

Growth and Regeneration Scrutiny Commission Agenda



Date: Monday, 14 September 2020

Time: 5.30 pm

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

Distribution:

Councillors: Paula O'Rourke (Chair), Fabian Breckels (Vice-Chair), Mark Bradshaw, Tom Brook, Martin Fodor, Carole Johnson, Kevin Quartley, Jon Wellington, Mark Weston, Mark Wright and Tim Rippington

Issued by: Johanna Holmes, Democratic Services
City Hall, PO Box 3399, Bristol, BS3 9FS

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

Date: Friday, 4 September 2020



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 5)

2. Apologies for Absence and Substitutions

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. Annual Business Report

(Pages 6 - 9)

5. Minutes of Previous Meeting

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

(Pages 10 - 16)

6. Chair's Business

To note any announcements from the Chair

7. Public Forum

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5 pm on Tuesday 8th September**.

Petitions and Statements - Petitions and statements must be received no later than 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 11th September**.



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|---|------------------------|
| 8. Performance Report Quarter 1 | (Pages 17 - 27) |
| 9. Risk Report Quarter 1 | (Pages 28 - 49) |
| 10. Mayor’s Climate Emergency Action Plan | (Pages 50 - 64) |
| 11. Housing Delivery Update | (Pages 65 - 79) |
| 12. Planning for the Future - Government White Paper | (Pages 80 - 91) |
| 13. Work Programme
To note the work programme. | (Pages 92 - 96) |



Public Information Sheet

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

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

Covid-19: changes to how we hold public meetings

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

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

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

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

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

Changes to Public Forum

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

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



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

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

During the meeting:

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

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

Webcasting/ Recording of meetings

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

Other formats and languages and assistance for those with hearing impairment

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

Growth and Regeneration Scrutiny Commission 14th September 2020



Report of: Service Director, Legal & Democratic Services

Title: Growth and Regeneration Scrutiny Commission Annual Business Report 2019/2020.

Ward: N/A

Officer Presenting Report: Johanna Holmes, Scrutiny Advisor

Contact Telephone Number: 0117 90 36898

Recommendations:

1. To note the Scrutiny Commission's Terms of Reference
2. To note the membership of the Commission for the 2020/2021 municipal year
3. To confirm the 2020/2020 meeting dates for the Scrutiny Commission

1. Context and Proposal

1.1 Terms of Reference of the Commission

At its meeting on 21 May 2020 Full Council established this commission with the following terms of reference:

Terms of Reference - Overview

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

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

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

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

Functions

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

3. To make reports and recommendations to Full Council, the Mayor/Executive and/or any other body on matters within their remit and on matters which affect the authority's area or the inhabitants of that area and to monitor the response, implementation and impact of recommendations.
4. To work in collaboration with the Mayor/relevant Executive Member/s and receive updates from that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.
5. To report to the Overview and Scrutiny Board on progress against the work programme and on any recommendations it makes.

1.2 Membership of the Commission:

Cllr Paula O'Rourke - Chair (confirmed at Full Council 21.05.2020)

Cllr Fabian Breckels – Vice Chair (confirmed at Full Council 21.05.2020)

Cllr Tom Brook

Cllr Mark Bradshaw

Cllr Hibaq Jama

Cllr Jon Wellington

Cllr Carole Johnson

Cllr Mark Weston

Cllr Kevin Quartley

Cllr Martin Fodor

Cllr Mark Wright

1.3 2019-2020 Meeting Dates

- Monday 14th September 2020, 5.30pm
- January / February Meeting Date TBC
- March Meeting Date TBC

Please Note: the Scrutiny Commissions Work Programme for the year can be located at Agenda Item 13.

2. Public Sector Equality Duties

1. Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and

maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

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

6. Legal and Resource Implications

N/A

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

- Full Council, 21 May 2020

Bristol City Council Minutes of the Growth and Regeneration Scrutiny Commission



13 February 2020 at 6.00 pm

Members Present:-

Paula O'Rourke (Chair), Mark Bradshaw, Tom Brook, Martin Fodor, Kevin Quartley, Tim Rippington, Jon Wellington and Mark Weston

1. Welcome, Introductions and Safety Information

The Chair welcomed everyone to the meeting and asked them to introduce themselves.

2. Apologies for Absence and Substitutions

Apologies were received from Councillors Johnson, Breckels and Wright.

3. Declarations of Interest

No declarations of interest were made.

4. Minutes of the Previous Meeting

Minutes of the Meeting on the 9th January 2020

Agenda Item 12. DRAFT Corporate Property Strategy:

It was requested that the minutes of the last meeting reflected that one Member said that with regards to the One Public Estate (OPE) Projects and the Corporate Landlord Model, there were implications for people wanting to use the buildings that could disadvantage community organisations.

5. Action Sheet

Members noted the progress on the previous actions.



6. Chair's Business

The Chair apologised to the other Commission Members and said that she should have copied them into a statement that she had made at the 4th February Cabinet meeting. She said the statement was in essence a personal statement but it was made in her capacity as Chair of the Scrutiny Commission. The statement described how opportunities to involve scrutiny in the disposal of Temple Island had been missed and that it urged the Administration to allow for better oversight in the future. It also explained what the Commission would be looking at during the current meeting and how this was early, discursive and informative scrutiny to provide the foundations for next year's Work Programme. The Chair said she wanted the Commission to leave the meeting feeling empowered and enthusiastic about what lies ahead for scrutiny.

7. Public Forum

The following public forum was received:

Public Forum Questions Received:

1	Suzanne Audrey	Agenda Item 8. Bristol Temple Quarter
2	Suzanne Audrey	Agenda Item 10. Bristol Local Flood Risk Management Strategy

Public Forum Statements Received:

1	Councillor Clive Stevens	Corporate Property Strategy (previous meeting agenda item)
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A brief discussion was had about the officer reply that was provided to the second public forum question. The questioner said they were "not impressed with the answer" and that they were still unsure why the Environment Agency was not a member of the Advisory Group.

The Executive Director for Growth & Regeneration Directorate elaborated about the role of the Advisory Group and said that its remit was to engage with different stakeholders but that it was one strand of a number of actions and activities that would take place. The Director of Economy of Place said the project was still at a very early stage of the process and that as it moved forward more people would be involved.

The questioner said that they believed people were very concerned about the potential flooding issues and asked why experts were being excluded? Officers said that this was not a 'council group' as such and that it had been set up for a particular purpose for a particular time and has a specific role.



8. Bristol Temple Quarter

This meeting agenda item was coordinated with a site visit earlier in the day when Members of the Commission visited Temple Meads Station and the surrounding area with City Council officers and a representative from Network Rail.

The BCC Senior Project Manager for Temple Quarter introduced the item to Members and clarified the presentation provided information and an up-date on:

- Progress on current Temple Quarter projects
- Future proposals for Temple Meads station, Temple Quarter, and St Philips Marsh
- Develop a scrutiny programme for next year

A study has been commissioned to develop long term proposals for the area by developing a high quality, deliverable, flexible and phased masterplan, focused on and around Bristol Temple Meads station. This study wouldn't be completed until later in 2020 but in the meantime the station would be introducing some short-term solutions to help peak time travellers. A summary of the key points were as follows:

- Collaboration on the plans was working very well and has momentum.
- There are 14 million passengers annually at Temple Meads (Paddington has 100m per year).
- Passenger numbers are growing; forecast to 20m per year by the end of this decade.
- The lay-out is not perfect and there are pinch-points at peak times, especially on platform 3.
- 65 - 70% of passengers currently use the Northern Entrance / Gateway.
- It is not currently the experience that Network Rail want passengers to have.
- The WH Smiths shop will be removed soon and an additional set of stairs will be installed in that location instead. When asked why stairs and not an escalator it was stated that stairs have more capacity than escalators.
- The lift on platform 3 will also be moved and will be replaced with a much improved facility.
- The booking office area is not ideal where it is so it will be moved to the Northern Entrance at some point.
- The space outside near the priory will be opened up for public realm instead of being a car park.
- There will be interchanges for buses at Temple Way and The Friary.
- The ramp has become very congested over time and is not a pleasant experience for passengers. In future, only taxis will be able to continue to use it.
- A recent opportunity has emerged for a potential Southern Gateway on the A4.
- Delivery timescale for all station components will be up to 15 years.

The following points were discussed:

- Members appreciated the opportunity to understand more and feed into the future plans for the site.
- Members were interested to know more about the potential new south gateway. A Member who's Ward was very close to the area stated that local residents were concerned about access to and from the new University Campus.



- Any potential for bus passengers on the A4 and A37 to have improved access the station was welcomed.
- It was confirmed the plan was for a new cycle hub with 1000 spaces.
- The new bus hub would be dispersed between 4 sites. Members thought a dispersed bus hub could be confusing, saying it would need to be made very simple for people to navigate, such as coloured lines on the road. Officers agreed with the point being made.
- A Member said they very much appreciated the site visit. When looking at the exits, bottle-necks and conflicts, in his view the journey to the station needed to be continuous one. Officers said they are looking at the connectivity of the Enterprise Zone to the rest of city and how people use and access the sites. They said they did want to do a 'design review' of people's needs, where they were going and how they'd get there and they needed to make sure they weren't making the situation worse.
- With the positive Government funding announcement that week about the Bristol East junction; would this have a bearing on this Master Plan? It was said that Network Rail has plans in place and this was good opportunity for future developments.
- Chair asked about the potential for bringing this back to Scrutiny in future. Officers said they were cautious but hopeful the funding could be found to implement the plans. This was initially likely to be a 'cocktail' of public sector funding.
- It was asked if there was to be a rapid transit system in Bristol, how that would interact with current plans. It was said it could either be at the lower end of the Friary or at the lower end of the ramp on the left; how transport links up is front-and-centre of the Master Plan.
- It was suggested that the Commission could in future undertake a joint session or piece of work with the West of England (WoE) Joint Scrutiny Committee to look at the West of England Combined (WECA) transport plans that are in the pipeline.
- It was said that during some previous projects such as this, some of the existing infrastructure had been removed and the city had therefore lost some of its history. It was asked if care will be taken this time to ensure that did not happen again. Officers said they agreed with the point being made and they had already produced some information about how to avoid that happening again.

9. Bristol City Centre - Core Retail and Leisure

The Director of Economy of Place introduced the item and said that things had moved on a lot from the draft plans produced in 2018. The presentation highlighted the changes and next steps and officers were very keen for scrutiny to have a role in shaping it.

The Senior Project Manager for the City Centre Development took Members through the published slides and added the following comments:

- Bristol City Centre is relatively resilient compared to some other centres across the country.
- Bristol is ranked 12th in the national rankings for retail. It was 27th before Cabot Circus opened.
- How people move around the city centre and use areas such as to shop, live and spend their leisure time has and will likely continue to change.
- People want an 'experience' now which calls for more than just shops.
- Access to Castle Park will be improved as part of the Plan.



- The proposed area with blue lines (on the slide) is emerging and still draft.
- This is a potential opportunity to increase pedestrianised areas such the 'old city'.
- Officers said they would welcome bringing the Framework back to scrutiny before any decisions were made

Members Questions and Comments:

- Members were interested in potentially making the 'old city' pedestrians only. It was said that mixed use (cars and shoppers sharing the same space) shopping areas don't really work. It was suggested that Broadmead could also be included. It was asked if there were any timescales for this. Officers said that nothing firm had been decided yet and discussions were on-going with shop owners and landowners about the proposals.
- A Member said that in his view the Haymarket and St James Barton Roundabout created a "massive barrier" across the middle of the city centre and asked if officers were looking at how that could be addressed i.e. traffic is just going through and not stopping. Officers said their intention was to improve the public realm but some of it was not going to be easy. The Castle Park changes were an opportunity to re-look at things there. Some would be short, medium and long-term changes but there will always need to be some access for some traffic.
- Another Member said they agreed with the earlier point about semi-pedestrianised areas not working and said people needed to feel safe or they wouldn't use them.
- It was asked what the unique selling points of the changes to the city centre were? For example, how do you get people that don't use it to start coming in; what will draw them in? Officers said the plan as it stands doesn't yet do that and agreed they need to get that right at the first stage and create a gravitational pull. Castle Park would become a leisure destination / experience going forward and it can then be used as a tool to draw more people in.
- The Chair asked if the policy of 'mixed uses' in the city centre would be maintained to bring more people to live in the city centre. It was said there would likely be another 11,500 new homes in the Centre by 2030 but that they were also still 'sense checking' what market is saying.
- Officers said they would respect the character of areas when making decision about changes. This was a great opportunity but there are also many issues to consider.
- It was requested that officers didn't neglect the smaller areas and those on the edge of the city centre. Also because as it was suggested that developers 'want to pinch bits'. It was asked how new and small businesses were going to be nurtured when areas such as Cabot Circus was mainly all large units and national chain stores. Officers said they expected things to change over time.
- It was said this was an opportunity for BCC to be bold. Yes many units were too big or too old and what was required was a master planning exercise. It was important to understand where secondary and tertiary properties were and where the scope was to bring people in. Broadmead was said to be very low density but had good potential for changes to be made, but the market wouldn't wait. Was it possible that Cabot Circus was giving an artificial ranking when there was in really some slippage backwards?
- Officers said yes it was potentially City Centre living that was protecting the night time economy.
- Members suggested looking at some more good international examples such as those in Germany as well as Cardiff.



