

# Overview and Scrutiny Management Board Agenda



**Date:** Monday, 5 October 2020

**Time:** 3.15 pm

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

## **Distribution:**

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

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**Date:** Friday, 25 September 2020



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 5 - 6)

## 2. Apologies for absence

## 3. Declarations of Interest

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

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

## 4. Minutes of the previous meeting

(Pages 7 - 12)

## 5. Chair's Business

To note any announcements from the Chair

## 6. Public Forum

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on **Tuesday 29 September**

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on **Friday 2 October**



## 7. Clean Air Zone - Update

Report to follow

## 8. Bristol Energy Company - Position Statement

(Pages 13 - 14)

## 9. Finance Task Group - Update

The report of the Finance Task Group will be published here after their final meeting on the 2<sup>nd</sup> October.

The Finance Task Group report will refer to the Medium Term Financial Plan and Capital Strategy report, published with [Cabinet papers available here](#)

## 10. Cabinet - 6 October 2020

This is an opportunity for OSMB Members to raise any queries relating to the Cabinet agenda for 6 October 2020, following publication of the [papers for that meeting](#) (on the 28 September).

This may include discussion on the following 4 Cabinet agenda items, and any others the scrutiny Chair's deem appropriate:

- Revision to Local Development Scheme and Application of Adopted Local Plan Policy
- Children in Care Sufficiency Strategy 2020-2023
- Procurement of Data Delivery Partner
- Sports Facilities in Parks and Green Spaces

## 11. Mayor's Forward Plan - Standing Item

(Pages 15 - 34)

## 12. Corporate Risk Report

(Pages 35 - 68)

## 13. Call In Charing Arrangements

Members to note the content of the report.

(Pages 69 - 72)

## 14. WECA Overview and Scrutiny Committee - for information (standing item)

The WECA Forward Plan as published at the previous OSMB agenda is the most up-to-date version;

Minutes of WECA meeting 17<sup>th</sup> June 2020 attached.

(Pages 73 - 78)



## 15. Work Programme

To note the work programme.

**(Pages 79 - 83)**



# Public Information Sheet

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

You can find papers for all our meetings on our website at <https://www.bristol.gov.uk/council-meetings>

## Covid-19: changes to how we hold public meetings

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

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

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

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

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

## Changes to Public Forum

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

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



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

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

### During the meeting:

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

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

### Webcasting/ Recording of meetings

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

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

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

**Bristol City Council  
Minutes of the Overview and Scrutiny  
Management Board**



**26 August 2020 at 2.30 pm**

**Members Present:-**

**Councillors:** Geoff Gollop (Chair), Celia Phipps (Vice-Chair), Anthony Negus, Stephen Clarke, Claire Hiscott, Paula O'Rourke, Brenda Massey and Jo Sergeant

**Officers in Attendance:-**

Mike Jackson (Chief Executive), Tim Borrett (Director: Policy, Strategy & ICT), Lucy Fleming (Head of Democratic Engagement), Bronwen Falconer (Policy & Scrutiny Advisor), Guy Collings and Adam Crowther (Head of Strategic City Transport)

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

The Chair welcomed the attendees. The meeting was conducted via video conference.

**2. Apologies for Absence**

No apologies were received.

**3. Declarations of Interest**

No declarations were made.

**4. Minutes of the Previous Meeting**

The minutes of the previous meeting were approved as a correct record.

**RESOLVED; that the minutes of 8th July 2020 be approved as a correct record.**

**5. Chair's Business**

There was no Chair's business.



## 6. Public Forum

Public Forum questions and statements were published prior to the meeting and can be viewed here: [Public Forum OSMB 26 August 2020](#)

Question 1. Suzanne Audrey asked why under Performance measures a target has been included for visitors to museums, galleries and archives, but not for attendances at leisure centres and swimming pools.

A written response was provided.

Question 2. Suzanne Audrey asked if a medium CAZ was now being ruled out.

A written response was provided, and Officers added that further modelling work on a medium CAZ was not taking place at the current time for the reasons set out.

Statement 1 and 2. David Redgewell (South West Transport Network and Railfuture Severnside) presented a statement regarding the CAZ, and an additional statement raising concerns around the planned XR event at Harbourside for the Bank Holiday weekend, in view of the requirement to maintain social distancing.

Statement 3. Christina Biggs (Bristol Clean Air Alliance) presented a statement in support of the recent and planned traffic reduction initiatives.

**RESOLVED; That the public forum business be noted.**

## 7. Work Programme

The Head of Democratic Engagement presented the draft Scrutiny Work Programme for the 20/21 Municipal Year.

The Chair of the Communities Scrutiny Commission added that a revised scope for the Working Group had been discussed with Lead members and a more focused approach would now be adopted.

The Chair of the Resources Scrutiny Commission highlighted the IT Transformation Project Item that was listed as 'TBC', and reported that discussions had been held on whether this should be received by Scrutiny or by the Audit Committee. Members agreed that duplication should be avoided and suggested a joint meeting as one option.

There were no further comments from Members and the Work Programme was approved as set out. It was agreed that the Work Programme would be referred to the next meeting of the Cabinet (on 1st September 20) for information purposes.

**RESOLVED; That the draft Work Programme for 20/21 be approved and referred to the Cabinet meeting on 1st September 20 for information purposes.**



## 8. Q1 Performance

- The Head of Insight Performance and Intelligence presented the Q1 Performance Measures report and responded to queries from Members. The key points were as follows; Some targets had been suspended due to the impact of Covid-19.
- BCPB502 - the measure to increase the percentage of invoices paid on time was over target, although Members queried the backlog for this.
- BCPB307 - There had been a significant fall in the number of disabled people enabled to live independently through home adaptations. It was agreed that additional details would be provide to the Board.
- BCPB503 - Members queried whether targets such as Council Tax collection were lowered this year in anticipation of the impact of Covid-19. Officers agreed to add additional details in future reports.
- The appropriateness of some targets in light of the impact of Covid was debated. Some had been altered where it was known they could not be met.

**RESOLVED; That Officers clarify indicator BCPB502 and provide information on the invoice backlog to be discussed outside of the meeting; and**

**That Officers provide further information on indicator BCPB307; and**

**That Officers add additional context to measure BCPB503 in future reports.**

## 9. 2020-21 Corporate Business Plan (Covid-19 Recovery Edition)

- The Director for Policy, Strategy and Partnerships presented the Council's revised Business Plan, which had been updated in view of Covid-19, and responded to questions from Members, setting out that; a strategic plan had not been published on April 1st as intended, but instead all the core aspects of the previous plan were revisited by the Mayor, Cabinet and Senior Officers to confirm priorities and what would be possible in light of Covid.
- The report was presented in the standard format, although demonstrating continued uncertainty with certain caveats. Flexibility to adapt would be needed. A 'change log' had been included to track amendments.
- There was an error on p44 around the number of actions, which should be 160.
- Some staff continued to be redeployed across the Council to assist with the response to Covid-19. It was agreed that officers would provide details of the number of employees affected.
- Members would like to see any further information on the development of Temple Quarter when that's available.
- Officers agreed that a 'success criterion' relating to reskilling would need to be looked at as a key measure of success in the future.



- Departmental ownership of an action relating to fuel poverty would be checked for accuracy.
- Unspent funds remained in the apprenticeship levy and steps would be taken to utilise the available resource if possible in support of actions around skills and employment.
- Future reports would benefit from the inclusion of an executive summary.

Officers were thanked for an impressive and substantial piece of work.

**RESOLVED; That Officers examine the redeployment figures to give an approximation of the number of staff who had returned to 'Business As Usual'; and**

**That the potential error on p91 regarding the placement of the Warmer Homes objective be looked into.**

## 10. Clean Air Plan Update

The Head of Strategic Transport presented the report updating the Board on the position relating to the Clean Air proposals. Members went on to consider and comment on the information provided. The key points were as follows;

- Members commented that the recent closures of Baldwin Street and Bristol Bridge had affected access to the Old Vic and Welsh Back, and that Google continued to direct traffic through closures. Officers confirmed that discussions with affected organisations had been ongoing.
- Whilst fines would be issued for non-compliance with the aforementioned road closures, a 'light touch' approach would be taken in the early stages.
- Officers clarified that the paper was not a Full Business Case, but an updated position. £12million had been awarded from central government to facilitate delivery of the clean air zones
- Members queried whether there would be an opportunity for funds set aside for Clean Air Zone (CAZ) projects to be moved to other long term alternative active travel solutions. Officers stated that this would be dependent on timing and direction from central government; it would be difficult to change funds directed by Joint Air Quality Unit (JAQU). Some funds would also be obtained from the Department for Transport (DfT) Emergency Active Travel Fund and other funds that would be released in due course.
- A question was raised over whether modelling for changes of behaviour around commuting and travel to schools had been factored in to the revised model Officers stated that there was an inherent uncertainty around future trends, hence the preferred 'test and learn' approach.
- A request was made for clarity over the messaging around the changes made in view of the impact of social distancing and the longer term impacts of the pandemic Officers agreed and confirmed that greater engagement and consultation would take place once preferred models had been agreed with JAQU.
- Modelling would be sent to JAQU in December, with implementation by October 2021 of a clean air zone if required.



- Members asked how the approval or rejection of temporary projects would affect the Full Business Case. Officers confirmed the development of the CAZ D and CAZ C alongside these works, and advised these would remain regardless of the other projects if modelling showed them as necessary. Projects would be committed with the finalisation of the Full Business Case.
- Concern was raised over the impact of travel (and subsequently business) flow from the North to South of the City , and the potential for reduced access to places of interest such as cultural centres
- Members asked if pavement widening and other social distancing measures would be retained and were advised that communities would be asked for input, and measures retained if wanted.
- It was unknown whether perceptions around reduced safety on public transport had affected vehicle use, although the additional measures in place to reduce risks on buses was emphasised. Patronage of buses was around 30-40% of previous use. Members requested sight of the DFT public safety advice.
- Any queries regarding the Active Travel Fund could be sent to the transport engagement address (transport.engagement@bristol.gov.uk), while the Strategic Transport team would receive questions around the CAZ.

**RESOLVED; That Officers share the DFT advice on the safety of public transport.**

**11. Cabinet - 1st September 20**

This item was scheduled as an opportunity for OSMB Members to raise any queries relating to the Cabinet agenda for 1st September 20, following publication of the papers for that meeting on 21st August 20). No issues were raised.

**12. Mayor's Forward Plan - Standing Item**

Noted.

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

Noted.

**14. WECA Overview and Scrutiny Committee Forward Plan - for information (standing item)**

Noted.

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





# Overview & Scrutiny Management Board

5 October 2020



**Report of:** Chief Executive  
**Title:** Bristol Energy Update  
**Ward:** Citywide  
**Officer Presenting Report:** Chief Executive

**Recommendation:**

That the Committee notes the contents of this report

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

This report provides further details about the sale of Bristol Energy.



## **1. Summary**

This report provides an update on the sale of Bristol Energy's business.

## **2. Background**

At its meeting on 2 June 2020, Cabinet decided to sell the business of the Council's wholly-owned local authority company, Bristol Energy.

## **3. Sale of business customer accounts**

In August 2020, Bristol Energy sold 4,000 business customer accounts to Nottingham-based supplier Yü Energy for £1.34 million.

## **4. Sale of residential customer accounts**

In September 2020, Bristol Energy sold 155,000 residential customer meter points to Together Energy for a valuation of £14 million. The Bristol Energy brand and systems were also included in the sale to Together Energy.

Together Energy is committed to supplying 100% renewable energy electricity and is 50% owned by Warrington Borough Council.

Together Energy committed to guaranteeing the jobs of 110 frontline workers as part of the sale. Those staff will TUPE transfer to Together Energy and will continue to be employed in Bristol.

Bristol Energy's residential customers will continue on the same tariffs and their terms and conditions will not be changed, ensuring continuous service and a seamless transition for all Bristol Energy residential customers. Work is well advanced on customer migration and this is scheduled to be concluded by the end of September.

## **5. Further information**

The final value of the sale to the council will be known after the completion of a transition period and will be in line with the advice from Ernst & Young to Cabinet and consistent with the decisions made at the Cabinet meeting on 2 June 2020.

The sale of the Bristol Energy business is a complex transaction. Whilst the sale has been completed and contracts have been signed, the commercial detail of the transaction remains confidential.

**Appendices:** None

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

**Background Papers:** None

# Forward plan



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

This update published 7 September 2020

Democratic Services

Contact: Corrina Haskins, Democratic Services Officer, email: [corrina.haskins@bristol.gov.uk](mailto:corrina.haskins@bristol.gov.uk)

Tel: 0117 35 76519

## BRISTOL CITY COUNCIL - FORWARD PLAN INDEX OF PROPOSED KEY DECISIONS

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

### **Key Decision**

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

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

### **Non-key Decision**

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

### **Cabinet Meetings**

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

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

**Glossary:**

HWB Health and Wellbeing Board

LCPB Learning City Partnership Board

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

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

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

## **Cabinet Members**

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

The City Council's website [www.bristol.gov.uk](http://www.bristol.gov.uk) contains all supporting documents and decisions for formal meetings and lots more about the City Council.

