

# Communities Scrutiny Commission Agenda



**Date:** Thursday, 15 October 2020

**Time:** 10.00 am

**Venue:** Virtual Meeting

## **Distribution:**

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

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**Date:** Wednesday, 7 October 2020



# Agenda

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

**(Pages 4 - 5)**

**2. Apologies for Absence**

**3. Declarations of Interest**

**4. Communities Scrutiny Commission Annual Business Report**

**(Pages 6 - 10)**

**5. Chair's Business**

**6. Minutes of the Previous Meeting**

**(Pages 11 - 17)**

**7. Action Tracker**

**(Pages 18 - 19)**

**8. Public Forum**

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

**Questions** - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5pm on Friday 9<sup>th</sup> October**.

**Petitions and Statements** - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by **12.00 noon on Wednesday 14<sup>th</sup> October**.

**9. Homelessness Support**

**(Pages 20 - 40)**

**10. Moving Forward Together**



- |                                     |                          |
|-------------------------------------|--------------------------|
| <b>11. Q1 Performance Report</b>    | <b>(Pages 41 - 68)</b>   |
| <b>12. Q1 Corporate Risk Report</b> | <b>(Pages 69 - 78)</b>   |
| <b>13. Work Programme</b>           | <b>(Pages 79 - 112)</b>  |
|                                     | <b>(Pages 113 - 117)</b> |



# Public Information Sheet

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

You can find papers for all our meetings on our website at [www.bristol.gov.uk](http://www.bristol.gov.uk).

You can also inspect papers at the City Hall Reception, College Green, Bristol, BS1 5TR.

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.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.

## Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting. Please submit it to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) or Democratic Services Section, Brunel House St Georges Road Bristol BS1 5UY. The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **three clear working days before the meeting**.

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

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).



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

### Process during the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions.
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.

### Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items) and the footage will be available for two years. If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

# Communities Scrutiny Commission 15<sup>th</sup> October 2020



**Report of:** Service Director, Legal & Democratic Services

**Title:** Communities Scrutiny Commission Annual Business Report 2020/2021.

**Ward:** N/A

**Officer Presenting Report:** Bronwen Falconer, Scrutiny Advisor

**Contact Telephone Number:** 07584640086

## Recommendations

1. To elect a Chair and Vice Chair for the 2020/2021 municipal year
2. To note the Scrutiny Commission's Terms of Reference
3. To note the membership of the Commission for the 2020/2021 municipal year
4. To confirm the 2020/2021 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:

#### **COMMUNITIES SCRUTINY COMMISSION**

##### **Terms of reference - Overview**

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

##### **Functions**

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

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

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

### **1.2 Membership:**

Cllr Jo Sergeant  
Cllr Estella Tincknell  
Cllr Jon Wellington  
Cllr Don Alexander  
Cllr Barry Clark  
Cllr Graham Morris  
Cllr Matt Melias  
Cllr Martin Fodor  
Cllr Carla Denyer  
Cllr Anthony Negus

### **1.3 Chair's casting vote:**

If there are equal numbers of votes for and against, the chair will have a second or casting vote.

### **1.4 2020-2021 Meeting Dates**

- Thursday 15<sup>th</sup> October 2020, 10am
- Monday 7<sup>th</sup> December 2020, 5pm
- Monday 8<sup>th</sup> February 2021, 2pm

### **2. Policy**

N/A

### **3. Consultation**

N/A



#### 4. Risk Assessment

N/A

#### 5. 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 Communities Scrutiny Commission

12 March 2020 at 10.00 am



### Members Present:-

**Councillors:** Anthony Negus (Chair), Jo Sergeant (Vice-Chair), Jon Wellington, Donald Alexander, Barry Clark, Matt Melias, Martin Fodor and Carla Denyer

### 1. Welcome, Introductions and Safety Information

### 2. Apologies for Absence

Apologies were received from Councillors Morris and Tincknell.

### 3. Declarations of Interest

It was noted that the Chair is a member of Bristol Tree Forum (Item 7, Public Forum).