- Officers said they would return to the Commission when the Plans were more developed to ensure Members agreed and could feed into the process again. But in the meantime they would welcome hearing from the Commission Members about any further ideas they had.

The Commission thanked officers for their time and hard work.

10 Bristol Local Flood Risk Management Strategy, including River Avon Flood Strategy

The agenda item was introduced by the Flood Risk and Data Manager who took Members through the published presentation slides which included a summary of the work completed and key achievements on the two Strategies. The following key points were discussed:

- Officers said that Community Engagement in this subject currently was and has always been difficult. It was said to be the same situation across the world. Officers were interested to know if scrutiny could help with this in any way.
- A short discussion took place about the potential for flood defences to fail and how the Environment Agency and the Council were looking ahead to future scenarios and 'future proofing'. Examples were, if sea levels were to rise up much quicker than previously expected and the need to 'embed resilience' in Bristol.
- The Environment Agency's approach was now understood to be more directed towards more nature-based solutions. It was said that Bristol has a very 'artificial' City Centre and it was asked if nature could help. Officers said that nature could help on many things but not all, for example not tidal effects. The Council's focus was currently on 'greening' the urban realm and to influence the potential flooding issues where it can.
- It was said that the 'Avon area' is working well in partnership to promote schemes and good practice e.g. Frome in South Gloucestershire was doing some good work which would also benefit Bristol.
- Local Flood Wardens: drop-in sessions are happening but there was not enough traction. It was said that people generally don't get involved until something bad has happened.
- Members said that Area Committees were still used for a variety of local issues and asked if there was enough up-to-date information about flood risks and potential community engagement opportunities being communicated to them. It was said they were quite transport oriented but had previously undertaken some flood prevention planting and drainage projects that had been effective. Councillors thought it would be a good idea to contact them all again.
- Another Member said he wasn't completely sure what is being asked of communities but he did think it would be good idea if flood risk officers wanted to come speak with them in his area (Brislington). He said it was important to be clear about what was being asked of them.
- A Member of the public who was present at the meeting said it was possible that officers were 'missing a trick' with community groups. Adding that if officers were to draft some information most community groups would be happy to distribute it in their local areas. In their view people



would be interested although they wouldn't necessarily get straight on the phone but would find it interesting and it would raise a lot of awareness. This could be done across the city.

- River Avon Strategy: climate change assessments have meant officers have had to re-model the potential timelines and effects.
- All around the City there are lots of developments happening. How are the Council discussing these with our neighbouring local authorities and do they have good communication channels in place? Officers replied that planning regulations are in general quite stringent, for example with rainfall; developers must show no increase in levels of run-off. The Council has representatives at developments to manage and control this. The regulations are constantly being monitored and reviewed.
- It was asked if the financial contributions from developers needed to contribute to more than run-off i.e. the impact of swell because cumulatively this must still be increased. Officers agreed there are very likely to be cumulative impacts. They also highlighted that in 2011, Defra had announced changes to the way funding would be allocated to flood and coastal defence projects. It was said that there is a lot of property in the city centre that was vulnerable. However, flood risk was in a much better place than it was in terms of funding and partnership work than it was previously.
- It was suggested that Temple Quarter needed to be looked at strategically rather than as individual developments so as to protect the existing property as well as future developments.
- It was asked if it would be more helpful if the Temple Quarter area was restored as a marsh instead. Officers said that they had previously considered strategic water storage i.e. using the harbour as a type of overflow 'sink'. But it was concluded that it was very unlikely to work and it thought that using the marsh probably wouldn't help either.
- One Member said that there had previously been discussions on installing tidal barriers; was this still a viable option? Officers said this option was still on the table but the costs would be very high. It would be a huge challenge especially taking into consideration the number of environmental issues that would also need to be overcome.

11 Scrutiny Work Programme

Members noted the work programme and were asked to send any suggestions for the next municipal year to the Chair of the Commission and Scrutiny Advisor.

CHAIR _____



Growth and Regeneration Scrutiny Commission

14 Sept 2020



Report of: Stephen Peacock, Growth and Regeneration Executive Director

Title: Quarterly Performance Progress Report, (Quarter 1 2020/21)

Ward: All wards

Officer Presenting Report: Kate Cole, Strategic Intelligence & Performance Advisor

Contact Telephone Number: 0117 9037246

Recommendation

That Scrutiny note the progress made by Directorate teams against the relevant Key Performance Indicators (Appendix A1) and that Scrutiny members and Directors discuss measures to address any performance issues.

The significant issues in the report are:

Highlighted in section 2 below, and noted within the suite of KPIs set out in appendix A1.

Of all G&R Directorate measures reported this quarter:

57% are on or above target

57% are performing better than at the same time last year



1. Summary

This performance progress report and appendix is part of the standard reporting arrangements around the Bristol City Council (BCC) [Corporate Strategy 2018-23 and Business Plan](#) for 2020/21. A number of measures have been identified as Key Performance Indicators (KPIs) to demonstrate delivery for the Growth and Regeneration Directorate (as set out in Appendix A1), including Business Plan measures (coded as BCP) and others agreed with the Directorate leadership teams and Cabinet Members.

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

BCC measures and City-wide measures - For 2020/21 we have differentiated between indicators that are wholly owned by BCC, so are direct measures of our performance, and those where BCC is a key player but performance is dependent on other partners or factors. Indicators are listed accordingly.

Impact of Covid-19 – Many indicators are significantly affected, and some suspended; where relevant, targets were adjusted to take account of this. Some indicators have data but are marked as exempt from performance status for Q1 due to severe impacts. Individual details are in the management comments (Appendix A1).

2. Context

In terms of performance in Q1 for Growth and Regeneration, noting that some areas report to Communities Scrutiny Commission, progress can be summarised as follows:

Performance summary

Taking the available KPI results for the entire G&R Directorate* this quarter, and noting the BCC / City-wide differentiation:

- **57% of G&R measures** (with established targets) **are performing on or above target** (13 of 23)
 - 62% of BCC-only measures (8 of 13)
 - 50% of city-wide measures (5 of 10)
- **57% of G&R measures** (with a comparison from 12 months ago) **have improved** (13 of 23)
 - 54% of BCC-only measures (7 of 13)
 - 60% of city-wide measures (6 of 10)

*Many G&R indicators, including all for Housing & Landlord Services, are not included in the detailed Appendix for this report as they are reported to Communities Scrutiny Commission.

Two measures (bus passengers and Park & Ride passengers) have been suspended for this year due to the major impact of Covid-19 and a further 13 are annual and not yet due to be reported.

Development of Place

- The delivery of Affordable Homes (BCPC425) was significantly slowed in the first quarter due to the impact of COVID-19 and the resulting site closures and slowdowns. It is

anticipated there will be future delays in delivering the projected number of properties to the initial expected timescales.

Economy of Place

- There has been a positive reduction in the number of deaths and serious injuries from road traffic incidents (DGRC120) with no fatalities during the reporting period of January to March 2020.
- There were no visits to Bristol’s museums and galleries (BCPB410) this quarter as all sites in the portfolio were closed as a direct result of Covid-19. There was however strong growth in digital audiences over this period, a large increase in social media engagement (partly due to world events, the BLM movement and the Colston statue) and participation in the new [Bristol Arts Channel](#).

Management of Place

- The percentage of household waste sent to recycling (BCPC541) was slightly below target but improved when compared to the same time last year. There were changes to some elements of other service provision (e.g. suspension of the garden waste collection) but additional work to respond to an increase in fly-tipping.

Housing and Landlord Services

- Not included – All indicators in this G&R Division are reported to Communities Scrutiny.

3. Policy

Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data.

4. Consultation

a) Internal

Performance progress has been presented to the Growth and Regeneration Directorate leadership teams and Cabinet Members prior to the production of this report.

b) External

Not applicable.

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
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characteristic and those who do not share it. This involves having due regard, in particular, to the need to:

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
- encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

5b) Not applicable

Appendices:

Appendix A1: Performance Progress Update (Q1 2020/21)

Appendix A2: A list of short definitions for each measure shown in Appendix A1

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None

Growth & Regeneration Scrutiny – Q1 2020/21 Performance Summary

OVERALL SUMMARY:

57% (13/23) PIs are on or above target
57% (13/23) PIs are better or the same than at Q1 last year

DEVELOPMENT OF PLACE		
Title	Target status	DoT
BCPB124a: Percentage of major residential planning applications processed within 13 weeks	Above	=
BCPC425: Increase the number of affordable homes delivered in Bristol	52 <small>(no 1/4y target)</small>	↑
DGRB125: Percentage of minor planning applications processed within 8 weeks or as otherwise agreed	Above	↑
DGRB124b: Percentage of non-major residential planning applications processed within 8 weeks	Below	↓

ECONOMY OF PLACE		
Title	Target status	DoT
BCPC475: Increase the number of passenger journeys on buses	Suspended due to CV-19	
DGRC120: Road Safety: reduce the number of people killed or seriously injured in road traffic incidents.	12 <small>(no 1/4y target)</small>	↑
DGRC428: Increase annual revenue generated from the council's investment estate	-£12.3k <small>(no 1/4y target)</small>	↓

MANAGEMENT OF PLACE		
Title	Target status	DoT
BCPC541: Increase the percentage of household waste sent for reuse, recycling and composting	Below	↑
DGRC542: Reduce the residual untreated waste sent to landfill (per household)	Well Above	↑
DGRC194: Numbers of citizens participating in community clear-ups per quarter	Suspended due to CV-19	

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



Growth & Regeneration Scrutiny - Quarter 1 (1st April - 30th June 2020) Performance Progress Report

Corp Plan KC ref	Code	Title	+/-	2019/20 Outturn	2020/21 Target	Q1 Progress	Comparison over last 12 months	Management Notes
G&R - Development of Place								
Bristol City Council (BCC) owned performance indicators:								
F11	BCPB124a	% of major residential planning applications processed within 13 weeks or as otherwise agreed	+	96.50%	92.00%	100.00%	=	Exceeding target at this stage.
F11	DGRB124	Percentage of major planning applications processed within 13 weeks or as otherwise agreed	+	93.30%	90.00%	100.00%	↑	13 out of 13. Exceeding target at this stage.
F11	DGRB125	Percentage of minor planning applications processed within 8 weeks or as otherwise agreed	+	74.10%	79.00%	80.10%	↑	137 out of 171. Meeting target at this stage but reducing consultancy support from Q2.
F11	DGRB126	Percentage of other planning applications processed within 8 weeks or as otherwise agreed	+	81.80%	84.00%	91.80%	↑	367 out of 400. Exceeding target at this stage.
W2	DGRB419	Reduce the council's carbon dioxide equivalent emissions (in tonnes)	-	10,827 tonnes (2018-19)	Not yet set	Data not due	n/a	The long-term target for 2025 is to be carbon neutral
City Wide Performance Indicators that BCC contributes to:								
F11	BCPC425	Increase the number of affordable homes delivered in Bristol	+	312	500	52 (no 1/4ly target set)	↑	Housing delivery was significantly slowed in the first quarter due to the impact of COVID-19 and the resulting site closures and slowdowns. The remaining quarters should see activity increase as the lockdown is lifted but the target for this year has been adjusted based on current forecasts of what can be delivered this year.
F11	BCPC430a	Increase the number of new homes delivered in Bristol	+		2,000	Data not due	n/a	This measure is calculated annually and generally reported at q2 of the following year. It is therefore anticipated that the number of new homes for 2019/20 will be reported after September 2020
W2	BCPC433	Reduce the total CO2 emissions in Bristol City (k tonnes)	-	1,471K Tonnes (2017)	1,551K Tonnes	1,447K Tonnes (2018)	↑	The target set in 2009 was to reduce emissions by 40% between 2005 and 2020. Therefore the target for this year (2018 data) is a 34.7% reduction from 2005. That target has been achieved with emissions reduced by 39%. A new trajectory has been set from 2020 to 2030 in line with the One City Climate Strategy Goal of Carbon Neutrality by 2030. This measure is reported at around 18 months after the end of the calendar year.
W2	BCPC434	Reduce the proportion of deaths attributed to particulate air pollution	-	5.4% (2017)	4.30%	Data not due	n/a	This indicator is based on Public Health England data and calculations. These show that for the last year of data (2017) the fraction of deaths attributable to pollution from particulates rose significantly reversing a general downward trend of the previous 5 years. It is based on the fraction of very small particles (<2.5 micro metres) arising from human action. The main sources of this within the city are traffic and combustion.