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Mike Jackson mike.jackson@bristol.gov.uk	<b>Clean Air Plan Update</b> To provide an update to Cabinet Non Key Open	Cabinet 1 Sep 2020	Mayor	Overview and Scrutiny Management Board (OSMB)
Michael Pilcher michael.pilcher@bristol.gov.uk	<b>Covid-19 Emergency Decision Making Update</b> To note the standing down of the Covid-19 emergency decision making arrangements agreed by Cabinet on the 28th April 2020 and the basis upon which this could be reinstated.  Open	Cabinet 1 Sep 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board (OSMB)
Ann James Ann.James@bristol.gov.uk	<b>The Future of Youth Services in Bristol</b> To seek approval to develop youth services for the next five years and beyond including a consultation and co-construction period to commission services and to work with partners to deliver youth services that meet the needs of Bristol's diverse communities.  Open	Cabinet 1 Sep 2020	Cabinet Member with responsibility for Women, Children and Families (Young People), and Lead Member for Children's Services	People Scrutiny Commission
Emily Price emily.price@bristol.gov.uk	<b>Procurement of Multi-Disciplinary Consultant Planning Team to Accelerate Delivery of Council Owned Sites - NEW ITEM</b> To seek approval to procure a multi-disciplinary team using	Cabinet 1 Sep 2020	Cabinet Member with responsibility for Housing	Growth and Regeneration Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Homes England framework to secure outline planning consent on 5 council owned sites for housing led developments  Open			Commission
Matthew Kendall matthew.kendall@bristol.gov.uk	<b>Housing Benefit and Council Tax Reduction Process</b> To seek approval for a new information and evidence requirement process to assess applications and changes for Housing Benefits and Council Tax Reduction schemes.  Open	Cabinet 1 Sep 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Raz Constantinescu raz.constantinescu@bristol.gov.uk	<b>Pothole Action Fund</b> To seek approval to allocate Bristol's allocation from the Pothole Fund to enable Bristol City Council to undertake urgent repairs  Open	Cabinet 1 Sep 2020	Cabinet Member with responsibility for Transport, Energy and the Green New Deal	Growth and Regeneration Scrutiny Commission
Paul Sylvester paul.sylvester@bristol.gov.uk	<b>Imperial Apartments (Parkview development)</b> To seek approval to enter into a nomination agreement for the site now known as Imperial Apartments to provide 266 units of accommodation for a range of needs  Open	Cabinet 1 Sep 2020	Cabinet Member with responsibility for Housing	Growth and Regeneration Scrutiny Commission.

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
<p>Guy Fishbourne guy.fishbourne@bristol.gov.uk</p>	<p><b>Hengrove PFI Leisure Centre</b> To seek approval in relation to financial adjustments required in accordance with obligations under the PFI contract as a result of COVID-19.</p> <p>Part exempt 3</p>	<p>Cabinet 1 Sep 2020</p>	<p>Mayor</p>	<p>People Scrutiny Commission</p>
<p>Stephen Peacock stephen.peacock@bristol.gov.uk</p>	<p><b>Watershed Phase 1 Redevelopment</b> To seek approval to underwrite phase one of Watershed redevelopment as grant recipient of Revolving Infrastructure Funds from WECA.</p> <p>Open 3</p>	<p>Cabinet 1 Sep 2020</p>	<p>Designated Deputy Mayor with responsibility for Finance, Governance and Performance</p>	<p>Growth and Regeneration Scrutiny Commission</p>
<p>Penny Fell penny.fell@bristol.gov.uk, Jacqueline Miller jacqueline.miller@bristol.gov.uk</p>	<p><b>Fleet Services Electric Vehicles Centre of Excellence</b> To seek approval of the application to Highways England Designated Funds Capital Investment Grant.</p> <p>Open 3</p>	<p>Cabinet 1 Sep 2020</p>	<p>Cabinet Member with responsibility for Transport, Energy and the Green New Deal, Cabinet Member with responsibility for Waste, Commercialisation and Regulatory</p>	<p>Growth and Regeneration Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
			Services	
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Outturn Report P3</b> To provide an update to Cabinet for Period 4.  Open 3	Cabinet 1 Sep 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Stephen Peacock stephen.peacock@bristol.gov.uk	<b>Funding for Hengrove Park Enabling Works (Highways Junctions and Primary School)</b> To seek approval for alternative funding to rebuild and expand Perry Court Primary School and delivery of new highway junctions and related sustainable travel improvements.  Open	Cabinet 1 Sep 2020	Cabinet Member with responsibility for Housing	Growth and Regeneration Scrutiny Commission
Hayley Ash Hayley.ash@bristol.gov.uk, Richard Fletcher richard.fletcher@bristol.gov.uk	<b>Bristol Future Parks Programme</b> To seek approval to launch a pilot to test Future Parks expressions of interest process.  Open	Cabinet 1 Sep 2020	Deputy Mayor (with responsibility for Communities, Equalities and Public Health)	Communities Scrutiny Commission
Penny Germon penny.germon@bristol.gov.uk	<b>Enabling the Voluntary Community and Social Enterprise Sector Support Grant</b> To seek approval to extend current funding agreement 'Enabling the VCSE sector support grant' for 12 months.	Cabinet 1 Sep 2020	Deputy Mayor (with responsibility for Communities, Equalities and Public	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open		Health)	
James Anderson james.anderson@bristol.gov.uk	<b>Special Educational Needs Sufficiency and Capital Programme</b> To seek approval for the Special Educational Needs Sufficiency and Capital Programme.  Open	Cabinet 1 Sep 2020	Cabinet Member with responsibility for Education and Skills	People Scrutiny Commission
Tim Borrett tim.borrett@bristol.gov.uk	<b>Revised Bristol City Council Business Plan 2020/21 (Covid-19 Recovery)</b> To note the Council's updated Annual Business Plan for 2020/21 as revised to take account for Covid-19 impacts and recovery.  Open	Cabinet 1 Sep 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Julian Higson Julian.Higson@bristol.gov.uk	<b>Housing Revenue Account New Build Acquisitions - NEW ITEM</b> To seek approval for diversion of capital underspend in the HRA budget 2020/21 for new build acquisitions from private developers and builders.  Open	Cabinet 6 Oct 2020	Mayor	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Richard Fletcher richard.fletcher@bristol.gov.uk	<b>Sports Facilities in Parks and Green Spaces - NEW ITEM</b> To seek approval to transfer a number of sports facilities in parks and green spaces to be operated by third parties.  Open	Cabinet 6 Oct 2020	Mayor	Communities Scrutiny Commission
Sarah O'Driscoll sarah.odriscoll@bristol.gov.uk	<b>Revision to Local Development Scheme and Application of Adopted Local Plan Policy</b> To seek approval for the revision to the Local Development scheme and 'Progressing Bristol's Development' statement.  Open	Cabinet 6 Oct 2020	Cabinet Member with responsibility for Spatial Planning and City Design	Growth and Regeneration Scrutiny Commission
Bridget Aherne bridget.aherne@bristol.gov.uk	<b>Enhanced Childminding Provision - NEW ITEM</b> To seek approval for the procurement of an enhanced childminding provision approved provider process.  Open	Cabinet 6 Oct 2020	Cabinet Member with responsibility for Education and Skills, Cabinet Member with responsibility for Women, Children and Families (Young People), and Lead Member for Children's Services	People Scrutiny Commission
Gail Rogers gail.rogers@bris	<b>Children in Care Sufficiency Strategy 2020 - 2023</b> To seek approval for the Children in Care Sufficiency Strategy to	Cabinet 6 Oct 2020	Cabinet Member with responsibility for	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
tol.gov.uk	ensure availability of sufficient accommodation for our children in care and care leavers.  Open		Women, Children and Families (Young People), and Lead Member for Children's Services	
Simon Oliver simon.oliver@bristol.gov.uk	<b>Procurement of a Data Delivery Partner - NEW ITEM</b> To seek approval for the procurement of an Effective Use of Data and Insights delivery partner.  Open	Cabinet 6 Oct 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Michael Pilcher michael.pilcher@bristol.gov.uk	<b>Medium Term Financial Plan and Capital Strategy</b> To approve the Medium Term Financial Plan (MTFP) and Capital Strategy for 2021/2022.  Open	Cabinet 6 Oct 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Michael Pilcher michael.pilcher@bristol.gov.uk	<b>Budget Monitoring Outturn report P4 and P5</b> To provide an update to Cabinet for Periods 4 and 5.  Part exempt 3	Cabinet 6 Oct 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Stephen Peacock stephen.peacock@bristol.gov.uk	<b>Temple Quarter Development Framework Update - NEW ITEM</b> To seek approval for the development of a Joint Delivery Team  Open	Cabinet 6 Oct 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance, Mayor	Growth and Regeneration Scrutiny Commission
Pete Anderson peter.anderson@bristol.gov.uk	<b>Avonmouth Fibre Extension Project - NEW ITEM</b> To seek approval for the Avonmouth Fibre Extension project to support better broadband connectivity by enabling fibre infrastructure.  Open	Cabinet 6 Oct 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny Commission
Nick Smith nick.smith@bristol.gov.uk	<b>Quarterly Performance Progress Report – Quarter One 2020/21- NEW ITEM</b> To update Cabinet on progress of directorates against the Key Performance Indicators for Q1. Non Key Open	Cabinet 6 Oct 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Stephen Peacock stephen.peacock@bristol.gov.uk	<b>Southmead Regeneration Programme</b> To seek approval for the next steps in the delivery of new homes and regeneration in Southmead in accordance with the masterplan including procurement and negotiation of contracts.	Cabinet 3 Nov 2020	Mayor	Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			
Alex Minshull Alex.Minshull@bristol.gov.uk	<b>Climate Emergency Programme</b> More information to follow.  Open	Cabinet 3 Nov 2020	Cabinet Member with responsibility for Transport, Energy and the Green New Deal	Growth and Regeneration Scrutiny Commission
Sarah O'Driscoll sarah.odriscoll@bristol.gov.uk	<b>Approval of HMO Supplemental Planning Document</b> More information to follow.  Open	Cabinet 3 Nov 2020	Cabinet Member with responsibility for Spatial Planning and City Design	Growth and Regeneration Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Outturn Report P6</b> To provide an update to Cabinet for Period 6.  Part exempt 3	Cabinet 3 Nov 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Council Tax Base Report</b> More information to follow  Part exempt 3	Cabinet 3 Nov 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray denise.murray@bristol.gov.uk	<b>Collection Fund Report - Council Tax and Business Rates Surplus</b> To seek approval for 20/21 Collection Fund Surplus/Deficit.  Part exempt 3	Cabinet 3 Nov 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Oliver Roberts oliver.roberts@bristol.gov.uk	<b>Development of Hawkfield Business Park</b> More information to follow.  Part exempt 3	Cabinet 1 Dec 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Outturn report P7</b> To provide an update to Cabinet for Period 7.  Part exempt 3	Cabinet 1 Dec 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Paul Sylvester paul.sylvester@bristol.gov.uk	<b>Rough Sleeping Initiative Funding 21/22 - 23/24</b> More information to follow.  Open	Cabinet 1 Dec 2020	Mayor	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
James Beardall james.beardall@bristol.gov.uk	<b>Corporate Parenting Strategy Refresh</b> More information to follow  Open	Cabinet 1 Dec 2020	Cabinet Member with responsibility for Women, Children and Families (Young People), and Lead Member for Children's Services	People Scrutiny Commission
Jan Cadby jan.cadby@bristol.gov.uk, Denise Murray denise.murray@bristol.gov.uk	<b>Q2 Corporate Risk Management Report 2020/21</b> To note the Corporate Risk Management report for Quarter 2. Non Key Open	Cabinet 1 Dec 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Michael Pilcher michael.pilcher@bristol.gov.uk	<b>Budget Recommendations to Full Council, including the Treasury Management Strategy</b> More information to follow.  Part exempt 3	Cabinet Not before 5th Jan 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Outturn report P8</b> To provide an update to Cabinet for Period 8.  Part exempt 3	Cabinet 5 Jan 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Nick Smith	<b>Quarterly Performance Progress Report – Quarter Two 2020/21-</b>	Cabinet	Designated Deputy	Overview and

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
nick.smith@bristol.gov.uk	<b>NEW ITEM</b> To update Cabinet on progress of directorates against the Key Performance Indicators for Q2. Non Key Open	5 Jan 2021	Mayor with responsibility for Finance, Governance and Performance	Scrutiny Management Board
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Outturn report P9 - NEW ITEM</b> To provide an update to Cabinet for Period 9  Part exempt	Cabinet 2 Feb 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Outturn Report P10 - NEW ITEM</b> To provide an update to Cabinet for Period 10.  Part exempt	Cabinet 2 Mar 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Jan Cadby jan.cadby@bristol.gov.uk	<b>Q3 Corporate Risk Management Report 2020/21</b> To note the Corporate Risk Register for Quarter Three. Non Key Open	Cabinet 2 Mar 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Michael Pilcher	<b>Financial Outturn Report 20/21</b>	Cabinet	Designated Deputy	Resources

