p> <p>Refreshed of the MTFP and Capital Strategy and expanded our model to take in a longer term view.</p>	↓	4	7	28	<p>The impact of Covid-19 has had a significant impact on the financial sustainability of the organisation in the short term and long term. There is a significant immediate reduction in some of the Council's key income streams and also significant costs associated with the response.</p> <p>All underlying assumptions in the financial outlook will be reviewed as any economic downturn will significantly impact Council Tax growth and receipts as well as business rates retention</p> <p>A review will be ongoing to identify a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</p> <p>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.</p>	2	3	6
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 April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p>CRR15: Financial Deficit.</p> <p>The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • A failure to appropriately plan and deliver savings. • Unscheduled loss of material income streams. • Increase in demography, demand and costs for key council services. • The inability to generate the minimum anticipated level of capital receipts. • Insufficient reserves to facilitate short term mitigations, risks and liabilities. • Interest rate volatility impacting on the council's debt costs. Impairments in our commercial Investments are realised. 	<p>BCC's Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet.</p> <p>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.</p> <p>We refreshed the Policy and Budget Framework and provided greater clarity in relation to the approval process for supplementary funding both capital and revenue.</p> <p>We have continual oversight and ongoing management of the council's financial risks and deep dives in areas reported of non-containable pressures.</p> <p>Regular reviews have been undertaken on the level and appropriateness of the earmarked reserves and where redirections have been south reported to Cabinet.</p>	↓	4	3	12	<p>Whilst latest budget monitoring is expecting an overspend on in-year budget increasing the likelihood of an overspend at year end provision has been made in setting the 20/21 budget to reinstate use of general reserve reducing the impact on the Council.</p> <p>Ensuring engagement at local, regional and national level in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long term financial planning and strategic planning.</p> <p>Ensure that there are sufficient reserves available to provide the Council with some resilience to material variations in spend forecasting and economic shocks.</p> <p>We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves.</p> <p>The financial impact of Covid-19 on the 2019/20 is being reviewed and will be offset against the grant funding where appropriate.</p>	1	5	5
Risk Owner: S151 Officer and Director of Finance.	Action Owner: Section 151 Officer, Executive Director Resources and Director of Finance.	Portfolio Flag: Finance, Governance and Performance.		Strategy Theme: Our Organisation.					

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<p>CRR18: The risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020.</p> <p>Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Not enough planning applications submitted. • Not enough 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. 	<p>Secured planning permissions.</p> <p>Secured additional grant funding for infrastructure.</p> <p>Released land.</p> <p>Issued grants to Registered Providers (RPs).</p> <p>Established a Local Housing Company (Goram Homes).</p> <p>Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land.</p> <p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Required a minimum of 30% affordable housing on land released by the Council.</p> <p>Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.</p> <p>Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal</p>	↓	3	5	15	<p>Monitoring the impact of the coronavirus on the Housing Market.</p> <p>Ongoing active engagement with Housing Association Partners to offer enabling support and grant funding to increase the provision of affordable housing at every opportunity. Looking at ways in which the HRA development programme can be accelerated.</p> <p>We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes).</p> <p>We are recruiting to new posts in the Housing Delivery Team.</p> <p>We are looking at opportunities to fund the acquisition of additional homes on development sites.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Development of Place.	Portfolio Flag: Housing.		Strategy Theme: Fair and Inclusive.					

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR19: Tree Management.</p> <p>Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The Council has 100,000 trees. Severe weather conditions and / or disease can 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 Failure to carry out regular and programmed tree inspections could result in tree and limb failure. 	<p>The service is rolling out a new Quantified Tree Risk Assessment system which increases efficiency of tree inspections - raising the capacity to inspect with the same resources. Trees are being grouped and brought in to the new system and the process will continue through 2020 to 2022.</p> <p>The tree management contract has been re-tendered and a new five year contract began on 1st April 2020. The contract provides new scope to bring all trees on council-owned land in to management.</p> <p>The cost of this will be covered by the departments on whose land the trees are situated - more finance work is needed on this. One additional officer is being recruited to assess trees on land not currently proactively managed. The cabinet report of June 2019 proposed using the Parks reserve to pay for this post until the role can be mainstreamed into the council's revenue budget. GIS analysis work on trees is underway.</p>	↔	3	5	15	<p>Analysis continues on trees potentially at risk</p> <p>The tree management contract has been renewed from April 1st 2020 for 5+5 and incorporates potential uplift to manage a higher number of trees in council ownership. Contract has been extended for tree maintenance.</p> <p>Budget uplift for new contract is proposed to be taken from land owning departments but this needs to be confirmed by finance and departments. Not yet agreed at service level. Relevant service asset managers have been advised.</p> <p>Carry out in-depth audit of non-managed sites to identify costs to service areas.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

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<p>CRR21: General Data Protection Regulation (GDPR) compliance.</p> <p>If the Council fails to maintain a defensible and compliant response to the Data Protection Act 2018 and General Data Protection Regulation (GDPR) then it will fail to fully comply with its statutory requirements.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to invest in the required systems, equipment and posts required to implement these regulations. Failure to adequately train staff in the requirements of the regulations. Lack of resource (capacity or expertise) to manage Subject Access Requests. 	<p>A Steering Group and Working Group is in place and regular reports continue to be provided to Executive Directors Meetings (EDM's) to ensure that the high-level of engagement and buy-in across all levels of the organisation is maintained.</p> <p>Improved data breach reporting for EDM's.</p> <p>Guidance on GDPR compliance and breach reporting has been published on the Council's intranet (Source).</p> <p>Improved PIA process and PIA register.</p> <p>Business Continuity plan produced and updated to reflect new IG Service.</p> <p>The Council provides e-learning training for new starters on data protection.</p> <p>Data protection staff have attended training courses to maintain up to date knowledge and expertise.</p>	↔	2	5	10	<p>Continuing delivery of prioritised objectives to embed GDPR compliance in this quarter we are working on:</p> <ul style="list-style-type: none"> New starter's 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. A GDPR phase 2 project approved for 20/21 financial year to enable BCC to cement progress in our compliance with GDPR. This will include any audit findings that have been made over the last audit cycle as well as areas identified for improvement by the IG team. 	2	3	6
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR22: Partnerships Governance.</p> <p>If the council does not maximise (or cannot quantify) the benefits of partnership working and/or experiences negative or counter-productive results may arise from partnership working.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to establish and/or manage contracts, Service Level Agreements and/or Terms of Reference in relation to partnerships. Not maintaining a central register of partnerships, membership, governance arrangements and performance measures. No identified lead officer to progress development of partnership working as in proposals presented to the Audit Committee in April 2016. Outdated partnership policy and toolkit (last iteration 2010). A broad range of partnerships with variable degrees of formality. 	<p>BCC has close involvement of Elected Mayor and Members in key partnerships. Regular review and evaluation of the current position by CLB.</p> <p>BCC has mechanisms in place for regular dialogue including formal partnerships.</p> <p>The role of Director: Policy and Strategy has been expanded to include oversight of partnerships and a permanent appointment to this post has been made.</p> <p>A refreshed Partnerships Policy has been drafted and iterated in consultation with relevant business partners. (June-Dec 2019).</p> <p>Scoping and reviewing the need for Commercial Training for relevant managers as part of Procurement and Commercial Strategy.</p> <p>Created a central partnership register.</p>	↔	2	3	6	<p>Pace is slower than originally planned in addressing this risk due to other priorities, a need to align to the One City Approach, teams not being fully recruited following restructure and the absence of a dedicated team or function handling 'Partnerships'. A key element of the action required is to consider how this is best managed corporately without a central team to resource it.</p> <p>The policy work and legal input has been completed. The policy is due to be disseminated within the decision pathway but this is subject to delay due to the Covid-19 crisis.</p> <p>We are reviewing and refreshing the Partnership Policy and Toolkit.</p> <p>Creating a template Terms of Reference and porting existing Terms of reference to it where required.</p>	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.						

Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR23: Better Lives Programme</p> <p>Failure to deliver the required outcomes and savings from the Better Lives Programme due to statutory duties and population demands.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Increased demand and complexity of Service Users' needs. The Provider Market is unable to meet needs in the required way and/or we suffer relationship breakdown. Other Directorates within the organisation are unable to support the Programme in the way required. Statutory requirements of Adult Social Care (ASC) mean resources have to be diverted away from Programme activity. Changes to the priorities of the wider health system and/or the National context, requires us to divert resources/focus away from the Programme's objectives. There is a lack of sufficient skills and capacity within Adult Social Care (ASC) to deliver the required change at the required pace. Focus on savings, demand management and specific areas of the service creates risk in other areas of adult social care where we have a statutory duty to deliver. Inadequate technology to support agile working efficiency results in current capacity being insufficient to deliver BAU work or engage with practise changes delivered through Programme. There is a lack of sufficient skills and capacity within Adult Social Care (ASC) to deliver the required change at the required pace 	<p>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.</p> <p>The Programme Senior Responsible Officer (SRO) flags up risks and issues at key internal governance meetings e.g. People EDM, Statutory & Policy Board.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	↓	3	7	21	<p>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.</p> <p>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.</p> <p>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.</p> <p>Introducing a further rate increase for Home Care.</p> <p>Embedding the new Pathway to Independence service.</p> <p>Safeguarding Pathway review to ensure greater efficiency and response to Safeguarding Alerts.</p> <p>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.</p>	1	7	7
Risk Owner: Director Adult Social Care.	Action Owner: Deputy Director -Adult Social Care	Portfolio Flag: Adult Social Care.	Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.						

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Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR24: Procurement and Contract Management Compliance</p> <p>Failure to ensure that BCC:</p> <ul style="list-style-type: none"> • Achieves value for money when purchasing goods and services. • Complies with legislation (including the risk of legal challenge), quality and cost. • Meets social value requirements for contract awards. • Ensure orders for goods / services are efficiently placed and observes agreed terms. • BCC do not take into account long term view with regards to TCO (Total Cost of Ownership) & Life Cycle Costs. • High incidence of non-contracted spends. <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Poor / weak pre procurement forward planning and tender specifications. • Over reliance and inappropriate use of waivers. • Ineffective Supply chain and market engagement. • Poor / weak contract monitoring. • Supplier failure and missed opportunities of warning signs. 	<p>New Procurement Rules were adopted in January 2020 by Full Council.</p>	↔	3	5	15	<p>Work is underway to assess how the Council can better deliver improvements on Contract Management arrangements. A tender has also been carried out to seek a Strategic Partner to add capacity and resilience to the Service</p> <p>Ongoing work continues and is in place to build the capabilities and capacity within the Service.</p>	3	3	9
<p>Risk Owner: Section 151 Officer, Executive Director Resources.</p>	<p>Action Owner: Director Finance (Section 151 Officer).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

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

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<p>CRR26: ICT Resilience.</p> <p>The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Poor BCP planning and understanding of key system architecture. • Untested DR arrangements including data recovery. • Untested network reconfiguration to alleviate key location outage. • Untested recovery schedules in terms of order and instructions. • Lack of resilience available for legacy systems (single points of failure – people and technology). • Services undertaking their own IT arrangements outside of the corporate approach. 	<p>Resilience has been implemented within the Corporate Network to ensure that the network remains active and available in the event of a building becoming unavailable or a circuit being interrupted. Work to date.</p> <p>Backups are held within, and external, to the corporate network to ensure availability. Work to date.</p> <p>The 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.</p> <p>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.</p> <p>The ITTP includes work to aid with the survivability and recovery of Cyber Security Incidents which will aid the resilience of key Council systems.</p>	↔	2	7	14	<p>The Council has a contract with a third party to provide DR capability. The Council is working to undertake a full end-to-end test of the services it procures however, this has been challenging. The Council continues to engage with the third party supplier and have recently received a quote to undertake a full DR test, which is under review.</p> <p>The small scale tests undertaken to date have taken far longer and have been more complex than was envisaged. This has reduced confidence in the ICT service.</p> <p>It is our intention to undertake a full DR test on an annual basis. However, as the small scale tests have been problematic, this has not been possible to date.</p> <p>As part of the project to replace the Council's on premise SAN, the Council is improving the resilience of hosted services by extending our replication of data. Our on-going move of service to Cloud infrastructure will reduce the Council's risk profile over time.</p>	2	5	10
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.			

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR27: Capital Transport Programme Delivery</p> <p>Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Overspend on individual schemes leading to uncontrollable cost pressures. • Underspend on annual profile. • Lack of coordination and programme management across divisions. • COVID 19. 	<p>Transport Programme Team and Delivery Board established.</p> <p>Shared paperwork and highlight reporting process initiated.</p> <p>Regular briefings and reporting to senior management and cabinet members.</p> <p>5 year capital programme mapping process underway.</p> <p>Regular reviews with directors taking place, workshop carried out to examine governance and further improvements to processes.</p>	↓	4	5	20	<p>COVID-19 lockdown has restricted progress of all non-essential capital programme schemes. This is in part due to the non-essential nature of schemes but also down to the inability to carry out site surveys, engage and consult appropriately and to process TROs. We are aiming to start processing TROs following revised government guidance - decision currently with EDM. We are also reviewing the whole programme in light of the challenges posed by COVID-19.</p> <p>Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels.</p> <p>We continuing to develop Transport Planning Team (TPT), Transport Development Board (TDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting).</p> <p>5 Year mapping ongoing, 19/20 programme mapped and ongoing.</p> <p>We continuing to develop Transport Planning Team (TPT), Transport Development Board (TDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting).</p>	2	5	10
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Economy of Place.		Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.			

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Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR29: Information Security Management System (ISMS)</p> <p>There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS. 	<p>We have worked with Information Governance Board (IGB) and ICT on introducing and/or designing an ISMS aligned to ISO 27001.</p> <p>The Information Assurance Team have started a procurement process to design and deliver a new information security management system.</p>	↔	4	5	20	<p>Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System.</p> <p>Contractor is in place and has begun creating policies to align BCC with ISO27001. These policies and procedures will be approved by the IGB.</p>	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR30: Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone) Communication/engagement with stakeholders does not result in sufficient behavioural change.</p> <p>We are unable to deliver actions committed to by Mayor in the wider Clean Air Plan (excluding Traffic Clean Air Zone) - which is addressed in Management of Place service area.</p> <p>Key potential causes are:</p> <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. COVID 19. 	<p>Measures have been developed and will form part of the Clean Air Plan. Mayors Speech June 2019 announced some of these as policy commitments (Mayors Office).</p> <p>Officers undertake initial works and the Mayor's Report was presented to Full Council 17th July 2019.</p> <p>Officers are working on the plan. Staff and consultancy resources are in place.</p> <p>Stakeholder engagement plan is in place and being implemented. Timetable remains very challenging.</p> <p>Mayor led Environment Sustainability Board being set up to oversee Climate Plan. 1st Meeting 10th July 2019.</p> <p>A proposal to allocate £250k of reserves has been approved by G&R EDM and CLB, and has now been approved by Cabinet.</p>	↑	2	3	6	<p>Measures have been finalised and implementation plans are being developed.</p> <p>Staff being allocated to complete the work.</p> <p>Commissioning consultants have been engage to help develop the Bristol Climate Strategy.</p> <p>Engagement plan with stakeholders is being implemented.</p>	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			

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Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR31: Failure to deliver Mayor’s Climate Emergency Action Plan and One City Climate Strategy.</p> <p>We are unable to deliver actions committed to by Mayor and/or the goals of the One City Climate Strategy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of BCC staff resources. Inability of partners and BCC colleagues to progress action on climate change due to Covid19. 	<p>Officers undertake initial works and the Mayor’s Report was presented to Full Council 17th July 2019.</p> <p>Officers are working on the plan. Maternity cover is being provided. Additional 2nd officer to work on the programme in place.</p> <p>Stakeholder engagement plan is in place and being implemented. Timetable remains very challenging.</p> <p>One City Climate Strategy - the main and priority task - has been completed.</p> <p>However, staff resource was due to be increased in 2020/21 using resources allocated in the Council Budget. This recruitment is paused due to Covid19.</p>	New	4	5	20	<p>Dissemination and partner engagement of the strategy has been paused due to Covid19 and is being redesigned to be online.</p> <p>Moving to delivery of the climate strategy. Funding has been allocated in the budget. Staff structure agreed but recruitment has been paused due to Covid19.</p> <p>Commissioning consultants to help develop the Bristol Climate Strategy. Initial ones in place but further consultants won’t be procured until October.</p> <p>Mayor led Environment Sustainability Board being set up to oversee Climate Plan. 1st Meeting 10th July</p> <p>A proposal to allocate £250k of reserves has been approved by G&R EDM and CLB, and has now been approved by Cabinet</p> <p>Staff Resource request has been made for an additional officer</p> <p>Staff and consultancy resources are in place for 19/20.</p> <p>Engagement plan with stakeholders is being re-designed in the light of Covid19.</p> <p>Funding allocated in 2020/21 budget for Climate Change and business case/ programme is being developed.</p> <p>Staffing structure has been approved but recruitment has been paused.</p>	1	3	3
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Development of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				
Corporate Risk Register as at April 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p>CRR32: The supply of affordable housing not sufficient to meet community needs.</p> <p>Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Subsidy availability. COVID 19. 	<p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p> <p>Refer to CRR18 above for full list of interventions</p>	New	3	7	21	<p>We are reviewing the impact of Covid-19 on Housing Association and Developer Partners delivery Programmes.</p> <p>Intending to refocus the Housing Delivery Team delivery programme to de-risk sites to create a pipeline of investable development opportunities to bring forward for development once the impact of Covid-19 on the housing market are clearer.</p> <p>Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p> <p>Refer to CRR18 above</p>	2	7	14
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Development of Place.	Portfolio Flag: Communities.			Strategy Theme: Fair and Inclusive.				