Corp Plan KC ref	Code	Title	+/-	2019/20 Outturn	2020/21 Target	Q1 Progress	Comparison over last 12 months	Management Notes
W2	BCPC480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	+	Data being verified	Target to be set when 2019 data verified	Data not due	n/a	For the calendar year of 2019 data analysis and verification has taken longer than anticipated and has not yet been completed. It will be completed during Q2 and an appropriate target set

G&R - Economy of Place

Bristol City Council (BCC) owned performance indicators:

W4	BCPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	+	1,066,787	213,400	0	n/a	As a direct result of CV-19, all sites in the portfolio were closed during the first quarter of the year.
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City Wide Performance Indicators that BCC contributes to:

W4	BCP411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	+	45.50%	47.00%	Data not due	n/a	The Quality of Life (QoL) survey is due to take place in Autumn 2020. Headline results will be issued via the QoL Priority Indicators briefing report in January 2021 followed by a full set of results in March 2021.
W4	BCP412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	+	66.40%	70.00%	Data not due	n/a	The Quality of Life (QoL) survey is due to take place in Autumn 2020. Headline results will be issued via the QoL Priority Indicators briefing report in January 2021 followed by a full set of results in March 2021.
WC1	BCPC474	Increase the number of single journeys on Park & Ride into Bristol	+	1,687,558	n/a	n/a	n/a	Directly impact by CV-19; not be reported in 20-21
WC1	BCPC475	Increase the number of passenger journeys on buses	+	40,776,023	n/a	n/a	n/a	Directly impact by CV-19; not be reported in 20-21
WC1	DGRC120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents.	-	78	78	12	↑	This reporting period covers the calendar months January to March 2020. There were a total of 12 KSI casualties, of which 0 were fatalities. This measure does not have an in-year quarterly target.
WC1	DGRC476	Increase the number of people travelling actively to work by walking and cycling	+	n/a	Establish baseline.	Data not due	n/a	
WOP4	BCP428	Increase annual revenue generated from the council's investment estate	+	£142,895	£150,000	-£12,345	↓	Interim figure to be verified; there was an overall loss in rental incomes this period. There are no standard in-year quarterly targets for this measure as income is determined by the rent review cycle for the investment estates which is scheduled across the whole year.

G&R - Management of Place

Bristol City Council (BCC) owned performance indicators:

W3	BCPB335	Increase the number of households in fuel poverty receiving energy and debt advice	+	1,621	1,200	Data not due	n/a	The mid-year point will be reported at Q2.
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City Wide Performance Indicators that BCC contributes to:

WC1	BCPC471	Improve journey time reliability during the morning peak travel period	+	n/a	Establish baseline.	Data not due	n/a	Work on-going to establish baseline complicated by the COVID 19 impact on traffic.
WC2	BCPC436	Improve the percentage of premises that have access to Gigabit capable full fibre	+	n/a	Establish baseline.	Data not due	n/a	There is no in-year target as the annual report Connecting Nations will not be published by Ofcom until December 2020. New indicator replacing previous "Improve % of premises that have access to Ultrafast Broadband"

Corp Plan KC ref	Code	Title	+/-	2019/20 Outturn	2020/21 Target	Q1 Progress	Comparison over last 12 months	Management Notes
WC2	BCPC438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	+	88.70%	92.00%	Data not due	n/a	The Quality of Life (QoL) survey is due to take place in Autumn 2020. Headline results will be issued via the QoL Priority Indicators briefing report in January 2021 followed by a full set of results in March 2021.
W2	DGRC194	Numbers of citizens participating in community clear-ups per quarter	+	2,886	0	0	n/a	Community clear ups have been suspended due to Covid-19.
W3	BCPC334	Reduce the percentage of the population living in Fuel Poverty	-	11.7% (2017)	10.00%	Data not due	n/a	This central government figure should be treated with caution: 1. There is a two year data lag so the 2019 figure reflects 2017 data 2. The data is modelled (i.e. not from actual homes in Bristol) 3. It's a relative measure (only homes with above median fuel costs are included) 4. Smaller homes are excluded if they have below median fuel costs, though they could still be in fuel poverty We expect that implementation of the minimum energy efficiency standard (MEES) for the private rented sector will start to have a positive effect, as will energy efficiency schemes. However, we cannot confirm whether or not this will be reflected in the 2020 government data.



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

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

Corporate Strategy - Key Commitments

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

Defintions and reporting timescales for Performance Indicators			
2020/21 Growth & Regeneration: Development of Place			
PI ref	Measure	Frequency/period reported	Method of calculation
Bristol City Council (BCC) owned performance indicators:			
BCPB124a	% of major residential planning applications processed within 13 weeks or as otherwise agreed	Quarterly (Cumulative)	This PI measures the percentage of major residential planning applications by type determined in a timely manner (13 weeks). The formula used is: x = number of major residential planning applications determined in a timely manner; y = total number of major residential planning applications determined.
DGRB124	% of major planning applications processed within 13 weeks or as otherwise agreed	Quarterly (Cumulative)	This PI measures the percentage of major planning applications by type determined in a timely manner (13weeks). The formula used is: x = number of major planning applications determined in a timely manner; y = total number of major planning applications determined.
DGRB125	% of minor residential planning applications processed within 8 weeks or as otherwise agreed	Quarterly (Cumulative)	This PI measures the percentage of minor planning applications by type determined in a timely manner (8 weeks). The formula used is: x = number of minor planning applications determined in a timely manner; y = total number of minor planning applications determined.
DGRB126	% of other planning applications processed within 8 weeks or as otherwise agreed	Quarterly (Cumulative)	This PI measures the percentage of other planning applications by type determined in a timely manner (8 weeks). The formula used is: x = number of other planning applications determined in a timely manner; y = total number of other planning applications determined.
DGRB419	Reduce the council's carbon dioxide equivalent emissions (in tonnes)	Annual	Carbon Dioxide equivalent emissions from: 1. Council buildings (corporate buildings, leisure centres, council housing (landlord supplies and heating), schools and other operational sites); 2. Street lighting;
City Wide Performance Indicators that BCC contributes to:			
BCPC425	Increase the number of affordable homes delivered in Bristol	Quarterly (Cumulative)	This records the numbers of social rented and intermediate housing units added to the city's overall housing stock during the year. Affordable housing is defined in the Planning Policy Statement 3 (PPS3) from the Ministry for Housing Communities & Local Government (MHCLG).
BCPC430a	Increase the number of new homes to meet the corporate target	Annual (1 year lag)	This measures the net increase in dwelling stock over one year and is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions.
BCPC433	Reduce the total CO2 emissions in Bristol City (k tonnes)	Annual (18 month lag)	This measures the annual amount of end user CO2 emissions across an agreed set of sectors (housing, roadtransport and business).
BCPC434	Reduce the proportion of deaths attributed to particulate air pollution	Annual (2 year lag)	This measure is reported by Public Health England
BCPC480	Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide	Annual (Financial year)	This measures the percentage of monitoring sites across the city which achieve the annual air quality target
2020/21 Growth & Regeneration: Economy of Place			
PI ref	Measure	Frequency/period reported	Method of calculation
Bristol City Council (BCC) owned performance indicators:			
BCPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	Quarterly (Cumulative)	This measures visitors to Bristol Museums, Galleries and Archives and is taken from automated counters as well as snap shot surveys.
City Wide Performance Indicators that BCC contributes to:			
BCPC411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC474	Increase the number of single journeys on Park & Ride into Bristol	Quarterly (Cumulative)	This measures the number of journeys made on Park and Ride (P&R) services in Bristol. Data is supplied by the various commerical operators of P&R designated services
BCPC475	Increase the number of passenger journeys on buses	Quarterly (Cumulative)	This measures the number of journeys made on all services which has a boarding point in Bristol. Data is supplied by the various commerical operators of P&R designated services
DGRC120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents.	Quarterly (Cumulative)	This measures all people who were killed or seriously injured in road traffic accidents in the Bristol local authority area on public roads, including those that are not the authority's direct responsibility, such as motorways and trunk roads. The period measured is the calendar year and reported with a slight delay: • Q1 reporting = No of KSIs between 1st January - 31st March • Q1-2 reporting = No of KSIs between 1st January - 30th June • Q1-3 reporting = No of KSIs between 1st January - 30th September • Q1-4 reporting = No of KSIs between 1st January - 31st December
DGRC428	Increase annual revenue generated from the council's investment estate	Quarterly (Cumulative)	This measures income generated cumulatively throughout the year of the total additional rental income from investment properties as recorded on Form B documents which set out the legally contracted income for the year. Sales of investment portfolio properties are excluded from this measure as are capital receipts i.e. not revenue income. The target is set for the present year as the income generation is targeted for activities in year.
DGRC476	Increase the number of people travelling actively to work by walking and cycling	Annual	This measure uses data from surveys as well as automated counters build into cycling infrastructure to report on the number of people using modes of transport that are recognised as "active".
2020/21 Growth & Regeneration: Management of Place			
PI ref	Measure	Frequency/period reported	Method of calculation
Bristol City Council (BCC) owned performance indicators:			
BCPB335	Increase the number of households in fuel poverty receiving energy and debt advice	Bi-Annual (Cumulative)	The number of people fuel poverty receiving support from the Warmer Homes Advice and Money (WHAM) project led by the Centre for Sustainable Energy
City Wide Performance Indicators that BCC contributes to:			
BCPC334	Reduce the percentage of the population living in Fuel Poverty	Annual (2 year lag)	Fuel poverty in England is measured using the Low Income High Costs (LIHC) indicator where a household is considered to be fuel poor if: - They have required fuel costs that are above average (the national median level) and were they to spend that amount, they would be left with a residual income below the official poverty line. The data for this measure is supplied by the Department of Business, Energy and Industrial Strategy
BCPC436	Improve the percentage of premises that have access to Gigabit capable full fibre	Annual	This measures is informed by the annual report from OfCOM "Connected Nations" report which tracks progress in fixed and mobile services in the UK. Data is available at a local authority level and can be seen here https://www.ofcom.org.uk/research-and-data/multi-sector-research/infrastructure-research
BCPC438	Increase the percentage of people living in deprived areas who have access to the internet at home (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

PI ref	Measure	Frequency/period reported	Method of calculation
BCPC471	Improve journey time reliability during the morning peak travel period	Annual	This measure uses data from the network of traffic cameras at key points across the city with average travel times between points being calculated. It has been identified that journey time reliability is generally of more importance to road users than actual speeds.
DGRC194	Numbers of citizens participating in community clear-ups per quarter	Quarterly (Snapshot)	Numbers of citizens participating in community clear ups per quarter

Key / further notes

1/ **Covid-19 impact** - Planned Performance Indicators are continuing to be measured, if possible, and 2020/21 Targets have been adjusted where relevant to take account of the expected impact of the Covid-19 pandemic.

2/ **Indicators "shaded out"** - Where the indicator and definition are shaded in grey, these Performance Indicators have been *suspended* for 2020/21; the impact of the Covid-19 pandemic is such that it is not possible to meaningfully measure these indicators, and no 2020/21 Target has been set.

Growth and Regeneration Scrutiny Commission

14th September 2020



Report of: Executive Director Growth and Regeneration

Title: Growth and Regeneration Directorate Risk Report Update

Ward: Citywide

Officer Presenting Report: Stephen Peacock
Executive Director Growth and Regeneration

Contact Telephone Number: 07392278227

Recommendation

The Growth and Regeneration (G&R) Commission are asked to consider the quarter 1 2020-21 review of the G&R Directorate Risk Report and comment on any areas of interest.

Summary

The risks defined in this report are captured by service sections with the G&R Directorate:

The following represent the most the key risks for G&R as at June 2020:

Threats

- 1) G&R failure to meet income targets as a result of COVID-19
- 2) Failure to deliver enough affordable Homes to meet the City's needs
- 3) Delivery of the Future Parks Project
- 4) Long Term Commercial Investments and Major projects Capital Investment
- 5) Homelessness
- 6) Capital Transport Programme Delivery

External and Civil Contingency risks

- 1) Covid-19
- 2) Flooding



1. Policy

- 1.1. The Audit Committee is responsible for providing independent assurance to the Council regarding the effectiveness of its strategic risk management arrangements. The Council has a Risk Management Assurance Policy which requires strategic risks to the Council, and details of how they are managed, to be recorded in the form of the Corporate Risk Report and Directorate Risk Report.
- 1.2. The Corporate Risk Report is scrutinised by the Audit Committee on a quarterly basis, it was agreed at Overview and Scrutiny Management Board, that the Directorate Risk Registers will also be scrutinised by each Directorate scrutiny quarterly. The Directorate Risk Reports will also be available to the Audit Committee to provide the Audit Committee with assurance that Directorate Risk Reports are in place and effectively scrutinised.