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
michael.pilcher@bristol.gov.uk	More information to follow  Part exempt 3	13 Apr 2021	Mayor with responsibility for Finance, Governance and Performance	Scrutiny Commission
Sarah Spicer sarah.spicer@bristol.gov.uk	<b>Rent Policy and Service Charges</b> More information to follow  Open	Cabinet 13 Apr 2021	Mayor	Communities Scrutiny Commission
Jan Cadby jan.cadby@bristol.gov.uk, Denise Murray denise.murray@bristol.gov.uk	<b>Q4 Corporate Risk Management Report 2020/21</b> More information to follow Non Key Open	Cabinet 13 Apr 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Overview and Scrutiny Management Board
Nick Smith nick.smith@bristol.gov.uk	<b>Quarterly Performance Progress Report – Quarter Three 2020/21 - NEW ITEM</b> To update Cabinet on progress of directorates against the Key Performance Indicators for Q3. Non Key Open	Cabinet 13 Apr 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Stephen	<b>Property Asset Management Plan</b>	Cabinet	Cabinet Member with	Growth and

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Peacock stephen.peacock@bristol.gov.uk	More information to follow.  Open	Before 4 May 2021	responsibility for Housing, Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Regeneration Scrutiny Commission
Oliver Roberts oliver.roberts@bristol.gov.uk	<b>Lawrence Weston Community Hub</b> To consider development of a new build community and health hub in Lawrence Weston on Council owned land.  Part exempt 3	Cabinet Before 4 May 2021	Deputy Mayor (with responsibility for Communities, Equalities and Public Health)	Growth and Regeneration/Co mmunities Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Social Value Policy</b> To approve the annual refresh of the Social Value Policy & Tool Kit  Open	Cabinet Before 4 May 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Stephen Peacock stephen.peacock@bristol.gov.uk	<b>Acquisition of Land at Broomhill Road, Brislington</b> More information to follow.  Part exempt 3	Cabinet Before 4 May 2021	Mayor	Growth and Regeneration Scrutiny Commission
Mark Williams	<b>Members Parental Leave Policy</b>	Cabinet	Cabinet Member with	Resources

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Mark.williams@bristol.gov.uk	To seek Cabinet approval for recommendation to Full Council for a Members' entitlement to maternity, paternity, shared parental and adoption leave and relevant allowances policy. Non Key Open	Before 4 May 2021	responsibility for Women, Children and Families (Young People), and Lead Member for Children's Services	Scrutiny Commission
Nuala Gallagher nuala.gallagher@bristol.gov.uk	<b>Enterprise Zone Update</b> More information to follow.  Open	Cabinet Before 4 May 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny Commission
Stephen Peacock stephen.peacock@bristol.gov.uk	<b>Housing Infrastructure Fund</b> More information to follow.  Open	Cabinet Before 4 May 2021	Mayor	Growth and Regeneration Scrutiny Commission
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	<b>Housing payments made under the Vulnerable Person's Resettlement Scheme and the Global Resettlement Scheme</b> More information to follow  Part exempt 3	Cabinet Before 4 May 2021	Deputy Mayor (with responsibility for Communities, Equalities and Public Health)	People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray denise.murray@bristol.gov.uk	<p><b>Implementation of a Supplier Early Payment</b> More information to follow.</p> <p>Part exempt 3</p>	Cabinet Before 4 May 2021	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Patsy Mellor patsy.mellor@bristol.gov.uk	<p><b>Waste Minimisation, Recycling and Waste Service improvements</b> To seek approval for policy and service improvements.</p> <p>Part exempt 3</p>	Cabinet Not before 4th May 2021	Cabinet Member with responsibility for Waste, Commercialisation and Regulatory Services	Communities Scrutiny Commission

# Overview and Scrutiny Management Board

5th October 2020



**Report of:** Mike Jackson, Executive Director Resources

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

**Ward:** City wide

## Recommendation

For the Overview and Scrutiny Management Board to note the attached Corporate Risk Management Report and Corporate Risk Register (CRR) Report that went to Cabinet on 1<sup>st</sup> September 2020



**PURPOSE:** For reference**MEETING:** Cabinet**DATE:** 01 September 2020

<b>TITLE</b>	<b>Corporate Risk Management Report (CRR)</b>		
<b>Ward(s)</b>	<b>City Wide</b>		
<b>Author:</b> Jan Cadby	<b>Job title:</b> Risk and Insurance Manager		
<b>Cabinet lead:</b> Councillor Cheney	<b>Executive Director lead:</b> Mike Jackson / Denise Murray		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<p><b>Purpose of Report:</b> Managing risks are an integral element to the achievement of the Bristol City Council's (BCC) Corporate Strategy (CS) deliverables. The report provides an update on work completed to improve risk management at BCC and sets out the council's current significant risks and summarises progress in managing the risks as at Quarter 1 2020-21. The Q1 Corporate Risk Management Report will be presented to Cabinet in September 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 July 2020.</p>			
<p><b>Evidence Base:</b> 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>			
<b>Cabinet Member / Officer Recommendations:</b> That Cabinet notes the report and progress on embedding Risk Management arrangements within the Council.			
<b>Corporate Strategy alignment:</b> Managing risks are an integral element to the achievement of the BCC Corporate Strategy (CS) deliverables.			
<b>City Benefits:</b> 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 Executive Director Meetings (EDM) reviewed the Directorate Risk Reports (DRR) 15<sup>th</sup> July 2020 to form the CRR. Councillor Cheney was consulted on 20<sup>th</sup> July 2020. CLB were asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers 21st July 2020. The report was received by the Mayor's Office 3<sup>rd</sup> August 2020.

The CRR sets out the critical, significant and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the DRRs.

The Corporate Risk Report (CRR) as end July 2020 contained:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none"><li>• 2 critical</li><li>• 19 high</li><li>• 6 medium</li><li>• 1 low</li><li>• 5 new</li><li>• 4 improving</li><li>• 2 deteriorating</li><li>• 1 closed - redraft</li></ul>	<ul style="list-style-type: none"><li>• 1 significant</li><li>• 2 high</li><li>• 0 medium</li><li>• 1 low</li><li>• 0 new</li><li>• 0 improving</li><li>• 0 deteriorating</li><li>• 0 closed</li></ul>	<ul style="list-style-type: none"><li>• 1 critical</li><li>• 2 high</li><li>• 0 medium</li><li>• 0 low</li><li>• 0 new</li><li>• 0 improving</li><li>• 0 deteriorating</li><li>• 0 closed</li></ul>

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

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

There are two critical threat risks:

- CRR32: Failure to deliver enough affordable Homes to meet the City's needs. The risk rating being 4x7 (28). This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR13: Financial Framework and MTFP. The risk rating being 4x7 (28) critical risk. This risk is managed on the Resources Service Risk Registers.

There are five new threat risks:

- CRR35: Organisational Resilience. The risk rating being 3x7 (21) high risk. This risk is managed on the Resources Service Risk Registers.
- CRR37: Homelessness: The risk rating being 4x5 (20) high risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR34: Corporate Equalities. The risk rating being 2x7 (14) high risk. This risk is managed on the Resources Service Risk Registers.
- CRR36: SEND. The risk rating being 2x5 (10) medium risk. This risk is managed on the People Service Risk Registers.
- CRR23: Adult and Social Care (ASC) Transformation programme 2020/21 - 2021/22 (Previously the Better Lives Programme). The risk rating being 2x5 (10) medium risk. This risk is managed on the People Service Risk Registers.

There are two deteriorating threat risks:

- CRR32: Failure to deliver enough affordable Homes to meet the City's needs. The risk rating being 4x7 (28) critical risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

- CRR5: Business Continuity and Council Resilience. The risk rating being 2x7 (14) high risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

There are four improving threat risks:

- CRR7: Cyber-Security. The risk rating being 4x5 (20) high risk. This risk is managed on the Resources Service Risk Registers.
- CRR31: Failure to deliver Mayor's Climate Emergency Action Plan and One City Climate Strategy. The risk rating being 2x7 (14) high risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR24: Procurement and Contract Management -failure to deliver value for money. The risk rating being 2x5 (10) medium risk. This risk is managed on the Resources Service Risk Registers.
- 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 1x3 (3) low risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

There is one closed realised risk CRR33: Failure to Deliver Joint Spatial Plan (JSP). The JSP is no longer proceeding and plans are progressing for a Mayoral Spatial Development Strategy.

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.

The summary of the threat risks are set out on pages 1 to 20 opportunity risks pages 21 to 22, and external and civil contingency risks on page 23 and 24 all including controls and management actions. A summary of risk performance on pages 25 and 26 by level of risk, the risk matrix on page 27 and the risk scoring criteria on page 28. 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 draft Annual Governance Statement (AGS) declaration for 2019-20 highlighted that Managers self- assurance identified inconsistency in completion of service risk registers and a need for risk management training. Additionally, an Internal Audit review of risk management arrangements identified improvements are required to plan activity that will further support embedding of arrangements and the need for greater alignment of risk with service planning. The Risk Management Audit was allocated a 'Limited Opinion' as at June 2020. Areas to improve include:

- Engagement with the timeliness, completion and accuracy of Service Risk Registers.
- Risk Management within Decision Making, Business Case approvals, Project Management and Procurement Frameworks.

The Annual Governance statement states: Managers self- assurance identified inconsistency in completion of service risk registers and a need for risk management training. Additionally, an Internal Audit review of risk management arrangements identified improvements are required to plan activity that will further support embedding of arrangements and the need for greater alignment of risk with service planning.

The risk management framework and process continues to be developed. During 2020/21 we have:

- Managed, maintained and communicated Risk Management on the SharePoint and Internal Communications.
- Offered workshops and drop in sessions.
- Review and relaunch of the Corporate Risk Management Board (CRMB).
- Supported Mangers for Covid 19 related queries.

Plans for 2020/21 include:

- Mandatory Risk Management ELearning for key staff.
- Annual Risk Management Maturity Assessment.
- Directorate Risk Reports received by Scrutiny.
- Approach to management of risk reporting to CLB from the CRMB.
- Risk Management system.
- Member training.

<b>Revenue Cost</b>	<b>£0</b>	<b>Source of Revenue Funding</b>	N/A
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <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. The Council should ensure it has sufficient resource available to implement actions required to bring risks down to a tolerable level.

**Finance Business Partner:** Michael Pilcher, Chief Accountant, Deputy Section 151 Officer, 13 August 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 specific legal issues that may arise from the risks identified.

**Legal Team Leader:** Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer, 7 August 2020.

**3. Implications on IT:** 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. As we continue to work through our legacy systems and processes, further risks with Applications and Data will surface which will need to be addressed by the relevant service areas – work continues to govern, allocate and mitigate these risks via formal ISO27001 framework.

**IT Team Leader:** Simon Oliver, Digital Transformation Director 7 August 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:** James Brereton, HR Advisor, HR and Workforce, 5 August 2020.

<b>Appendix A – Further essential background / detail on the proposal:</b> Q1 2020/21 Corporate Risk Report (CRR) - The Corporate Risk Summary Report sets out the risks on pages 1 to 24 including controls and management actions, a summary of risk performance on page 25 and 26, the risk matrix on page 27 and the risk scoring criteria on page 28.	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR1: Long term commercial investments and major projects.</b></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"> <li>The cost is higher than expected.</li> <li>The project is delivered later than planned.</li> <li>The operating and maintenance cost of the asset exceeds expectations.</li> <li>Strategic, geographic, social, financial and economic conditions changing over time.</li> <li>Oversight of Project Interdependencies not well managed.</li> <li>Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment.</li> <li>Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure.</li> </ul>	<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&amp;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&amp;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 and the AGR are regularly reviewed and re-prioritised by the G&amp;R Board.</p> <p>The Covid-19 pandemic in March 2020 impacted on the progress / delivery of some major projects owing to restrictions placed on based working, supply chain partners furloughing staff, and building material suppliers only delivering to critical construction projects. By the end of June 2020 works are again commencing.</p> <p>NB: There was no halting of reactive or planned highways works during COVID-19, this included the works commencing at the Cumberland Basin (£5m).</p> <p>In response to the Covid-19 pandemic a review and prioritisation exercise of all major projects commenced in April and has been on-going throughout Quarter 1.</p>	<p>↔</p>	3	7	21	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>					

Page 4

Corporate Risk Register as at June 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><b>CRR2: Failure to Manage Asbestos.</b></p> <p>Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Staff availability to carry out work plans in a safe way.</li> <li>• Lack of appropriate training.</li> <li>• Lack of oversight and control by local management.</li> <li>• Lack of information on the potential or known risks.</li> <li>• Inadequate contract management arrangements.</li> <li>• Lack of effective processes and systems consistently being applied.</li> <li>• Policies are not kept up to date.</li> <li>• Budget pressures.</li> <li>• Restrictions for operating normally caused by external factors beyond the control of BCC i.e. Covid-19 pandemic.</li> </ul>	<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.</p> <p>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.</p> <p>Property CHASM project is underway, to ensure all premises report on compliance.</p>	↔	2	7	14	<p>The structure of the new team has been identified by the Construction Safety Manager and recruitment to post is ongoing.</p> <p>The terms of reference for the new Team are being developed, it is envisaged that the team will take working responsibility for the Keystone asbestos management software and for leading other asbestos improvement strategies from January 2020.</p> <p>Progress has been made with the action plan; a second detailed review will be carried out by the Safety Health and Wellbeing Team and the Construction Health and Safety Manager to reassess the effectiveness of the asbestos management plan. This is scheduled for June 2020.</p>	1	7	7
<p>Risk Owner: Chief Executive 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>	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