### 4. Minutes from previous meeting

The minutes of the CSC meeting dated 27th January 2020 were agreed as an accurate record.

### 5. Action Tracker

The format of the action tracker was discussed.

**Resolved; That the Action Tracker format be amended for future meetings.**

The impact of the student population was agreed as a future piece of work for Scrutiny.

**Resolved; That Scrutiny work around the impact of student populations be taken forward with Officers once identified.**



## 6. Chair's Business

The Chair provided a statement for item 9. This is addressed under the relevant item.

Waste was proposed as a late addition for the 19/20 year work programme, but it was not possible to include this item for this meeting due to Officer availability.

The Chair proposed that CSC leads agree the issues around Waste that require addressing in order to develop a framework for a future piece of Scrutiny work.

**Resolved; That CSC leads to meet to discuss issues around Waste collection and management to input in to future work.**

## 7. Public Forum

Question: Suzanne Audrey (Item 9)

Please can you provide specific examples of the ways in which representatives of the Council have used the outputs from the contract with Social Impact Ltd for the benefit of citizens and communities?

Response From Mayor's Office

This administration uses several sources of information to inform the decision-making process which benefits citizens and communities in Bristol.

Including but not limited to: conversations and correspondence with constituents and stakeholders, engagement and consultation exercises, the annual quality of life survey, scrutiny comments and reports to build on their own experiences. It also includes the public forum contributions at Cabinet meetings where decisions are made. Every Cabinet decision includes legal, finance and other internal corporate advice with Public Relations providing expert advice on how to communicate decisions with people.

Increasingly, people are choosing to contact the council through social media, and also discuss the activities of the local authority online. This also provides important insights which feed into every decision-making process.

Reports provide some insight into what people are talking about, and also provide an opportunity to assess if there are any gaps in public information that can be responded to.

The information is also used to evaluate communication activity to establish the discussion and debates sparked by campaigns and identify any insight into how we can better communicate, particularly with vulnerable communities.



Communication campaigns such as #WeAreBristol and the recent “*I was homeless, I was you*” homelessness campaign used the reports to identify any positive or negative feedback to inform their respective activity and approach.

#### Supplementary question

This came to public attention through an FOI request. Are social import reports available to councillors and public?

Members did not believe they have been sighted on this issue.

**Resolved; That Officers provide a response to the supplementary question.**

#### Question: Cllr Clive Stevens (Item 12)

Q1. In the face of the recently declared climate and ecological emergencies and of the commitment to double tree canopy cover over the next 25 years, how have the increased risks of removing urban trees - causing, for example, loss of pollution mitigation, increased rainfall run-off causing flooding or increased urban heat island effects (all of which will increase the risk of causing additional deaths) - been factored into this Risk Register?

#### Response From Area Manager

This is not currently considered a high risk item so has not been escalated to the corporate risk register.

Q2. In this Risk Register, what steps has Bristol City Council taken to address the risks of the climate and ecological emergencies through its tree management policies and by enforcing existing planning policies as they relate to trees?

#### Response From Area Manager

The council’s tree management policies and its enforcement of relevant planning policy are not considered as high risk items in this context.

Members discussed that input from both the managing officer and Risk Report author is needed for a full understanding of how this risk is assessed. It was also noted that the report demonstrates Risk, but its purpose is not to also show the public benefits of trees. Some benefits can be shown under ‘mitigation’, but this is in specific areas. This would not be the report to demonstrate the benefits and therefore the full picture is not seen here.

#### Statement: Cllr Graham Morris (Item 10)

Cllr Morris gave apologies while the submitted statement on Area Committees was received by the Commission.

Members agreed that this was an excellent statement with a cogently made case. Thanks were given.



### Statement: Cllr Stevens (Item 4)

Cllr Morris provided a statement supporting the agreement that the Student impact on Communities be taken forward as a future piece of Scrutiny work, suggesting potential topics and formats that this could take.

Possible partnership working (including through the One City Plan) was discussed.

**Resolved; That the Public Forum be noted.**

## **8. Work Programme**

The Work Programme was discussed under other items. In summary, proposed topics for the 2020/21 Work Programme include:

- Waste Management
- Student impact on communities.