2. Risk Management and the Corporate Risk Report (CRR)

- 1.3. As part of good governance, the Council manages and maintains a register of its significant risks within the Service Risk Registers (SRR) assigning named individuals as responsible officers for ensuring the risks and their treatment measures are monitored and effectively managed.
- 1.4. The Corporate Risk Report (CRR) is a critical tool for capturing and reporting on risk activity, the organisations risk profile and an integral element of the Council's internal governance and performance frameworks. The attached Directorate Risk Report sets out a summary from the SRRS which are the working documents. The data within the SRRs is used to inform the business of the threats and opportunities it faces in delivering outcomes and services to the Council. It is used to ensure the organisation operates effectively and Leadership Teams take assurance that all necessary steps are being taken to ensure the risks are managed to a level acceptable to them. The Corporate Risk Report was last reported to Cabinet on 1st September 2020 and will be reported to the Audit Committee on 28th September 2020.

3. Consultation

- a. **Internal** - First to fourth tier managers, Leadership Team, Corporate Leadership Team, Cabinet Member, Finance, Governance and Performance.
- b. **External** - None

4. The G&R Directorate Risk Report (DRR)

- 4.1. The DRR informs the council on significant risks to the achievement of the G&R Directorate Objectives 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. The DRR provides assurance to management and Members that the G&R significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed.
- 4.2. The DRR is an important tool in managing risk. It aims to provide an overview of the significant risks facing G&R and how they are being managed. The DRR attached to this report at Appendix A is the latest formal iteration following a review by members of the council's G&R Executive Directors Management Team (EDM) in June 2020. The risk review has included

managers from across the Council.

- 4.3. The DRR was reviewed by the G&R EDM in June 2020. The directorate reports quarterly to Members, ensuring that they are aware of the critical and high level risks facing the directorate and how the council are ensuring these risks are effectively managed.
- 4.4. As strategic planning, resource management and resilience processes are strengthened; the identification, management and communication of risk to the achievement of the Council's strategic priorities and objectives will continue to embed.
- 4.5. The DRR was developed following:
- Risk identification and assignment of a risk owner who is responsible to ensure each risk is effectively managed; current mitigations and further strategies to manage risk are in place to ensure the risk is identified and interventions planned,
 - Review by EDM to ensure risk levels are correctly identified; and tolerance risk levels where stated are acceptable.
- 4.6. The G&R Directorate Risk Report is attached at Appendix A. The register is presented in the standard format agreed by CLB and uses the risk management methodology in the Risk Management Assurance Policy agreed by Cabinet in January 2019.
- 4.7. Appendix A the risk matrix, guidance parameters used to measure likelihood and impact and the supporting scoring criteria are set out on pages 14 and 15 and will assist Members in understanding risk levels recorded in the report.
- 4.8. The DRR sets out the critical and high rated risks. All other business risks reside on the Resource Service Risk Registers (SRR). The G&R Directorate Risk Report (DRR) as June 2020 contains:

Threat Risks	External / Contingency Risks
<ul style="list-style-type: none"> • 2 critical • 11 high • 0 medium • 1 low • 4 new • 2 improving • 2 deteriorating • 1 closed 	<ul style="list-style-type: none"> • 1 critical • 1 high • 0 medium • 0 low • 0 new • 0 improving • 0 deteriorating • 0 closed

- 4.9. The following paragraphs summarise the key changes to the G&R Risk Register since its last presentation:

Critical threat risks

There are two critical threat risks:

- GDRR10: Failure to deliver enough affordable Homes to meet the City's needs. The risk rating being 4x7 (28) critical risk. This risk is managed within the Development of Place Service Risk Registers.
- GDRR11: G&R failure to meet income targets as a result of COVID-19. The risk rating being 4x7 (28) critical risk. This risk is managed within the Directorate Service Risk Registers. This risk forms part of CRR13: Financial Framework and MTFP risk as reported in the Quarter 1 Corporate Risk Report to Cabinet September 2020.

There are four new threat risks:

- GDRR11: G&R failure to meet income targets as a result of COVID-19. The risk rating being 4x7 (28) critical risk. This risk is managed within the Directorate Service Risk Registers.
- GDRR13: Delivery of Future Parks Project. The risk rating being 3x7 (21) high risk. This risk is managed within the Management of Place Service Risk Registers.
- GDRR15: Homelessness: The risk rating being 4x5 (20) high risk. This risk is managed within the Director Housing Service Risk Registers.
- GDRR14: Delivery of Future Parks Project. The risk rating being 3x7 (21) high risk. This risk is managed within the Management of Place Service Risk Registers.
- GDRR13: Parks and spaces Asset deterioration and failure. The risk rating being 3x5 (15) high risk. This risk is managed within the Management of Place Service Risk Registers.

There are two deteriorating threat risks:

- GDRR10: Failure to deliver enough affordable Homes to meet the City's needs. The risk rating being 4x7 (28) critical risk. This risk is managed within the Development of Place Service Risk Registers.
- GDRR3: Business Continuity and Council Resilience. The risk rating being 2x7 (14) high risk. This risk is managed within the Management of Place Service Risk Registers.

There are two improving threat risks:

- GDRR9: Failure to deliver the council's Climate Change commitments impeding achievement of a carbon neutral and climate resilient city. The risk rating being 2x7 (14) high risk. This risk is managed within the Development of Place Service Risk Registers.
- GDRR8: 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 within the Development of Place Service Risk Registers.

There is one closed threat risks:

- Failure to Deliver Joint Spatial Plan (JSP). The JSP is no longer proceeding and plans are progressing for a Mayoral Spatial Development Strategy.

All identified risks were reviewed in light of the revised scoring and set the performance for future reviews. All risks on the G&R DRR have management actions in place. The DRR is currently subject to a refresh during 2020.

As with all risks, it is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

Further details are contained in Appendix A: The summary of the risks are set out on pages 1 to 12 including controls and management actions, a summary of risk performance on page 13, the risk matrix on page 14 and the risk scoring criteria on page 15. A more in-depth risk register is available on request.

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - tackle prejudice; and
 - promote understanding.
- 5b) No equalities assessment necessary for this report.

Appendices:

Appendix A – G&R Directorate Risk Report - The summary of the risks are set out on pages 1 to 12 including controls and management actions, a summary of risk performance on page 13, the risk matrix on page 14 and the risk scoring criteria on page 15. A more in-depth risk register is available on request.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Risk Management Assurance Policy

Directorate 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>GDRR1: Long term commercial investments and major projects.</p> <p>BCC's long-term commercial investments and major projects may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The cost is higher than expected. The project is delivered later than planned. The operating and maintenance cost of the asset exceeds expectations. Strategic, geographic, social, financial and economic conditions changing over time. Oversight of Project Interdependencies not well managed. Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment. Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure. 	<p>In July 2019 the Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) were launched and meet on a monthly basis. They have an oversight and stewardship role for the delivery of the Capital Programme and capital investments.</p> <p>Some examples of key projects which were reviewed by CIB include Harbour Strategy, Cattlemarket Road, and Colston Hall.</p> <p>The Growth and Regeneration (G&R) Board meets monthly to continue to improve project, programme and portfolio risk management and to ensure robust arrangements are in place and there is challenge against deliverables.</p> <p>The G&R Board has identified a number of Areas of Growth and Regeneration (AGR) across the City to enable place shaping and contribute to regeneration, affordable housing, community building and the financial sustainability of the Council and the AGR are regularly reviewed and re-prioritised by the G&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>	↔	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>					

Directorate 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>GDRR2: Failure to Manage Asbestos.</p> <p>Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff availability to carry out work plans in a safe way. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied. • Policies are not kept up to date. • Budget pressures. • Restrictions for operating normally caused by external factors beyond the control of BCC i.e. Covid-19 pandemic. 	<p>An action plan is in place within Housing department. The plan is being governed on a regular basis by the Health, Safety and Wellbeing Team. The main elements of the plan have been implemented and full completion will be presumed once the Asbestos Management Plan has been reviewed, scheduled for June 2020. Residual low risk elements of the plan have been adopted as Management objectives for the safety team and are monitored accordingly. Work to bring better compliance with asbestos surveys from with low risk communal areas is actively ongoing.</p> <p>Progress has been made to raise the risk profile of asbestos amongst managers and operatives, introduction of more robust strategies for managing staff and contractors, asbestos good working practice is also regularly communicated.</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.						

Directorate 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>GDRR3: Business Continuity (BC) and Councils Service Resilience.</p> <p>If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Strikes (People, Fuel). • Loss of key staff (communicable diseases and influenza epidemics). • Loss of suppliers. • Loss of accommodation to deliver key services. • Loss of equipment. • Any event which may cause major disruption. • Unavailability of IT and/or Telecoms. • Loss of staff/staff availability. • Knowledge loss. <p>Reduced chances of preventing/responding to incidents due to a lack of forward planning or investment.</p>	<p>The council's Corporate Resilience Group (CRG) is supported by directorate representatives who meet quarterly to oversee the council's Business Continuity arrangements / receive significant risks outside council's Control which are reflected on the Local Resilience Forum Community Risk Register (LRF).</p> <p>Policies and procedures are in place. The Business Continuity Policy communicated to relevant staff. The Incident Response Plan updated in December 2019.</p> <p>Service Business Continuity Plans undergo 'refreshing by services' annually.</p> <p>An Incident Management Team training session was carried out November 2019.</p> <p>A Senior Management on-call rota has been devised agreed and is regularly monitored.</p> <p>A successful annual Pandemic Flu-themed continuity exercise was held on 5 Nov 2019.</p> <p>CLB accepted growth bid for extra staff on Civil Protection Unit (CPU) team.</p> <p>A Business Continuity Coordinator has been recruited and in post since the beginning of December 2020 and will lead the February review of service BC Plans.</p> <p>The Covid-19 emergency has required all services to activate and operationalise their Business Continuity Plans (BC).</p>		2	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>						

Directorate 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>GDRR4: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience)</p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Critical services unprepared or have ineffective emergency and business continuity plans and associated activities. • Lack of resilience in the supply chain hampers effective response to incidents. • Lack of trained and available strategic staff. 	<p>BCC plays a leading role in the Avon and Somerset Local Resilience Forum (LRF), the multi-agency partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire. The Avon and Somerset works to the Avon and Somerset Community Risk Register.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. The most recent exercises being Day Two May 2018, Dark Zodiac April 2018, Saxon Resolve November 2017 and major COMAH training exercise in November 2018 (Operation Spitfire).</p> <p>A senior management on-call rota has been devised, agreed and is monitored. Emergency volunteers have been recruited to aid emergency responses. Duty rotas in other key service delivery areas (e.g. Housing and Social Care) are also in place.</p> <p>The Bristol Operations Centre capacity to support multi-agency operations has been tested.</p> <p>BCC took receipt the South West’s share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place.</p> <p>A progress paper on Civil Contingency is scheduled to go to the Corporate Leadership Board in early 2020.</p> <p>Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing.</p> <p>A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete.</p> <p>The Covid-19 emergency has stretched the Council’s emergency response capacity and created additional strains and pressures across all responding agencies and the city systems in place to manage emergencies.</p> <p>The risk of a concurrent emergency during the Covid crisis is arguably higher than before the crisis. Covid pressures and additional safety considerations with regards to response have required the OOH CPU service reduce to a telephone only service. Partner agencies are aware.</p> <p>Measures for managing a concurrent emergency have been discussed with emergency services and e.g. the Fire Service has arrangements to support residential evacuations during this period. A ‘concurrent emergency’ plan is being drafted.</p> <p>Emergency Planning College (EPC)-led Strategic Incident Management Training session was delivered to senior officers in November 2019.</p>	↔	2	7	14	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>					

Directorate 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>GDRR5: Failure to deliver enough homes to meet the City's needs. (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"> Not enough planning applications submitted. Not enough permission granted. Insufficient housing land identified in planning documents. Inability of the housebuilding industry to deliver at this level. Increased uncertainty in the market due to Brexit and Covid-19. 	<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
<p>Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.</p>	<p>Action Owner: Director Development of Place.</p>		Portfolio Flag: Housing.			Strategy Theme: Fair and Inclusive.			