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR33: Failure to Deliver Joint Spatial Plan (JSP) The JSP is not found sound at examination or adopted by Full Council.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> JSP Inspectors not satisfied by evidence re housing numbers, unable to justify delivery of housing/employment numbers through policy. Members not satisfied by Inspectors modifications/approach. 	<p>Undertaken review of letters from the Planning Inspectorate; sought advice from QC; Sought advice from Mayors and Leaders of the UAs and WECA on mechanisms for ongoing strategic land use policy development.</p> <p>Decision now taken to withdraw from JSP process. New process for preparing strategic planning policies for WECA authorities to be confirmed.</p>	New	4	5	20	<p>Progress on strategic policy development with West of England (WoE) will be informed by Mayor and Leaders. Cabinet member engagement in arising issues will be key as will engagement with Mayors office aware. New risk stream to be identified from Q1 2020/2021.</p> <p>We are working with WoE Mayors/Leaders and Cabinet members and MHCLG to establish best mechanism for providing Strategic Planning advice for the WoE</p> <p>We have regular briefings for Cabinet members and Mayor's Office and members of the Local Plan Working Group on progress with the strategic planning policy mechanisms to ensure proposed approach in response to Inspectors letter and any modifications brought forward are understood and acceptable</p> <p>Commissioning of refreshed and new evidence base to support the early provision and adoption of strategic policy and the rapid completion of the Bristol Local Plan review.</p> <p>We are preparing for new strategic policy preparation approach</p>	2	5	10
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Development of Place.	Portfolio Flag: Communities.			Strategy Theme: Fair and Inclusive.				

Corporate Risk Register as at April 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>OPP1: One City Approach.</p> <p>The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Mayoral aspiration and widespread partner sign-up to the principle. • Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan. 	<p>We have Launched the One City Plan v1 in January 2019.</p> <p>We have funded the core City Office staff team for 2019/20 (April 2019).</p> <p>We 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.</p> <p>We have established all One City Boards.</p> <p>We have agreed the top three priority One City projects for 19/20 and are actively supporting these.</p> <p>Aligned internal resourcing for One City Plan development with our review of Partnership Policy (see CRR21) to ensure a joined-up approach.</p> <p>Established the leadership framework with a regular meeting pulse and associated governance mechanisms.</p> <p>We have launched the One City Plan refreshed 2020 version in January 2020</p> <p>As part of the response to Covid-19, a One City Approach has been used to coordinate a 'One City' response, helping to bring together leaders from key city institutions around shared priorities, using relationships developed through the work of the City Office to improve stakeholder engagement and communications</p>	↔	3	7	21	<p>Due to Covid-19, the potential for local sponsorship for the City Office is likely reduced; there may however be other funding opportunities available at a national or international level</p> <p>Have implemented the citywide governance structure including establishing the Economy Board, Environment Board and the associated city Climate Advisory Committee. All boards have now met and are refreshing their contributions to the One City Plan.</p> <p>The City Office has engaged a sponsorship expert to scope potential opportunities for future funding. Project activity will also be supported by the 100,000 Euros awarded to One City as a prize-winner for European Capital of Innovation.</p> <p>Producing One City Plan for v2 in January 2020.</p>	4	7	28
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at April 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>OPP2: Corporate Strategy.</p> <p>The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Approved Corporate Strategy provides the foundation and direction for the organisation. 	<p>We have approved and adopted the Corporate Strategy, Business Plan 18/19 and Performance Framework 18/19 through appropriate Decision Pathways.</p> <p>Re-launched and completed 'My Performance' reviews for all colleagues including annual objective setting linked to the Corporate Strategy and Business Plan 18/19.</p> <p>Designed and launched an integrated business planning approach for 2019/20, linking financial planning, service planning, Risk Management and performance management more closely and from an earlier starting point.</p> <p>The LGA Corporate Peer Challenge completed, providing fresh learning opportunities to improve our approach.</p> <p>Leadership Framework introduced and senior management posts recruited against it.</p> <p>Completed six-monthly performance reviews in ITrent.</p> <p>We learned from last year's business planning process and have made improvements for 2020/21. This was launched formally in Sept 2019.</p>	↔	4	7	28	<p>Due to Covid-19 pandemic we have had to postpone publication of the Corporate Business Plan and this will be carried out in Q1 20/21 to accommodate new priorities.</p> <p>Running an integrated business planning approach for 2020/21, linking financial planning, and service planning and performance management more closely and from an earlier starting point.</p> <p>Following up roll-out of ITrent for performance.</p>	4	7	28
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Corporate Risk Register as at April 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>OPP3: Devolution.</p> <p>Should the potential arise for opportunities from a region's devolving, second devolution deal that could lead to an opportunity to align the Council's corporate priorities and strengthen regional partnership working.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> Potential development of second devolution deal. 	<p>We have continued engagement with WECA; but with recognition that focus has been placed more on a proposed housing fund. The national uncertainty around long term government funding and approach has decreased the opportunity slightly (Q1 19/20), but this has recovered given the opportunity around a potential 'powerhouse' for the West of Britain, which has early positive momentum. (Q2 19/20)</p> <p>We have commissioned work to investigate the potential for a Western Powerhouse, a cross-border, cross-sector partnership akin to the Northern Powerhouse or Midlands Engine.</p> <p>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.</p>	↔	3	5	15	<p>We are engaging with HM Government and WECA as well as working alongside other combined authorities and core cities on potential devolution options. There are risks that devolution takes a different turn following Covid-19 pandemic.</p> <p>We will continue to engage with WECA at strategic level.</p> <p>We will continue to engage with HM Government following suggestion that more devolution opportunities may be available following Brexit, including specific spending review asks and engagement on the Western Powerhouse proposal.</p> <p>We are establishing a Secretariat for the proposed western powerhouse and will continue to engage partners and HM Government on this project.</p>	3	7	21
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at April 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP4: Brexit.</p> <p>If exiting the European Union provides benefits, such as increased domestic concentration of power, this may lead to opportunities for this to be harnessed at a local or regional level.</p> <p>Key potential causes for enhancing and exploiting:</p> <ul style="list-style-type: none"> Exiting the European Union. 	<p>BCC published a No Deal Impact Assessment and established a Brexit Project Board to manage the council's preparedness. The opportunity score reflects the highest opportunity score as set out in the No Deal Impact Assessment. Preparing for Brexit outcomes post-transition phase. Q2 2019.</p> <p>Established a city Brexit Response Group and met since 2016.</p> <p>Met Michel Barnier in Brussels with the Core Cities.</p> <p>Been monitoring the environment; including news of threats from large local employers of leaving UK.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Participating in MHCLG events and national working group of local authority representatives.</p> <p>We continue to work with Core Cities and M8 leaders on concerted joint efforts.</p> <p>We have formed a Brexit Project Board for internal preparedness and provided fortnightly updates to all Members on preparedness work.</p> <p>We have agreed terms of reference for a Brexit Coordination Group to manage daily operations in the event of a No Deal exit.</p>	↔	1	5	5	<p>We are monitoring the issue on an ongoing basis. We have further meetings of Bristol Brexit Response Group and Brexit Project Board.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Promoting a potential powerhouse for the West of Britain as a post-Brexit opportunity to invest in the region and city.</p>	1	5	5
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Key External Risk and Civil Contingency Risks to note – Flooding, Brexit and Covid 19

Corporate Risk Register as at April 2020 - External and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC1: Flooding.</p> <p>There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Tidal surge, heavy rainfall, and river flood events. Impact of climate change. Lack of effective flood defences and preparedness for major incidents. Failure of existing flood defences. 	<p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire.</p> <p>Work has started with the Environment Agency and South Gloucestershire Council to construct new sea defences in Avonmouth and Severnside.</p> <p>Technical studies have been undertaken to develop a strategy for managing the risk of flooding from the river Avon to the city centre over the next century</p> <p>Working with emergency services, local authorities and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provide guidance to members of the public about flooding, including flood warnings and what people can do to help themselves, regular maintenance and clearing programs of gullies and culverts, especially in the event of storm warnings.</p> <p>Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy.</p>	↔	3	5	15	<p>There is sustained resourcing and delivery of all actions in LFRMS over life of strategy. Strategy includes the following key projects and objectives:</p> <ul style="list-style-type: none"> Working in partnership with the Environment Agency to complete and deliver the Bristol Avon Flood Risk Management Strategy to protect the city centre, including allowances for climate change. Working in partnership with South Gloucestershire and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including allowances for climate change. Actively managing flood risk infrastructure Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to 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 Risk Register as at April 2020 - External and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC2: Brexit</p> <p>The risk that Brexit (and any resulting 'deal' or 'no deal') will impact the local economy, local funding and delivery of council services, and that uncertainty around Brexit could impact our ability to accurately assess or plan for potential positive or negative outcomes.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Exiting the European Union. Lack of 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. 	<p>We have established and operated a city-wide Bristol Brexit Response Group.</p> <p>Working with Core Cities and M8 leaders on concerted joint efforts, including meeting Michel Barnier.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Developed a BCC Brexit No Deal Scenario Assessment to inform action planning, then refreshed it in Q2 19/20.</p> <p>Participation in MHCLG events and national working group of local authority representatives.</p> <p>Formed Brexit Project Board to take forward preparedness actions and met consistently to drive progress.</p> <p>Agreed funding for key areas for mitigation work.</p> <p>Established TOR for a Brexit Coordination Group to manage daily activity in a No Deal scenario (Jan 2019) and tested (Mar 2019).</p> <p>Established regular meeting of Brexit Lead Officers from neighbouring authorities and WECA to share approaches and best practice. (Sep 19).</p>	↓	3	7	21	<p>The General Election result in December 2019 led to a vote in Parliament to leave the EU. The transition phase is due to last until end of December 2020.</p> <p>We are monitoring developments concerning Brexit since the Covid-19 crisis broke. As this is an external risk, it is challenging to assess, and is changing very frequently.</p> <p>The Brexit Project Board to ensure preparedness for any Brexit outcome following the transition and work has been carried out on actions which can be taken in any future scenario. This is monitored by the Project Board (which now meets on needs-to basis and reported to Statutory and Policy Board.</p> <p>The risk rating remains high due to ongoing national uncertainty and on the basis of the highest score in the council's No Deal Scenario Assessment. We continue to implement actions identified through No Deal Brexit Scenario Assessment as required. Ongoing.</p> <p>Continued internal Brexit Project Board to oversee BCC preparedness and respond with agility to changing circumstances. Ongoing.</p> <p>Continued monitoring of external environment and government relations. Ongoing.</p> <p>Continue engagement with all relevant government departments and partners to ensure sectoral/organisation risks are communicated and mitigations proactively suggested. Ongoing.</p> <p>Continue to meet with neighbouring Brexit Lead Officers and plan further actions together, including shared initiatives.</p> <p>Taking forward a range of actions set by Brexit Project Board. Ongoing.</p>	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 April 2020 - External and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC3: COVID-19</p> <p>A failure to respond and recover effectively to the Covid crisis will jeopardise the delivery of statutory duties across the Council, put the lives and welfare of staff and service users at risk, create additional social anxiety, cause unnecessary expense, undermine Council finances and severely damage the Council's reputation.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff sickness, absence and bereavement. • Surges in demand in key service areas, particularly social care, safeguarding, housing, community engagement, hardship, public health and civil protection. • A lack of personal protective equipment for staff and providers. • Increased social anxiety and community tension. • Failure of key providers and contractors. • A lack of management control and oversight associated with home working. • Failure to identify and seize opportunities. 	<p>The Council has moved at pace to change the way that it works across every Directorate and Service area:</p> <ul style="list-style-type: none"> • An Incident Management Team has been operating since the outset of the pandemic crisis, coordinating the response and managing emerging risks and issues, including twice weekly Silver meetings and a wide Coronavirus Coordination Group. • Twice weekly CLB/Gold meetings are taking place. • Mayoral and Member briefings are being held regularly. • 6 'cross-cutting' cells have been established covering: Info and communications, Logistics (incl. PPE), HR and staff redeployment, IT and homeworking, Public Health and finance and funding. • 13 workstreams are underway covering: Community Safety, Children and Families, Community Mobilisation, Hardship, Public Facing Services, Education, Waste, Housing and Landlord Services, Homelessness and Complex Needs, Adult Social Care, Economic Impact, Parks and Green Spaces and After Death. 	New	4	7	28	<ul style="list-style-type: none"> • Work on the transition out of 'lockdown' is underway. • Work on the recovery structure is underway. • Project Health Check' looking at the sustainability and governance of the above, including a Covid Operational Risk Register - risks associated with the Covid Emergency, has been completed, regularly monitored and actioned. 	2	7	14
Risk Owner: CLB (For discussion at G&R EDM)	Action Owner: Director Resilience (For discussion G&R EDM)	Portfolio Flag: Corporate wide.			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 19/20 - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
8	CRR13	Financial Framework and MTFP	Director of Finance (Section 151 Officer)	3x5=15	↓	2x5=10	↑	2x5=10	↔	2x5=10	↔	4x7=28	↓
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	↑	3x7=21	↓
15	CRR32	The supply of affordable housing not sufficient to meet community needs	Executive Director Growth and Regeneration									3x7=21	New
11	CRR23	Better Lives Programme	Executive Director, People	2x7=14	↔	2x7=14	↔	2x7=14	↔	2x7=14	↔	3x7=21	↔
5	CRR7	Cyber-Security(Previously Cyber-Attack)	Senior Information Risk Owner (SIRO)	3x7=21	↔	3x7=21	↔	3x7=21	↔	3x7=21	↔	3x7=21	↔
13	CRR27	Capital Transport Programme Delivery	Executive Director Growth and Regeneration	3x7=21	New	3x5=15	↑	3x5=15	↔	3x3=9	↑	4x5=20	↓
4	CRR6	Fraud and Corruption	Executive Director Resources and Director of Finance (Section 151 Officer)	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔	4x5=20	↓
15	CRR31	Failure to deliver Mayor’s Climate Emergency Action Plan and One City Climate Strategy	Executive Director Growth and Regeneration									4x5=20	New
16	CRR33	Failure to Deliver Joint Spatial Plan (JSP)	Executive Director Growth and Regeneration									4x5=20	New
12	CRR25	Suitability of Line of Business Systems (LOB)	Senior Information Risk Owner (SIRO)	3x5=15	↔	4x5=20	↓	4x5=20	↔	4x5=20	↔	4x5=20	↔
14	CRR29	Information Security Management System	Senior Information Risk Owner (SIRO)			4x5=20	New	4x5=20	↔	4x5=20	↔	4x5=20	↔
9	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	↔	3x5=15	↓
12	CRR24	Procurement and contract management compliance	Executive Director Resources and Director of Finance (Section 151 Officer)	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔
10	CRR19	Tree Management	Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔
13	CRR26	ICT Resilience	Head of Paid Service, service area leads	3x7=21	↔	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	↔	2x7=14	↔
2	CRR4	Corporate Health, Safety and Wellbeing	Head of Paid Service and CLB	3x7=21	↔	3x7=21	↔	2x7=14	↑	2x7=14	↔	2x7=14	↔
5	CRR9	Safeguarding Vulnerable Children	Director Children’s and Families Services	2x7=14	↔	2x7=14	↔	2x7=14	↔	2x7=14	↔	2x7=14	↔
6	CRR10	Safeguarding Adults at Risk with Care and support needs.	Director Adult Social Care	2x7=14	↔	2x7=14	↔	2x7=14	↔	2x7=14	↔	2x7=14	↔
7	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	↔	2x7=14	↔
9	CRR15	Financial Deficit	Director of Finance (Section 151 Officer)	1x5=5	↔	2x5=10	↓	2x5=10	↔	2x5=10	↔	4x3=12	↓
3	CRR5	Business Continuity and Council Resilience	Head of Paid Service / Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔	2x5=10	↑	2x5=10	↔	2x5=10	↔
10	CRR21	General Data Protection (GDPR Compliance)	Senior Information Risk Owner (SIRO)	3x5=15	↔	2x5=10	↑	2x5=10	↔	2x5=10	↔	2x5=10	↔
14	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	↑	2x3=6	↑
11	CRR22	Partnerships Governance	Head of Paid Service	3x3=9	↑	3x3=9	↔	3x3=9	↔	2x3=6	↑	2x3=6	↔

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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 19/20 – Apr 20/21	
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 19/20 – Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Travel	Rating	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
17	OPP2	Corporate Strategy	Head of Paid Service	4x7=28	↔	4x7=28	↔	4x7=28	↔	4x7=28	↔	4x7=28	↔
17	OPP1	One City	Head of Paid Service	4x5=20	↔	4x5=20	↔	3x7=21	↑	3x7=21	↔	3x7=21	↔
17	OPP3	Devolution	Head of Paid Service	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔
18	OPP4	Brexit	Head of Paid Service	1x5=5	↔	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 19/20 – Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Travel	Rating	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
20	BCCC3	COVID -19	Executive Director Growth and Regeneration									4x7=28	New
19	BCCC2	Brexit	Head of Paid Service	4x5=20	↔	3x7=21	↓	3x7=21	↔	2x7=14	↑	3x7=21	↓
19	BCCC1	Flooding	Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔

Risk Scoring Matrix

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

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

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

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

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

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

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

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management (Including developing commercial enterprises)	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.

Decision Pathway – Report Template

PURPOSE: Key decision

MEETING: Cabinet

DATE: 02 June 2020

TITLE	Bristol Is Open Update		
Ward(s)	N/A		
Author: Penny Fell		Job title: Director: Commercialisation, Citizens and Shareholder Liaison	
Cabinet lead: Cllr Craig Cheney, Cabinet Member for Finance, Governance, Performance and Shareholder		Executive Director lead: Mike Jackson, Executive Director: Resources	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
Timescales: Cabinet Member Briefing: 4 May 2020; Resources EDM: 6 May, 2020; Shareholder Group: 11 May 2020; Cabinet: 2 June 2020			
Purpose of Report: The purpose of this Report is to agree the next phase for the Bristol Is Open programme and delivery of the current projects, which are related to smart city research and development. This Report seeks approval to: <ul style="list-style-type: none"> • Take direct control over the OPCR (Open Programmable City Region) project, and the transfer of BRISTOLISOPEN LTD’s responsibilities under the REPLICATE project • Commence the process to transfer (under TUPE) the employment of the BRISTOLISOPEN LTD staff to BCC (subject to BRISTOLISOPEN LTD following an appropriate period of formal consultation); • Delegate authority to the BCC S151 Officer, in consultation with the Deputy Mayor with responsibility for finance, governance and performance, to identify within the Council’s 20/21 budget up to £359k p.a. for staff payroll costs arising from the delivery of OPCR. 			
Evidence Base: A ‘smart city’ can be described as an urban area that uses different electronic, and internet enabled sensors (Internet of Things) to collect data, and then uses insights from that data to manage assets, resources and services efficiently. Bristol is Open, formerly known as the Open Programmable City Region project, was established using central government grant funding to develop a research and development network which would act as a test bed for smart city experimentation. The network would benefit Bristol and other urban environments by giving companies of all sizes the opportunity to explore the practical uses of working in new ways in the real world. The Bristol Is Open project commenced in 2015 with the installation of a fibre network in Bristol City Centre. The network itself is built on fibre (laid in the ground) and software platform, which hosts multiple communications technologies installed around the City. For example, these technologies include sensors on lamp posts and traffic lights, and other wireless transmitters which help to send and receive data. BRISTOLISOPEN LTD (company number 9302408) was established in April 2015 as an ICT network development and			

management company to design and manage the network and the activities that took place on it. The company was a joint venture between Bristol City Council and the University of Bristol, bringing together the Council owned network with the expertise in network engineering from the University. This programme has resulted in:

- Partnerships with many organisations to test and trial new technologies.
- Development of use-cases in areas such as Harbour safety, smart home and energy usage, and smart mobility and Digital Skills.
- Helping to raise Bristol's profile as a leader in smart city experimentation and innovation.