## **9. Growing the Power of Communities**

The Chair prefaced the item with a prepared statement proposing changes to the submitted report. As this was not representative of the views of the full Commission it was agreed that this statement would not be taken forward.

The Community Development Manager delivered the presentation on Growing the Power of Communities which provided an overview of community development since 1st April 2019 and the direction of travel for the council as a whole. The presentation outlined:

- The change of direction from council led work to collaborative community development, building on existing strengths.
- The role of Councillors to use an allowance to support community events – 30 of 34 wards receive this funding.
- Details of the Community Development team
- A 'Thriving Neighbourhood' graphic covering the community development process and performance indicators. This included a discussion of community assets, such as libraries, as tools to deliver social action.
- Examples, such as the 'People Power Unconference'
- Challenges faced, including how capacity can be grown and systems simplified with existing resources by encouraging community led action through joining up early engagement, etc.

Officers asked Members to consider their priorities for the 2020/21 year.

Members asked why the 4 of the 34 wards are not receiving funding. Some Councillors / wards have separate arrangements and do not require this. The allowance consists of £200 per Councillor. Officers



will shortly send out nomination forms and funding agreements. While not all have been nominated / applied for funding this remains a developing situation.

Members agreed that developing communication channels with Councillors would be welcomed. The Well Aware service is known.

An event is being held the evening of 12<sup>th</sup> March related to engagement. Discussions related to this event were agreed to take place outside of the meeting.

The resourcing of community led initiatives was discussed. Different areas have different needs, and different existing community groups. A senior Development Committee workplan examines where work is taking place, and where there are opportunities for additional support.

The question of how to define priority areas was raised, and how Officer work is apportioned between priority and non-priority areas. Data from the QOL survey feeds in to this. Workshops with city partners have taken place.

The Public Forum statement noted that different areas have differing asset strengths. It was confirmed that people and staff are also counted as a resource / asset. Making the best use of differing characteristics was supported.

It was clarified that the team did exist prior to 2018, but that the capacity has been developed and the outreach to people who were not previously involved. This supports a move away from a 'transactional' relationship between communities and council, encouraging thinking about how to use existing assets, eg. new uses for existing buildings.

## 10. Area Committees

In 2019 Area Committees approved £3.3m of CIL and S106 projects. The Community Resources Manager delivered a presentation on the overview of the decision making process.

Area Committees were developed in 2018 to decide the spend of local element of CIL and devolved S106. Improvements to the process have been made in 2019, including allowing more time for community involvement, using public surgeries, and improving online guidance. A graphic of the current arrangement was shown.

As a result of improvements made 2019 saw a significant increase of the number of proposals submitted, projects agreed, and total funds committed. Examples of projects were shown.

The timetable for 2020 demonstrated that the process is currently in stage 1 in which priorities and project ideas are gathered. The deadline for outline proposals is 6th April. BCC surgeries would take place in May and June, with a final list of projects agreed in July. Invited projects complete stage 2 proposals with a deadline of October, and formal AC meetings take place in November to agree funding.



Some Area Committees have chosen to over-commit funds for 2019 and leave 2020 as a 'fallow' year in order to build funds subsequently.

Members asked if micro-grants in neighbourhoods had been considered. The Community Development team have looked in to this.

Members raised a concern over the intention for a 'fallow' year, where it may be possible for one councillor to make a decision in one year that has an impact beyond their term. However, the annual funding decision process was recognised as having the benefit of allowing cases to be developed.

Communication of the S106 funds is also important, and instances where residents have paid out of pocket for projects that would have fallen under S106 are known. The stronger focus on public engagement aims to support this.

Members were encouraged to speak to their Area Committee chairs for more specific detail on their local committee.

Members raised an interest in seeing an assessment of the 2020 process at an appropriate time.

## **11. Bristol Impact Fund**

The Community Resources Manager delivered a presentation on the mid-point report of the Bristol Impact Fund, ie. two years in to a four year programme.