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Corporate Risk Register as at June 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><b>CRR4 Corporate Health, Safety and Wellbeing.</b></p> <p>If the City Council does not meet its wide range of Health &amp; 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"> <li>• If services do not have sufficient staff numbers to carry out work plans in a safe way.</li> <li>• If services are not able to order appropriate equipment required for staff safety.</li> <li>• Lack of appropriate equipment.</li> <li>• Lack of appropriate training.</li> <li>• Lack of oversight and control by local management.</li> <li>• Lack of information on the potential or known risks.</li> <li>• Inadequate contract management arrangements.</li> <li>• Lack of effective processes and systems consistently being applied</li> <li>• Policies are not kept up to date.</li> </ul>	<p>The Corporate Safety, Health &amp; Wellbeing (SH&amp;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&amp;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 &amp; 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 included 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 September2020.</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. December 2020.</p> <p>A review of training is being undertaken. Linked to the developing strategy and management system. December 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 &amp;Wellbeing, Risk and Insurance, Civil Contingencies (including Business Continuity), Procurement and Legal Services is ongoing.</p> <p>We have currently been working across the organisation to ensure that all buildings are COVID-19 secure. The fire team have now joined the corporate health and safety and wellbeing team and we are developing a fire strategy to ensure compliance across the organisation. This is now being linked to the safety health and wellbeing strategy. Interim report to CLB in September 2020.</p>	1	7	7	
<p>Risk Owner: Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>	<p>Action Owner: Director of Workforce Change, Head of Health Safety and Wellbeing.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>							

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<p><b>CRR5: Business Continuity (BC) and Councils Service Resilience.</b></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"> <li>• Strikes (People, Fuel).</li> <li>• Loss of key staff (communicable diseases and influenza epidemics).</li> <li>• Loss of suppliers.</li> <li>• Loss of accommodation to deliver key services.</li> <li>• Loss of equipment.</li> <li>• Any event which may cause major disruption.</li> <li>• Unavailability of IT and/or Telecoms.</li> <li>• Loss of staff/staff availability.</li> <li>• Knowledge loss.</li> </ul> <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	7	14	<p>Due to Covid-19, the Corporate Business Continuity Plan will be reviewed in Q3 and Q4 2020/21.</p> <p>The Covid emergency further developed continuity planning across the Authority and our supply chains. BC Policy and Plans to be reviewed as part of Covid Recovery.</p> <p>Business Continuity Manager will ensure the learning Covid continuity planning is captured by teams, services and directorates. This will feed into the Council’s approach to Recovery.</p> <p>New Senior Management on-call rota (weekly) has been introduced containing the core services on-call points of contact, including ICT, Public Health, Facilities Management, Housing, Children Services, Adult Care and ICT.</p> <p>The Businesses Continuity Working Group will be refreshed within the year and we are currently drafting a plan for future exercises to test different elements of BCC Business Continuity arrangements with partners July 2019 was delayed. 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>Recruitment of a new CPU Manager will add a much needed resources and focus on both internal and external business continuity.</p>	1	5	5
<p>Risk Owner: Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</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><b>CRR6: Fraud and Corruption.</b></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"> <li>• Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.</li> <li>• Not keeping up to date with developments in new areas of fraud.</li> <li>• Insufficient risk assessment of new emerging fraud issues.</li> <li>• Lack of clear management control of responsibility, authorities and / or delegation.</li> <li>• Lack of resources to undertake the depth of work required to minimise the risks of fraud / avoidance.</li> </ul> <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. The policy is reviewed annually and approved by CLB and the Audit Committee November 2019.</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>Emergency financial measures being implemented in response to the current pandemic emergency (Covid-19) were subject to fraud risk assessment by the team and advice provided to finance as appropriate. The Counter fraud and investigation team supported operational management as necessary to design appropriate protocols that ensure transparency and accountability in the management of public funds. Pre and post -payment fraud checks in respect of significant support being distributed by the Council to businesses has been a key focus of the teams work during Q1. This work will continue in Q2 as distributions continue to be made. Tools required to assist with fraud detection have been acquired as necessary in support pre and post payment fraud checking.</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. New whistleblowing arrangements are in place from 1st April 2020 with strengthened co-ordination, monitoring and reporting of such reports to Internal Audit. The Audit Committee will oversee the effectiveness of the new procedures via regular update reports.</p> <p>Staff are reminded about ethics and conduct via fraud awareness training and other publicity and continual maintenance of Counter Fraud information on Web pages.</p> <p>Counter Fraud Performance is monitored by Audit Committee via the Annual and half yearly Counter Fraud Updates.</p> <p>We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti-fraud approach is correctly targeted.</p> <p>Proactive exercises, including the national fraud initiative are routinely carried out.</p>	↔	4	5	20	<p>A significant distribution of financial support for both businesses and individuals has occurred at this time of national pandemic emergency. Some further payments are still to be distributed.</p> <p>Pre and post payment fraud checking has been priority for the counter fraud team during Q1 2020/21 with the aim of balancing expedition of payment to support local businesses against the need to ensure fraudulent applications for support were not paid. Pre-payment checking is complete for phase 1 of the discretionary grants and on-going for the Business grants and phase 2 of the discretionary grants Tenancy fraud work and where essential, other counter fraud and investigation work has continued but team resources have focussed on supporting the Council's emergency response. Moving into Q2 2020/21 post payment checking will continue alongside routine counter fraud and investigation work.</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"> <li>- widen data sets available for counter fraud work</li> <li>- regularise what are current ad hoc fraud identifying exercises for fraud prevention or early detection</li> <li>- maximise the use of technology for greater efficiency</li> </ul> <p>A new Fraud Case Management System is being considered in time for contract renewal.</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> <p>We are reporting to the Audit Committee regarding implementation of new whistleblowing arrangements.</p> <p>In relation to government grants to support businesses and individuals during the pandemic, both pre and post payment checks are being undertaken to identify potential fraudulent claims and assist the claw back of any funding obtained incorrectly.</p>	3	5	15
Risk Owner: Chief Executive and Director of Finance (\$151 Officer).	Action Owner: Director of Finance, Chief Internal Auditor.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

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<p><b>CRR7: Cyber-Security.</b></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"> <li>Lack of investment in appropriate technologies.</li> <li>Reliance on in-house expertise, and self-assessments (PSN).</li> <li>Lack of formal approach to risk management (ISO27001).</li> <li>Historic lack of focus.</li> </ul>	<p>Budget provision for Cyber Security was allocated within the Future State Assessment Plan (FSA) as approved by Cabinet June 2018. Independent full security assessments were carried out November 2018.</p> <p>An Information Governance Board (IGB) 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. Information Governance Team (IG) have an operational level risk register that is being used to track local operational risks further aligning to best practice.</p>	↑	4	5	20	<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> <p>The IG Team are continuing to work with ICT and Microsoft on the ITTP programme to ensure that this is done in line with industry best practice and recognised standards. Progress on the ISMS is continuing.</p> <p>Resources have been appointed to facilitate the improvements required as per the agreed budget. These will also be needed to support capital projects.</p>	1	5	5
Risk Owner: Chief Executive, Senior Information Risk Owner (SIRO).	Action Owner: Head of Information Assurance, Information Governance.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p><b>CRR9: Safeguarding Vulnerable Children.</b></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"> <li>Failure to meet the requirements of the Children Act and associated legislation.</li> <li>Inadequate controls result in harm.</li> <li>Demand for services exceeds its capacity and capability.</li> <li>Increase in complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation.</li> <li>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.</li> <li>An increase in demand of up to 5% is anticipated as a result of Covid and economic downturn, with some children more vulnerable to exploitation and abuse as a result of lost safe, stable and nurturing relationships.</li> </ul>	<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 identified and increasing risk of serious youth violence and criminal exploitation a multiagency plan is in place and will be monitored by the Serious Youth Violence Exec Group.</p> <p>Service Delivery Plans for 2020-21 have been reviewed and set out further actions to mitigate risks identified and deliver on our ambitions for children and families.</p>	1	7	7
Risk Owner: Executive Director People, 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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<p><b>CRR10: Safeguarding Adults at Risk with Care and support needs.</b></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"> <li>• Adequacy of its controls.</li> <li>• Management and operational practices.</li> <li>• Demand for its services exceeded its capacity and capability.</li> <li>• Poor information sharing.</li> <li>• Lack of capacity or resources to deliver safe practice.</li> <li>• Failure to commission safe care for adults at risk.</li> <li>• Failure to meet the requirements of the “Prevent Duty” placed on Local Authorities.</li> </ul>	<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> <p>The Adults Delivery Group is up and running and a new Transitions theme has also been instituted.</p>	↔	2	7	14	1	7	7
Risk Owner: Executive Director People, 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.					

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<p><b>CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur.</b> (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"> <li>• Critical services unprepared or have ineffective emergency and business continuity plans and associated activities.</li> <li>• Lack of resilience in the supply chain hampers effective response to incidents.</li> <li>• Lack of trained and available strategic staff.</li> </ul>	<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, Director Management of Place.</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><b>CRR13: Financial Framework and Medium Term Financial Plan (MTFP).</b></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"> <li>Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites (in budget setting).</li> <li>Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income.</li> <li>Brexit - the general uncertainty affecting the financial markets, levels of trade &amp; investment.</li> <li>Governments spending review 2020.</li> <li>Review of local Government funding through fair funding formula and business rates retention.</li> <li>Impact of Covid-19 on key income sources</li> <li>Inadequate budgeting &amp; budgetary control/Financial Settlements &amp; wider fiscal policy changes:                             <ul style="list-style-type: none"> <li>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.</li> <li>Embedding of the new national funding formula for schools and High Needs.</li> <li>Political failure to facilitate the setting of a lawful budget.</li> <li>Unable to agree a deliverable programme of propositions that enable the required savings to be achieved.</li> <li>Insufficient reserves to mitigate risks and liabilities and provide resilience.</li> <li>Rising inflation could lead to increased cost.</li> <li>Judicial review.</li> </ul> </li> </ul>	<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 February 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"> <li>The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions.</li> <li>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.</li> <li>Financial Regulations and Financial Scheme of Delegation is in place.</li> <li>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.</li> <li>Changes to savings in year are monitored by delivery executive.</li> </ul> <p>We have restructured the finance team. 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: Chief Executive and Director of Finance (S151 Officer).	Action Owner: Director of Finance (S151 Officer), Chief Accountant.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Corporate Risk Register as at June 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><b>CRR15: In-Year Financial Deficit.</b></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"> <li>• A failure to appropriately plan and deliver savings.</li> <li>• Unscheduled loss of material income streams.</li> <li>• Increase in demography, demand and costs for key council services.</li> <li>• The inability to generate the minimum anticipated level of capital receipts.</li> <li>• Insufficient reserves to facilitate short term mitigations, risks and liabilities.</li> <li>• Interest rate volatility impacting on the council’s debt costs. Impairments in our commercial Investments are realised.</li> </ul>	<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>The latest budget monitoring is forecasting an overspend on in-year budget increasing the likelihood of an overspend at year end. The impact of Covid-19 has been offset in part by additional Government funding and there are corporate mitigations for the residual pressures.</p> <p>The overspend not related to Covid will require individual recovery plans and mitigation which are to be developed in the coming months to reduce the likelihood of unplanned drawdown from reserves at year end.</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>	1	5	5
Risk Owner: Director of Finance (\$151 Officer).	Action Owner: Director of Finance (\$151 Officer), Chief Accountant.	Portfolio Flag: Finance, Governance and Performance.		Strategy Theme: Our Organisation.					