Following three years of operation, Bristol Is Open was moving out of its research and development phase, and in order to support the Council to focus on the citizen facing benefits of the Smart city agenda, in April 2019, Cabinet approved a revised ownership structure for the Company, which involved the Council's acquisition of the University of Bristol's shares in BRISTOLISOPEN LTD. This led to the Council becoming the sole shareholder of the company, owning 2 ordinary shares and 700,000 redeemable preferences shares.

At this time Cabinet also approved an allocation from the Council's risk reserve of up to £500k in respect of future business in/with BRISTOLISOPEN LTD. This was intended to ensure the effective delivery of the OPCR (Open Programmable City Region network) to the extent required by the Council in line with its strategic objectives.

Since becoming the sole Shareholder of the Company the Council has carried out an options analysis and technical assessment in order to make recommendations to support the next phase of the Bristol Is Open project, in particular assessing the options in relation to the future of the BRISTOLISOPEN LTD. This review has considered the commercial opportunities currently available to the company, and the financial and technical requirements for the delivery of the remaining grant obligations, as well as the underpinning network that remains under the ownership of the Council.

The review has concluded that, given that Replicate and OPCR are nearing the end of their delivery phase (March 2021), the best value delivery mechanism for the remaining maintenance activities is to transfer the responsibility for completing those obligations to Bristol City Council, as this will enable overhead costs associated with running the company to be reduced. It should be noted that the transfer (of Replicate obligations) will require the agreement of the Replicate partners.

As part of this process, there is a proposed transfer of five technical staff from BRISTOLISOPEN LTD to Bristol City Council as their particular skills are required for the completion of the technical activities and for the maintenance of the infrastructure in business as usual. BRISTOLISOPEN LTD will be responsible for appropriate consultation with the staff affected. In the immediate term the staff would move into the ICT and Digital Transformation Division.

The benefits of BCC taking on taking direct control over the BRISTOLISOPEN LTD staff under the TUPE regulations are the following:

- Greater control over cash flows, to ensure that the cost of spending on the programmes do not exceed stated budgets.
- Improved BCC oversight over the achievement of the OCPR deliverables
- Improved strategic planning capacity in relation to the future of the Bristol Is Open network (owned by BCC)
- Improved management support and supervision for the 5 remaining technical staff who deliver and maintain the network.
- Enhanced collaboration between the Connected City Service and ICT Service in relation to smart city ambitions.

Following the transfer of responsibilities, Bristol City Council will take forward all future development activities in relation to the Bristol Is Open network: this move will enable the strategic management and development of the network to be more closely aligned with the Council's emerging Smart and Digital agendas. It is proposed that the BRISTOLISOPEN LIMITED company is retained with no staff members in an inactive form. By retaining the BRISTOLISOPEN LIMITED company, the council retains the flexibility of keeping the name, brand, and any intellectual property associated with the company in a form which can quickly and easily be utilised as we explore the next phase of Bristol's smart city ambitions. The benefits of this may include for example being able to build on the strong reputation the project has developed internationally, to explore future funding or partnership opportunities.

The remaining live projects being delivered in this phase of the Bristol Is Open programme that will be transferred to the Council to delivery include:

- The Replicate Programme (ending March 2021): this a European project, in which BCC and BRISTOLISOPEN LTD have been working closely with six local partners, and two European partner cities - Florence (in Italy) and San Sebastian (in Spain). These cities are testing different smart solutions, and Bristol will learn from them and share with them our City's experiences. This will help us understand which of the smart approaches could be scaled up in Bristol, and in other European and world cities.
- The types of solutions tested have included:
 - Smart Homes data and control
 - Active control of charging points
 - Smart lighting control
 - Air quality sensors
 - District Heating.
- The OPCR programme (ending in March 2023), has involved the extension of the original Bristol Is Open network, focussed in the City Centre, to South Bristol, connecting to Knowle West Media Centre. The project includes objectives that - when fully realised – will create the following outcomes for Bristol and its associated communities, businesses and institutions:
 - Connect physical infrastructure (duct and fibre) to areas of South Bristol to enable the use of new technologies to help develop skills and education opportunities for local residents and businesses.
 - Increase the capability of Bristol's 'Living Lab' located at Knowle West Media Centre, leading to the development of technology solutions addressing real community issues.
 - Enable the creation of jobs directly attributable to the roll out and operations of the new network.
 - Attract companies to accelerate development of applications and products where access to the Bristol Is Open network will reduce the time to market.
 - Attract companies through the access to hyperfast connections and the availability such as Cloud based data and application hosting.
 - Increase the attractiveness of the connected Enterprise Zone in Bristol and surrounding Enterprise Areas.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Approves the proposal that the Council completes the delivery of the OPCR (Open Programmable City Region) and Replicate projects
2. Authorises the Executive Director: Resources, in consultation with the Cabinet Member for Finance, Governance and Performance, to take all steps necessary for the transfer of relevant staff into the Council (subject to appropriate consultation by BRISTOLISOPEN LTD.)
3. Notes that approximately £250k is expected to be drawn down from the previously approved £500k earmarked reserve in order to fund the write-off of monies previously advanced to BRISTOLISOPEN LTD or to fund low level running costs for BRISTOLISOPEN LTD as an inactive company.
4. Notes that up to £359k revenue expenditure for new staff payroll costs, and contracts arising in the delivery of OPCR will be incurred. This will be funded first from the residual £250k remaining in the original £500k earmarked reserve once the Recommendation 3 has been met. Thereafter the balance (expected to be £109k) is to be absorbed within the existing Digital Transformation or the OPCR budgets.
5. Notes that the Redeemable Preference Shares (book value £350,001 prior to the close of 19/20) will be fully impaired for the 19/20 statutory reporting purposes.

Corporate Strategy alignment:

1. The proposal allows the Council to continue act in line with its principle to use our assets wisely, and in the longer

term, by repositioning the company and Bristol Is Open network appropriately, will better support the Council to deliver on its commitment to make progress towards being the UK's best digitally connected city.

City Benefits:

1. The proposal will support propositions such as the extension of the current City network out to the south of Bristol, will provide a platform for Bristol City Council to continue further work in the field of Smart Cities, and support the City in our bid to meet the ambitions of the One City Plan – that include ensuring that there is a world class urban communication infrastructure and services - that underpin all we do.

Consultation Details:

BRISTOLISOPEN LTD Board, Shareholder Group January – April 2020
Cabinet Member – 4 May 2020.

Background Documents:

1. Cabinet Report 2nd April 2019 - Bristol Is Open: Assessment of Next Steps
Available at: <https://democracy.bristol.gov.uk/ieDecisionDetails.aspx?ID=505>
2. Cabinet Report 5 June 2018 - Open Programmable City Region initiative
Available at: <https://democracy.bristol.gov.uk/ieDecisionDetails.aspx?AllId=11529>
3. Cabinet report 24 November 2015 – REPLICATE Project Grant Agreement sign off
Available at: https://democracy.bristol.gov.uk/Data/Cabinet/201511241400/Agenda/1124_12b.pdf
4. Cabinet report 3 February 2015 – Bristol Is Open – The Open Programmable City
Available at: https://democracy.bristol.gov.uk/Data/Cabinet/201502031800/Agenda/0203_7.pdf

Revenue Cost	£219k to support BRISTOLISOPEN LTD to 30/06/2020 Approx £31k to run BRISTOLISOPEN LTD as an inactive company from 1/7/20-31/3/21 £359k for Bristol Is Open project deliverables 20/21	Source of Revenue Funding	Cabinet approved (2/4/19) £500k earmarked reserve. Cabinet approved (2/4/19) £500k earmarked reserve. The balance remaining in the £500k Cabinet approved (2/4/19) earmarked reserve after £250k costs above have been met plus £109k within Digital Transformation and OPCR Revenue Budgets.
Capital Cost	-	Source of Capital Funding	-
One off cost <input checked="" type="checkbox"/> Ongoing cost <input checked="" 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: As sole shareholder of BRISTOLISOPEN LTD, Bristol City Council has assessed a number of options for the future of the company and concluded that the best value mechanism to deliver Replicate and OPCR as per contractual obligations entails the transfer of responsibility for delivery from BRISTOLISOPEN LTD to BCC.

It is proposed that BRISTOLISOPEN LTD is reduced to an inactive company and that the company's existing commitments are absorbed in to BCC.

At the same time it will be necessary to impair £219k currently held on BCC's Balance Sheet (details per Appendix G).

Some low-level costs will continue to arise within BRISTOLISOPEN LTD once it is reduced to a inactive form. These are assessed to total £31k (details per Appendix G).

It is proposed that these costs, which total £250k, are funded from the £500k earmarked reserve as approved by Cabinet 2/4/19.

The cost to BCC in 20/21 to deliver BRISTOLISOPEN LTD's responsibility is assessed as a total of £359k (details in Appendix G).

It is proposed that this cost is funded from the £250k unutilised balance remaining in the earmarked reserve and from £109k within in the Digital Transformation and OPCR approved Revenue Budgets. There will be no consequent budget pressure.

Finance Business Partner: Jemma Prince, Finance Business Partner, 6 May 2020

2. Legal Advice: The Council's assumption of BRISTOLISOPEN LTD's responsibilities under the Replicate Project will necessitate BRISTOLISOPEN LTD's withdrawal from the Replicate Consortium Agreement, and involve discussions with, and agreement of, the partners to the Replicate Project. This is a process that may take several months. The Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply to the transfer of staff from BRISTOLISOPEN LTD to Bristol City Council. BRISTOLISOPEN LTD is responsible for ensuring appropriate consultation takes place with those staff affected. The Council is required to consult with transferees in relation to any proposed changes to terms and conditions of employment following the transfer.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor, 28 April 2020

3. Implications for IT: IT Services recognise the need to bring all technology delivery/strategy into a single service and welcome the opportunity to bring the Council's governance and assurance approach to the BRISTOLISOPEN LTD team. Concern remains that the wider strategy and project obligations that the Council has entered into may not be deliverable by the BRISTOLISOPEN LTD technical team but they are actively working to mitigate these risks in collaboration with internal teams and delivery partners/customers.

IT Team Leader: Simon Oliver, Director - Digital Transformation, Resources Directorate: 4 May 2020

4. HR Advice: The transfer of employees from BRISTOLISOPEN LTD to BCC will be undertaken in accordance with the TUPE Regulations 2006, and the Company's and Council's policies as applicable. Where redundancy situations arise, redeployment to other BCC roles will be considered (as BRISTOLISOPEN LTD is an associated employer) and redundancy notice/pay will be calculated in accordance with the employees' contractual terms.

HR Partner: James Brereton (People & Culture Manager), 7 May 2020

4. Procurement Advice: As this is a Council owned Company, in effect there are no procurement implications around both the proposed transfer of the staff and leaving BRISTOLISOPEN LTD as a dormant company.

It should be noted that, where existing contracts exist currently with the Company, if these are required to maintain existing infrastructure etc. then these would have to be novated to the Council. In doing so, any future requirements that would otherwise be required to deliver BRISTOLISOPEN LTD would be subject to Public Sector procurement.

Any associated or residual liabilities would also transfer to the Council direct as opposed to directly owned by the Company, although ultimately would reside with the Council as Shareholder.

Category Manager: Steve Sandercock, Interim Head of Procurement, Resources: 4 May 2020

EDM Sign-off	Executive Director Resources	6 May 2020
Cabinet Member sign-off	Cabinet Member for Finance, Governance, Performance and Shareholder	7 May 2020
For Key Decisions - Mayor's Office sign-off	Mayors Office	13 May 2020

Appendix A – Further essential background / detail on the proposal Appendix A1 – Bristol Is Open Update: Further Information Appendix A2 - Open Programmable City Region (OPCR) Project - reference slides	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 Appendix G: BRISTOL IS OPEN Financial considerations	YES
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Appendix A1	
Title: Bristol Is Open Update: Further Information	
Author: Penny Fell	Job title: Director of Commercialisation, Citizens and Shareholder Liaison
Cabinet lead: Cllr Craig Cheney	Director lead: Director of Resources, Mike Jackson

1. Background:

- 1.1 Between 2013 and 2014, Bristol City Council was awarded £5.3m funding from the Department of Culture Media and Sport / Building Digital UK’s Super- Connected Cities programme to develop the ‘Open Programmable City’ - Bristol Is Open ‘research and development test bed’ project. (Referred to as ‘Bristol Is Open, hereafter) The original vision for Bristol Is Open was to create a physical network infrastructure where companies, and city organisations can test communications technology in a real-world environment – it was unlike anything else that existed in the world at the time.
- 1.2 The project, involved the purchase and installation of ducting and fibre, linking to a number of nodes on the network (located at We The Curious, Watershed, Engine Shed and the University of Bristol) and a wide area wireless mesh network. This infrastructure relies on a network of ducts that Bristol City Council bought from a cable TV company more than a decade ago. Subsequently, the ducts were refurbished and used to network Council buildings and beyond. The duct network was extended to reflect the city’s changing business footprint.
- 1.3 To take forward Bristol Is Open, a Joint Venture Company, BRISTOLISOPEN LIMITED (company number 9302408) was established by Bristol City Council and the University of Bristol (UoB) in April 2015.
- 1.4 Since its establishment, the BRISTOLISOPEN LIMITED has delivered a number of benefits for Bristol including:
 - Enhancing the city’s profile for being a leader in the smart city sector in the UK and internationally, helping Bristol win a number of awards: TM Forum Global Innovator of the Year; World Communication Awards ‘Smart City of the Year’; Global Mobile Award for Smart City, and top spot on Huawei’s Smart City Index.
 - Raised the profile of Bristol in collaborative working in this area.
 - As a joint venture, the company has completed many technical trials and experiments - for the University of Bristol this has supported their world leading 5G network research, and helped to put the University and the City on the world stage.
 - As an asset, it helped the City’s organisations leverage grant funding linked to research and development e.g. REPLICATE and other Horizon 2020 projects.
- 1.5 Some of the specific projects BRISTOLISOPEN LIMITED has supported have included:
 - **Harbour-side Safety Use Case**, West of England Combined Authority (WECA), (Department of Culture Media Culture & Sport funded) 5G Tourism Public Safety project:

- Working in collaboration, BRISTOLISOPEN LIMITED utilised the extensive research and development infrastructure to successfully trial a mix of technology using Infra-Red and High Definition CCTV and software to enhance the approach to water safety. Sensors were used to create virtual barrier lines across the water's edge. When the line is breached by a person who might have fallen into the harbour, the images are beamed straight to the Bristol City Council's Operations Centre through simulated 5G mobile technology. Operations staff can then check the cameras and alert Fire and Rescue teams allowing rescue boats to get to the scene quickly. The high speed connectivity enables very precise information to be transmitted to the emergency service teams. This has shown that we can inform the decision processes that would enable a safer harbour-side and reduce the loss of life.
- **Smart Home/Energy use case as part of the REPLICATE project .**
This a European project, in which BCC and BRISTOLISOPEN LIMITED have been working closely with six local partners and European partner cities, Florence (Italy) and San Sebastian (Spain). These cities are testing different smart solutions that if proven successful could be scaled up and help influence production and delivery of innovative smart technology solutions to address city issues in areas such as energy and mobility.
 - BRISTOLISOPEN LIMITED developed a mobile-friendly website, from which householders could monitor their home electricity consumption in real-time and get analytics on their daily/weekly energy consumptions. This helps users to identify where electricity is being consumed by electrical appliances while they are switched off (but still plugged into an outlet) or in standby mode.
 - From a technical point of view, one of the main goals was to make sure that the data from the REPLICATE project home sensors would be available to use to inform wider energy projects. The Bristol Is Open network and data platform has been designed to store and distribute the data collected from the 150 home units and the various devices from the 11 other consortium partners data.. This not only contributes to improving the user's quality of life as they make monetary savings but at the same time it helps them to take care of the planet.

The below video link provides an overview of REPLICATE;

<https://www.youtube.com/watch?v=Uhp0M5vNOZs&feature=youtu.be>

- **The Open Programmable City Region Programme**, has involved the extension of the original Bristol Is Open network, focussed in the City Centre, out in a spur to South Bristol, to be connected to the Knowle West Media Centre. The project is still ongoing, will end in March 2023. When fully realised – will create the following outcomes for Bristol and its associated communities, businesses and institutions:
 - Connect physical infrastructure (duct & fibre) to areas of South Bristol to enable the use of new technologies to help develop skills and education opportunities for local residents and businesses.
 - Increase the capability of Bristol's 'Living Lab' located at Knowle West Media Centre, leading to the development of technology solutions addressing real community issues.
 - Enable the creation of jobs directly attributable to the roll out and operations of the new network.
 - Attract companies to accelerate development of applications and products where access to the Bristol Is Open network will reduce the time to market.

- Attract companies through the access to hyperfast connections and the availability such as Cloud based data and application hosting
- Increase the attractiveness of the connected Enterprise Zone in Bristol and surrounding Enterprise Areas

Please see Appendix A2 for further OPCR Project detail.