Directorate 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>GDRR6: Tree Management.</p> <p>Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The Council has 100,000 trees. Severe weather conditions and / or disease can lead to tree failure. Lack of maintenance of trees can result in tree failure. Some council trees are not being managed or inspected, increasing the chance of failure. Failure to carry out regular and programmed tree inspections could result in tree and limb failure. 	<p>The service is rolling out a new Quantified Tree Risk Assessment (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	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.			

Directorate 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>GDRR7: Capital Transport Programme Delivery</p> <p>Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Overspend on individual schemes leading to uncontrollable cost pressures. • Underspend on annual profile. • Lack of coordination and programme management across divisions. • Covid-19. 	<p>Transport Programme Team and Delivery Board established.</p> <p>Shared paperwork and highlight reporting process initiated.</p> <p>Regular briefings and reporting to senior management and cabinet members.</p> <p>5 year capital programme mapping process underway.</p> <p>Regular reviews with directors taking place, workshop carried out to examine governance and further improvements to processes.</p>	↔	4	5	20	<p>COVID-19 lockdown has restricted progress of all non-essential capital programme schemes. This is in part due to the non-essential nature of schemes but also down to the inability to carry out site surveys, engage and consult appropriately and to process TROs. We 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&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.					

CRR7 on the Corporate Risk Report

Directorate 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>GDRR8: Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone) Communication/engagement with stakeholders does not result in sufficient behavioural change.</p> <p>We are unable to deliver actions committed to by Mayor in the wider Clean Air Plan (excluding Traffic Clean Air Zone) - which is addressed in Management of Place service area.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff capacity. • Lack of resources for implementation of new regulatory arrangements. • Unable to secure political agreement. • Unable to secure stakeholder buy. • Some measures are dependent on Environment Bill later this year. 	<p>Measures have been developed and were announced in the Mayors Speech June 2019.</p> <p>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					

CRR30 on the Corporate Risk Report

Directorate 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>GDRR9: Failure to deliver the council’s Climate Change commitments impeding achievement of a carbon neutral and climate resilient city.(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"> • Lack of BCC resources. • Inability of partners and BCC colleagues to progress action on climate change due to the on-going impacts of Covid-19. 	<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.				

CRR31 on the Corporate Risk Report

Directorate 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>GDRR10: Failure to deliver enough affordable Homes to meet the City’s needs. (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"> • Subsidy availability. • Insufficient land available. • Uncertainty in the housing market as a result of Covid-19. 	<p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p> <p>Refer to CRR18 above for full list of interventions.</p>	↓	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.				

CRR32 on the Corporate Risk Report

Directorate 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>GDRR12: G&R failure to meet income targets as a result of COVID-19</p> <p>COVID 19 has required services to suspend a lot of services including those which act to provide an income stream to the service, along with meeting the income targets set for the financial year 20/21. COVID 19 epidemic has had a significant impact on the economy and hence impacted on all forms of the services income streams.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Govt emergency legislation for suspension of enforcement for arrears recovery through court The welfare reforms and lack of support for tenants Tenants suffering financial hardship/poverty/fuel and food poverty Loss of business / visitors Publics reluctance to use BCC services Ability for rent collection Ability to get services back to the operational level pre-covid this financial year Slow recovery 	<p>Parks are working through budgets to consider how we can reduce the budget pressure for this financial year, by reviewing our expenditure, considering ways of getting income streams back on track and utilising capital and reserves.</p>	New	3	5	15	We have already started this work and beginning to implement actions to reduce the budget pressure.	2	5	10
	<p>Traffic and Highways Car parking P2 review and budget reset processes completed and expenditure savings amounting to c£380k offered up to mitigate the impact of loss of income created by the COVID 19 pandemic.</p>	New	4	7	28	The Impact of COVID 19 on parking income will be significant in 2020/21 with a current 95% drop currently showing. It is not known how long this impact will be felt but indications are that this could create a c£5m pressure in 20/21 - ongoing monitoring of the impact is in place and Corporate Finance are aware. Q1 Update - P2 forecast indicates a c£11m pressure on the services revenue budget for 20/21 but there are some signs of recovery as the economy comes out of lockdown - this will be continually monitored and reported as part of the monthly forecasting process. Central government indicated on 1.7.20 that support would be provided to those Councils experiencing significant income loss.	3	7	21
	<p>Economy of Place have begun to look at other income generating opportunities, and considered reduction in expenditure. However until we are clear on when services are going to be re-opened, when mass gatherings will be possible again and when key partners such as Levy (who deliver conferencing and food/drink on our behalf) are back in business it is difficult to assess the exact scale of the challenge.</p>	New	4	5	20	The service is currently expected to raise in excess of £3.5 million income to balance its budgets each year. The lack of sufficient income being generated will result in reduction of service, and staff numbers, and a downgrading of the quality of product offered to communities/visitors. We are reviewing the impact of Covid-19 on income of service in short and longer term. In light of coronavirus outbreak ACE have extended the £1.35m annual grant for an additional year so that it will cover 2022-23. Other risks remain potentially compounded by the economic risks that coronavirus is placing on the country's economy. Covid-19 is having a major impact on income generation opportunities of CCI service.	3	5	15
	<p>Estate Management we have been working to understand the Coronavirus financial impact on individuals has led to increased arrears and reduced income. We are seeing increased Universal Credit arrears, increased evictions.</p> <p>In the longer term the aim is for payment plans to be set up – The Govt aim is no person will lose their home because of Coronavirus.</p> <p>We have developed an action plan to support KPI impact and to improve performance, and to support Service Delivery Planning Sep/Oct 2020.</p> <p>We report monthly to H&LS on action planning.</p> <p>We are developing collaborative working with support agencies continue.</p> <p>We are reviewing the recovery process in light of Coronavirus impact from letter based to phone contact and financial support sign posting.</p> <p>RentSense procured (30 June 20) - software product to support focus on income collection and targeted activity within the service - next 10 weeks implementation to take place Q3 to commence focussed activity</p> <p>Sign off of Income.</p>	New	3	5	15	We continue to develop collaborative working with support agencies. We are in the process of implementing software product to support income collection by Q3.	2	5	10
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: G&R Directors	Portfolio Flag: Communities.			Strategy Theme: Our Organisation.				

New Risk

Directorate 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>GDRR13: Parks and Green spaces Asset deterioration and failure</p> <p>Parks and green spaces have a significant and variable asset base. Due to austerity measure service budgets were reduced which required reduction and a reprioritisation the maintenance programme from assets.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Loss of budget Loss of staffing resources 	<p>Within resources available we are:</p> <p>Expanding a condition and inspection system for major assets including sports-related buildings, stone walls, hard surface footpaths. Considerably more work is required. This work needs to be established within the new asset management system currently being procured;</p> <p>Working with Transport and undertaking training to ensure to ensure bridge structures are surveyed regularly;</p> <p>Reviewing our rock face H&S inspections and commissioned new.</p>	New	3	5	15	<p>A high percentage of assets are not currently inspected and their condition is unknown. A second asset surveyor is being recruited to speed up condition surveying across the asset base. More expert surveys are required.</p> <p>We have already identified through inspection that current budgets are insufficient to prevent steep decline of assets and more funding is required and/or more assets need to be transferred out of Parks responsibility</p>	3	5	15
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place	Portfolio Flag: Communities.			Strategy Theme: Our Organisation.				

New Risk

Directorate 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>GDRR14: Delivery of the Future Parks Project.</p> <p>Through the quality of life survey it has identified that certain sectors of our communities have a reduced level of access to public spaces.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Parks and Green accessibility Current resources are insufficient to make an impact where required through reallocation. Investment funds acquired through planning contributions are inadequate, unreliable and cannot be strategically focussed through the Area Committee CIL process. No new capital funds available to invest in facilities provision Population of Bristol grows having a disproportionate impact upon areas where there are areas of low green space provision. Failure to secure good planning decisions for the provision of public open space Lack of funds to change spaces to meet growing demands. Local Plan policy does not deliver new spaces through development nor guarantee alternative investment in existing spaces. 	<p>The Future Parks project is being implemented and will develop opportunities to attract investment in to parks and greenspaces and is seeking to qualify and quantify the impact poor access to parks is having on neighbourhoods and communities.</p> <p>Working with City Design and Planning Policy Team to find ways to mitigate impact through changes to public realm and planning policy.</p>	New	3	7	21	<p>Delivering Bristol Future Parks.</p> <p>Seeking a new site for south depot operational facilities in order that operational capacity can be expanded if resources are found.</p>	2	7	14
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place	Portfolio Flag: Communities.			Strategy Theme: Our Organisation.				

New Risk

Directorate 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>CRR37 : Homelessness</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"> • The ending of the eviction ban on 23 August 2020. • Economic impact of COVID-19, unemployment rising leading to an increase in evictions from private rented tenancies. • COVID 19 and lockdown leading to an increase in mental health issues, family relationship breakdown and domestic violence & abuse. 	<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.				

New Risk

Key External Risk and Civil Contingency Risks to note

Directorate 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>GDBCCC1: Flooding.</p> <p>There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Tidal surge, heavy rainfall, and river flood events. Impact of climate change. Lack of effective flood defences and preparedness for major incidents. Failure of existing flood defences. 	<p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire.</p> <p>Work has started with the Environment Agency and South Gloucestershire Council to construct new sea defences in Avonmouth and Severnside.</p> <p>Technical studies have been undertaken to develop a strategy for managing the risk of flooding from the river Avon to the city centre over the next century</p> <p>Working with emergency services, local authorities and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It 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"> Working in partnership with the Environment Agency to complete and deliver the Bristol Avon Flood Risk Management Strategy to protect the city centre, including allowances for climate change. Working in partnership with South Gloucestershire and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including allowances for climate change. Actively managing flood risk infrastructure. Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change. 	3	3	9
<p>Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.</p>	<p>Action Owner: Director Economy of Place, Flood Risk Engineer.</p>		<p>Portfolio Flag: Energy, Waste and Regulatory Services.</p>			<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>			

BCCC1 on the Corporate Risk Report

Directorate 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>GDBCCC2: COVID-19</p> <p>A failure to respond and recover effectively to the Covid crisis will jeopardise the delivery of statutory duties across the Council, put the lives and welfare of staff and service users at risk, create additional social anxiety, cause unnecessary expense, undermine Council finances and severely damage the Council's reputation.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Staff sickness, absence and bereavement. Surges in demand in key service areas, particularly social care, safeguarding, housing, community engagement, hardship, public health and civil protection. A lack of personal protective equipment for staff and providers. Increased social anxiety and community tension. Failure of key providers and contractors. A lack of management control and oversight associated with home working. Failure to identify and seize opportunities. 	<p>The Council has moved at pace to change the way that it works across every Directorate and Service area:</p> <ul style="list-style-type: none"> An Incident Management Team has been operating since the outset of the pandemic crisis, coordinating the response and managing emerging risks and issues, including twice weekly Silver meetings and a wide Coronavirus Coordination Group. Twice weekly CLB/Gold meetings are taking place. Mayoral and Member briefings are being held regularly. 6 'cross-cutting' cells have been established covering: Info and communications, Logistics (incl. PPE), HR and staff redeployment, IT and homeworking, Public Health and finance and funding. 13 workstreams are underway covering: Community Safety, Children and Families, Community Mobilisation, Hardship, Public Facing Services, Education, Waste, Housing and Landlord Services, Homelessness and Complex Needs, Adult Social Care, Economic Impact, Parks and Green Spaces and After Death. 	↔	4	7	28	<ul style="list-style-type: none"> Work on the transition out of 'lockdown' is underway. Work on the recovery structure is underway. Project Health Check' looking at the sustainability and governance of the above, including a Covid Operational Risk Register - risks associated with the Covid Emergency, has been completed, regularly monitored and actioned. 	2	7	14
<p>Risk Owner: CLB (For discussion at G&R EDM).</p>	<p>Action Owner: Director Resilience (For discussion G&R EDM).</p>		<p>Portfolio Flag: Corporate wide.</p>			<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>			

BCCC3 on the Corporate Risk Report

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
9	GDRR12	G&R failure to meet income targets as a result of COVID-19	Executive Director Growth and Regeneration and G&R Directors			4x7=28	New						
8	GDRR10	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	↓						
10	GDRR14	Delivery of the Future Parks Project	Executive Director Growth and Regeneration and Director Management of Place			3x7=21	New						
1	GDRR1	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	↔						
11	GDRR15	Homelessness	Executive Director Growth and Regeneration and Director Housing			4x5=20	New						
6	GDRR7	Capital Transport Programme Delivery	Executive Director Growth and Regeneration and Director Economy of Place	4x5=20	↓	4x5=20	↔						
10	GDRR13	Parks and Green spaces Asset deterioration and failure	Executive Director Growth and Regeneration and Director Management of Place			3x5=15	New						
5	GDRR5	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	↔						
6	GDRR6	Tree Management	Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔						
3	GDRR3	Business Continuity and Council Resilience	Executive Director Growth and Regeneration / Chief Executive	2x5=10	↔	2x7=14	↓						
7	GDRR9	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	↑						
2	GDRR2	Asbestos	Executive Director Growth and Regeneration and Director Housing	2x7=14	↔	2x7=14	↔						
4	GDRR4	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	↔						
7	GDRR8	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 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
11	GBCCC2	COVID -19	Executive Director Growth and Regeneration and Director Management of Place	4x7=28	New	4x7=28	↔						
11	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
Closed	GDRR11	Failure to Deliver Joint Spatial Plan (JSP).	Executive Director Growth and Regeneration, Director Development of Place.	4x5=20	Closed	The JSP is no longer proceeding and plans are progressing for a Mayoral Spatial Development Strategy.							