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<p><b>CRR18: Failure to deliver enough homes to meet the City’s needs.</b> (Previously 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"> <li>• Not enough planning applications submitted.</li> <li>• Not enough permission granted.</li> <li>• Insufficient housing land identified in planning documents.</li> <li>• Inability of the housebuilding industry to deliver at this level.</li> <li>• Increased uncertainty in the market due to Brexit and Covid-19.</li> </ul>	<p>Granted 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 and review the impact of the coronavirus on the Housing Market, on Housing Association and Developer Partners delivery Programmes.</p> <p>We refocus the HDT 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>We have 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> <p>Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.</p> <p>We are considering amending the Affordable Housing Practice Note and Grant Funding Policy to stimulate delivery of affordable homes.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	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><b>CRR19: Tree Management.</b></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"> <li>The Council has 100,000 trees. Severe weather conditions and / or disease can lead to tree failure.</li> <li>Lack of maintenance of trees can result in tree failure.</li> <li>Some council trees are not being managed or inspected, increasing the chance of failure.</li> <li>Failure to carry out regular and programmed tree inspections could result in tree and limb failure.</li> </ul>	<p>The service is rolling out a new Quantified Tree Risk Assessment (QTRA) 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 1 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.</p> <p>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. Analysis of all trees is the main task and this takes time to complete. Desktop mapping is completed and trees will need to be assessed. Cabinet report approval means that additional personnel resource is being recruited to undertake the work. Finance work to identify budget to pay for tree maintenance works from landowning departments still needs to be done. Departments were alerted initially October 2019.</p> <p>New tree management contract procured. QTRA system being rolled out via tree audits and tree group ID.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

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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><b>CRR21: General Data Protection Regulation (GDPR) compliance.</b></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"> <li>Failure to invest in the required systems, equipment and posts required to implement these regulations.</li> <li>Failure to adequately train staff in the requirements of the regulations.</li> <li>Lack of resource (capacity or expertise) to manage Subject Access Requests.</li> </ul>	<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> <p>Operational level risk register maintained and monitored that is being used to track local operational risks further aligning ourselves with best practice.</p> <p>COVID-19 has brought new challenges to Information Governance including new systems and ways of working being rolled out. The team are working closely with relevant services such as ICT to ensure that Information Governance is considered in these changes.</p>	↔	2	5	10	<p>Continuing delivery of prioritised objectives to embed GDPR compliance in this quarter we are working on:</p> <p>New starter's induction and awareness training.</p> <p>Training for offline staff.</p> <p>Reviewing procurement templates.</p> <p>Reviewing data protection policies.</p> <p>Progressing the business case for a privacy management system (with Head of Service and Director).</p> <p>Implementing a case management system.</p> <p>Team training plan.</p> <p>Targeted training for data protection champions within the Council.</p> <p>The purchase of a privacy management system is being considered as part of service and budget planning for 2020/21.</p> <p>A GDPR phase 2 project approved for 2020/21 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.</p> <p>On boarding resources to facilitate the continued improvement around Data Protection and ready for the Phase 2 project. This resource will facilitate capital project support.</p>	2	3	6
Risk Owner: Chief Executive, 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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Corporate Risk Register as at June 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><b>CRR22: Partnerships Governance.</b></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"> <li>• Failure to establish and/or manage contracts, Service Level Agreements and/or Terms of Reference in relation to partnerships.</li> <li>• Not maintaining a central register of partnerships, membership, governance arrangements and performance measures.</li> <li>• No identified lead officer to progress development of partnership working as in proposals presented to the Audit Committee in April 2016.</li> <li>• Outdated partnership policy and toolkit (last iteration 2010).</li> <li>• A broad range of partnerships with variable degrees of formality.</li> </ul>	<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>The Partnerships policy is ready for being socialised and approved within the decision pathway.</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 have reviewed and refreshed the Partnership Policy and Toolkit which will be socialised.</p>	2	3	6
Risk Owner: Director Policy, Strategy & Partnerships.	Action Owner: Head of Policy and Public Affairs.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

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<p><b>CRR23: Adult and Social Care (ASC) Transformation programme 2020/21 – 2021/22 (Previously Better Lives Programme)</b></p> <p>Failure to deliver the required outcomes and savings from the new 2020/21 ASC transformation Programme:</p> <p>Key potential causes are:</p> <p><b>Wider factors impacting on Demand</b></p> <ul style="list-style-type: none"> <li>Rapid increased demand and complexity due to COVID-19.</li> <li>Increase of needs due to more health services being delivered in the community without appropriate funding following the patient.</li> <li>Increased complex needs that must be met under the Care Act.</li> </ul> <p><b>Wider factors impacting on Supply</b></p> <ul style="list-style-type: none"> <li>Financial pressures on an already vulnerable provider market during sustained changes forced on provider during COVID-19.</li> <li>Time to commission an embed genuine alternatives to Tier 3, long term care provision (ECH, Supported living, shared lives).</li> <li>Time to commission and develop genuine alternatives to Tier 3 long term care (Home first, VCSE, reablement for all).</li> <li>Ability to joint fund this supply through the use of the BCF with our health partners working in an Integrated Care System model.</li> </ul> <p><b>Corporate Support and understanding of the programme</b></p> <ul style="list-style-type: none"> <li>Lack of corporate support priority from business support services or access to appropriate corporate investment to deliver service redesign and transformation effectively.</li> <li>Critical pressures on corporate budgets lead to immediate service ‘cuts’ being required rather than being able to make efficiencies through long term transformation programme</li> <li>Support with workforce reform and restructures becomes intractable.</li> <li>Support into ASC to build a knowledge function that can interrogate the data using POWERBI and is allowed to re-profile how departmental spend is viewed and understood using the Care Ladder.</li> </ul>	<p>The key areas of focus have been developed by the DASS and ASC transformation team and have been presented to EDM and CLB in July 2020, as well as to the CEO and Director of Finance during their ‘Deep Dive’ into the ASC budget.</p> <p>All parties have given their support to proceed and are championing the work as a priority part of the wider corporate savings plans.</p> <p>The Director Adult and Social Care is currently going out to Director Management Team / wider staff team meetings to take staff through the same slides that were presented to the CEO and Director of Finance to communicate the scale and priority of this work for the department.</p> <p>The green light for the initial 5 areas of work has been approved and ASC transformation are formalising an action plan built on SMART objectives:</p> <p>5 areas:</p> <ul style="list-style-type: none"> <li>Strength Based Practice and Reviews.</li> <li>In house service reviews.</li> <li>Commissioning and Market position.</li> <li>Knowledge function.</li> </ul> <p>Monitoring and Grip (debt recovery).</p>	New	2	5	10	<p>The director of transformation has put in place the following:</p> <p>New transformation programme board to be chaired by Executive Director of People.</p> <p>Each work-stream will have a Senior Responsible Officer (SRO) to ensure ownership of progress. This will be at Deputy Director (DD) and Head of Service (HoS) level.</p> <p>Each area will have an Operations and Commissioning lead to ensure alignment and that quality commissioning activity is driven by Operational requirements.</p> <p>The ASC Transformation team will take an overview and be prepared to actively work with leads at the DASS’ request when needed to inject pace, knowledge and provide solutions where there are blockers in the progress/outcomes.</p> <p>The ASC transformation team will oversee corporate business support services input (referred to as the ‘crack’ team), where their expertise in IT, HR, Finance and Legal is needed to assist us programme delivery.</p> <p>Governance will be stripped back and simple, with an action log to monitor progress including risks and issues.</p> <p>Each SRO / HOS will have to attend the programme board once a fortnight, to discuss progress.</p> <p>Progress to be monitored by People Executive Director Meeting and ASC transformation tem programme manager will do the highlight reports to satisfy the PMO demands for clearly reportable progress.</p>	1	5	5
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.				

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<p><b>CRR24: Procurement and Contract Management failure to deliver value for money.</b></p> <p>Failure to ensure that BCC achieves value for money when purchasing goods and services; complies with legislation, quality, cost and social value requirements for contract awards to 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) &amp; Life Cycle Costs high incidence of non-contracted spends.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Poor / weak pre procurement forward planning and tender specifications.</li> <li>• Over reliance and inappropriate use of waivers.</li> <li>• Ineffective Supply chain and market engagement.</li> <li>• Poor / weak contract monitoring.</li> <li>• Supplier failure and missed opportunities of warning signs.</li> </ul>	<p>New Procurement Rules were adopted in January 2020 by Full Council. With the impact of Covid-19 it has also seen the need to adopt more agile approaches around how the Council tenders and contracts. A new Covid-19 Procurement and Contracts Protocol has been set out from March and widely communicated internally - this puts in place clarity around approaches for procurement and contract activity to take into account a range of factors including, options to extend current contracts, markets ability to respond to tenders, resource constraints internally, etc. This is for review in September 2020. In addition as agreed by CLB (April 2020) the Council has set out its approach to Supplier Relief and this is being used as part of wider considerations around supplier requests for financial assistance.</p>	<p>↑</p>	2	5	10	<p>Strategic Partner for Procurement contract now signed and contract starting to provide some support. In addition formal consultation has now commenced around the Service restructure. Furthermore, whilst Covid-19 response has impacted in regards to ways of working (working from home) and resource demands to support the response around PPE / logistics as part of the Incidence Command Centre this has now starting to become more managed. Overall the Covid-19 has put the Service improvement work back by around 3 months. Ongoing work continues and is in place to build the capabilities and capacity within the Service.</p>	3	3	9
<p>Risk Owner: Director of Finance (\$151 Officer).</p>	<p>Action Owner: Head of Strategic Procurement and Supplier Relations.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

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<p><b>CRR25: Suitability of Line of Business (LOB) systems.</b></p> <p>The Councils reliance on legacy systems.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Lack of desire to change; systems.</li> <li>• Significant transition activity leads to systems being. Expensive/complex to change.</li> <li>• Lack of understanding of consequences of not changing systems on ICT.</li> <li>• Lack of adherence to Procurement rules in relation to re-procurements.</li> </ul>	<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>	<p>↔</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: Director, Digital Transformation, 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><b>CRR26: ICT Resilience.</b></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"> <li>• Poor BCP planning and understanding of key system architecture.</li> <li>• Untested DR arrangements including data recovery.</li> <li>• Untested network reconfiguration to alleviate key location outage.</li> <li>• Untested recovery schedules in terms of order and instructions.</li> <li>• Lack of resilience available for legacy systems (single points of failure – people and technology).</li> <li>• Services undertaking their own IT arrangements outside of the corporate approach.</li> </ul>	<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: Chief Executive, Director, Digital Transformation, 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><b>CRR27: Capital Transport Programme Delivery</b></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"> <li>• Overspend on individual schemes leading to uncontrollable cost pressures.</li> <li>• Underspend on annual profile.</li> <li>• Lack of coordination and programme management across divisions.</li> <li>• Covid-19.</li> </ul>	<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 have restarted processing TROs following revised government guidance. 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 continue to develop Transport Planning Team (TPT), Transport Programme Delivery Board (TPDB) and highlight report processes which are governed by the Growth and Regeneration (G&amp;R) Board (monthly meeting).</p> <p>5 Year mapping ongoing, 2019/20 programme mapped and ongoing.</p> <p>The Emergency Active Travel Fund (EATF) announced by the Department for Transport (DfT) has meant reprioritising resource to deliver cycle schemes and social distancing across the city. This has and will inevitably lead to some profiling and adjustment of the programme. This is ongoing, it is likely that funds can be carried forward to next year and that some funds will be allocated to supporting EATF schemes.</p>	3	5	15
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy of Place.		Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.			

Corporate Risk Register as at June 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><b>CRR29: Information Security Management System (ISMS)</b></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"> <li>Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</li> </ul>	<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> <p>Plans for implementation, supported by internal audit will be built in to the 2021/22 service plan.</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 June 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><b>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.</b></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"> <li>Staff capacity.</li> <li>Lack of resources for implementation of new regulatory arrangements.</li> <li>Unable to secure political agreement.</li> <li>Unable to secure stakeholder buy.</li> <li>Some measures are dependent on Environment Bill later this year.</li> </ul>	<p>Measures have been developed and were announced in the Mayors Speech June 2019. Supplementary funding provided and spent in 2019/20. Implementation of those measures now part of normal activities.</p> <p>A new set of proposals, based on the research undertaken in 2019/20, are being developed for future consideration.</p>	↑	1	3	3	<p>A new set of proposals, based on the research undertaken in 2019/20, are being developed for future consideration.</p>	1	3	3
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	Action Owner: Director Development of Place and Climate Change & Sustainable City Manager.	Portfolio Flag: Strategic Planning and City Design			Strategy Theme: Wellbeing				

Corporate Risk Register as at June 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><b>CRR31: Failure to deliver the council’s Climate Change commitments impeding achievement of a carbon neutral and climate resilient city.</b>(Previously 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 in his Climate Emergency Action Plan and/or BCC’s role in the delivery of the One City Climate Strategy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Lack of BCC resources.</li> <li>• Inability of partners and BCC colleagues to progress action on climate change due to the on-going impacts of Covid-19.</li> </ul>	<p>Key elements of the Mayor’s Climate Emergency Action Plan were progressed in 19/20 including the most significant action the development of the One City Climate Strategy.</p> <p>Existing staff capacity has been maintained through funding allocated in the Feb 2002 Council budget and additional staff capacity is planned as part of the programme.</p> <p>Climate Programme Mandate approved by Growth and Regeneration Executive Directors Meeting June 9th. Funding is allocated in earmarked reserves.</p>	↑	2	7	14	<p>Delivery of existing commitments is continuing.</p> <p>Business Case is being developed for Cabinet approval.</p> <p>An engagement plan with stakeholders is being re-designed and implemented in the light of Covid-19.</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 and new Climate Team Manager and Ecological Emergency Project Managers Recruited.</p> <p>Key projects such as City Leap are progressing.</p>	1	3	3
Risk Owner: Executive Director Growth and Regeneration, Director Development.	Action Owner: Director Development of Place and Climate Change& Sustainable City Manager.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

Corporate Risk Register as at June 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><b>CRR32: Failure to deliver enough affordable Homes to meet the City’s needs.</b> (Previously Failure to deliver 800 affordable Homes per annum to meet Local Housing Need).</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"> <li>• Subsidy availability.</li> <li>• Insufficient land available.</li> <li>• Uncertainty in the housing market as a result of Covid-19.</li> </ul>	<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>	↓	4	7	28	<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, Director Development.	Action Owner: Director Development of Place and Head of Housing Delivery.	Portfolio Flag: Communities.			Strategy Theme: Fair and Inclusive.				