2. Transfer of ownership of JV company, and process of assessing next steps for Bristol Is Open

- 2.1 Following three years of operation, Bristol Is Open was moving out of its research and development phase, and in April 2019, Cabinet approved a revised ownership structure for the Company, which involved the Council's acquisition of the University of Bristol's shares in BRISTOLISOPEN LIMITED. This led to the Council becoming the sole shareholder of the company, owning 2 ordinary shares and 700,000 redeemable preferences shares.
- 2.2 This was a joint shareholder decision aimed at re-positioning Bristol Is Open in order to support the Council to focus on the citizen facing benefits of the smart city agenda, which included supporting the roll out of the OPCR (Open Programmable City Region) project and the final stages of the REPLICATE project.
- 2.3 Following the completion of the share purchase in December 2019, the Council has carried out an options analysis and technical assessment in order to make recommendations to support the next phase of the Bristol Is Open project given that it is now that it is under the full ownership of the council. This review has considered:
 - the limited commercial opportunities available to the BRISTOLISOPEN LIMITED company at this time
 - financial and technical requirements for the delivery of the remaining grant obligations of the OPCR project and REPLICATE project
 - requirements of the underpinning network which remains under the ownership of the Council
 - it has also taken into account the wider strategic context of the Council and City's smart city agendas, to determine whether a commercial delivery vehicle is required at this point in time.
- 2.4 The review has concluded that, given that REPLICATE and OPCR are nearing the end of their delivery phase (March 2021), the best value delivery of mechanism going forwards for the is to transfer the responsibility for completing those obligations to Bristol City Council.
- 2.5 These commitments specifically include:
 - Completing the connection activities and providing maintenance support for the extension of the current city network out to the south of Bristol (OPCR project) to 2023
 - Continuing to provide ongoing support and maintenance to the REPLICATE Smart Platform to ensure the project use cases can be concluded.

3. Benefits and costs associated with BCC taking on BRISTOLISOPEN LIMITED staff under TUPE regulations.

- 3.1 In order to deliver the grant obligations, it is proposed that those BRISTOLISOPEN LIMITED staff with the necessary skills to deliver grant obligations will be required to transfer under TUPE [Transfer of Undertakings (Protection of Employment) Regulations

2006]. The 5 staff are technical specialists whose particular skills are required for the completion of the technical activities, and for the maintenance of the infrastructure in business as usual.

- 3.2 The benefits of BCC taking on taking direct control over the BRISTOLISOPEN LIMITED staff under the TUPE regulations are the following:
- Greater control over cash flows, to ensure that the cost of spending on the programmes do not exceed stated budgets.
 - Improved BCC oversight over the delivery of the OPCR deliverables.
 - Improved strategic planning capacity in relation to the future of the Bristol Is Open network (owned by BCC)
 - Improved management support and supervision for the 5 remaining technical staff who deliver and maintain the network.
 - Enhanced collaboration between the Connected City Service, and ICT Service in relation to smart city ambitions.
- 3.3 By transferring these responsibilities, this will enable greater efficiency, by supporting the current overhead costs associated with running the company to be further reduced, and future costs avoided; this includes administrative, project management, business development and general management costs.
- 3.4 There are also strategic benefits, in that this enables Bristol City Council, to take forward all future development activities in relation to Bristol Is Open, which includes future development of the network infrastructure and future strategy development around Smart City innovation in line with the Councils Connected City and digital transformation agendas.
- 3.5 The estimated financial impact of the transfer of responsibilities will be £359k which includes salaries, and technical support contracts which will support the completion of remaining projects and any ongoing maintenance of the OPCR network. It is intended that this cost will be in the first instance met by an estimated £250k of the risk reserve approved by Cabinet in April 2019 for the project, with any additional costs being absorbed into existing Digital Transformation, or OPCR budgets. An estimated £219k of the same risk reserve will be drawn down to cover with cash support provided to BRISTOLISOPEN LIMITED for payroll costs, and unbilled rent for office accommodation up to 30th June 2020, with a further estimated £31k expected to be required to run BRISTOLISOPEN LIMITED as an inactive company for the remainder of 2020/21.
- 3.6 There are no particular implications of COVID-19 to note in relation to the proposed staff transfer, they will in the immediate term be supported with the ability to continue to work from home, as they are currently as per national guidelines, until such time a change in arrangements are formalised within the ICT Service.

5. Planned Activities related to the transfer of responsibilities from BRISTOLISOPEN LIMITED to the council:

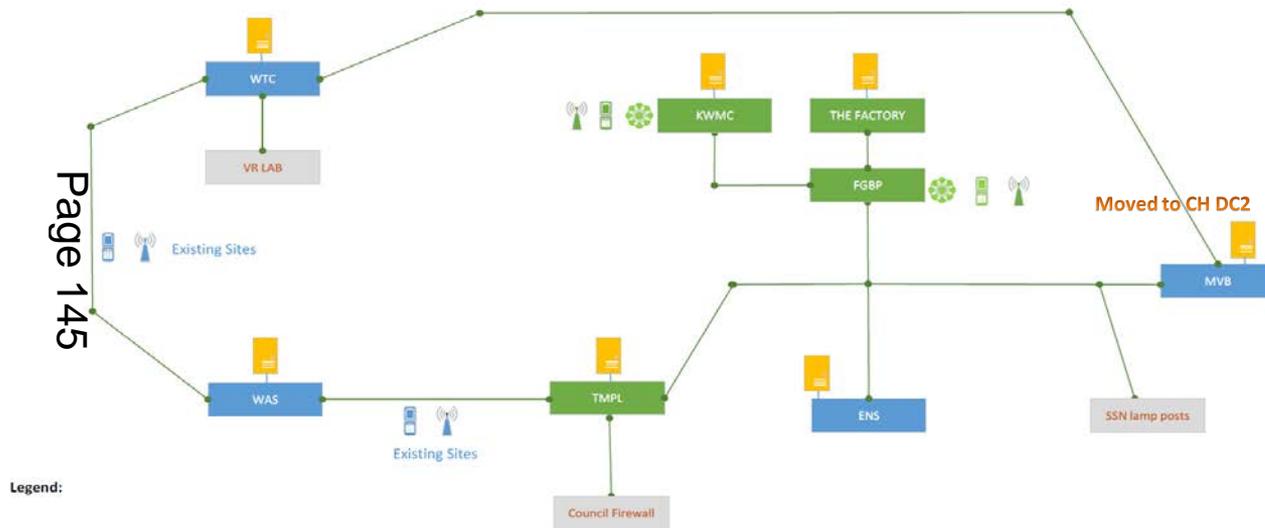
- 5.1 The Report seeks approval for the Council to take direct control over the delivery of the OPCR (Open Programmable City Region Project) and the transfer of BRISTOLISOPEN LIMITED's responsibilities under the REPLICATE project.
- 5.2 In relation to the former (OPCR), this might involve the novation of any existing BRISTOLISOPEN LIMITED agreements to Bristol City Council and the mutual termination of the existing contract for services between BCC and BRISTOLISOPEN LIMITED.

- 5.3 In relation to the latter (REPLICATE), the withdrawal and assignment of BRISTOLISOPEN LIMITED's responsibilities to BCC will involve discussions with and agreement of the partners to the REPLICATE Project.
- 5.4 Those BRISTOLISOPEN LIMITED staff with the necessary skills to deliver grant obligations required to transfer under TUPE [Transfer of Undertakings (Protection of Employment) Regulations 2006], have already been informally consulted with by BRISTOLISOPEN LIMITED. If approved, the staff would transfer to the Council on 1 July 2020, subject to the completion of a formal consultation.
- 5.5 Following the transfer of all remaining liabilities it is intended that the BRISTOLISOPEN LIMITED company is retained with no staff members in an inactive form. By retaining the BRISTOLISOPEN LIMITED company, the council retains the flexibility of keeping the name, brand, and any intellectual property associated with the company in a form which can quickly and easily be utilised as we explore the next phase of Bristol's smart city ambitions. The benefits of this may include for example being able to build on the strong reputation the project has developed internationally, to explore future funding or partnership opportunities.
- 5.6 Smart city research and development remains key to the region's economic growth, and the proposals contained within this paper are designed to support Bristol City Council to reposition Bristol Is Open so that it can support the region to develop fit for purpose infrastructure for future needs. Smart City research and development will assist Bristol businesses to succeed and develop world class skills and employment opportunities, and support residents to benefit from a stronger economy and higher quality of life.

-ENDS-

Open Programmable City Region (OPCR) Project

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Legend:

	Live external asset		Wifi Site
	Fibre ring		Lora Site
	Compute Node		LTE Site
	Existing site		
	Planned extension		

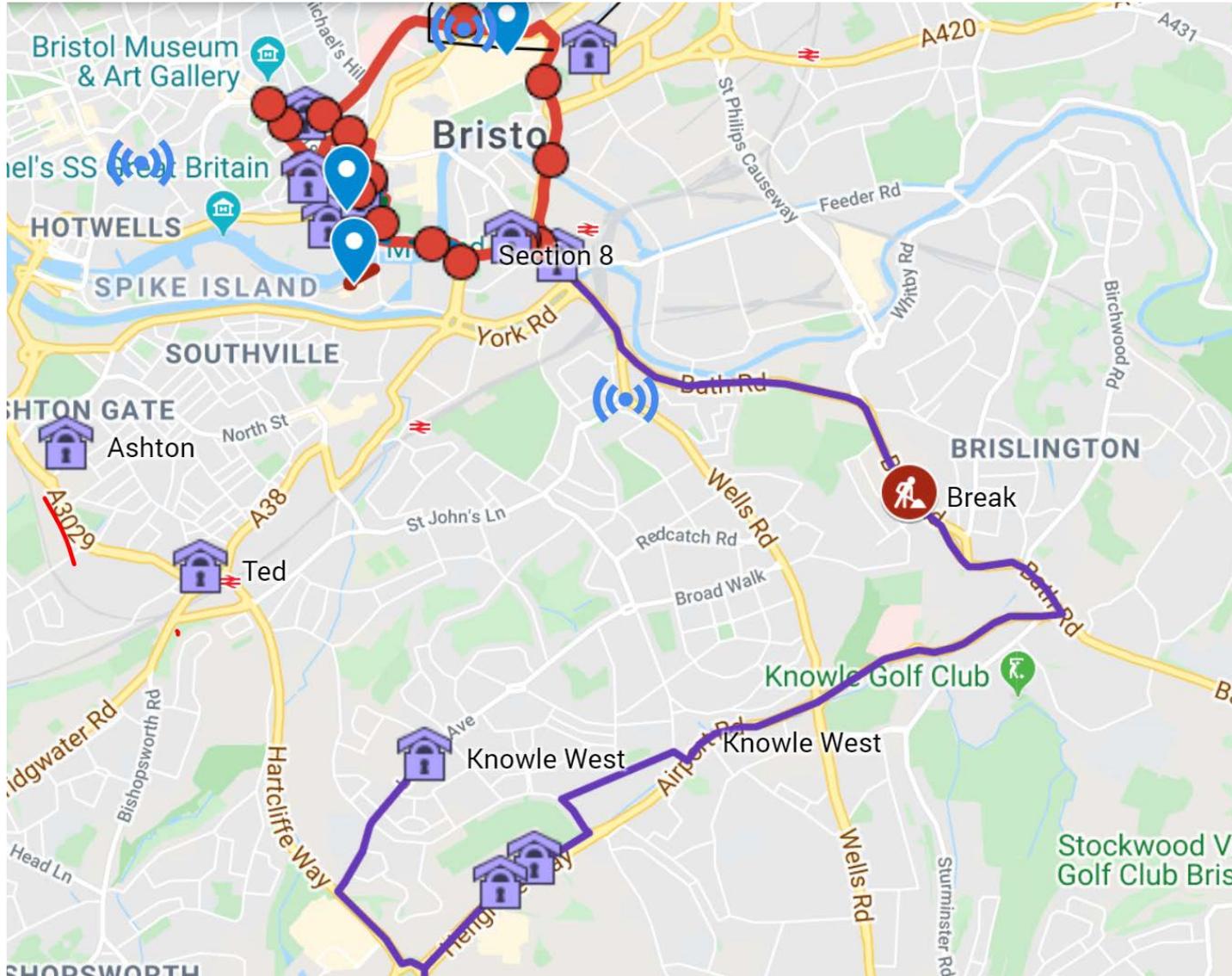
Objectives

- Extension of OPC - Open source OpenStack based private cloud, Hyper fast network, Wi-Fi & LoRa, connectivity.
- Install R&D and prototyping infrastructure at the Sensor Factory to promote the development of skills and new products and services using the OPCR infrastructure.
- Link Knowle West Media centre to the OPCR network, enabling the existing Bristol Living Lab to expand its activities by providing a state of the art test bed facility that will attract new R&D projects and investment, promoting engagement, inclusion and co-creation of the future Smart City.

Benefits

- Direct employment
- Assisting people into employment
- Improved productivity and wages, due to skills gained through training
- Support Technopreneurs
- Support Innovation

The OPCR Network



Benefits Accrual - KWMC

The **'Making It' programme** offered a number of training opportunities for predominantly women with a supplementary geographic emphasis on deprived neighbourhoods (low income, low qualified, high instances of lone parenthood and high BAME residency).

Note: The planning & delivery of 'Making It' was part funded by the WIDJET programme (WECA funded), the equipment & infrastructure and remainder of delivery was funded by OPCR.

Taster Workshops

- 11 workshops in Filwood, Hartcliffe, St Pauls, Easton and Southmead
- 111 participants
- 2 sessions for disabled adults, 1 session for homeless women
- Overview of digital design & fabrication
- Designing personal laser cut items
- Sharing next steps for engagement with WIDJET and KWMC, with resources on digital jobs



KWMC
Upskilling/Re-
skilling
workshops. 175
students
attended



Specialist Workshops

- 4 x 2 day workshops
 - Artificial Intelligence & machine Learning
 - Animatronics
 - Wearable Technology
 - Virtual and Augmented Reality
- 52 participants
- Upskilling for better opportunities
- Re-skilling to secure a new job

Main Programme

- 44 applications
- 12 participants
- Re-skilling to secure employment
- 2D & 3D intensive skills training
- Design process & product design
- Self led sessions & guided open access
- Ongoing reflective evaluation & 1-1 mentoring
- Industry showcase



Bristol is Open Financial Considerations

Financial impact of absorption of BiO activity in to BCC 20/21

It is proposed that any costs linked to BiO from the point at which it is brought to its 'shell' form are funded from the earmarked reserve of up to £500,000 previously approved by Cabinet (2/4/19) for the delivery of OPCR.

Latest forecast call on this £500k reserve is as follows:

The impairment of the following -

BiO funding advanced to 31/3/20	£130,498
BiO funding to be advanced 1/4/20-30/6/20	£60,000
BiO Office Space to 31/3/20	£22,824
BiO Office Space 1/4/20-30/6/20	£5,706
<u>Sub-Total</u>	<u>£219,028</u>
Plus	
Low-level annual running costs for BiO as a shell company	
Audit fees, bank fees, insurance	£31,000
<u>Total</u>	<u>£250,028</u>

If the decision to transfer BiO's team in to BCC is approved for 20/21 then the following costs are estimated to arise within BCC in 20/21 –

BiO staff (6 current) costs	£300k
Plus: additional (indicative) costs per Director ICT and Digital Transformation*	
Staff (1) Reduction	(£31.5k)
Technical Support	£36k
Support Contingency	£48k
Support from HoldCo	£6k
<u>Total</u>	<u>£358.5k</u>

It is recommended that the £358.5k of the above costs is funded first from the £250k remaining in the earmarked reserve (originally £500,000).

It is proposed that the £109k balance thereafter is absorbed within Digital Transformation and OPCR's existing annual Revenue budget envelope. There is to be no consequent budget pressure.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Decision Pathway – Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 02 June 2020

TITLE	Adult Social Care COVID-19 Funding report	
Ward(s)	<i>All</i>	
Author:	Hugh Evans	Job title: Director - Adult Social Care
Cabinet lead:	Helen Holland	Executive Director lead: Jacqui Jensen
Proposal origin: <i>BCC Staff</i>		
Decision maker: Cabinet Member		
Decision forum: <i>Cabinet</i>		
<p>Purpose of Report: £13.5m of COVID-19 funding was allocated from central government to Bristol City Council. Adult Social Care proposed that £9.37m be released to draw down when required for purposes set out in the table below. This decision was agreed by CLB as part of BCC’s emergency response to support citizens. CLB will receive monthly reports to monitor the use of the ASC allocation.</p> <p>This report is for information.</p>		
<p>Evidence Base:</p> <ol style="list-style-type: none"> 1. To address the significant additional pressure placed upon Adult Social Care by COVID-19 to support citizens in their homes, and/or following a hospital stay. 2. To support the most vulnerable citizens who are ‘shielding’, mobilising the full range of available support from the Council, the NHS, the voluntary and community sector, and independent sector care providers. 3. Offer financial and practical support to the Care Homes in the city that are supporting existing residents and new admissions as part of the whole system effort. 4. Work with dynamic demand modelling across the NHS and social care to ensure we have the right support for people at the right time. This involves increasing capacity where appropriate, particularly concentrating on Intermediate Care. 		
Service Activity	Based on Initial Wave 3 Months £'000	
Rapid scale up of Intermediate Care short-term intervention (for COVID cohort)	3,120	
BCC frontline staff cover	1,460	
Voluntary and community sector	750	
Care home sustainability during COVID-19	2,150	
Care home sustainability during COVID-19 - non BCC private care homes	220	
Domiciliary care market sustainability	1,209	
PPE	120	

Contingency	341
Total Funding	9,370

Please see appendix 1 for further breakdown of allocated and predicted spend to date.

The overall impact of COVID 19 is likely to be different from the initial demand predictions. Due to successful social distancing measures, the initial peak and short-term impact has been lower than expected, but it is now apparent that COVID-19 will be an issue for a longer period with a slower sustained impact. There remains a risk of a second wave as central government eases the current restrictions. It is important therefore that there is an allocated budget which can be flexed to meet requirements. For example, more money has already been spent on Personal Protective Equipment (PPE) than anticipated due to the challenges of supply, but less has been spent on staffing. However, through the recovery phase it is likely that there will be an increase in staff costs as 'normal' activity resumes in the NHS.