Risk Scoring Matrix

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

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

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

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

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

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

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

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

Growth and Regeneration Scrutiny Commission

Date 14th September 2020



Report of: Zoe Willcox, Director: Development of Place

Title: Update on the Mayor's Climate Emergency Action Plan and development of BCC Climate Programme

Officer Presenting Report: Alex Minshull,
Sustainable City and Climate Change Manager

Contact Telephone Number: 0117 922 4453

RECOMMENDATIONS:

The Scrutiny Commission are asked to:

- * note the progress of the key actions in the Mayor's Climate Emergency Action Plan
- * note the work being undertaken to develop the Bristol City Council Climate Change Programme for consideration by Cabinet in November 2020.



1. Summary

The Mayor published his Climate Emergency Action Plan in July 2019. This set out a range of actions which the Council would take in response to the Climate Emergency, both internally and as a contribution to wider action in the city. This report provides an update on the Key Actions in that plan.

The largest area of activity has been the rapid development of the One City Climate Strategy, led by the One City Environment Board¹, co-chaired by the Mayor. The strategy was approved by the Board on 26th February 2020 and by the Mayor at Cabinet on 3rd March 2020.

Progress has continued on the other actions in the plan, however, these have been affected and delayed by Covid-19 impacting on BCC's and partners capacity.

Additional funding has been provided in on-going revenue funding and ear-marked climate change reserves funding.

A new BCC Climate Change Programme is under development and the business case will be considered by Cabinet in November.

2. Policy Context

The UK Government has set a statutory target for the UK to be net-zero carbon by 2050.

The Mayor of Bristol has declared a Climate Emergency and set the Goal for Bristol as a city to be Carbon Neutral by 2030 for all emissions, both direct energy and transport (Scope 1&2) emissions and consumption based (Scope 3²) emissions and become a climate resilient city. The Mayor has also created the One City Approach and the City Office with its thematic boards, including the Environment Board.

The Bristol City Council Business Plan 2020/21 included the delivery of the Mayor's action plan and of the council's contribution to the One City Climate Strategy. A Covid-19 Recovery Edition was approved by Cabinet on 1st September 2020, maintaining these key actions.

Clearly, Covid-19 has impacted on the City Council's and partners abilities to progress action on the Mayor's Action Plan and the One City Climate Strategy.

2. Update on the Mayor's Climate Emergency Action Plan

The Mayor reported to Full Council in July on the action being taken in response to the Climate Emergency. Initial progress on the implementation of this plan was reported to Growth and Regeneration Scrutiny Commission in September 2019 and again in January 2020. The following table provides a further update for the Commission.

If focuses on those actions which are focused solely on the Climate Emergency and does not include the much wider delivery programme of projects, such as the City Leap Energy

¹ The Environment Board was initially called the Environmental Sustainability Board

² The Scope of emissions are defined in the Greenhouse Gas Protocol and further details are given in the Mayor's Climate Emergency Action Plan.

Partnership, sustainable transport plans etc many of which have been considered separately by Scrutiny.

Key Action	Update
Establish effective city governance structures to enable and support climate action	<p>The Mayor has established two effective groups:</p> <ul style="list-style-type: none"> • One City Environment Board – key leaders in the city from a wide range of partners who have led the development of the One City Climate Strategy, as well as helped to integrate climate change into the One City plan and the Economic Recovery Statement of Intent. • Bristol Advisory Climate Change Committee – leading experts from academia, industry, public sector and community organisations – to provide independent advice to the One City Office and City Council. Their first annual report will be published in November.
<p>Call on government for increased powers and resources and to lead through national policies, taxation etc</p> <p>Call on government to review the societal impacts of achieving net-zero carbon</p>	<p>The Mayor is the Climate Change portfolio holder for the Core Cities Cabinet and has led the production of the Core Cities Climate Emergency Declaration.</p>
Develop and deliver a One City Climate Strategy, working with City Office Partners	<p>The Mayor provided human and financial resources for:</p> <ul style="list-style-type: none"> • The development of a comprehensive evidence base on emissions from all scopes and climate resilience has been produced and published. • The development of the One City Climate Strategy, built on the evidence base. It was adopted by the Board in February 2020 and endorsed by the Mayor March 2020. <p>Promotion of the strategy and development of delivery plans has been delayed due to Covid-19.</p>
Deliver a climate change public engagement programme	<p>Supported the successful Bristol bid to the Big Lottery's Community Action Fund – this will support 6 communities to develop their own Climate Action Plans. This has secured £375k for this project – significantly multiplying the council's financial investment in the development of the bid. Over 600 applications were received for this fund and only 19 projects funded.</p> <p>The Bristol Climate Hub website has been developed and will be launched shortly. This will provide key information and a guide to action for citizens. It will be further developed. It has been produced in-house and therefore delayed due to reallocation of communications staff to Covid-19 response.</p> <p>A 3 year communications and engagement plan is being developed as part of the BCC Climate Change Programme.</p>

	<p>It draws upon advice from leading climate change communications experts and will be reviewed by the BACCC.</p>
<p>Commit to the Council being carbon neutral for our direct (Scope 1 & 2) emissions by 2025</p> <p>Quantify the Council's indirect (Scope 3) emissions</p>	<p>This commitment has been made and a plan is being developed to ensure it can be delivered in the most sustainable way possible. This will form part of the Climate Programme.</p> <p>Scope 1&2 emissions have been quantified and an action plan to neutralise them by 2025 is being developed as part of the Climate Programme.</p> <p>Scope 3 emissions scope and estimated for key areas of capital projects and procurement. Actions to understand these better and reduce them will form part of the Climate Programme.</p> <p>A new Climate and Environmental Impact Assessment tool has been developed and is being tested with colleagues at present. This will be applied much earlier in the development of initiatives than present system.</p> <p>Further work on the carbon budgeting process will take place as part of the Climate Change Programme.</p>
<p>Train city leaders, councillors and council staff in climate change to enable them to respond to the climate emergency in everything they do</p>	<p>Many City Leaders and Stakeholders attended the Climate Reality presentation in November</p> <p>Climate Change Learning and Development Advisor appointed</p> <p>Face to face Carbon Literacy training piloted prior to Covid-19 restrictions</p> <p>Bespoke BCC on-line training courses being developed on Climate Awareness, Approaches and Solutions and Climate Leadership</p> <p>A full 2 year training project is being developed as part of the Climate Change Programme.</p>
<p>NEW: Covid Recovery Planning</p>	<p>The Mayor has promoted the use of the Sustainable Development Goals. The One City Covid-19 Economic Recovery Statement of Intent aims to contribute significantly to the achievement of the One City Climate Strategy and this is being reflected in the detailed planning for recovery.</p> <p>Action is also being taken to maximise the benefits for Bristol of the government grants for home and public building retrofit.</p>

3. Resources

The Mayor has provided the following additional financial resources to our climate change work.

- £250k one off in 2019/20 (Cabinet 2/9/19)
- £150k additional revenue budget in 2020/21 rising to £300k from 2021/22 onwards (Council Budget Feb 2020)
- An allocation of £3m of Reserves for specific projects (Council Budget Feb 2020).

The additional resources had allowed the creation of a new Climate Change Team, a new Team Manager has been appointed, existing staff reassigned to the team and further recruitment will take place in the coming months.

4. Development of the Bristol City Council Climate Programme

A new Climate Change Programme including more specific projects is being developed and this will be considered for approval by Cabinet in November 2020, and will be funded from a combination of the on-going revenue and reserve funding.

Mayor's Climate Emergency Action Plan An Update

Growth and Regeneration Scrutiny Commission
14th September 2020

Page 55

Alex Minshull,
Sustainable City and Climate Change
Service Manager



Mayor's Climate Emergency Action Plan

- Many new actions were included in the Action Plan
- This update covers progress and proposed approach on:
 - Governance Arrangements
 - Development of One City Climate Strategy
 - Communication and Engagement
 - Carbon Neutral Council
 - Climate Change training
 - Covid-19 response



Governance Arrangements

Commitment:

Establish effective city governance structures to enable and support climate action

Progress:

The Mayor has established two effective groups:

- One City Environment Board – strategic leadership of the agenda.
- Bristol Advisory Climate Change Committee - to provide independent advice to the One City Office and City Council.



One City Climate Strategy

Commitment: *The Environmental Sustainability Board, working with the other boards of the City Office, will lead the creation of a One City Climate Strategy for Bristol.*

Progress:

The Mayor provided human and financial resources for:

- The development of a **comprehensive evidence base** on emissions from all scopes and climate resilience has been produced and published.
- The **development of the One City Climate Strategy**, built on the evidence base, adopted February 2020.

Promotion of the strategy and development of delivery plans has been delayed due to Covid-19.



Communication & Public Engagement

Commitment:

The Mayor will develop a climate change public engagement programme

Progress:

• **Supported the successful Bristol bid to the Big Lottery's Community Action Fund** – this will support 6 communities to develop their own Climate Action Plans - £375k. One of 19 successful from 600 applications

Page 51
• **The Bristol Climate Hub website has been developed and will be launched shortly.** This will provide key information and a guide to action for citizens. It will be further developed. It has been produced in-house and therefore delayed due to reallocation of communications staff to Covid-19 response.

• **A 3 year communications and engagement plan is being developed** as part of the BCC Climate Change Programme. It draws upon advice from leading climate change communications experts and will be reviewed by the BACCC.



Carbon Neutral Council

Commitment:

A carbon neutral Council our direct emissions by 2025, quantify the Council's indirect emissions, and understand the impacts of all new major plans, policies and projects on the Council's and city's emissions and climate resilience.

Progress:

- **Scope 1&2 emissions have been quantified** and an action plan to neutralise them by 2025 is being developed as part of the Climate Programme.
- **Scope 3 emissions defined and estimated** for key areas of capital projects and procurement. Actions to understand these better and reduce them will form part of the Climate Programme.
- A new **Climate and Environmental Impact Assessment tool** has been developed and is being tested with colleagues at present. This will be applied much earlier in the development of initiatives than present system.
- Further work on the carbon budgeting process will take place as part of the Climate Change Programme.



Climate Change Training

Commitment:

Train city leaders, councillors and council staff in climate change to enable them to respond to the climate emergency in everything they do.

Progress:

- Many City Leaders and Stakeholders attended the **Climate Reality presentation** in November
- **Climate Change Learning and Development Advisor appointed**
- Face to face Carbon Literacy **training piloted** prior to Covid-19 restrictions
- **Bespoke BCC on-line training courses being developed** on Climate Awareness, Approaches and Solutions and Climate Leadership
- **A full 2 year training project is being developed** as part of the Climate Change Programme.



Covid-19 Recovery Planning

A new area of work:

- The One City Covid-19 **Economic Recovery Statement of Intent** aims to contribute significantly to the achievement of the One City Climate Strategy and the this is being reflected in the detailed planning for recovery.
- Practical action is also being taken to maximise the benefits for Bristol of the government grants for home and public building retrofit.



Resources

The Mayor has provided the following additional financial resources to our climate change work.

- £250k one off in 2019/20
- £150k additional revenue budget in 2020/21 rising to £300k from 2021/22 onwards
- An allocation of £3m of Reserves for climate change projects

Page 63 Creation of a new Climate Change Team, a new Team Manager has been appointed, existing staff reassigned to the team and further recruitment will take place in the coming months.



Thank you!



Growth and Regeneration Scrutiny Commission

14 September 2020



Report of: Stephen Peacock, Executive Director – Growth and Regeneration

Title: Housing Delivery Update

Ward: City-wide

Officers Presenting Report: Elaine Olphert Head of Housing Delivery
Tim Ward, Housing Strategy & Enabling Manager

Contact Telephone Number: N/A

Recommendation: Receive the attached report for review and consideration.

The significant issues in the report are:

The Council's affordable housing target has been amended this year to 500 and Officers are confident this target is close to being met. Looking ahead to the next two years, it is likely that the original target of 800 affordable homes will be met or even exceeded.