Additional data was requested drilling down into how this has worked, and what it has achieved. Officers confirmed that in depth analysis work is currently taking place.

The different size of grants was discussed. There are 50 organisations running medium to large projects for the full four year term. 20 projects were funded from 2017-2019 through the BIF Small Grants programme, and a second round of small grant projects will run from 2020-21.

Members suggested that varying the size of the grants may be useful.

Information about the criteria was requested. This is set out in the VCS prospectus, which outlines a framework and is available online.

There will be a paper during 2020 on the course of action once the 4 year projects are complete. Any proposal to continue the programme will be a Cabinet decision. The paper will include options and an EQIA.

It was noted that beneficiaries are largely in South Bristol, in areas with greater levels of deprivation.

## **12. Risk Report**





The Q3 Risk Report was reviewed.

- CRR24 (Procurement and contract management compliance) was previously flagged, and a question was taken to Cabinet regarding this. Members expressed concern that this continues to be incorrectly assessed.
- CRR25 (Suitability of LOB systems) relates to legacy systems.
- CRR30 refers to delivery of the BCC wider clean air plan (excluding CAZ). Members queried the assessment of risk against this item, and how the actions taken through the Climate plan interface with the clean air plan.
- Members were concerned that an Officer was not present to speak to this report. Bespoke reports are not available to the Communities Scrutiny Commission as there is no corresponding Directorate, however it would be useful for an officer to be present to speak to this to address some of the concerns outlined.
- Flooding was also noted as risk, but it was recognised this falls outside of the remit of the CSC.

### 13. Performance Report Q3

- Item BCP357 (Reduce number of households in temporary accommodation) is well below target. Officers noted that there is an action plan to reduce this involving multi-agency work to increase the amount of “move on” accommodation.
- Item BCP540 (Reduce percentage of people who feel that street litter is a problem in their neighbourhood) is based on the perception of litter. Keep Britain Tidy has undertaken some actions, although this item itself is assessed through the Quality of Life Survey. The impact of greater numbers of people staying at home due to Covid-19 may impact future assessments.





**Scrutiny Actions from 2019/20**

During the 2019/20 year a number of actions were identified to be brought forward into the 2020/21 year either as part of a future work programme or related piece of work. The Covid-19 crisis and lockdown changed a number of priorities and an update against these items can be found below.

Action Origin	Action	Lead	Action taken	Date
CSC Oct 2019 - Work Programme	CSC leads to consider format for future Libraries scrutiny event.	CSC leads / Bronwen Falconer	<p>Multiple discussions were held with Officers during the 2019/20 year to establish the useful parameters for a piece of future scrutiny work.</p> <p>It was noted that Libraries were particularly affected during the Covid-19 lockdown, and impact continues to be seen. Officers confirmed they did not believe there was a useful role for Scrutiny during the 2020/21, and this was supported by Members who indicated this was not a priority during the setting of the Work Programme. It was agreed that Libraries will not feature on the 2020/21 Work Programme.</p>	Complete Work programme agreed by OSMB Aug 2020
CSC March 2020 - Action Tracker	That Scrutiny work around the impact of student populations be taken forward with Officers once identified.	CSC leads / Bronwen Falconer	This topic was presented as an option for CSC members during the setting of the 2020/21 work programme, but feedback received indicated that the impact of Covid-19 on both students and other related issues made the 2020/21 year a difficult time to bring this to Scrutiny. The	On hold

Action Origin	Action	Lead	Action taken	Date
			importance of the topic was acknowledged, with an agreement not to include this on the current Work Programme, while retaining the option to recommend future pieces of work once the situation is clearer.	
CSC March 2020 - Chair's Business	That CSC leads to meet to discuss issues around Waste collection and management to input in to future work.	CSC leads / Bronwen Falconer	<p>A mapping meeting took place in May 2020 to scope issues related to Waste collection.</p> <p>Although the Covid-19 impact on Waste management has affected some priorities, which in turn has influenced the nature of the anticipated Scrutiny item, it has been agreed to include this on the Scrutiny Work Programme and is due to be discussed in February 2021.</p>	<p>Action complete May 2020.</p> <p>Review date: 08/02/20</p>