The largest immediate cost for the Council has been maintaining the financial stability within Bristol's care sector. The demand to support this sector is likely to continue as long as the COVID-19 situation prevails. Specifically, alongside hospitals, Care Homes have become a second front line response for COVID-19 pressures and as a result, have required significant additional support from the NHS and social care.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. note the rationale for the allocated budget to ASC, and how it is broken down
2. agree a monthly reporting process to CLB

Corporate Strategy alignment:

1. **Empowering, and Caring and Wellbeing**– Supporting people as part of the COVID-19 response across all our communities in Bristol. Working together with the NHS and Public Health to support people in the 'shielded' cohort of most vulnerable citizens.

City Benefits:

1. Working together more closely with corporate colleagues, the NHS and community health provider (Sirona) has meant we can support organisations in the voluntary/community and independent sectors, practically and financially, to enable them to continue to deliver services
2. Mobilising and supporting volunteer services since COVID-19 has supported communities to mobilise, adding social value.

Consultation Details:

1. Regular member updates have been provided but due to the nature of COVID-19, actions have needed to be taken at pace.

Background Documents: Cabinet report (+ appendix A4) – COVID-19 Emergency Decision-Making (28 April 2020)

<https://democracy.bristol.gov.uk/documents/s48504/Emergency%20Response%20-%20Cabinet%20Report%20v6.pdf>

<https://democracy.bristol.gov.uk/documents/s48503/Appendix%20A4%20-%20Additional%20Payments%20for%20care%20providers.pdf>

Revenue Cost	c.£9.3m	Source of Revenue Funding	Central Government COVID-19 funding
Capital Cost	£	Source of Capital Funding	
One off cost <input checked="" 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 emergency payments being made by Adult Social Care of £9.37m will be funded from the COVID-19 government response grant, paid to the Council at the beginning of April of £13.5m.

However, it is worth noting that spending proposals may vary depending on changes in demand, and additional costs and loss of income for the period of the emergency may be incurred, which exceed this initial allocation. This may require a further drawdown on the second tranche of emergency government funding allocated to the Council of £12.9m. This will be kept closely under review.

Finance Business Partner: Denise Hunt, 14 May 2020

2. Legal Advice: The report is for reference only. Cabinet has authorised the delegated decision making in relation to the emergency financial provision arising due to Covid-19. This report fulfils the requirement to explain the decision made and provide reasons for the urgency of the decision.

Legal Team Leader: Husinara Jones, Solicitor/Team Leader, 12 May 2020

3. Implications on IT: No anticipated impact on IT Services

IT Team Leader: Simon Oliver, 12 May 2020

4. HR Advice: There are no direct implications for current Bristol City Council employees, although the money could be used to directly employ further BCC employees in our front line services either on a permanent or temporary basis. We may also need to identify care providers across the city where they require further staffing on a temporary basis, where they are struggling to ensure services are maintained due to shielding staff or sickness due to COVID19. We have been in discussions with our partner, Guidant, to look at how we can support moving temporary staff across the city to fill these gaps. These temporary staff would be employed directly by Guidant and not the Council for ease of moving to where the need is greatest.

HR Partner: Lorna Laing, HR Business Partner – 18 May 2020

5. Procurement Advice: The report covers a range of spend including those that have implications around current contracts such as variations and modifications under existing contract terms for the Care Home Framework and Home Care Contracts as well as ECH and Intermediate Care. Within this request is to provide additional grant funding to VCS organisations and the possibility of direct awarding an intermediate care provision outside of formal and compliant routes to market.

These requests are in line with the current Coronavirus Procurement protocol and under the PCR Rules. The variations to do not exceed 50% of the contract value and the urgency of the intermediate care and VCS support are of an urgent need.

Detailed work will be required to ensure that necessary governance and controls are put in place which would include and not be limited to formalising of contract variations, confirming authorisations of spend outside of existing compliant routes to market plus understanding what future additional work is required to support commercial arrangements in recovery stage.

In respect of Personnel Protective Equipment (PPE) emergency PPE Supplies for Adult Social Care is being provided by the Local Resilience Forum. The Council is also providing PPE, if there are difficulties with usual supply chain with considerations being made on the future provision of PPE and will include the requirements of Adult Social Care in its decision making.

Category Manager: Gina Smalley 12th May 2020

EDM Sign-off	Jacqui Jensen	13 May 2020
Cabinet Member sign-off	Councillor Helen Holland	18 May 2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	22 May 2020

Appendix A – Adult Social Care – COVID-19 Funding	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Appendix A - Adult Social Care, COVID-19 Funding

Adult Social Care – Themes for the funding

Initially, recognising the need for flexibility, the senior leadership team for Adults split the funding into two main themes.

1. **Direct support to the care market.** The care market is under pressure regardless of COVID-19, and pressures from the pandemic (either through loss of income or extra costs through PPE and workforce agency cover due to sick leave) can only exacerbate those pressures. Under the Care Act the Local Authority maintains a responsibility to ensure a local care market with sufficient capacity and of sufficient quality to meet the needs of the population.
2. **Short term support.** It is recognised that for those that survive the illness, COVID-19 is a short term condition that requires targeted support. BCC (in partnership with NHS and VCS partners) has needed to rapidly increase capacity in joint short term provision, moving the focus to pre-assessment targeted universal support work for those with COVID-19. This included commissioning more support services from the VCS and care providers as well as bolstering the Council's workforce.

Adult Social Care – Care Market

Bristol City Council's Adult Social Care has worked in partnership with the BNSSG Care Provider Cell to support care providers with clinical advice, infection control advice, PPE advice and testing. Weekly communications go out to all care providers. The Bristol City ASC commissioning team has temporarily restructured to provide direct support into localities and support providers during this difficult time.

Nationally it has now been recognised that care homes are a 'second front line' for COVID-19. Alongside this, it is recognised that providers need financial relief. All local authorities have used some of the COVID-19 funds granted to them to support their local care markets. Bristol City Council has provided this direct financial support in two ways.

Additional financial payments to provide financial stability calculated as follows.

- Home Care/Supported Living and ECH: extra £1 per hour on all commissioned provision
- Residential Care: an extra £100 per week per funded resident in the home.

Support for cash flow and flexibility of provision.

- All providers receiving an additional payment to move to 'pay in advance'.
- Home Care / ECH / Supported Living / day provision/ community outreach to be paid on commissioned hours (agreed % commission varies by service)

£1.9m has already been committed to this so far for the first six weeks, with a further £2.3m earmarked for the following seven weeks. There is an expectation that this level of additional support may have to continue for some time to come, and it is evident that more of the original £9.37m will need to be used to support care providers than had originally been envisaged. This is likely to be the most significant draw on the ASC fund for COVID-19.

It should be noted that all such arrangements are made in recognition of the previously-agreed commitment with providers to implement the Unison Ethical Care Charter and the Living Wage Foundation Living Wage.

Personal Protective Equipment (PPE). As the crisis has developed, the availability of PPE for care providers has proven to be an issue of major significance. Given that PPE is likely to be a requirement for the foreseeable future, it is proposed that the Council, in partnership with neighbouring Councils and the NHS, might procure PPE on behalf of the care organisations in the area, thus guaranteeing high quality and reliable supply at a level of cost that is less susceptible to processes of supply and demand. Care organisations would be recharged for this supply, and the benefit from the initial investment will be maintained, enabling a consistent amount of PPE to be available to Bristol for the duration of the COVID-19 crisis. A business case for this is being progressed with partners.

Adult Social Care – Short Term Support from Hospital

New government mandates from NHS England ([COVID-19 hospital discharge service requirements.pdf](#) initially published 19 March 2020) made clear that all local systems needed to both empty the hospitals of medically fit patients and to cease all formal assessments for ongoing care needs in a hospital and instead move to a 'discharge to assess' model of care. Discharge to assess means to assess a person's ongoing health and care needs after they have been discharged from hospital and have received a period of short term step down care, either in their own home or in a community bed. This is widely considered best practice and most systems including BNSSG were already moving in this direction. COVID-19 has rapidly sped up these changes.

Working with the CCG, the Council has increased step down bed capacity across the city to over 150, and is offering over 200 Home First (care at home) slots per month. Funded by the CCG, this work has allowed hospital occupancy to reduce to c.50%, allowing extra capacity and time to prepare for potential COVID-19 pressures. The CCG has committed in excess of £8.0m towards this.

To support these intermediate care pathways, ASC has also committed extra resources to short term care to maintain the flow out of hospital and to avoid hospital admissions altogether where possible. All the services that have been stepped up are specifically to meet the needs of COVID-19, but they are also aligned with wider shifts in care provision that privilege prevention and short term support to 'help yourself', featuring a joint NHS and ASC approach that allows patients to get the therapy and rehab that they need quickly.

This work with NHS colleagues must continue throughout the next stages of the COVID-19 process, including into any future recovery stage, to maximise the benefits and to embed more permanent changes.

Reablement capacity - staff

Existing in-house reablement staff numbers are being increased by 20fte (fixed term, initially six months). The aim is to have more in-house capacity to deliver reablement packages picking up from the ten-day initial Home First service delivered by therapists working for Sirona, the Community Health Provider.

Estimated staffing cost £330k

Short term home care - Wellbeing Team approach

Potential short term capacity in the home care market is being used to trial short term (est. up to three weeks) packages of care put on place to support people's ongoing step-down needs. This is a chance to test and learn how a wellbeing approach could work with more focus on building people's independence and confidence back up, working alongside the VCS offer in local communities. This could be used to complement the Council's reablement offer, and helps develop better understanding of how short term interventions can support people to remain independent for longer before needing ongoing traditional care packages

Estimated initial cost £490k

Use of Extra Care housing (ECH)

ASC has supported the CCG in bolstering the system's step-down beds in care homes for COVID-19, but there is also an appetite to build on a small pilot (from 2019) which provided four step-down flats within an ECH complex. There are advantages to be able to step people down into a flat, as more rehabilitation and therapy can actively take place than in more traditional care home settings. This offer complements the existing bed base provision for step-down

- **Rent £110k**
- **Care £75k**
- **Contingency and one off set up £30k**

Estimated cost £215k

Adult Social Care – Short Term Support in the Community

The focus has not just been on the interface between hospital and community. ASC is looking at pressures across the community as a whole, and especially at how the work of the VCS can be supported to help facilitate and co-ordinate a response to the pandemic. This is an opportunity to benefit from the capability of this sector, and make VCS organisations central to Bristol's offer of support.

Prior to the emergence of COVID-19, commissioning officers have been working with organisations in the VCS to develop anchor organisations to co-ordinate community activity through local volunteer hubs. This work is opportune, as it also enables the valuable proactive and preventative benefit of VCS support in the context of COVID-19. This funding will also be used to support the development of the VCS business offer to support micro enterprises, to increase local engagement and volunteering numbers. A BNSSG VCS cell brings key partners together to look at how the power of the VCS sector can fully be harnessed, especially given the recent influx in volunteer support generated by the public's response to the pandemic.

Whilst planning is still ongoing, it is envisaged that the resource will be focused on supporting financial viability, sustainability and capacity building, targeting the following areas.

- Support for other mutual aid community hubs outside the three 'Make It Local' anchor organisations, linking with Neighborhoods and Communities services. Post COVID-19, these smaller anchors/networks will have the opportunity to participate in the second-wave of Make it Local.
- Mitigating impact on family Carers supporting increased activity from Carers' organisations.
- Mitigating impact on equality groups (e.g. through supporting informal networks, and linking with Black South West Network)

There is also targeted spend on the homeless to specifically provide social care support into the new homeless provision.

Both the work with the VCS and around homelessness will be monitored and reviewed by the ASC senior team to see if the impacts justify maintaining provision post-COVID-19, and if so how revenue streams can be profiled to allow for this.

VCS 'Make it Local'

supporting broader more effective social care offer, co-produced with three trailblazer anchor organisations (WECIL, BSWN, Age UK Bristol)

Committed Cost £260k

Social Care Support into homeless provision

Supporting the care into 20 beds for 13 weeks

Estimated Cost £300k

Adult Social Care COVID-19 Budget

ASC will continue to work within the allocation. There is, however, a need to be flexible within the £9.3m due to the following.

- 1) The new modelling, which predicts smaller numbers but for a much longer duration.
- 2) The need to be able to cover as yet unforeseen cost pressures that will inevitably occur.
- 3) To continue to work closely with the NHS partners, who are using their funding to assist with alleviating some of these pressures in partnership and maximise the impact of the total quota of resource.

Original Themes	Initial Budget split £m	Actual Commitments planned to date £m	Comment
Care home and domiciliary care sustainability	4.04	4.22	Predict all this will be used to support the care market but over a longer period than originally estimated
Rapid scale-up of short-term intervention	3.12	1.04	Depends on pooling arrangements with the CCG as to how hospital discharge costs previous are covered between NHS and ASC. Expected to use at least £2.5m
VCS	0.75	0.56	Expected to use full budget during pandemic.
Staffing	1.46	0.20	Expected to come in under overall. Surplus can be committed will to support care market, e.g. with 'up-front' procurement of PPE.
TOTAL	9.37	6.02	

Note:

1. Additional payments to providers for the period 6 April to 5 July 2020 (13 weeks)
2. Rapid scale-up commitment of £1.01m includes additional Reablement staff, short term Wellbeing approach and ECH
3. VCS includes 'make it Local' and support for Homeless

Decision Pathway – Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 02 June 2020

TITLE	Port Communities Resilience Fund – Project Closure Report	
Ward(s)	Avonmouth and Lawrence Weston Wards	
Author:	Warren Pickles	Job title: PCRf Enabling Manager
Cabinet lead:	Cllr Asher Craig	Executive Director lead: Stephen Peacock
Proposal origin: <i>Councillor</i>		
Decision maker: Cabinet Member		
Decision forum: <i>Cabinet</i>		
Purpose of Report:		
<ol style="list-style-type: none"> 1. Report for information only including a summary of the projects delivered and lessons identified from the Port Communities Resilience Fund Capital spend project. 		
Evidence Base:		
<ol style="list-style-type: none"> 1. The PCRf Project Closure Report included at Appendix A provides a summary of the Capital spend phase of the programme. 2. The Capital spend delivery phase was delivered through the Enabling Manager role and ceased on 31 March 2020 with all of the funds being spent/committed at that point. Monitoring of target outcomes will continue until end March 2023. A summary of each of the PCRf themes is provided below. <ol style="list-style-type: none"> a. Community Facilities Theme - £315K All grants have been paid and an annual monitoring workshop initiated. Capital grants were awarded to: <ol style="list-style-type: none"> i. Ambition Community Energy CiC for development of the community owned inshore wind turbine ii. Avonmouth Community Centre for building renovation works iii. Avonmouth Football Club for clubhouse improvements and extension iv. Avonmouth Old Boys Rugby Football Club for pitch maintenance equipment v. Twyford House Cricket Club (in association with Shirehampton Football Club) for refurbishment and extension of the clubhouse b. Jobs, Training and Enterprise Theme - £450K <u>JTE Hubs:</u> Four will be delivered within the ward using PCRf Capital funding to deliver accessible and useable spaces: <ol style="list-style-type: none"> i. Lawrence Weston Community Hub building expected to deliver spatial requirement from late 2020 but remains subject to approval. ii. Avonmouth spatial requirement to be included in renovated community centre from early 2020. iii. Shirehampton hub capacity to be delivered through an improved Methodist church hall from Spring 2020. iv. A Sea Mills hub capability to be delivered at the library with improved AV and furniture from spring 2020. <p><u>Space4Makers:</u> A grant has been paid to Oasis Community Hub to develop the textile and design programme. A new Space4Makers community workshop is to be available at the Bristol North West Foodbank from summer 2020.</p> <p><u>Community Market:</u> A grant has been paid to Avonmouth Projects Group to run community markets in the ward supporting local sole traders and home based start –ups. Markets to commence in spring 2020.</p> <ol style="list-style-type: none"> c. Thriving High Streets - £135K BCC Highways team have installed improvements in Sea Mills and are developing installation plans for April 		

onwards for Ridingleaze in Lawrence Weston. Sustrans will be delivering improvements in Shirehampton and Avonmouth from April 2020.

d. Technical Assistance - £100K (non Capital)

PCRF Enabling Manager role ends 31 March 2020. The balance of the technical assistance budget has been used to support progress of projects over the two year Capital spend phase.

3. A number of key lessons are identified at Appendix A. The project has demonstrated that there is value in an area based approach with community participation in decision making. A flexible approach to project support and challenge has enabled funding to be directed into community led projects through demonstrably secure community organisations. A key point that emerges is that projects that are generated by and for the community with a robust team to drive them are the ones that succeed. The opportunity of obtaining PCRF funds has been the trigger for most of the projects delivered and funded by the project. The perceived ownership of the fund by the community and subsequent high level of engagement with the enabling manager has initiated projects that may never have emerged without PCRF. Examples would be the Shirehampton JTE Hub and the Space4Makers workshop.

Cabinet Member / Officer Recommendations:

1. That the Cabinet Notes the PCRF Project Closure Report (Appendix A).

Corporate Strategy alignment:

The PCRF programme supports all four of the Key Commitments by delivering the following elements:

1. Prioritise community development and enable people to support their community
2. Help develop balanced communities which are inclusive and avoid negative impacts from gentrification
3. Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity
4. Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all

City Benefits:

1. The need to take forward the PCRF programme was approved at Cabinet August 2017. Annex E to the Cabinet submission (Equalities Impact Assessment) includes details of the benefits expected to be delivered by the programme for minority and disadvantaged groups.

Consultation Details:

1. The PCRF programme was shaped following extensive councillor and public consultation during 2016 and 2017. During the Capital spend period (2018-2020) the programme has been overseen by a Strategic Board including the ward councillors and four neighbourhood representatives from the local communities. The programme has been delivered with significant input and involvement from the key community organisations across the Avonmouth and Lawrence Weston Ward.