The Housing Delivery Team is working hard to progress a range of delivery routes, tools and interventions to ensure the progress made so far is built upon and that the target of 800 affordable homes is met in the next two years. This includes securing housing through section 106 agreements, land release and major projects amongst many others.



1. Summary

Bristol City Council (“the Council”), has a corporate target to build 2,000 new homes – 800 affordable – a year by 2020. Due to the impact of Covid-19, the target for affordable housing has been set as a stretch target of 500 for 2020/21 but will be returned to 800 for the following two financial years. Based on current forecasts, the target is likely to be almost met this year and will be met and possibly even exceeded in the next two years. The Housing Delivery Team, guided by the 2017 – 2020 Housing Delivery Plan is focused on a range of delivery routes, tools and interventions to ensure this progress is built upon and maintained.

2. Purpose

The purpose of this report is to provide an update to the Growth and Regeneration Scrutiny Commission regarding the current housing delivery trajectory.

3. Policy

Housing delivery is guided by the Council’s Housing Strategy, its Housing Delivery Plan 2017-2020 and the Mayor’s manifesto commitment to build 2,000 new homes – 800 affordable – a year by 2020.

4. Current Housing Trajectory

Based on current forecasts compiled at the end of Q1 this year, Bristol’s affordable housing sector is projecting **489** affordable housing completions in 2020/21 and a further **996** affordable housing completions in 2021/22. The table below shows the forecasted affordable housing starts and completions over the next three years:

Financial Year	Affordable Housing Starts (forecast)	Affordable Housing Completions (forecast)
2020/21	1,051	489
2021/22	288	996
2022/23	250	1,285

These forecasts are generated by the Housing Delivery Team, based on quarterly returns from Homes West Registered Providers and from internal teams within the Council that are developing or acquiring affordable housing. For example, the Housing Revenue Account (HRA) has become a significant developer and acquirer of affordable housing and the forecasts include the HRA’s development programme over the next three years.

Because the development of housing carries a level of risk and uncertainty, this data can be considered a live snapshot of what the Housing Delivery team believes will happen over the next three years. The data is an accurate summary of current estimates but may be subject to a level of “optimism bias” whereby the entities delivering affordable housing have good reason to believe that these numbers will be delivered but are not always aware of risks or other factors that might cause slippages or delays to their development programmes. In addition, it is to be expected that the level of starts for the next two years will be low; this is because development programmes are yet to be fully confirmed or firmed up and the numbers are expected to increase as time progresses.

Historically, there is typically a 20% difference in the amount of affordable housing completions when

compared to the target or forecast for a particular year. This is to be expected as the forecasts can be impacted by the optimism bias described above. If this weighting was applied to the current forecasts, the data for completions would be impacted as follows:

Financial Year	Affordable Housing Completions (forecast)	Affordable Housing Completions (forecast with weighting applied)
2020/21	489	391
2021/22	996	797
2022/23	1,285	1,028

As a result of COVID-19, and the resulting impacts to construction, build prices and the economy, the affordable housing target has been set as a stretch target of 500 in this financial year but will be maintained at 800 for at least the next two years. With this revision, the Council is likely to almost meet the target this year and is on track to reach it in the next two financial years. This is likely as a result of the actions and activity that has been initiated by the Council since the creation of the 2017-2020 Housing Delivery Plan.

5. Activity to Increase Housing Delivery

The 2017 – 2020 Housing Delivery Plan sets out the Council’s strategic approach to delivering new homes and the steps the Council is taking to increase and accelerate the delivery of new market and affordable homes in the city to meet the Mayoral Commitments and objectives of the Corporate Strategy. The Plan also established the Housing Delivery Team which is a single, multi-disciplinary delivery team focused on the active management of a single annual housing delivery programme. The Housing Delivery Team has taken longer than expected to fully staff up, but this has now happened and the team is currently managing the following delivery routes, tools and interventions to accelerate and increase delivery:

1. Enabling/Section 106

- a. Focus on securing affordable homes through section 106 agreements
- b. Removing internal barriers to housing delivery
- c. Improving data management and using data to drive delivery

2. Grant Funding

- a. Management of the Council’s £42M Affordable Housing Grant Programme
- b. Extending eligibility to support Community Led Housing
- c. Making supplementary grants available

3. Land Release

- a. 17 sites that are actively being progressed
- b. A further 11 sites being released for Community Led Housing
- c. Enhancing land release processes and governance

4. Major Projects

- a. Hengrove Park (1,400 new homes)

- b. Lockleaze (1,200 new homes)
- c. Southmead (300 new homes)

5. Housing Revenue Account (HRA)

- a. Total forecasted completions of 1,193 affordable homes (Social Rent and Shared Ownership) between 20/21–23/24.
- b. Forecasted affordable housing completions for HRA direct delivery:
 - i. 2020/21: 73
 - ii. 2021/22: 99
 - iii. 2022/23: 255
 - iv. 2023/24: 177

6. Bristol Housing Festival

- a. Five year housing festival to enable delivery of Modern Methods of Construction
- b. Supporting the building of 458 homes, of which 214 are intended to be affordable
- c. Working with the HRA on three pilots as MMC schemes to capture learnings on best practices including speeding up procurement and construction to accelerate delivery

7. Goram Homes

- a. Agreed terms for two sites: Romney House and Baltic Wharf
- b. The Council will take affordable housing provision in these 2 sites
- c. The Housing Delivery Team is also working with Goram Homes to support and accelerate delivery, including exploring other sites that can be released to Goram

Assessing these interventions against the forecasts, it is clear that the work of the Council has had a significant impact on the delivery of affordable housing, given that the 800 target is likely to be met in each of the next two financial years. It is therefore critical that this work continue and in some cases, be expanded and increased to maintain this level of momentum and continue to reach the 800 target.

To achieve this, the Housing Delivery Team is currently working on a refreshed five-year Housing Delivery Plan for Q4 2020/21. This will build on the progress that has been made in the current 2017 – 2020 Housing Delivery Plan in establishing a comprehensive multi-disciplinary team and will set out specific actions for how each of the delivery routes, tools and interventions outlined above are intended to accelerate and increase delivery.

In closing, there is a good likelihood that the Council's affordable housing target will be met in the next three financial years but not without the continued strategic approach to delivering new housing, particularly the increased investment, focus and resourcing on these delivery routes, tools and interventions.

Appendices:

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None



Housing Delivery Update Growth & Regeneration Scrutiny Commission

14 September 2020

Housing Delivery

Forecasts

Page 70

Enabling
/Section
106

Grant
Funding

Land
Release

Major
Projects

HRA

MMC/
Bristol
Housing
Festival

Goram
Homes

2017 Assumptions on how will the 800 Affordable Homes be delivered ?



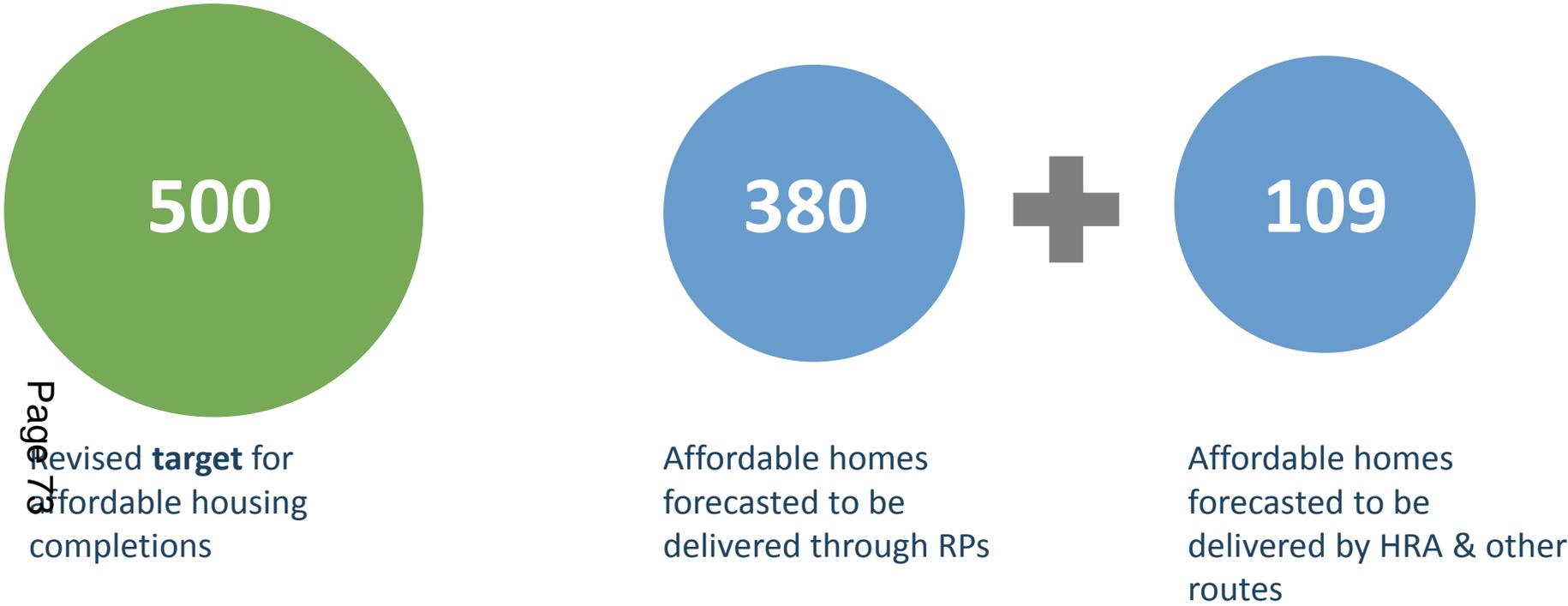
Housing Delivery Routes



COVID-19 has had a significant impact on Housing Delivery:

- RPs are forecasting a 6 month lag in delivery due to temporary site closures and capacity issues
- Contractors are operating between 50 – 90% capacity
- Build prices are increasing
- Planning submissions and approvals have been delayed
- Uncertainty about longer-term economic impacts

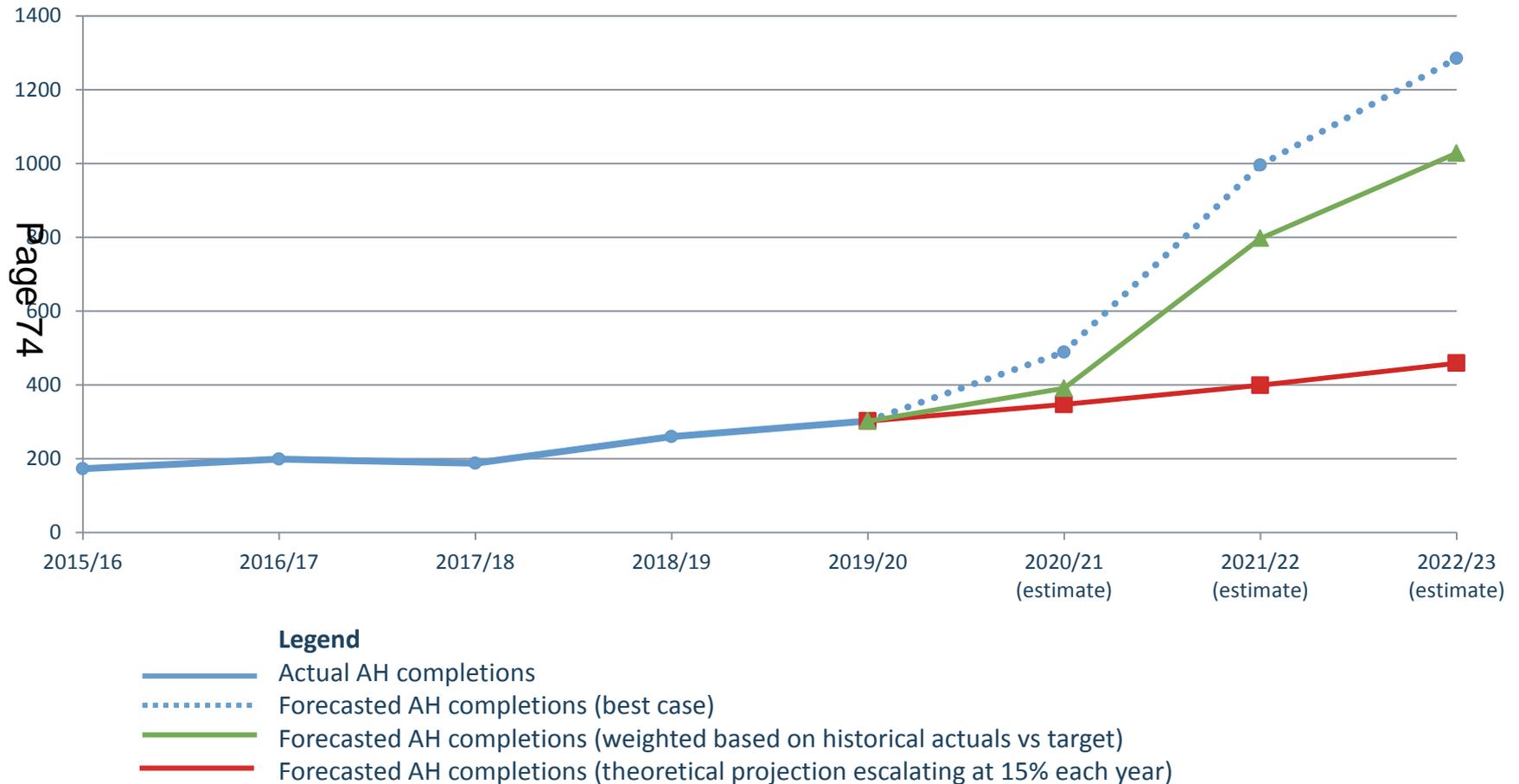
Current 2020/21 Forecast Trajectory



Housing Delivery Tools

- Enabling /Section 106
- Grant Funding
- Land Release
- Major Projects
- HRA
- MMC/ Bristol Housing Festival
- Goram Homes