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Corporate Risk Register as at June 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><b>CRR34: Corporate Equalities.</b></p> <p>The Council does not meet its ambitions or legally required standards for good practice on equality and inclusion. The Council fails to meet its statutory duties under the Equality Act 2010.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Lack of consistent council-wide knowledge on the Public Sector Equality Duty and how to take equalities into consideration.</li> <li>Gaps in available data and analysis to understand potential impacts of decision making.</li> <li>Compliance driven rather than understanding based on good analysis.</li> <li>High turnover of staff resulting in loss of knowledge/institutional memory.</li> <li>Institutional racism and structural inequality in the Council, city and society as a whole.</li> <li>Underrepresentation of key demographics in the workforce, particularly within senior roles (including within PSP)</li> </ul>	<p>The Approved new Equality and Inclusion Policy and Strategy was published November 2018 and a new budget approved April 2019.</p> <p>The Equality &amp; Inclusion internal governance structure including champions were established in June 2019 and an action plan developed and being disseminated and taken forward.</p> <p>The Head of Equality and Inclusion was appointed January 2019.</p> <p>Equality action plans were produced by all services for 2020/2021 in March 20 20.</p> <p>New training was developed and rolled out on Equality Impact Assessments and a new programme developed including eLearning. The processes for addressing EQIAs have been improved and tracking is in place. The temporary Covid-19 EQIA process created and E&amp;I team representation on key working groups in May 2020.</p> <p>The corporate governance reporting structure with TORs/roles for a Strategic E&amp;I Leadership Group, staff led groups and other champions was finalised in Apr 2020. A plan agreed to be assessed in August 2020 under the Local Government Association Framework.</p> <p>Internal communications have been underway to enhance visibility.</p> <p>A new programme of work to embed interventions based on David Weaver's recommendations for BCC was approved by CLB in June 2020.</p> <p>A new definition of anti-Semitism was adopted in March 2020.</p> <p>The Stepping Up programme was re-procured to ensure continuity in June 2020.</p> <p>Bespoke support, advice and risk assessment for BAME and other vulnerable staff in light of Covid-19 was developed and communicated in June 2020.</p> <p>The Equality and Inclusion Annual Progress Report was prepared and dispatched to Full Council in June 2020.</p>	New	2	7	14	<p>The work of mainstreaming and embedding equality and inclusion is well underway. Good team work across HR, PSP, and others. The two teams with an equality &amp; Inclusion focus within PSP and HR have now been aligned and beginning to work closely together.</p> <p>However, there is still more to do corporately to tackle institutional racism and improve equality and inclusion practice, an issue brought in to even sharper focus by Covid-19, the global Black Lives Matter movement and the findings of DWC Consulting from their work supporting the council with various HR cases and Staff Led Group relations.</p> <p>Overall this risk has increased due to the disproportionate impact of Covid-19 on BAME people and those from other equality groups; combined with the need to change and redesign services at high pace during unprecedented circumstances, creating risk that the impacts of the council's decisions may not be predictable or will always have been considered in enough detail due to the urgency of implementation.</p> <p>We are currently recruiting to the Equality and Inclusion Team.</p>	1	7	7
Risk Owner: Director Policy, Strategy & Partnerships.	Action Owner: Director Policy, Strategy & Partnership, Interim Head of Equality and Inclusion.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Corporate Risk Register as at June 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><b>CRR35 : Organisational Resilience</b></p> <p>Emerging risks, disruptions and disturbances can threaten the operations and reputation of the Council. Acute shocks and the impact of chronic stresses result in crises which are becoming an everyday occurrence. The landscape in which the council operates is rapidly and continually changing, often unpredictably.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Environmental Hazards.</li> <li>• Economic and Social Change.</li> <li>• Geo-Political Change.</li> <li>• Natural Disasters.</li> <li>• Climate Change.</li> <li>• Health / Disease Risk.</li> <li>• Terrorism.</li> <li>• Cyber-Crime.</li> </ul>	<p>We have been responding to Covid-19 crisis and used experience to test existing plans and processes, plus developed new tactics including Head of Service returns process and wide-spread agile working.</p> <p>We have contributed to Local Resilience Forum level planning and consider risks emerging from National Security Risk Assessment through a regional LRF lens.</p> <p>Implemented the Horizon-scan policy and political environments for coming threats and opportunities, including Brexit contingency planning work.</p> <p>The Brexit Project Board and Recovery Overview and Coordination Board considering practical strategies and mitigations over the winter 2020 period.</p> <p>As an inaugural member of Rockefeller 100 Resilient Cities Network, compiled a Resilience Strategy for Bristol and mainstreamed this in to the One City Plan.</p> <p>Adopted British Standard of Resilience principles in recovery planning / strategy work.</p>	New	3	7	21	<p>Covid-19 has highlighted this as an area of risk, and whilst overall resilience was good, the organisation may not have been able to function if any other major crises had occurred at the same time. It also had to stop a large swathe of activity to meet demand, which would not have been sustainable in the medium to long term.</p> <p>Whilst any resilience and business continuity planning needs to be proportionate to the level of risk and likelihood, it is vital to take on board lessons learned from Covid-19 and consider how to build more resilience and sustainability in to our systems.</p> <p>We are reviewing key strategies within the council's Strategic Framework to consider learning from Covid-19 and to embed resilience principles.</p> <p>Structured organisational and multi-agency debriefs planned from Covid-19 response</p> <p>Reviewing the council's overarching ways of working and design principles, including embedding of more agile ways of working.</p> <p>Updating Business Continuity Plans as part of annual service planning process to incorporate learning from 2020.</p> <p>Workforce planning exercises to predict demand and manage staffing / talent pipeline.</p> <p>Re-prioritising key business-as-usual activity through review of Business Plan 2020/21 to match delivery against available resource.</p> <p>Developing Strategic Crisis Management Plan to provide high level overview document to sit about existing tactical Incident Management Plan.</p>	2	5	10
Risk Owner: Chief Executive	Action Owner: Director Policy, Strategy & Partnerships	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing						

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Corporate Risk Register as at June 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><b>CRR36 : SEND</b></p> <p>Delivery of the recovery plan with agreed priorities and actions and clear milestones forming the Written Statement of Action (WSOA) following the SEND local area OFSTED inspection in October 2019.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Covid-19 delaying ability to complete actions</li> <li>• Increasing demands for services out weighing current capacity to clear the backlog on statutory assessments.</li> <li>• Judicial Review or similar legal actions causing attention to be diverted from BAU.</li> </ul>	<p>We are working in partnership with parent/carers, key partners including social care, health and schools to develop the Written Statement of Action, which is the comprehensive improvement plan for addressing the five priorities.</p> <p>Scrutiny SEND Deep dive (Evidence Day) 3 February 2020.</p> <p>WSOA was formally approved by Ofsted and CQC - April 2020.</p> <p>We have invested in priority areas - Appointed new staff in SEND and EP team. Refocussed the work of the team.</p> <p>We have developed an Accessible City team.</p>	New	2	5	10	<p>We are working with stakeholders and partners across the local area to improve services through the WSOA. The WSOA has a governance route and performance will be monitored by the SEND partnership group monthly and Children's Improvement Board bi-monthly.</p> <p>Following the July 2020 formal monitoring visit from the Department of Education and NHS England further visits are planned for November 2020 and March 2021. A re-inspection visit is scheduled for Autumn 2021.</p>	1	5	5
Risk Owner: Executive Director People, Director Education and Skills.	Action Owner: Director Education and Skills	Portfolio Flag: Education and Skills.	Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing						

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p><b>CRR37 : Homelessness</b></p> <p>The risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• The ending of the eviction ban on 23 August 2020.</li> <li>• Economic impact of COVID-19, unemployment rising leading to an increase in evictions from private rented tenancies.</li> <li>• COVID 19 and lockdown leading to an increase in mental health issues, family relationship breakdown and domestic violence &amp; abuse.</li> </ul>	<p>We are working in partnership across the homelessness sector and the City in developing the One City move on project. The aims of the project are to create a step change in the amount of affordable housing delivered as well as ensuring that person centred support is provided to enable people to sustain accommodation.</p> <p>We have worked with the advice sector in Bristol to promote their services with a message to Bristol citizens to make contact early for support.</p> <p>There has been a significant increase in Discretionary Housing Payments budget (Held by the Housing Benefits service), which can make payments to landlords to enable tenancies to be sustained and homelessness prevented.</p> <p>We have been working closely with commissioners of domestic abuse services and providers to support move on from refuge accommodation.</p>	New	4	5	20	<p>Roundtable meeting on 12 August for the broader homelessness sector, advice agencies and key partners to develop proposals and opportunities to work collaboratively around early intervention and prevention of homelessness.</p> <p>We are progressing the Move On Project.</p> <p>Submitting a bid to MHCLG next steps funding to increase the availability for supported move on accommodation for people who sleep rough.</p>	3	5	15
Risk Owner: Executive Director Growth and Regeneration, Director Housing.	Action Owner: Director Housing.	Portfolio Flag: Housing.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.				

Corporate Risk Register as at June 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><b>OPP1: One City Approach.</b></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"> <li>• Mayoral aspiration and widespread partner sign-up to the principle.</li> <li>• Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan.</li> </ul>	<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>We are taking part in the European Capital of Innovation awards again in 2020, aiming to win further financial funding for the One City Approach.</p> <p>A One City Approach is being taken to support Covid-19 Economic Recovery planning via the One City Economy Board. It is also supporting partnership engagement in the Local Outbreak Management process.</p>	4	7	28
Risk Owner: Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at June 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
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<p><b>OPP2: Corporate Strategy.</b></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"> <li>• Approved Corporate Strategy provides the foundation and direction for the organisation.</li> </ul>	<p>We have approved and adopted the Corporate Strategy 2018-23 and the Business Plans and Performance Frameworks for 2018/19, 2019/20 and 2020/21 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 Plans.</p> <p>Designed and launched an integrated business planning approach for 2020/21, 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 September 2019.</p>	↔	4	7	28	<p>Due to Covid-19 pandemic we have had to postpone publication of the Corporate Business Plan 2020/21 and this will be carried out in Q1 and Q2 2020/21 to accommodate new priorities.</p> <p>Running an integrated business planning approach for 2021/22, linking financial planning, risk management, service planning and performance management more closely and from an earlier starting point. This will be critical as this iteration of the Business Plan will also serve as the council's continued Covid-19 recovery plan.</p> <p>Following up roll-out of ITrent for performance.</p>	4	7	28
Risk Owner: Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at June 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><b>OPP3: Devolution.</b></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"> <li>• Potential development of second devolution deal.</li> </ul>	<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 2019/20).</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. We have supported the creation of a Secretariat for the Western Gateway powerhouse and will continue to engage partners and HM Government on this project. A review of governance options for the partnership has been conducted by Deloitte and its recommendations accepted by the Western Gateway.</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 as it shapes its devolution White Paper anticipated in autumn 2020, and also in light of its Comprehensive Spending Review and its interests in the Western Gateway powerhouse.</p> <p>We will continue to support the Western Gateway, including contributing to an Independent Economic Review during 2020.</p>	3	7	21
Risk Owner: Chief Executive.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at June 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><b>OPP4: Brexit.</b></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"> <li>• Exiting the European Union.</li> </ul>	<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 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> <p>We have re-established regular Brexit Project Board meetings as of Q1 2020/21.</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 the Western Gateway a post-Brexit opportunity to bring additional investment to the region and city.</p> <p>Engaging HM Government on Brexit preparedness and key issues such as future funding arrangements.</p>	1	5	5
Risk Owner: Chief Executive.	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

Corporate Risk Register as at June 2020 – External / Civil Contingency 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><b>BCCC1: Flooding.</b></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"> <li>Tidal surge, heavy rainfall, and river flood events.</li> <li>Impact of climate change.</li> <li>Lack of effective flood defences and preparedness for major incidents.</li> <li>Failure of existing flood defences.</li> </ul>	<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 provides 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"> <li>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.</li> <li>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.</li> <li>Actively managing flood risk infrastructure.</li> <li>Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change.</li> </ul>	3	3	9
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy 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 June 2020 – External / Civil Contingency 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><b>BCCC2: Brexit</b></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"> <li>Exiting the European Union.</li> <li>Lack of agreed Trade Deal and/or a defined permanent future relationship with the EU.</li> <li>Unprecedented and complex national / international process.</li> <li>Lack of planning by the authority.</li> </ul>	<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 2019/20.</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.</p> <p>Continued internal Brexit Project Board to oversee BCC preparedness and respond with agility to changing circumstances.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Continue engagement with all relevant government departments and partners to ensure sectoral/organisation risks are communicated and mitigations proactively suggested.</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.</p>	2	5	10
Risk Owner: Chief Executive, Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Corporate Risk Register as at June 2020 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level			
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	
<p><b>BCCC3: COVID-19</b></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"> <li>Staff sickness, absence and bereavement.</li> <li>Surges in demand in key service areas, particularly social care, safeguarding, housing, community engagement, hardship, public health and civil protection.</li> <li>A lack of personal protective equipment for staff and providers.</li> <li>Increased social anxiety and community tension.</li> <li>Failure of key providers and contractors.</li> <li>A lack of management control and oversight associated with home working.</li> <li>Failure to identify and seize opportunities.</li> </ul>	<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"> <li>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.</li> <li>Twice weekly CLB/Gold meetings are taking place.</li> <li>Mayoral and Member briefings are being held regularly.</li> <li>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.</li> <li>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.</li> </ul>	↔	4	7	28	<ul style="list-style-type: none"> <li>Work on the transition out of 'lockdown' is underway.</li> <li>Work on the recovery structure is underway.</li> <li>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.</li> </ul>	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.						