Background Documents: August 2017 BCC Cabinet Minutes

Revenue Cost	£0	Source of Revenue Funding	Not Applicable
Capital Cost	£0	Source of Capital Funding	Not Applicable
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 Port Communities Resilience Fund which was approved by Cabinet in March 2015, using capital cash receipt from freehold land sale of the port. £1m was set aside to support a number of capital projects with no associated prudential borrowing liabilities. It was proposed during the last administration, this £1m would be used on a case by case basis. Legible themes and priorities are:

- Jobs & Enterprise £450,000
- Social Impact/ Community Facilities £315,000
- Thriving High Streets £135,000
- Technical Assistance and Project Management £100,000

The fund has been fully committed in the pursuance of the named objectives and there are no further financial

implications for the Council, as a result this report aims to update Cabinet on what has been achieved as well as signal that the Fund is now closed.
In the unlikely event that grants awarded have not been fully expended, the Council will expect the grant recipients to refund the balance of funding. There will be an annual review of outcomes each Nov (2020, 21 and 22), part of which will be the production of final accounts for all the grant funded activities/schemes.

Finance Business Partner: Kayode Olagundoye, Interim Finance Business Partner, Growth & Regeneration, 9th March 2020.

2. Legal Advice: There are no specific legal implications arising from this Report, which is for Cabinet to note.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 4 March 2020

3. Implications on IT: No anticipated impact on IT Services

IT Team Leader: Simon Oliver 3rd March 2020

4. HR Advice: There are no HR implications evident

HR Partner: Celia Williams 3rd March 2020

5. Procurement Advice: No procurement processes were conducted as no contracts were placed and there is no future procurement activity planned.

Category Manager: Niotia Ferguson, Procurement Category Manager, Resources, 09/03/20

EDM Sign-off	Stephen Peacock	4 March 2020
Cabinet Member sign-off	Cllr Asher Craig	5 March 2020
For Key Decisions - Mayor's Office sign-off	Not required	

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

A. PROJECT SUMMARY INFORMATION

Programme Name:	Port Communities Resilience Fund		
Project ID (if known):	P15077		
Cabinet Member:	Cllr Asher Craig	Lead Officer (Sponsor):	Stephen Peacock
Directorate(s):	Growth and Regeneration	Associated service areas:	Economic Regeneration
Report lead author(s):	Warren Pickles		
Report recipients:	Bristol City Council Cabinet		

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	
Project category:	<input type="checkbox"/> Saving delivery <input type="checkbox"/> Compliance / Statutory <input type="checkbox"/> Risk reduction <input type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input type="checkbox"/> Enabling <Other>

C. DOCUMENT CONTROL

Status:	Capital Spend Complete. Outcomes now community dependent																						
Document status:	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final																						
Document owner:	Warren Pickles																						
Version control	<table border="1"> <thead> <tr> <th>Version</th> <th>Author(s)</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td></td> <td>WP</td> <td>First draft</td> <td></td> </tr> <tr> <td>V1</td> <td>WP</td> <td>Second draft – issued to G&R EDM and Cllr Craig</td> <td>27/02/2020</td> </tr> <tr> <td>Cabinet</td> <td>WP</td> <td>Minor format changes before issue</td> <td>11th March 2020</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Version	Author(s)	Description	Date		WP	First draft		V1	WP	Second draft – issued to G&R EDM and Cllr Craig	27/02/2020	Cabinet	WP	Minor format changes before issue	11 th March 2020				
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Cabinet	WP	Minor format changes before issue	11 th March 2020																				

EXECUTIVE SUMMARY

1. Project Status

The Capital spend delivery phase through the Enabling Manager role ceases on 31 March 2020 with all of the funds being spent/committed at that point. Monitoring of target outcomes will continue until end March 2023. A summary of the status of each of the PCRF themes is provided below.

a. Community Facilities Theme - £315K

All grants have been paid and an annual monitoring workshop initiated.

b. Jobs, Training and Enterprise Theme - £450K

Hubs: Lawrence Weston Community Hub building expected to deliver spatial requirement from late 2020 but remains subject to approval. Avonmouth spatial requirement to be included in renovated community centre from early 2020. Shirehampton hub capacity to be delivered through an improved Methodist church hall from Spring 2020. A Sea Mills hub capability to be delivered at the library with improved AV and furniture from spring 2020.

Space4Makers: A grant has been paid to Oasis Community Hub to develop the textile and design programme. A new Space4Makers community workshop is to be available at the Bristol North West Foodbank from summer 2020.

Community Market: A grant has been paid to Avonmouth Projects Group to run community markets in the ward supporting local sole traders and home based start-ups. Markets to commence in spring 2020.

c. Thriving High Streets - £135K

BCC Highways team have installed improvements in Sea Mills and are developing installation plans for April onwards for Ridingleaze in Lawrence Weston. Sustrans will be delivering improvements in Shirehampton and Avonmouth from April 2020.

d. Technical Assistance - £100K (non Capital)

PCRF Enabling Manager role ends 31 March 2020. The balance of the technical assistance budget has been used to support progress of projects over the two year Capital spend phase.

2. Project summary:

In March 2015 BCC Cabinet approved a £1 million local investment fund 'to stimulate local regeneration projects' in Avonmouth and Kingsweston wards (the new Avonmouth & Lawrence Weston ward after the boundary changes of April 2016).

Following consultation the Mayor, Cabinet members and local Councillors agreed three themes for a local regeneration capital fund. The three themes were identified to be: Jobs, Training & Enterprise, Thriving High Streets and Community Facilities. The themes broadly reflected the needs and priorities identified by community stakeholders when developing Neighbourhood Plans at that time. Ward data identifies relatively high socioeconomic deprivation across the Avonmouth and Lawrence Weston ward. There is a high level of benefit dependency, low levels of income and low skills/qualifications. Due to these factors the fund was aimed at supporting community economic development, alongside community and social infrastructure. Improving community centres and facilities for social, health and leisure provision in each of the four 'villages' of the Ward whilst creating a more financially resilient and sustainable community infrastructure was agreed as the priority for the fund.

In August 2017 Cabinet approved the breakdown of costs, delivery mechanisms for the themes and allocation of 10% of the fund to enable delivery including the appointment of an enabling manager. Approval of expenditure was delegated to what is now the Executive Director for Growth and Regeneration in consultation with the Cabinet lead for Communities.

A PCRF Strategic Board was formed in 2017 to facilitate local community oversight of delivery activities and engagement in decision making as the programme has evolved. The Board has met quarterly and consists of local councillors, community representatives, business representatives and council officers and is chaired by the Director for Economy of Place.

Delivery of the programme commenced from August 2017 with appointment of the PCRF enabling manager following in January 2018. The programme has successfully enabled expenditure of the fund across the three themes plus the technical assistance within the programmed delivery period over financial years 18/19 and 19/20 with a small slippage of high street works into early 20/21. The projects delivered by PCRF including detail on spend and expected outcomes are summarised at Appendix A.

3. Key project achievements:

Generally the programme has enabled a large number of community led projects to be generated and progress to delivery. Many of these would not have been initiated without the prospect of PCRF funding being made available. The ward based approach to funding a multi theme approach to community investment has enabled the majority of the PCRF money to be used directly by community based organisations through grant payments, empowering them to take responsibility for funding and delivering their own projects. The majority of PCRF Capital grant funding has been match funded in Capital investment outside of BCC and a substantial amount of volunteer value has been committed over a three year period. The true value of PCRF is arguably helping to identify and secure this ongoing volunteer commitment within the local community. The programme has provided a valuable insight into the health and value of the range of community organisations across the ward.

- a. **Space4 Makers:** Establishing a community workshop space in partnership with the Bristol North West Foodbank in Avonmouth. The Space4Makers woodwork facility has evolved from the requirement to deliver a Maker Lab facility within the ward. Identifying a solution that can be sustained without revenue support from PCRF was a key challenge with initial models for high technology spaces failing to generate lead organisations, volunteer capacity or external funding. The woodwork facility containing high tech laser cutting/printing capability is ideally located to reach socially isolated residents and has a strong network of support already in place.
- b. **ACE CiC Wind Turbine:** Enabling this project to proceed on a stronger financial model for the future has significant potential longer term benefits to the Lawrence Weston community. Shifting funding from delivery to pre planning helped unlock the potential of this project at a key point.
- c. **CFGS:** Supporting the local sports organisations to improve their facilities and expand their thinking around diversity and inclusion has been instrumental in making them better suited for delivering in the community in the 2020s and beyond.
- d. **JTE:** Enabling the community at Shirehampton Methodist Church to expand their skills and knowledge in order to deliver support to job seekers, residents looking for new skills and local enterprises. Through investment in the venue PCRF has unlocked a new community resource for this purpose and helped to initiate a new JTE Hub network bringing together all ward based organisations involved in JTE support.
- e. **JTE:** Aiding the transition of the Sea Mills JTE Community Centre Association towards a new Sea Mills Community Association has unlocked a long standing issue around the community value of the building. PCRF enabled a fresh view of the risks associated with running the community building which supported the committee to review their obligations and make difficult decisions about the future. Although not the intended purpose of the project initially it has resulted in a new opportunity for broader community benefit and the potential for increased community use of the library at this time.

4. Primary overarching lessons learned:

- a. Having a Board that includes a mixture of residents, councillors and council officers to guide the programme at a high level and support decision making was a key benefit. It enabled a formal testing of ideas and accountability to the community. It also provided evidence of community support for decisions that needed to be escalated within the council helping to inform decision making. The members from the community noted the value of the opportunity to engage with the council at a senior level and inform decision making.
- b. Having a programme for area based improvement based around a fund has proved successful in engaging community organisations and initiating projects that would not otherwise have been considered and progressed.

- c. Having themes with some constraints and a spread of funding was invaluable in providing focus, a balance in spending and the type of benefit to be delivered.
- d. A competitive bidding process for community facilities provided objective quality control of projects. Use of residents in the process was influential in selection and allowed an element of resident's value to drive what may have been funded. However, the key to maintaining progress of the community facility projects has been the flexibility and support of the PCRf enabling manager and the communities/neighbourhoods team prior that appointment. Most interim deadlines have been flexed for every applicant to enable progress to continue. The underlying principle has been that if a project looks to be achievable within the funding timeframe of 18/19-19/20 and continues to develop then it has been supported. Without this flexible/proactive approach none of the community facility projects would have been delivered. Interim milestones should be retained in any future programmes however as they are a useful lever to drive progress.
- e. Working with as many community organisations as possible within the ward to seek solutions to the JTE theme was the key to identifying appropriate and timely projects to fund. There remains an element of luck in having the right people/projects in place at the right time to enable support and funding to be provided. To mitigate the ever present risk of any project failing or being delayed beyond the funding window it is prudent to have a back-up funding route that is not community or time dependent (for PCRf this has been the potential of funding the purchase of cycles forward residents to use through the BCC cycle to work scheme).
- f. Planning in a secondary round of applications for funding from the community in any future programme is prudent risk mitigation for filling gaps where initial project ideas fail to progress (i.e. reserve CFGS projects, JTE second Severnside bus). Having more flexible criteria for the use of the funds at this stage was useful, not a single theme process but applications could be within any of the three PCRf themes.
- g. Using the application process and the requirement to comply with baseline standards highlighted a consistent shortfall in understanding of E&D issues. The delivery of a workshop for CFGS applicants enabled a collective improvement of knowledge and led into informed thinking about how each organisation approaches inclusion and attracts underrepresented groups in future. Feedback on this approach has been positive and inclusion of an E&D workshop prior to applications for future programmes would gain a potentially larger audience and improve application quality.
- h. Having a dedicated council officer as the point of contact within BCC and for all community organisations was the key to delivering the programme. Building relationships with all the community organisations around a single fund over a two year period was the key to initiating the JTE projects, specifically the Space4Makers workshop, Shirehampton JTE Hub and the emerging Sea Mills JTE Hub. Having the focussed agenda of wanting to invest in the resilience of the community broke down longstanding barriers in some cases and enabled direct and honest dialogue about prospective projects. This empowered groups to take measured risks where appropriate and to be open to input from a relatively independent but informed adviser. This model of delivery is recommended for any future programme.
- i. The benefits of baseline standards are broadly understood and they are a useful way of engaging with organisations and understanding where their strengths and weaknesses are. Supporting organisations to develop baseline standards by challenging them to understand their own risks, opportunities and needs and then signposting to useful resources has provided true benefit to those who have engaged intelligently. Avonmouth Football Club and Twyford House Cricket Club both reviewed all policies, successfully obtained CiC status and subsequently obtained significant third party grants for their projects.
- j. A workshop at stage 2 of CFGS to provide some initial advice and guidance on the local planning process and risks pertinent to the location would have helped to avoid some of the unexpected reports, costs and delays for applicants (flood risk, tree surveys, etc).

5. Closure checklist:

Any decisions required at point of closure:

- a. None identified at this stage.

1. Performance against scope and objectives

1.1 Project scope

A summary of the main economic and social case and wider evidence used in the August 2017 business case to justify the need for PCRF and the three themes is given below:

- a. The Port freehold sale for £10 million was of major significance for the City, and the adjacent Avonmouth Severnside industrial area is developing quite rapidly, giving rise to environmental issues as well as new economic opportunities. But many in the local communities perceive mostly adverse impacts and disconnection from the 'enterprise area', instead of benefits and income from its growth, despite their historical connection to the Port as the major employer.
- b. 10 LSOAs (neighbourhoods) across the Ward, with the large majority of its 20,757 population, rank among the most 30% disadvantaged in England, according to the Index of Multiple Deprivation 2015
- c. 16.2 % of Kingsweston and 12.1 % of Avonmouth ward working age populations were claiming out of work benefits at May 2016 (13.9 % across the area as a whole) - significantly above a City of Bristol average of 10.1%, affecting 2,035 residents.
- d. Job Seekers Allowance rates are lower at 2.4% (344 individuals) for the area but still above the Bristol average of 1.6%.
- e. Skills and qualification levels are generally very poor - with 62% of the overall Avonmouth and Kingsweston area ranking inside the worst 25% in England for lack of or low qualifications.
- f. Hundreds of new jobs in logistics and industrial sectors have been created in the Avonmouth Severnside Enterprise Area (adjacent to the communities) over the last 2-3 years but, according to employers surveys and anecdotal evidence collected by the SevernNet Working project and BCC Employment Learning and Skills Team, very few local unemployed or benefit dependent people are being regularly recruited for a number of reasons – lack of appropriate skills, difficulty to access the industrial areas by public transport, or safely on foot or bicycle etc.
- g. The area is a very low level of business start-ups with Kingsweston ranking in the bottom quartile of Bristol wards (32nd of 35) for new business start-ups over 2009-15 – average of 52 per annum. Avonmouth ward ranked higher over that period, but still only within the third quartile (20th) with 89 per annum – despite a large part of the ward located within the industrial area.
- h. Over 33% of the housing stock is in social ownership and community centres, sports, leisure and social facilities are, through the lack of any significant new investment in the last 20-30 years, generally unmodernised and in a poorer condition than other parts of the city.
- i. According to the 2015 Bristol Quality of Life survey, only 67% of residents were satisfied with the local area as a place to live (compared to the 82% citywide average) and only 20% with the way the Council runs things (compared to 36% citywide). 35% concerned about anti-social behaviour
- j. The loss of local facilities from the closure of the Robin Cousins Sports Centre at Avonmouth and the Shirehampton Pool in 2005 was compounded by the closure of the City of Bristol College building in Lawrence Weston in 2011 and reductions in other local community services for both younger and older people and closure of other general facilities such as the public toilets adjacent to Avonmouth Park.
- k. The local centres / high streets, whilst far from blighted by dereliction (being relatively well used by local people in the absence of larger supermarket in the area), are of variable quality and vitality, with a limited mix of products and services in each centre and a 'tired' appearance – due to again a lack of investment in the public realm and the marginal profitability of many shops.
- l. Neighbourhood and Community Plans have consistently highlighted these needs and issues, and at several meetings and a special conference held in 2016 the Neighbourhood Partnership and community fora have shaped and endorsed the 3 proposed themes and weighting of PCRF to invest in 2/3 economic and 1/3 social regeneration.
- m. A significant benefit of the proposed Community Facilities Grant Scheme (£315,000) will be to stimulate new plans and initiatives from community organisations not only to improve existing buildings and facilities and services / activities offered to their users and the wider community,

but to operate them on resilient and resource efficient principles, with the requirement to find external match funding and income, which should reduce reliance on Council revenue support.

- n. Overall, in the objectives and design of the PCRf programme, there is a commitment to embedding a resilient and sustainable approach to ensure best use of available financial and human resources (economic and social capital) both at the individual scheme level and in creating networks and collaboration between schemes across the 4 villages of the Ward.

In short, the programme was designed to initiate improvements in the ward and to multiply the effect of the £1M of Capital funding to provide the best value impact achievable on community resilience.

1.2 Commentary:

The programme was designed following extensive consultation with the local communities and councillors during 2016 and 2017. This insight and evidence of support on the ground for the themes and allocations has ensured broad local support for the programme. The length of the consultation and the 2+ year window for funding has meant that the context for delivery has moved on and earlier inputs become less relevant. The capacity and focus of key community organisations has changed since 2016 so flexibility to support emerging priorities to some extent has proved useful. Supporting the developing community focus at Sea Mills is a good example. The outcomes from the 2017 business case have remained relevant and the overall objective to build resilience at best value for money has underpinned all decision making. The programme can be considered to have delivered against the original scope in the following ways:

- a. As the Capital spend phase draws to a close the Capital investment into the wards community buildings is around £0.75M, more than double the PCRf allocation of £315K
- b. The new JTE Hubs and the establishment of a network across those involved with delivering this activity is expected to support local residents who are harder to engage into employment. This will be achieved through more local offers (new locations in Shirehampton and Sea Mills and the new building in Lawrence Weston) and knowledge and resource sharing across the network in partnership with JCP.
- c. Initiation of the Shirehampton JTE Hub has led to their volunteer team taking the lead as the community link for an Outset business start up programme in March 2020. This opportunity has been of interest to all the principle community organisations but capacity issues has meant it has not been tried in the ward. This initial run is a direct result of PCRf supporting the Methodist Church into this area of community support. It is hoped that it will be a catalyst for further support of start ups in the ward.
- d. PCRf will have provided investment that has resulted in improvements to six local community buildings and the introduction of a brand new community workshop. This in some way redresses the impact of underinvestment in community facilities across the ward over a number of years.
- e. Improvements to the high street areas have proved challenging due to constraints on what can be achieved in the public realm and a lack of support from private businesses and landlords. Coupled with resource constraints in the BCC Highways/Design team this element of PCRf has been slow to materialise and the majority of improvements will now be delivered in 2020. There has been strong engagement and support from the community organisations for this element. The ability for community groups to directly impact what can be achieved (choosing the measures and their locations) is a good model to improve dialogue and demonstrate the councils ability to listen.
- f. The CFGS has resulted in five projects being delivered that would not have been started without PCRf, these all include intentions to broaden the use of the buildings beyond their original scope (meeting spaces, fitness classes, new clubs, party venues etc). As the original intent was to stimulate new plans, introduce new activities and generate increased revenue this is considered to be a successful aspect of the programme.