Affordable Housing Completion Scenarios



Housing Delivery

Actions to meet housing targets

Page 75

Enabling
/Section
106

Grant
Funding

Land
Release

Major
Projects

HRA

Bristol
Housing
Festival/
MMC

Goram
Homes

Actions to meet housing targets (1/4)

Enabling
/Section
106

Page 76

Grant
Funding



Actions to meet housing targets (2/4)

Land
Release

Page 77

Major
Projects



Actions to meet housing targets (3/4)

HRA

Page 78

Bristol
Housing
Festival/
MMC



Actions to meet housing targets (4/4)

Program
Homes
Page 29



Growth and Regeneration Scrutiny Commission

14th September 2020



Report of: Stephen Peacock, Executive Director, Growth and Regeneration

Title: Government consultation on planning:

- The Future of Planning White Paper and
- Changes to the current planning system

Ward: All

Officer Presenting Report: Sarah O'Driscoll Strategic City Planning Service Manager

Contact Telephone Number: 0117 903 6722

Recommendation:

To note and comment

The significant issues in the report are:

Government is consulting on two key documents published on 6th August 2020:

- Planning for the Future White Paper deadline for comment by 29th October
- Changes to the current planning system for comment by 1st October 2020

Key issues are highlighted in the attached powerpoint presentation in Appendix 1 and will be presented at Scrutiny for Member information.



1. Summary

The headline proposals of the White Paper address:

- the preparation of Local Plans – timing, content and process
- Planning applications and decisions
- Development contributions and delivery

The headline proposals of the Changes to the current planning system address:

- The 'standard method' for calculation of the housing need number for Bristol
- The delivery and form of affordable homes
- The use of the 'Permission in Principle'

2. Public Sector Equality Duties

- 2a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

Appendices:

Appendix 1 Government consultations on Planning Powerpoint presentation

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Government consultations on Planning:

- **Planning for the Future – White Paper**
- **Changes to the current planning system**



Page 82

Sarah O'Driscoll Strategic City Planning Service Manager

Two government consultations on planning were published on 6th August 2020

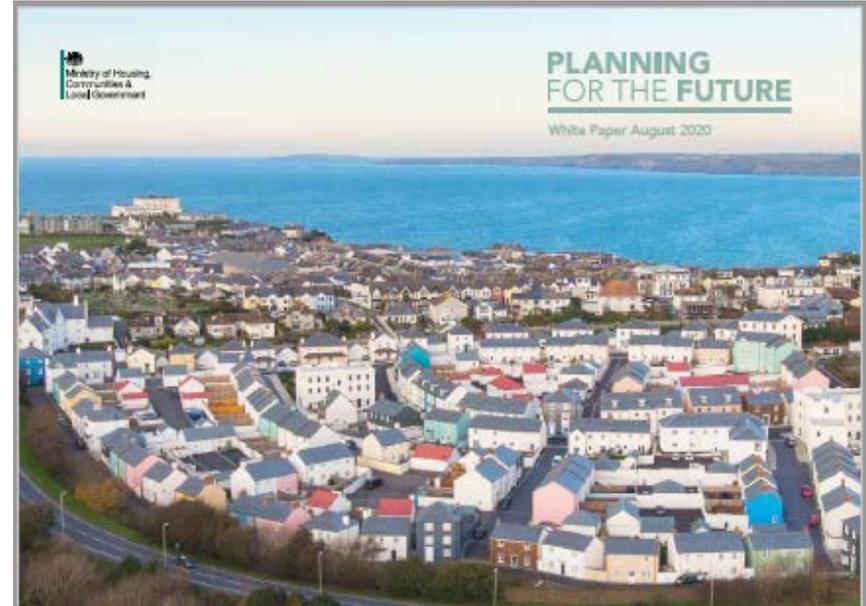
- Changes to the current planning system
deadline for comments 1.10.20
- Planning for the Future
- White Paper deadline for comments 29.10.20

1. Overview

Planning for the Future White Paper

- 6th August – 29th October

Page 84



- Local Plans and national policy

- **Local plans simplified** and standardised to focus on identifying three categories of land – growth, renewal and protected areas. In growth areas, outline approval automatic for forms and types of development specified in the plan;
- **Statutory timetable of no more than 30 months** for plan preparation – government expecting new plans to be in place by end of current parliament (May 2024);
- **No general policies for development in local plans** - the National Planning Policy Framework (NPPF) would become the primary source of development management policies;
- **The duty to co-operate would be removed** – ‘further consideration’ being given to the way in which strategic cross-boundary issues can be adequately planned for (references to Metro Mayor roles but no direct references to Spatial Development Strategies);
- The existing policy for **protecting Green Belt** would be remain.

- Planning applications and decisions

- **Applications to be shorter** and more standardised;
- **Fees set nationally** but cover at least the full cost of processing applications;
- **Deciding planning applications to be faster** and more certain, with firm deadlines;
- **Public consultation on planning applications to be streamlined** - emphasis instead on engagement at the plan-making stage (where there would be one stage of formal consultation);
- **'Fast-track for beauty'** - high-quality development proposals would get automatic permission;
- Locally prepared **design codes** will be more binding on planning decisions;
- Each local planning authority to have a **chief officer for design and place-making**;

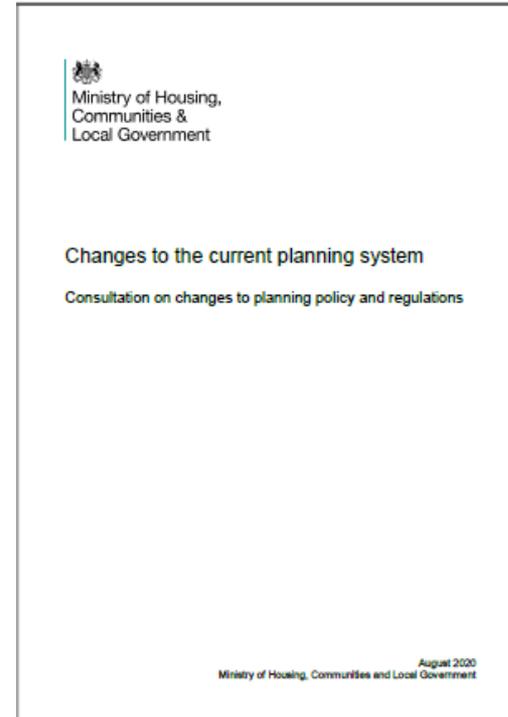
- Development contributions and delivery

- **CIL to be replaced** by new infrastructure levy, a nationally-set, flat rate charge;
- **Large building sites would be split** between developers to accelerate delivery;
- **Housing delivery test** and the presumption in favour of sustainable development maintained;
- The costs of operating the planning system principally funded by **developer contribution**;
- **Regulatory review** to identify and eliminate outdated regulations;

2. Overview

Changes to the current planning system

- Page 88
- Consultation on changes to planning policy and regulations
- 6th August to 1st October



Revised standard method

- The 'standard method' calculates housing numbers needed in each area.

Page 89

	Former JSP's agreed distribution (10 year equivalent)	Current standard method (10 years)	REVISED STANDARD METHOD (10 years)
BRISTOL	16,750	23,680	24,900

First Homes

- The Government intends to set out in policy that a minimum of 25 per cent of all affordable housing units secured through developer contributions should be First Homes.

Small sites threshold

- 06/09/2025
- Proposal to raise the small sites threshold so that schemes of up to 40 or 50 homes do not provide affordable housing . This is intended to help smaller house builders.

Permission in principle

- The current Permission in Principle system will be extended to major development.

Contact:

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Sarah O'Driscoll, Strategic City Planning Service Manager

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Page 91



Growth and
Regeneration

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
June 2020				
				01/06/2020 3pm
				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)
July 2020				
				08/07/2020 1.30pm
				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
August 2020				
				26/08/2020 2.30pm
				Air Quality / Clean Air Plan Update
				Covid-19 Recovery Plan
				Scrutiny Work Programme
				Q1 Performance Report
September 2020				
	Sept / Oct Date TBC	14/9/20 5.30pm		
		Housing Delivery Update		
		Mayor's Climate Emergency Action Plan		
		Planning for the Future - White Paper		
		Performance Report		
		Risk Report (TBC)		
October 2020				
Date TBC	Sept / Oct Date TBC		Oct Date TBC	5/10/2020 3pm
Review of People Scrutiny Working Group Findings	Homelessness Support		Council Tax Reduction Scheme and Council Tax Base Report	
Public Health Update <ul style="list-style-type: none"> • Within Context of CV19 Effect on BAME Communities 	*Moving Forward Together (TBC)		Collection Fund - Financial Surplus/Deficit Report	
Update on Upcoming Mental Health Strategy			Finance Monitoring Report	
			Performance Report	
November 2020				
				2/11/2020 3pm
				Scrutiny Working Groups -

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Feedback
December 2020				
Date TBC			3/12/2020	
Public Health Update	Decarbonisation of Residential properties		Commercialisation and Innovation (TBC)	
Review of SEND Evidence Day Findings and Recommendations	HMO's / Licensing		Community Bank (TBC)	
Alternative Learning Provision (Including Hospital Education)			Legal Services Strategy (progress update)	
Levels of NEETs, Apprenticeships and Opportunities for Young People			Finance Monitoring Report	
January 2021				
		Jan Date TBC	Jan Date TBC	18th January (TBC)
		Temple Quarter / Temple Meads and St Philips Master Plan	Budget Scrutiny	Companies Business Plans (TBC)
		Temple Island		
		City Centre Framework		
		Western Harbour Update		
February 2021				
Feb/March Date TBC	Feb/March Date TBC			
	Future Parks			
	Waste			
	Building Security and Safety regulations			
March 2021				
Feb/March Date TBC	Feb/March Date TBC	March Date TBC		
		Strategic Transport Plans (details TBC)		
		Local Rail / Metrowest		

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
		(details TBC)		
Items to be scheduled				
Public Health Update (Feb/March)	Community Safety Partnership Report (suggested December)	Bristol Local Flood Risk Management Strategy, including River Avon Flood Strategy	<ul style="list-style-type: none"> Quarterly Performance Reports Twice yearly Risk Reports 	Review of Company Accounts and Business Plans (Dec/Jan)
Healthy Eating (Feb/March)	<ul style="list-style-type: none"> Quarterly Performance Reports Twice yearly Risk Reports 	<ul style="list-style-type: none"> Quarterly Performance Reports Twice yearly Risk Reports 	IT Transformation Programme (TBC)	Advertising & Sponsorship Policy
Children In Care, Adoption and Fostering (Feb/March)		Economic Recovery (pre-scrutiny, Sept TBC)		Bristol Energy
Adult Care – Older People: Isolation (Feb/March)				Brexit Updates
Quarterly Performance Reports Twice yearly Risk Reports				<ul style="list-style-type: none"> Quarterly Performance Reports Twice yearly Risk Reports

Health Scrutiny

Subject	Provisional Date
Joint Health Scrutiny Committee	
<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">• Changes to Service Delivery as a Result of Covid-19 – Update• Stroke Programme• Integrated Care Systems• Nightingale Hospital Plans	October
Health Scrutiny Committee (sub-Committee of the People Scrutiny Commission)	
<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">• Bristol GP Closures and New Arrangements• Bristol Mental Health Services Review• Drug and Alcohol Strategy	February / March