**Threat Risk Performance Summary**

				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
17	CRR32	Failure to deliver enough affordable Homes to meet the City’s needs	Executive Director Growth and Regeneration and Director Development of Place	3x7=21	New	4x7=28	↓						
9	CRR13	Financial Framework and MTFP	Director of Finance (S151 Officer) and Chief Accountant.	4x7=28	↓	4x7=28	↔						
19	CRR35	Organisational Resilience	Chief Executive, Director Policy, Strategy & Partnerships			3x7=21	New						
1	CRR1	Long Term Commercial Investments and Major projects Capital Investment	Executive Director Growth and Regeneration and Executive Director Resources and S151 Officer.	3x7=21	↓	3x7=21	↔						
20	CRR37	Homelessness	Executive Director Growth and Regeneration and Director Housing			4x5=20	New						
5	CRR6	Fraud and Corruption	Chief Executive and Director of Finance (S151 Officer), Director of Finance, Chief Internal Auditor	4x5=20	↓	4x5=20	↔						
15	CRR27	Capital Transport Programme Delivery	Executive Director Growth and Regeneration and Director Economy of Place	4x5=20	↓	4x5=20	↔						
6	CRR7	Cyber-Security(Previously Cyber-Attack)	Senior Information Risk Owner (SIRO), Head of Information Assurance, Information Governance	3x7=21	↔	4x5=20	↑						
14	CRR25	Suitability of Line of Business Systems (LOB)	Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR	4x5=20	↔	4x5=20	↔						
16	CRR29	Information Security Management System	Chief Executive , Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO)	4x5=20	↔	4x5=20	↔						
11	CRR18	Failure to deliver enough homes to meet the City’s needs.	Executive Director Growth and Regeneration and Director Development of Place	3x5=15	↓	3x5=15	↔						
1	CRR19	Tree Management	Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔						
4	CRR5	Business Continuity and Council Resilience	Executive Director Growth and Regeneration / Chief Executive	2x5=10	↔	2x7=14	↓						
18	CRR34	Corporate Equalities	Chief Executive and Director Policy, Strategy & Partnerships			2x7=14	New						
17	CRR31	Failure to deliver the council’s Climate Change commitments impeding achievement of a carbon neutral and climate resilient city	Executive Director Growth and Regeneration and Director Development of Place	4x5=20	New	2x7=14	↑						
8	CR12	Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur	Executive Director Growth and Regeneration / Head of Paid Service, Director Management of Place and Civil Protection Manager	2x7=14	↔	2x7=14	↔						
15	CRR26	ICT Resilience	Director, Digital Transformation, Service Area Leads.	2x7=14	↔	2x7=14	↔						
3	CRR4	Corporate Health, Safety and Wellbeing	Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change	2x7=14	↔	2x7=14	↔						
2	CRR2	Asbestos Management	Chief Executive, and Corporate Leadership Board (CLB) Director Housing and Landlord Services	2x7=14	↔	2x7=14	↔						
6	CRR9	Safeguarding Vulnerable Children	Executive Director People, Director Children’s and Families Services	2x7=14	↔	2x7=14	↔						
7	CRR10	Safeguarding Adults at Risk with Care and support needs	Executive Director People, Director Adult Social Care	2x7=14	↔	2x7=14	↔						
10	CRR15	In-Year Financial Deficit	Director of Finance (S151 Officer) and Chief Accountant.	4x3=12	↓	4x3=12	↔						
19	CRR36	SEND	Executive Director People and Director Education and Skills			2x5=10	New						

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Threat Risk Performance Summary				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
13	CRR23	Adult and Social Care (ASC) Transformation programme 2020/21 – 2021/22 (Previously Better Lives Programme)	Executive Director People and Director Adult Social Care			2x5=10	New						
11	CRR21	General Data Protection (GDPR Compliance)	Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO)	2x5=10	↔	2x5=10	↔						
14	CRR24	Procurement and Contract Management failure to deliver value for money	Director of Finance (S151 Officer)	3x5=15	↔	2x5=10	↑						
12	CRR22	Partnerships Governance	Director Policy, Strategy & Partnerships	2x3=6	↔	2x3=6	↔						
16	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, Director Development of Place.	2x3=6	↔	1X3=3	↑						

Risk Performance Summary for Opportunity risks				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
21	OPP2	Corporate Strategy	Chief Executive and Director Policy, Strategy and Partnerships	4x7=28	↔	4x7=28	↔						
21	OPP1	One City	Chief Executive and Director Policy, Strategy and Partnerships	3x7=21	↔	3x7=21	↔						
22	OPP3	Devolution	Chief Executive and Director Policy, Strategy and Partnerships	3x5=15	↔	3x5=15	↔						
22	OPP4	Brexit	Chief Executive and Director Policy, Strategy and Partnerships	1x5=5	↔	1x5=5	↔						

Risk Performance Summary for External and Civil Contingency risks				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
24	BCCC3	COVID -19	Executive Director Growth and Regeneration and Director Management of Place	4x7=28	New	4x7=28	↔						
23	BCCC2	Brexit	Chief Executive, Director Policy, Strategy and Partnerships.	3x7=21	↓	3x7=21	↔						
23	BCCC1	Flooding	Executive Director Growth and Regeneration and Director Economy of Place	3x5=15	↔	3x5=15	↔						

Risk Performance Summary closed / replaced risks				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Status	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
Replaced	CRR23	Better Lives Programme	Executive Director People, Director Adult and Social Care	3x7=21	Closed								
Closed	CRR33	Failure to Deliver Joint Spatial Plan (JSP).	Executive Director Growth and Regeneration, Director Development of Place.	4x5=20	Closed								

**Risk Scoring Matrix**

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

Opportunity Likelihood

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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.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management (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.

# Overview and Scrutiny Management Board

5<sup>th</sup> October 20



**Report of:** Tim O’Gara – Director of Legal and Democratic Services

**Title:** Call In Sub Committee – Membership and Chairing

**Ward:** N/A

**Officer Presenting Report:** Lucy Fleming, Head of Democratic Engagement

**Contact Telephone Number:** 0117 922 2483

## Recommendation

That the Overview and Scrutiny Management Board note the reduced size of the Call in Sub Committee from seven to six Members and approve the schedule of Chairs for the remainder of the Municipal Year, which will rotate by political party.

## The significant issues in the report are:

The proposed revision to the chairing arrangements of the Call in Sub Committee of the Overview and Scrutiny Management Board.



## **1. Summary**

Where non-executive Councillors have evidence which suggests that the Executive did not take a decision in accordance with the principles set out in Article 14 (Decision Making) of part 2 of the Constitution, they may ask the Proper Officer to 'call in' the decision for scrutiny. If the requirements are met the Proper Officer will call in the item and within five working days of the request give notice as to the date on which the call in will be considered by a Call in Sub Committee. Additional details about the process can be found at Appendix A – 'What is Call in and How Does it Operate?'

Following changes to the political makeup of the Council, with effect from 4th October 2020 the Committee will reduce from a membership of seven to six (non executive Members), with the proportionality being; three Labour, one Conservative, one Green and one Liberal Democrat. The names of the Members to serve on each Call in Sub-Committee will be determined by the Whips.

The Chair of the Call in Sub Committee will be elected at the start of each meeting. From 4<sup>th</sup> October 20 until 6<sup>th</sup> May 21, it is recommended that the Chair rotates between political parties in the following order;

Conservative  
Labour  
Green  
Labour  
Liberal Democrat  
Labour (and so on)

## **2. Consultation**

### **a)Internal**

The Whips and Councillor Gollop, Chair of the Overview and Scrutiny Management Board.

### **b)External**

Not applicable.

## **3. Public Sector Equality Duties**

Not applicable.

### **Appendices:**

Appendix A – What is Call in and How Does it Operate?

**OSR17****What is Call in and How Does it Operate?**

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

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

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

(f) If the Call In Sub Committee:

(i) meets on the date specified in the notice in (d) above but does not either refer the matter back to the decision maker or refer the matter to the Full Council, then the decision will take effect on the date of the Call in Sub Committee's meeting; or

(ii) does not meet on the date specified in the notice in (d) above, then the decision will take effect on the first working day after that specified date.

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

(g) If the matter is referred to the Full Council and the Full Council does not object to the decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Full Council does object, it has no locus to make decisions in respect of an executive decision unless it is contrary to the Policy and Budget Framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Full Council will refer any decision to which it objects back to the decision maker, together with the Full Council's views on the decision. The decision maker shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by the Mayor / Cabinet / Executive or under joint arrangements, then within seven clear working days of the Full Council request, notice must be given of the date of the meeting to reconsider the decision.

(h) If the Full Council does not meet, or if it does but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Full Council meeting or expiry of the period in which the Full Council meeting should have been held, whichever is the earlier.

(i) Decisions taken by an Area Committee shall not be subject to call in.

**West of England Combined Authority  
WECA Overview & Scrutiny Committee**

Wednesday, 17 June 2020, 10:30 am  
Zoom virtual meeting, broadcast on the WECA YouTube channel

**Present:**

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

**Present from North Somerset**

Cllr Mike Bird, Cllr Peter Crew, Cllr Huw James

**Officers in attendance:**

Shahzia Daya, Director of Legal & Democratic Services	Jess Lee, Head of Policy & Strategy
David Carter, Director of Infrastructure	Ian Hird, Democratic Services & Scrutiny Manager
Stephen Bashford, Director of Business & Skills	

**Apologies:**

Cllr John Ashe, South Gloucestershire Council

### Minutes

1	<p><b>WELCOME AND INTRODUCTIONS</b></p> <p>The Chair welcomed everybody to the meeting which was being held virtually and streamed live via the Authority's Youtube channel.</p>
2	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>An apology for absence had been received from Cllr John Ashe.</p>
3	<p><b>DECLARATIONS OF INTEREST</b></p> <p>There were no declarations of interest.</p>
4	<p><b>MINUTES OF PREVIOUS MEETING</b></p> <p>Ian Hird, Democratic Services &amp; Scrutiny Manager, confirmed that the last meeting on 18 March 2020 had been inquorate and therefore no formal minutes had been taken. However, the minutes of the meeting held on 29 January 2020 had been recirculated for approval together with the Committee's comments on the WECA Committee reports from March.</p> <p><b>Agreed:</b> That the minutes of the meeting held on 29 January 2020 be agreed as a correct record and signed by the Chair.</p>
5	<p><b>ITEMS FROM THE PUBLIC (QUESTIONS; STATEMENTS; PETITIONS)</b></p> <p>The following statements were received:</p>

	<ol style="list-style-type: none"> <li>1. David Redgewell – Transport issues</li> <li>2. Alison Allan – Climate Emergency Action Plan</li> <li>3. Gordon Richardson – Protecting disabled passengers - social distancing on buses and trains</li> <li>4. Cllr Geoff Gollop – Item 19 - Cycling and Walking Infrastructure Plan specifically; Other items generally on WECA committee agendas</li> <li>5. Dave Andrews – Trams</li> <li>6. Gavin Smith – West of England bus strategy / rapid transit</li> <li>7. Cllr Clive Stevens – West of England Bus Strategy</li> <li>8. Christina Biggs – Covid-19; MetroWest; Joint Local Transport Plan</li> <li>9. Dick Daniel – Sustainable transport improvements</li> </ol> <p>David Redgewell, Cllr Geoff Gollop, Gavin Smith, Cllr Clive Stevens, Christina Biggs and Dick Daniel all addressed the committee in person.</p> <p>In addition, one question had been submitted and the response had been circulated prior to the meeting:</p> <ol style="list-style-type: none"> <li>1. Alan Morris - Funding of walking and cycling measures.</li> </ol> <p>All statements and the question and reply were published on the Authority’s website.</p>
6	<p><b>CHAIR’S BUSINESS / ANNOUNCEMENTS</b></p> <p>The following points were raised in relation to the public statements:</p> <ul style="list-style-type: none"> <li>• It was reported that there should be more opportunity for Councillors to feed into and lead the various issues coming forward, specifically on transport and to try to avoid situations where Councillors were not kept informed. There was a sentiment expressed by several councillors that the volume of reports and paperwork coming through made effective scrutiny of items difficult and this could be something that the Scrutiny Committee Sub-Groups could look at in more detail. It could also be an issue for discussion at a future informal meeting. Members were assured that the processes included early publication of agenda papers and full scrutiny of reports via the Authority’s Boards. The change in the frequency of meetings meant that the meetings had more business when they came around.</li> <li>• Several points were also made about inaccuracies of labelled roads and geographical areas in the report on the Local Cycling and Walking Infrastructure Plan and it was asked whether these could be rectified; it was noted that inaccuracies in the report would be corrected in advance of the WECA / Joint Committee meeting;</li> <li>• Members asked whether the Committee’s Sub-Groups could be formalised and also requested that the councillors from constituent authorities be informed of proposals affecting their wards. This last point would form part of the Committee’s formal comments to the WECA / Joint Committee.</li> </ul>

## REVIEW OF 19 JUNE WECA COMMITTEE AND WEST OF ENGLAND JOINT COMMITTEE REPORTS

WECA Overview and Scrutiny Committee discussed the content of the reports for the upcoming WECA Committee and Joint Committee being held on Friday 19 June 2020.