Overall the programme can be considered to have met the overall objective of embedding a resilient and sustainable approach to how community organisations operate. Where projects have been supported all parties have demonstrated an ability to make best use of available financial and human resources (economic and social capital) both at the individual scheme level. Organisations have achieved higher standards of governance resulting in both PCRf and third party grants being obtained to deliver substantial improvements to facilities. These will help to increase participation, generate more revenue and make more the organisations more resilient to future challenges. PCRf has bought beneficiaries and

other local stakeholders together in different ways throughout 2018 and 2019. A JTE network has been created that has already seen improvements in how community organisations can interact with JCP. Although some local rivalries remain there has been progress in bringing groups together over this period.

One outcome originally included in the August 2017 business case that has not been possible to progress within PCRf is the issue with local residents having limited travel options across the severnside enterprise area if they do not have access to a car. This is an issue that would benefit from further work and investment in liaison with the BCC Transport team, SevernNet and Sustrans to try and address the gap between employment opportunity and relatively high numbers of benefit claimants across the ward .

2. Project objectives

All project objectives as stated within the approved business case should be listed here. If there was a subsequent decision to formally remove or amend an objective this should be noted in the 'status' section.

	Specific	Measureable	Timebound	Status
1	<p>City Outcome: The new Avonmouth and Lawrence Weston ward (created 2016) is now the largest in the City by population. Whilst the PCRF and Community Facilities Grant Scheme are ward-specific, they are designed to lever external match finance and complement the long term development of the Avonmouth Severnside Enterprise Area by improving existing community infrastructure and deliver social and economic regeneration and new opportunities for residents, small businesses / local traders across the four communities on a significant scale. Parallel initiatives relevant to the PCRF priorities in the Ward and wider area have been the £1.2 m SevernNet Working Project funded from 2015-17 by the Big Lottery Coastal Communities Fund, the Council's Work Zones and Outset Bristol business support initiatives (2017-19), and the plans to invest around £5 m to re-develop the old College site in Lawrence Weston to</p>	<p>It is expected that around 6-7 local community organisations running community centres and sports clubs will benefit from the CFGS to improve their buildings, facilities and equipment which will in turn enable them to offer better quality and more cost efficient services to the community.</p> <p>The JTE and Thriving High Streets priorities will assist at least 60 local residents into work / enterprise and improve the environment and vitality of the four local centres for local traders and shoppers alike.</p>	<p>End 2019</p> <p>Not defined</p>	<p>Fully delivered. 6 local community organisations were able to progress projects within the community facility theme. The ACE CiC wind turbine project has the potential to support more community organisations and facilities with ongoing funding over future years.</p> <p>Ongoing. The majority of high street improvement works are scheduled to take place in FY 20/21. This element has been slow to progress primarily due to resource constraints and higher priority tasks within the highways/design team at BCC. To overcome this some elements are being delivered by Sustrans through a grant funding agreement.</p>

	provide a new Health and Community Services Hub, housing and supermarket.			
2	Health Outcome: The impact of the CFGS will be complementary to parallel schemes including the investment in the Lawrence Weston Locality Hub providing modernised community health facilities and services.	CFGS: increased take up of sport/exercise. Reduction of people who are overweight or obese.	None defined	Ongoing. Increased participation is an underlying principle for all of the community sports organisations that have received funding. The improved facilities now on offer make the venues/clubs a more attractive offer for increased membership and community hire/futness classes etc. The effectiveness of this approach will not be known until 2023 when monitoring of the organisations outcomes completes.
3	Sustainability Outcome: CFGS: all projects will need to demonstrate that the grant funding will make either the organisation more sustainable / resilient (via business plans) or how they will make the community as a whole more resilient – this programme is featured as a project in the Bristol Resilience Strategy	CFGS: all projects will need to demonstrate that the grant funding will make either the organisation more sustainable / resilient (via business plans) or how they will make the community as a whole more resilient.	None defined	Fully Delivered. All grant recipients, across the JTE and CFGS themes, have made improvements in their governance/baseline standards compliance and forward planning as a result of engagement with the PCRF programme. This has been recognised as a key benefit by the organisations but noting that it is time consuming for volunteers and not easy to achieve. All organisations have claimed an element of delivering community resilience through better facilities, increased participation, broader offer of activities/services etc. Outcomes have not been proposed as formal targets and are difficult to define and measure at an organisation level. Future ward data and community plan surveys may show increases in positive responses to how residents feel about where they live. A review of this will be recommended for inclusion in the final (Nov 2022) PCRF monitoring workshop.
4	Equalities Outcome: CFGS: will deliver outcomes in 6 neighbourhoods (super output areas) with 41.1% - 54.6% of children under 16 in low income families	CFGS: will deliver outcomes in 6 neighbourhoods (super output areas) with 41.1% - 54.6% of children under 16 in low income families (2013), and making public buildings	None defined	Fully delivered. PCRF projects have either been physically delivered or will directly benefit residents across the ward. Five community buildings will be more accessible within the ward once the new Lawrence Weston community hub building is completed.

	(2013), and making public buildings more accessible.	more accessible.		
5	Impact / Involvement of partners: CFGS: will increase the resilience of the voluntary sector, in some case to deliver activities that the Council has historically delivered (e.g. potential library services, jobs and skills support and training). During the application process local businesses will be partnered with the voluntary sector to provide support and potential match funding.	CFGS: will increase the resilience of the voluntary sector, in some case to deliver activities that the Council has historically delivered	None defined	Fully delivered. At least eleven community organisations have been directly influenced and developed as a direct result of PCRf. The ACE CiC wind turbine project is set to provide a sustainable funding line into Ambition Lawrence Weston for 15+ years. That has the potential to ensure that the organisation remains effective and continues to support other community groups in the area. Two community organisations have initiated JTE Hubs as new offerings from themselves into the local community. These will provide local access points for residents and through a new JTE Hub network forum helps to increase the capacity of this offer across the ward.

3. Achievement of project benefits

3.1 Financial benefits delivery

Original approved benefits	Status
100% match funding of BCC PCRf Capital of £900,000	Achieved.

Commentary:

Match funding has been secured to the maximum extent possible across the themes. This has proved particularly successful in the CFGS theme where all projects are at least 50% funded from non PCRf CFGS Capital.

Thriving High Streets has not generated any match funding. Despite its value of a means of effectively engaging communities in discussion about what they would like to see delivered it has not attracted any interest in sponsorship or third party support. There is limited potential match in community hours to maintain planters on the high streets but this is not yet confirmed or quantified.

Match funding of JTE projects is a mixed message. The £165K investment in the new Lawrence Weston building is effectively matched by multi million pound spends by BCC property, NHS and ALW. Investment in Avonmouth Community Centre is part of a blended grant arrangement from BCC where £200K has been provided in BCC grants (£50K PCRf JTE, £100K PCRf CFGS and £50K Community Capacity) and £100K has been raised by the community centre association, effectively matching the PCRf £150K with £150K from other sources. Both these facilities will provide many hours of volunteer support time over the measured 3 years of operation

contributing to PCRf outcomes. The community market has received £10K and is predicting at least 100% match over its first 3 years as a mixture of cash and volunteer hours. For the large new projects at Shirehampton JTE Hub and the Space4Makers workshop in Avonmouth there has been minimal cash investment from the recipients but the potential match value in delivery of community services through volunteers is significant and targeted particularly at residents who are considered to be the hardest to engage and support.

3.2 Non-financial benefits delivery

Original approved benefits	Measure	Performance to date
Outcomes have been agreed on a case by case basis for each grant awarded by PCRf. Details are included in Appendix A.	Appendix A refers.	Benefits/Outcomes from PCRf beyond the delivery of Capital assets are project specific but predicted to be delivered over a three year period. All key building improvements and new builds are not yet in operation and will start to come into operation from early 2020.

3.3 Commentary:

The benefits from PCRf are principally outcomes agreed with each grant recipient. The outcomes relate largely to the operation of the facility to deliver activity/increase participation/improve diversity etc. They are all based on a 3 year agreement and dependent upon the recipient organisation providing resources (not funded by BCC/PCRf) to deliver activities. It is planned to hold a monitoring and review workshop with PCRf beneficiaries and the Strategic Board each November until 2022.

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4. Performance against schedule

Mandate approval	Kick off meeting	Original planned closure date	Current approved closure date	Actual closure / halt date
Cabinet August 2017	NA	31/03/2020	31/03/2020	tbd

4.1 Commentary:

The programme has been managed with an intent that all grant payments must be made before end March 2020. The PCRf enabling manager role was originally instated for an 18 month period from Jan 2018 to June 2019. This was subsequently extended to December 2019 and then March 2020. The recommendation would be that for future programmes that any lead officer has security of tenure for the full period of funding. This will allow for continuity with potential grant recipients and mitigates the very real risk of project delays when dealing with largely voluntary community groups who always plan optimistically. The programme remains on track to pay all grants before end of FY 19/20. The only slippage to planned expenditure is for BCC Highways led High Streets works.

5. Performance against original forecast cost and resources:

5.1 Business Case

Original approved budget	Final approved budget	Actual total spend	Variation
£1M	£1M	£1M	£0

5.2 Commentary:

There is some variation at a lower level in how technical assistance has been spread across the three themes compared to early estimates. The flexibility in how this could be used has been invaluable to allow progress of all projects and to facilitate the spend of the Capital sums.

6. Impact of approved changes and raised exceptions

Approved changes	Date action agreed
a. Accelerated Grant payment of £100K to Ambition Community Energy CiC.	24/07/2019 by G&R EDM
b. Revision of allocation within the JTE theme of the Severnside bus allocation of £50K to support community organisation project bids.	29/01/2019 by PCRf Strategic Board

6.1 Commentary:

- a. The decision to allow the acceleration of payment of the £100K grant to Ambition Community Energy CiC was a bold step with positive impact. Although increasing the risk of potential loss of the Capital investment by paying into the project before planning approval it effectively unlocked the community project from potentially restrictive conditions associated with possible commercial loans. The early BCC investment from PCRf also demonstrated commitment from a longstanding stakeholder and enabled match funding for development to be obtained through a social investment route. This has had the benefits to the wind turbine project of reduced finance costs, early progress into the planning application stage, reduced influence of commercial lending sources, maintained community led project ownership and increased future financial returns into Ambition Lawrence Weston by reducing cost of borrowing. This change also allowed the expenditure of the PCRf money within the programme timeline before end March 2020. Ambition Lawrence Weston have demonstrated with this project that they can be innovative and challenging and able to deliver beyond their own expectations. When BCC decided to support the accelerated payment the council demonstrated an ability to work together and take measured risk together in order to seek better outcomes for the community. This is expected to provide even stronger foundations for joint working moving forwards. Although the benefit of investing the PCRf grant during the development phase could have been foreseen the initial criteria of asset purchase only was sound and lower risk. The trigger to consider accelerated payment was an offer from a social investment facilitator to seek development finance for ACE CiC on a match funding basis with BCC (share the risk). This route to accelerated payment from PCRf removed any potential early assumption by ACE CiC of continuous BCC support/funding, driving resourcefulness and resilience into their approach to project development and funding. It is difficult to substantiate which funding approach was correct for this innovative and

ambitious project but it does demonstrate that community organisations are able to operate successfully outside of expected norms. It is a case that shows that it is right for programmes such as PCRf to be able to be flexible in how they support/challenge/fund them and work in partnership to deliver truly sustainable community benefits.

- b. The decision of the PCRf Strategic Board to allow the £50K fund allocated to a second Severnside bus to be opened up to bids from community organisations has allowed that funding to be allocated within the programme timeline to support community led projects. These have emerged since the initial PCRf allocations and project applications were made so would not have been available for investment during the early stages of the Capital spend phase (Q2 2018 onwards). This has enabled timely expenditure of the funds and more directly beneficial outcomes for the community to be delivered. Although this option was primarily triggered by the effective removal of any investment in a bus due to the then existing service being unviable it has demonstrated a value on having a secondary bidding option within a 2-3 year programme to allow for changes in circumstance/context within the area, community organisations and the projects available. The ability to allow more flexibility with project ideas submitted has opened up options that would have been unviable through the initial competitive bid process. This example once again shows the value in a flexible approach when working with community groups whose operating circumstances can be influenced in a positive manner when driven to consider outcomes, planning, governance, finances and risk. This funding has allowed a new community market to be initiated for the benefit of all communities across the ward. It has also facilitated a step forward in the management of the Sea Mills Community Centre which has been perceived for a number of years to be falling into disrepair and of limited benefit to the Sea Mills community.

7. Summary of key project risks, issues and resolutions

7.1 Open risks and issues

Description	Current status	Reason not closed	Owner
There is a risk that outcomes are not delivered by the grant recipient organisations following the PCRf Capital expenditure.	Low probability, medium impact	Outcomes for grant recipients are agreed over a 3 year period. The risk will be ongoing until March 2023	Director – Economy of Place

8. Follow-on recommendations

Recommendation	Agreed owner	Timescale
Economic Development Team to convene an annual outcome monitoring workshop with identified stakeholders. Workshops to be in November 2020, 2021 and 2022	Anesha Kritah	Nov 2020 Nov 2021 Nov 2022
Propose that the BCC Transport team, SevernNet and Sustrans develop options to try and address the gap between employment opportunity and relatively high numbers of benefit claimants across the ward. There is a need to identify better solutions for local residents having limited travel options across the severnside enterprise area if they do not have access to a car.	tbd	tbd

9. Project Manager Commentary

There is potentially benefit in considering BCC or another partner having resource in the ward to join up, facilitate, deliver, market and support all Jobs, Training and Enterprise support activity across the 4 JTE Hubs, the new Space4Makers workshop and JCP. This is a resource that could supplement/support the BCC Community Learning presence.

10. Transition to business as usual

10.1 Link to project document site (contains all files generated and retained during delivery of the programme, only available to BCC employees):

<S:\REGEN\EEI\Port Communities Resilience Fund>

The Capital spend phase of PCRF has been delivered by a dedicated (part time, 0.6 FTE) post in the Council. This role was funded from the 10% of Capital allocated to supporting delivery of the Capital projects and concludes at end March 2020. There is no funding or resource dedicated to PCRF from 1st April 2020 onwards. Capital spend from BCC will have concluded and support for beneficiary organisations will end at this point. There will be a small commitment to oversee the delivery of the High Streets improvements works. That will be undertaken by the high streets lead officer in the ED team as part of their day to day role. The ED team will coordinate the annual Monitoring and Review workshops in Nov 2020, 2021 and 2022 to review progress against outcomes and share experiences. The challenge of spreading the news about the benefits and positive stories will be taken up by ward councillors, the PCRF Strategic Board members and the beneficiary organisations where possible.

10.2 Primary contact for future enquiries relating to the project: Warren Pickles

10.3 Accountable budget owner: Kayode Olagundoye, Finance Business Partner

11. Document sign off

Sign off of this document signifies the formal closure of the project and acceptance by the Director - Economy of Place for the ongoing responsibility of any identified follow-on actions and/or monitoring of outcomes.

Name	Title	Date
Warren Pickles	PCRF Enabling Manager	06/02/2020
Nuala Gallagher	Director - Economy of Place	20/02/2020
Stephen Peacock	Executive Director – Growth and Regeneration	04/03/2020
Councillor Asher Craig	Deputy Mayor (Cabinet Lead for PCRF)	05/03/2020

11. Any relevant supporting project documents included in appendix

Document Name	Document Owner	File location
Appendix A - PCRF Project Summary	Warren Pickles	S:\REGEN\EEI\Port Communities Resilience Fund

Appendix A to Port Communities Resilience Fund Project Closure Report

PCRF Project Summary

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1. Community Facilities Theme

Rank	Project	PCRF Capital Grant	Match Funding	Status
Ambition Community Energy CIC Community Wind Turbine Project				
1	Ambition Community Energy CIC Community Wind Turbine Project	£100,000.00	£4.5M +	Planning application submitted February 2020. Works expected to commence Summer 2020.
Outcomes	Indicator or Measure	Level or number of people		Timescale (Year 1, 2, 3,4)
Outcome 1	Planning Consent achieved	-		Year 1
Outcome 2	ACE CIC Wind Turbine constructed and operational	-		Year 1
Outcome 3	Revenue payments commence to ALW	-		Year 2 onwards
Outcome 4	Community Plan Items to fund are identified	-		Year 2 onwards
Outcome 5	Delivery of Community Plan actions using ACE CIC revenue	-		Year 2 onwards
Outcome 6	Lawrence Weston Community survey scores improved	Improved from 2018 baseline		Year 3 onwards

Rank	Project	PCR Capital Grant	Match Funding	Status
Twyford House Cricket Club and Shirehampton Football Club - Refurbishment and modernisation of the clubhouse				
2	Twyford House Cricket Club and Shirehampton Football Club - Refurbishment and modernisation of the clubhouse / changing facilities and perimeter fencing at the Shirehampton Recreation Ground, Penpole Lane	£52,965.00	£53,000	Building works completing March 2020.
Outcomes	Indicator or Measure	Level or number of people		Timescale (Year 1, 2, 3,4)
Outcome 1	Clubhouse use bookings increase on non-playing days.	Improved from 2018/19 Season		Year on year improvement
Outcome 2	Female membership increases	Increase from current towards Ward average		By Summer 2022 target will be Ward average (currently 30%)

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Rank	Project	PCR Capital Grant	Match Funding	Status
Avonmouth Old Boys RFC – Maintenance Package and Storage Container				
3	Avonmouth Old Boys RFC – Maintenance Package and Storage Container	£13,600.00	£13,600	Equipment in use since summer 2018
Outcomes	Indicator or Measure	Level or number of people		Timescale (Year 1, 2, 3,4)
Outcome 1	Training and match session cancellations lower than previous years (noting this can be influenced by severe weather)	Improved from 2017/18 Season		Year on year improvement
Outcome 2	ESOL membership increases	Increase from current to Ward average		By Summer 2021 target will be Ward average (currently 13.3%)

Rank	Project	PCRF Capital Grant	Match Funding	Status
Avonmouth Community Centre Renovation Project				
4	Avonmouth Community Centre Renovation Project	£100,000.00	£100,000	Building works in progress. Due to complete spring 2020.
Outcomes	Indicator or Measure	Level or number of people		Timescale (Year 1, 2, 3,4)
Outcome 1	Facility capacity used increases from 2018 baseline (15% monthly average) at 5% per annum upto 30% by November 2021	30% bookable capacity used (monthly average).		5% improvement per annum.
Outcome 2	Activities for the community are added to regular items currently held at the centre. Six additional regular activities to be in place by December 2021.	Six groups with a minimum of 5 participants to be established over a three year period.		Two new groups per annum.
Outcome 3	Increased organisation resilience through reduced utility bills as a result of improved thermal efficiency	Heating bills reduced from 2018 baseline after improvements completed.		Year 1 and 2 after Phase 1 complete.
Outcome 4	Increased organisation resilience through reduced repair costs	Repair bills reduced from 2018 baseline after improvements completed.		Year 1 and 2 after Phase 1 complete.
Outcome 5	Increased organisation resilience through increased rental income	£18,500 increase from 2018 baseline over 3 years.		Increases of £5K in Year 1, £10K in year 2 and £3.5K in year 3.
Outcome 6	Males over 55 years of age participation increases	Increase from current to Ward average as a percentage of centre users.		By December 2021 target will be Ward average (currently 27.2%).