The Committee received presentations on the reports from Jess Lee, Head of Policy & Strategy (on the Covid-19 crisis update), David Carter, Director of Infrastructure (Transport reports) and Malcolm Coe, Director of Finance (Finance reports). The following comments were raised:

- Members asked whether the Regional Economic Recovery Taskforce meeting minutes could be made available. The Taskforce was leading action on the regional economic recovery response, which included lobbying government across the different business sectors, with other work going on through the M9 and other groups. The Mayors and Leaders were all part of the Taskforce. It was confirmed that scrutiny of LEP Board formed part of the Committee's functions;
- Councillors asked whether a package of materials could be sent out in respect of the help offered through the Future Bright Programme;
- The Committee urged that all Local Authorities and the regional Authority all work together to ensure the economic recovery be as smooth as possible;
- Members were concerned that the culture and creative sectors and retail and agricultural industries be included in any future planning;
- The Climate Emergency Action Plan would be worked up in conjunction with the Covid-19 recovery plan;
- The WECA Committee was being requested to update the Boards' and Committees' Terms of References to embed Climate Emergency into all the Authority's decision-making processes;
- The changes in transport use had seen an effect on air quality with noticeable changes in peak time traffic, although there was a chance that congestion could be higher than previously when people returned to their workplaces. There was a challenge in matching demand with supply on local buses;
- Members asked for data on the number of people wearing face masks on public transport, although it was acknowledged that legal enforcement was difficult and social distancing was difficult for some users without internal changes to the interior of the buses;
- It was welcomed that the Bus Strategy would be reviewed in 18 months' time;
- There were concerns that a consultation was planned on the Spatial Development Strategy during May and June 2021 which coincided with mayoral and local elections;
- It was asked that "Park and Cycle" sites and cycle parking at bus stops be considered in future planning;
- That WECA be asked to consider the relationship between consultation and development of strategies;
- That geographic names replace the Metrowest 1, 2, 2A, etc. descriptions in future;
- The public confidence and mood was likely to change when a vaccine or cure was discovered;
- The Committee stated that they felt that the comments made previously on the Climate Emergency work had not been adequately captured in the update report and that the level of urgency be taken more seriously;
- The Committee asked that Mayor Bowles attend a future meeting. It was confirmed that all the Mayors and Leaders would be invited to a specific future meeting for a discussion on the climate emergency;
- WECA was providing short term loans to constituent authorities if needed;
- WECA had been working closely with the local authorities with emergency funding but

	<p>would be looking at the second tranche recovery loan key areas via the taskforce meetings to set the criteria;</p> <ul style="list-style-type: none"> <li>• It was confirmed that no WECA Funds were deposited with Bristol Credit Union;</li> </ul> <p><b>Agreed:</b></p> <p>(1) That the Committee’s comments on the WECA / Joint Committee reports be agreed in consultation with the Chair and members and submitted to the WECA / Joint Committee meeting as part of the decision-making process (note – these comments are set out at Appendix A);</p> <p>(2) That the Chair of the WECA Overview and Scrutiny Committee attend the WECA / Joint Committee to present the Overview &amp; Scrutiny Committee’s comments in person.</p>
8	<p><b>MEETING ARRANGEMENTS AND FORWARD PLAN FOR JOINT MEETINGS OF THE WECA COMMITTEE AND WEST OF ENGLAND JOINT COMMITTEE</b></p> <p>The Committee received a report summarising meeting arrangements and the latest edition of the 2020/21 Forward Plan for the WECA Committee and the West of England Joint Committee.</p> <p>The report set out the Committee dates, meeting arrangements and the Forward Plan.</p> <p><b>Agreed:</b> That the meeting arrangements and Forward Plan be noted.</p>
	<p><b>Next meeting:</b> Wednesday, 7 October 2020, 10.30 am</p>

## APPENDIX A

### COMMENTS FROM COUNCILLOR STEPHEN CLARKE, CHAIR OF WEST OF ENGLAND COMBINED AUTHORITY OVERVIEW & SCRUTINY COMMITTEE

#### COMMENTS TO BE SUBMITTED TO: JOINT MEETING OF WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE AND WEST OF ENGLAND JOINT COMMITTEE – 19 JUNE 2020

Having considered the papers for the 19th June meeting, I wish to raise the following matters on behalf of the Overview and Scrutiny Committee:

#### 1. Climate emergency planning update (agenda item 22)

Back in January, we expressed our disappointment about the lack of pace and urgency in taking forward the regional climate emergency work. The Climate Emergency was declared in July last year, but we are told the Action Plan is now delayed until October. It was due now.

We do, however, acknowledge and accept that aspects of the plan will need to be reviewed in light of Covid-19 and that recovery planning and climate emergency planning must be linked.

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We also feel though that our previous comments have been ignored – in January, we recommended in the strongest possible terms that a new Climate Emergency Board should be established to drive forward the regional response and to ensure that effective actions / priorities are taken forward as quickly as possible. This evidently is not being pursued.

We also raised the issue that the £250k allocated to support regional climate emergency action was inadequate and should be increased and that WECA should take on an additional employee to concentrate/ focus / champion / co-ordinate activity. Again, nothing has happened.

We remain very concerned about the lack of urgency in driving forward an effective regional response and again invite Mayor Tim Bowles to attend one of our meetings to discuss this issue as soon as possible.

## **2. Update to the Constitution (agenda item 12) and effectiveness of scrutiny**

We note that under the Combined Authority governance model, the number of formal decision-taking committee meetings is being reduced to 4 per year.

We feel it is essential that the role of scrutiny is enhanced moving forwards to help ensure transparency and public accountability around the Combined Authority's decision taking. To that end, we intend at our next informal meeting to discuss proposals to strengthen the role of scrutiny, particularly in relation to our current sub-groups which mirror the WECA Boards (Transport; Planning and Housing; Business; Skills).

We would like the committee to consider strengthening the role of scrutiny, including reviewing the accessibility of regional meetings, like the Regional Transport Board, so that all or part of these meetings are held in public.

## **3. Quality assurance of reports, with specific reference to agenda item 19 – Local Cycling and Walking Infrastructure Plan**

We wish to raise concerns about the quality assurance of some reports brought for your consideration under the WECA logo.

We received a statement from Cllr Gollop, which is also before you today, that raises particular issues about proposals being brought forward as part of the Local Cycling and Walking Infrastructure Plan. It is very clear to us that some of the proposals have not been the subject of any consultation with either local councillors or residents. Cllr Massey has also submitted a statement to this meeting on the issue of the lack of involvement with ward councillors regarding the cycling/walking proposals.

We acknowledge that this is a case where the local authority has evidently not adequately fulfilled its responsibility to consult effectively – nevertheless the report is presented under the WECA logo, which carries a reputational risk in that it appears that WECA is not interested in the views of local residents when it is in fact the underlying Council that has not fulfilled its responsibilities.

We urge you to work with the unitary authorities and learn lessons from this in terms of the quality assurance of future reports.

With specific regard to the Local Cycling and Walking Infrastructure Plan, we strongly urge that you ensure that as individual schemes are brought forward, full local consultation takes place in each and every case with local residents and councillors.

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#### **4. Regional Economic Recovery Taskforce (as referenced at agenda item 11)**

We welcomed the update on the Taskforce – in order to assist our scrutiny role and keep us informed, we ask that the minutes of Taskforce meetings are shared with us.

On the wider issue of the role of the Taskforce, we urge the WECA Mayor and the political leaders of all the West of England authorities to work together and collaborate on the regional recovery to deliver the outcomes our residents and businesses need.

Cllr. Stephen Clarke  
Chair, West of England Combined Authority Overview & Scrutiny Committee

# Bristol City Council - Scrutiny Work Programme 2020 / 2021 (Public Meetings)

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
<b>June 2020</b>				
				<b>01/06/2020 3pm</b>
				Current Scrutiny Arrangements
				Bristol Energy Company (Exempt Item)
				Covid-19 Response (Information Item)
				Mayor's Forward Plan - Standing Item
				Performance Report: Quarter 4 (Information Item)
				Corporate Risk Report: Quarter 3 (Information Item)
				WECA Forward Plan - Standing Item (For Information)
<b>July 2020</b>				
				<b>08/07/2020 1.30pm</b>
				City Leap
				Council Tax Reduction Scheme
				Finance Working Group - update
				Cabinet 14th July
				Mayor's Forward Plan - Standing Item
				WECA Overview and Scrutiny Committee Forward Plan - Information / Standing Item
				Covid-19 update - Information Item
				Corporate Risk Report Q4 - Information Item

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Performance Report Q4 - Information Item
<b>August 2020</b>				
				<b>26/08/2020 2.30pm</b>
				Air Quality / Clean Air Plan Update
				Covid-19 Recovery Plan
				Scrutiny Work Programme
				Q1 Performance Report
<b>September 2020</b>				
	<b>Sept / Oct Date TBC</b>	<b>14/9/20 5.30pm</b>		
		Housing Delivery Update		
		Mayor's Climate Emergency Action Plan		
		Planning for the Future - White Paper		
		Performance Report		
		Risk Report		
<b>October 2020</b>				
<b>22 October</b>	<b>15/10/20 10.30am</b>		<b>21/10/2020, 3pm</b>	<b>5/10/2020 3pm</b>
Public Health Update • Within Context of CV19 Effect on BAME Communities	Homelessness Support		Council Tax Reduction Scheme and Council Tax Base Report	Bristol Energy – Position Statement
				Clean Air Zone - Update
Update on Upcoming Mental Health Strategy	Moving Forward Together		Collection Fund - Financial Surplus/Deficit Report	Corporate Risk Report
Performance Report	Performance Report		Finance Monitoring Report	Finance Task Group - Update
Risk Report	Risk Report		Performance Report	Call In Chairing Arrangements
			Risk Report	Cabinet Reports, 6 <sup>th</sup> October 2020
<b>November 2020</b>				
				<b>2/11/2020 3pm</b>

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Scrutiny Working Groups - Feedback
				Advertising & Sponsorship Policy
<b>December 2020</b>				
<b>14 December</b>	<b>7/12/20, 5pm</b>		<b>16/12/2020 3pm</b>	
Public Health Update	Decarbonisation of Residential properties		Commercialisation and Innovation (TBC)	
People Scrutiny Working Group Findings	HMO's / Licensing		Community Bank (TBC)	
Review of SEND Evidence Day Findings and Recommendations			Legal Services Strategy (progress update)	
Alternative Learning Provision (Including Hospital Education)			Finance Monitoring Report	
Levels of NEETs, Apprenticeships and Opportunities for Young People			Performance Report Q2	
<b>January 2021</b>				
		<b>Jan Date TBC</b>	<b>Jan Date TBC</b>	<b>18<sup>th</sup> January, 4pm</b>
		Temple Quarter / Temple Meads and St Philips Master Plan	Budget Scrutiny	Companies Business Plans (TBC)
		Temple Island	Risk Report	Risk Report
		City Centre Framework		Performance Report
		Western Harbour Update		
		Performance Report		
		Risk Report		
<b>February 2021</b>				
	<b>8/2/21, 2pm</b>			
	Future Parks			
	Waste			
	Building Security and Safety regulations			

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
<b>March 2021</b>				
<b>8 March 2021</b>		<b>March Date TBC</b>		
Public health update		Strategic Transport Plans (details TBC)		
Healthy eating		Local Rail / Metrowest (details TBC)		
Children In Care, Adoption and Fostering				
Adult Care – Older People: Isolation				
<b>Items to be scheduled</b>				
Quarterly Performance Reports Twice yearly Risk Reports	<ul style="list-style-type: none"> <li>Quarterly Performance Reports</li> <li>Twice yearly Risk Reports</li> </ul>	Bristol Local Flood Risk Management Strategy, including River Avon Flood Strategy	IT Transformation Programme (TBC)	Review of Company Accounts – TBC
	Community Safety Partnership Needs Analysis (Feb*)			HSID review – postponed until further notice.
		Economic Recovery (pre-scrutiny, Sept )		Bristol Energy
				Brexit Updates – TBC may be a Member Briefing
				<ul style="list-style-type: none"> <li>Quarterly Performance Reports</li> <li>Twice yearly Risk Reports</li> </ul>
				Covid Recovery Plans – Cabinet reports for information only unless items for discussion

## Health Scrutiny

Subject	Provisional Date
<b>Joint Health Scrutiny Committee</b>	
<p>Agenda subject to any proposed substantial changes to health services brought to the Committee's attention, and agreed with North Somerset and South Gloucestershire Councils.</p> <p>Initial proposals include:</p> <ul style="list-style-type: none"><li>• BNSSG CCG system plan to 2021 (including Integrated Care Systems progress, and Covid-19 recovery plans);</li><li>• Stroke services programme</li><li>• Mental Health Strategy;</li><li>• 111 First programme.</li></ul>	December 2020 (tbc)
<b>Health Scrutiny Committee (sub-Committee of the People Scrutiny Commission)</b>	
<p>Agenda to be informed by JHOSC and any proposed substantial changes to health services brought to the Sub-Committee's attention.</p> <p>Initial proposals include:</p> <ul style="list-style-type: none"><li>• Bristol GP Closures and New Arrangements</li><li>• Bristol Mental Health Services Review</li><li>• Drug and Alcohol Strategy</li></ul>	March 2021 (tbc)