Rank	Project	PCRF Capital Grant	Match Funding	Status
Avonmouth Football Club Pavilion Expansion				
5	Avonmouth Football Club Pavilion Expansion	£44,038.80	£60,000	Phase 1 (changing rooms) is complete. Phase 2 of building works due to start spring 2020 ready for completion Autumn 2020.
Outcomes	Indicator or Measure	Level or number of people		Timescale (Year 1, 2, 3,4)
Outcome 1	Clubhouse use bookings increase on non-playing days.	Improved from 2018/19 Season		Year on year improvement
Outcome 2	ESOL membership increases	Increase from current towards Ward average		By Summer 2022 target will be Ward average (currently 13.3%)

2. Jobs, Training and Enterprise Theme

2.1 JTE Hubs

Capital Allocation	£ 297,224			
Current Status	All payments are expected to be completed before end March 2020 with a small amount of assurance work remaining before processing of grants for the Shirehampton (£55K) and Sea Mills (£15K) JTE Hub projects.			
Approval	Grant payments approved by Executive Director Growth and Regeneration Internal transfer to property team for Lawrence Weston Community Hub			
Comment on Sustainability	All hubs will be dependent on differing levels of volunteer activity to ensure ongoing delivery of benefits to the community. The outlook is very positive with a ward based network initiated to enable sharing of information, learning and resources. This has supported the emergence of two brand new offers in Shirehampton and Sea Mills.			
Capital Project / Activities	Shirehampton Improvements to accessibility and facilities at the Methodist Church Hall to support training delivery and sole trader access to work space.	Avonmouth Improvements to accessibility and facilities to support training delivery and sole trader access to work space. Included within the broader renovation project for the Community Centre.	Lawrence Weston Provision of suitable space and ICT assets to facilitate JTE Hub activities.	Sea Mills Additional ancillary equipment to be installed in Sea Mills Library to enable training and community events (film club etc).
Total Capital Cost Profile	£55,000	£300,000	>£3M	£15,000
PCRF Allocation	£61,112	£50,000	£171,112	£15,000
Match Funding Capital: Revenue:	Extensive volunteer hours being provided to develop project and provide services from spring 2020 onwards. SMC are bidding for funding for a JTE Hub worker.	PCRF JTE allocation matched by BCC Community Capacity Grant payment of £50,000. JTE Hub activity to be delivered by volunteer hours.	PCRF contribution is a small element of the Capital project to deliver the building in partnership with Ambition Lawrence Weston and the NHS.	Extensive volunteer hours being provided to develop project and provide services from spring 2020 onwards.
Timescale	July 2020 – June 2023	January 2020 – December 2022	2020 onwards	April 2020-March 2023
Indicative Outputs (over 3 years)	Outcomes included in PCRF grant agreements			
	Indicator or Measure*	Level or number of people per annum		Total over 3 years

	Shirehampton	Avonmouth	Sea Mills	Lawrence Weston	
Residents accessing job search facilities	50	50	20	50	510 over 3 years
Training provision being delivered to residents	30	30	10	30	300 over 3 years
Residents accessing 1:1 support	10	10	3	10	99 over 3 years
Local sole traders and or start-ups accessing facilities	5	5	2	5	51 over 3 years

2.2 JTE Projects

Capital Allocation	£ 135,000			
Current Status	All Capital payments have been made and projects are progressing towards delivery in spring/summer 2020			
Approval	Grant payments approved by Executive Director Growth and Regeneration			
Comment on Sustainability	All projects will be dependent on differing levels of volunteer activity to ensure ongoing delivery of benefits to the community. The outlook is very positive with a ward based network initiated to enable sharing of information, learning and resources. This has supported the emergence of two brand new offers in Shirehampton and Sea Mills.			
Capital Project / Activities	Space4Makers Workshop Delivery of a brand new community woodworking facility and multi-purpose workshop facility.	Community Markets Procurement of resilient outdoor market equipment to enable delivery of managed community markets and other events.	Maker Lab Stage 1 Provide STEM learning resources for 5-11 year olds. Community Learning to roll out programme of family learning. Resources now available at Avonmouth Community Centre.	Space4Makers – Oasis Community Hub Provision of additional machinery and tools to enable expansion of maker club offer.
Total Capital Cost Profile	£126,668	£10,000	£20,000	£6,112
PCRf Allocation	£116,668	£10,000	£20,000	£6,112
Match Funding Capital: Revenue:	Extensive volunteer hours being provided to develop project and provide services from spring 2020 onwards.	PCRf JTE allocation matched by BCC Community Capacity Grant payment of £50,000. JTE Hub activity to be delivered by volunteer hours.	Intent was to match Capital expenditure with community learning delivery hours across the ward. This was not achieved.	PCRf contribution is a small element of the Capital project to deliver the building in partnership with Ambition Lawrence Weston and the NHS.
Timescale	July 2020 – June 2023	January 2020 – December 2022	October 2018 onwards	2020 onwards

**Indicative Outputs
(over 3 years)**

Outcomes included in PCRf grant agreements:

Space4Makers Workshop Outcomes

Outcome of Funded Activities	Indicator or Measure*	Level or number of people	Timescale (Year 1, 2, 3,4)
Outcome 1	Ward residents engaged and supporting or using workshop facilities	30	Over 3 years
Outcome 2	Formal training provision being delivered to residents	6	Over 3 years
Outcome 3	Residents moving into employment	2	Over 3 years
Outcome 4	Local entrepreneurs supported (including 2 start-ups)	4	Over 3 years
Outcome 5	Local young people experiencing maker activity	180	Over 3 years
Outcome 6	Increase capacity of Bristol North West Foodbank to deliver "Homebank" to households in need	100 households	300 over 3 years

Community Market Outcomes

Outcome of Funded Activities	Indicator or Measure*	Level or number of people	Timescale (Year 1, 2, 3,4)
Outcome 1	20 Local traders engaged in community market	20	Year 1
Outcome 2	1 ward based start-up retailing at the community market	1	Year 1
Outcome 3	4 ward based start-ups retailing at the community market	4	2 in Year 2 2 in Year 3
Outcome 4	20 Market Events held per annum	60	20 pa Years 1-3

3. Thriving High Streets Theme

Capital Allocation	£ 135,000			
Current Status	Shirehampton and Avonmouth improvements will be delivered by Sustrans from April 2020. Sustrans are planned to receive a PCRf grant payment of £80K before end March 2020 to fund delivery of the works. BCC highways are developing designs in consultation with Ambition Lawrence Weston to deliver improvements to Ridingleaze. The budget for this is £80K. BCC highways have delivered some elements of the Westbury Lane improvements but have been constrained by landowner reluctance for measures on privately owned pavement areas. The budget for the works is £15K, currently less than £6K has been utilised.			
Approval	£80K grant to Sustrans was approved by Executive Director Growth and Regeneration. £55k of BCC Highways funded works progressed through internal charging.			
Comment on Sustainability	Measures are not expected to require additional BCC maintenance funding. Where planters are being installed community ownership of their management is expected after the initial planting through PCRf.			
Capital Project / Activities	Shirehampton (tbc) - Improvements to pavements - Benches/seating - Litter bins/recycling facilities - New and improved signage - New or improved greenery - Possible Community Table Tennis Table	Avonmouth (tbc) - Benches/seating - Litter bins/recycling facilities - New and improved signage - New or improved greenery	Lawrence Weston - Recycling litter bins - Cycle stands - Picnic benches - Planters - Improved crossing point	Sea Mills/Coombe Dingle - Litter bins/recycling facilities - Notice Board - Cycle stands - Planters
Total Capital Cost Profile	£40,000	£40,000	£40,000	£6,000
PCRf Allocation	£40,000	£40,000	£40,000	£15,000
Match Funding Capital:	None obtained	None obtained	None obtained	None obtained
Revenue:				
Timescale	April 2020 – March 2021	April 2020 – March 2021	April 2020 – March 2021	April 2019-March 2020
Indicative Outputs (over 3 years)	The table below is an extract of information from the grant agreement with Sustrans. Similar types of improvement are expected for Sea Mills and Ridingleaze. The opportunity to monitor any impact of the modest PCRf spend is limited and is expected to be achieved through local community planning and review cycles.			

		Indicator or Measure*	Timescale (Year 1, 2, 3,4)
	Outcome 1	Increased number of people visiting the Avonmouth Road shopping area	Year on year improvement
	Outcome 2	Increased number of people visiting the Shirehampton High Street shopping area	Year on year improvement
	Outcome 3	Increased resident satisfaction scores in community surveys	Year on year improvement
	Outcome 4	Increased resident satisfaction scores in community surveys	Year on year improvement

4. Technical Assistance Spend Summary

Theme/Sub Element	Amount	Comment
Enabling Manager	50,000	Enabled delivery of the programme.
CFGS - Stage 3 Initial TA Grants	10,000	£10,000 = 5x Technical Assistance Grants to support early design/planning activities. Paid to 191 Scouts, Ambition CIC, Avonmouth CC, Avonmouth FC and THCC+SFC
CFGS - Stage 3 Additional Support	19,000	<p>Ambition Energy CIC: £9,049.65 (£6,733.65, £2,316). Supported project progress by funding two environmental impact studies.</p> <p>Twyford House Cricket Club: £2,050 to enable additional building condition surveys and pre planning works to de-risk building project.</p> <p>Avonmouth Community Centre Association: £7,900 to enable additional building condition surveys and pre planning works to de-risk building project.</p> <p>Avonmouth Football Club: £1,776 to support planning application process and flood risk assessment.</p>
	10,000	<p>£2,000 for Shirehampton JTE Hub building improvement design and planning work. Paid to Shirehampton Methodist Church</p> <p>£500 for online assets for Space4Makers project. Paid to Ambition Lawrence Weston</p> <p>£2,500 for new build planning and design work. Paid to Bristol North West Foodbank</p> <p>£5,000 remaining balance to be used for Shirehampton JTE Hub start-up and Space4Makers Workshop initiation activities. Break down to be agreed early March 2020.</p>

Decision Pathway – Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 2 June 2020

TITLE	City Leap Energy Partnership - Update for Cabinet		
Ward(s)	All		
Author: David White	Job title: Head of Energy Services		
Cabinet lead: Cllr Kye Dudd	Executive Director lead: Stephen Peacock		
Proposal origin: <i>BCC Staff</i>			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Timescales: Cabinet Approval 2 nd April 2019 – Update 2 June 2020			
Purpose of Report: This report provides the Mayor and Cabinet with an update on the work undertaken for the procurement of the Strategic Partner for the City Leap Energy Partnership.			
Evidence Base:			
<p>Bristol City Council was the first local authority in the UK to declare a ‘climate emergency’ and has brought forward its internal and city-wide targets for carbon neutrality to better reflect the short window of opportunity that remains to reduce the city’s carbon emissions to zero. Bristol enjoys a global reputation as a leading energy city and has made significant progress in reducing its carbon emissions; however, despite having invested over £50m in low-carbon energy infrastructure and projects over the last decade, the pace of delivery must increase significantly if we are to play our full part in addressing the climate emergency and meet our 2030 goal for carbon neutrality.</p> <p>City Leap aims to build on the innovative leadership the council has shown in energy and sustainability over almost three decades to deliver a local interconnected, low carbon, smart energy system in Bristol that provides long-term social, environmental and economic benefits for its residents, communities and businesses.</p> <p>This transformation will involve the build out of significant low carbon energy infrastructure, such as heat networks, renewable energy generation, battery storage and energy efficiency, which will require substantial levels of capital investment; levels that the council cannot deliver alone. Therefore, one of City Leap’s main aims is to attract, facilitate and deliver at least £1bn of low carbon and smart energy infrastructure investment in Bristol’s energy system.</p> <p>To assist with attracting this investment, in May 2018, the council published the City Leap Prospectus, which set out the council’s past successes, current programme of low carbon energy projects and future investment opportunities in relation to low carbon energy within the council’s estate and across the city. The response to the City Leap Prospectus exceeded the council’s expectations with 180 Expressions of Interest being submitted containing a wide range of proposals.</p> <p>The council subsequently undertook an extensive soft market testing phase, meeting with organisations that submitted Expressions of Interest, and completing its own comprehensive options appraisal. This led to the council selecting a preferred model to deliver City Leap involving the setting up a joint venture with a Strategic Partner. Establishing this joint venture will merely be the start of the City Leap journey, as the partnership required to deliver Bristol’s future low carbon, smart energy system will need to be flexible and inclusive in its approach, bringing in new projects, innovation and partners over time as Bristol progresses towards carbon neutrality.</p>			

Following approval of the Cabinet Report, 'City Leap Energy Partnership', in April 2019, the council commenced the procurement of a Strategic Partner for the joint venture in September 2019, including hosting a Bidders' Day event at City Hall, which attracted over 70 organisations.

Following the initial selection stage of the procurement, eight Bidders were selected to proceed to the next stage. Due to the innovative nature of City Leap, this second stage was designed to obtain feedback from Bidders on key points of the procurement to ensure the market could provide the best response and consisted of three rounds of face-to-face meetings with Bidders held over a period of six weeks, finishing on 5 March 2020. This enabled the council to gain valuable and extensive feedback across a range of topics from Bidders, with strong interest being shown by all Bidders in the low carbon energy infrastructure investment opportunities available under City Leap.

The feedback received from Bidders required consideration and discussion with Cabinet Members and senior officers to determine whether any changes should be made to the procurement. These discussions had to be delayed given the absolute priority for the council to fully focus on its response to the coronavirus pandemic. Accordingly, the decision was taken in mid-March to delay the third stage of the procurement, when Bidders would have been invited to submit initial bids, for an unspecified period of time.

Separately to the City Leap procurement exercise, the Council has commissioned consultants EY to support Bristol Energy in determining the optimal business strategy for the company going forwards which will be presented to Cabinet on the 2nd June 2020. Irrespective of the outcome of this assessment, following the feedback received from Bidders the council is confident that there is strong interest in the low carbon energy infrastructure investment opportunities available under City Leap.

Having now considered the feedback received from Bidders, the council intends to make a number of changes to the City Leap Energy Partnership procurement in order to deliver the best possible outcome for Bristol. Some of these changes materially affect the nature of the procurement and, following legal advice, the council therefore has decided to formally bring the current City Leap Energy Partnership procurement exercise to an end and to recommence with a revised and simplified procurement exercise.

Cabinet approval for this revised approach to the City Leap Energy Partnership procurement will be sought at Cabinet on 14 July 2020 and the revised procurement will commence as soon as practicably possible thereafter.

Cabinet Member / Officer Recommendations:

1. To note the decision to bring the current procurement to an end and to restart a revised procurement process subject to a further Cabinet Decision in July.

Corporate Strategy alignment:

1. The City Leap Energy Partnership is intended to deliver the £800m to £1bn investment referenced under the second Wellbeing Key Commitment in the Corporate Strategy 2018-23, which was approved by Full Council in February 2018, '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.'

City Benefits:

1. Keep Bristol on course to be run entirely on clean energy by 2050 by delivering £800m to £1bn of investment in the city's low carbon, smart energy system.
2. Improve our environment to ensure people enjoy cleaner air through supporting the further deployment of renewable energy generation and electric vehicles.
3. Improve physical and mental health and wellbeing by making residents' homes warmer and cheaper to heat, reducing inequalities and the demand for acute services.
4. Tackle food and fuel poverty by reducing energy bills.
5. Create jobs, contributing to a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

Consultation Details:

50+ briefings provided to the Mayor, Cabinet Member Briefings, Oversight & Scrutiny Management Board, Growth

and Regeneration Scrutiny Commission and Senior Officers from July 2018 to present.

Background Documents:

1. The April 2019 Cabinet Report: <https://democracy.bristol.gov.uk/ieDecisionDetails.aspx?AllId=15747>
2. The City Leap Prospectus: www.energyservicebristol.co.uk/cityleap

Revenue Cost	N/A	Source of Revenue Funding	N/A
Capital Cost	N/A	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"/>

EDM Sign-off	Stephen Peacock	19 May 2020
Cabinet Member sign-off	Cllr Dudd & Cllr Cheney	
For Key Decisions - Mayor's Office sign-off	N/A	

Appendix A – Further essential background / detail on the proposal	NO
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