# Communities Scrutiny Commission 15<sup>th</sup> October 2020



**Report of:** Director, Homes and Landlord Services

**Title:** Homelessness Support

**Ward:** N/A

**Officer Presenting Report:** Paul Sylvester, Head of Housing Options

## Recommendations

1. To consider the information contained in the Homelessness Support presentation
2. To provide comment and feedback.



# Homelessness – COVID recovery

Communities Scrutiny Commission 10 – 12:30  
Thursday 15<sup>th</sup> October

# Content

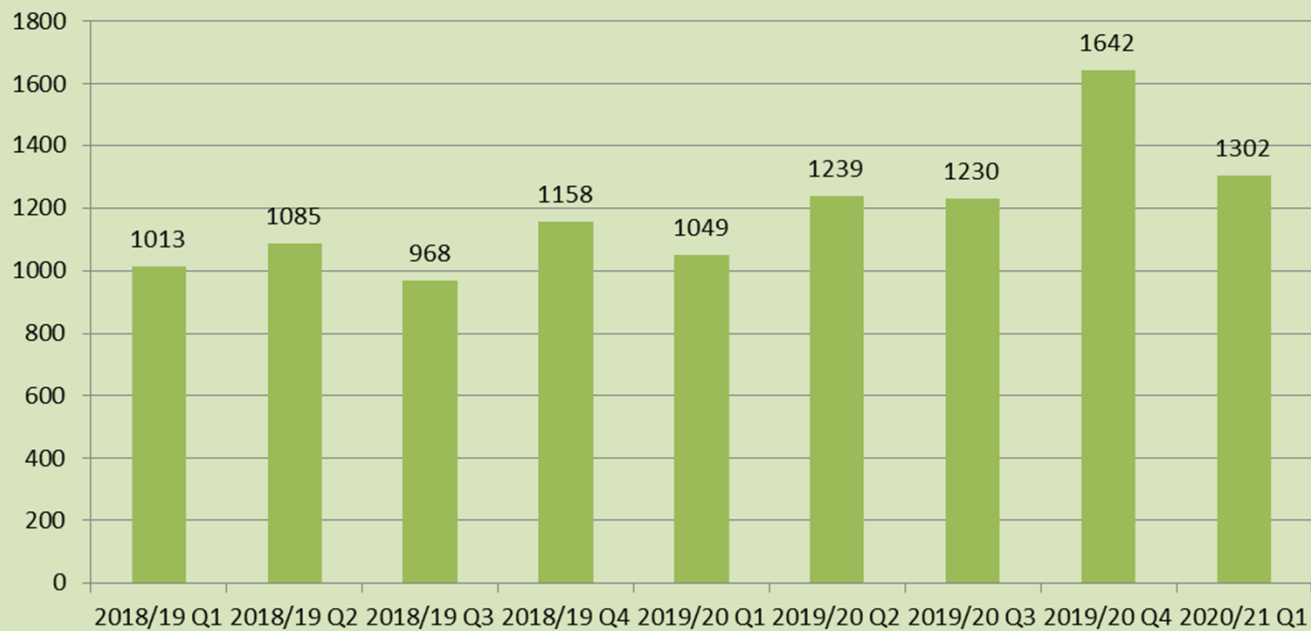
- Homelessness pre-covid
- Update on rough sleeping and move on from hotels
- One City move on project and Change for Good
- Preparing for an increase in homelessness
- Next Steps MHCLG fund
- Funding
- What do we need?

# Bristol's Homelessness Figures Pre-Covid

- 100 people rough sleeping on any night with 1200 people new to the streets in a year
- 140 people in night shelters (eg St Annes House);
- 600 households in Temporary Accommodation;
- 1100+ people in hostels and other supported housing;
- 13,000 households on waiting lists
- Social housing lettings down to 1800 from 3000 in a decade
- 6 or 7 affordable Private rented properties out of 1700 on right move

# Homelessness presentations

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■ Total presentations

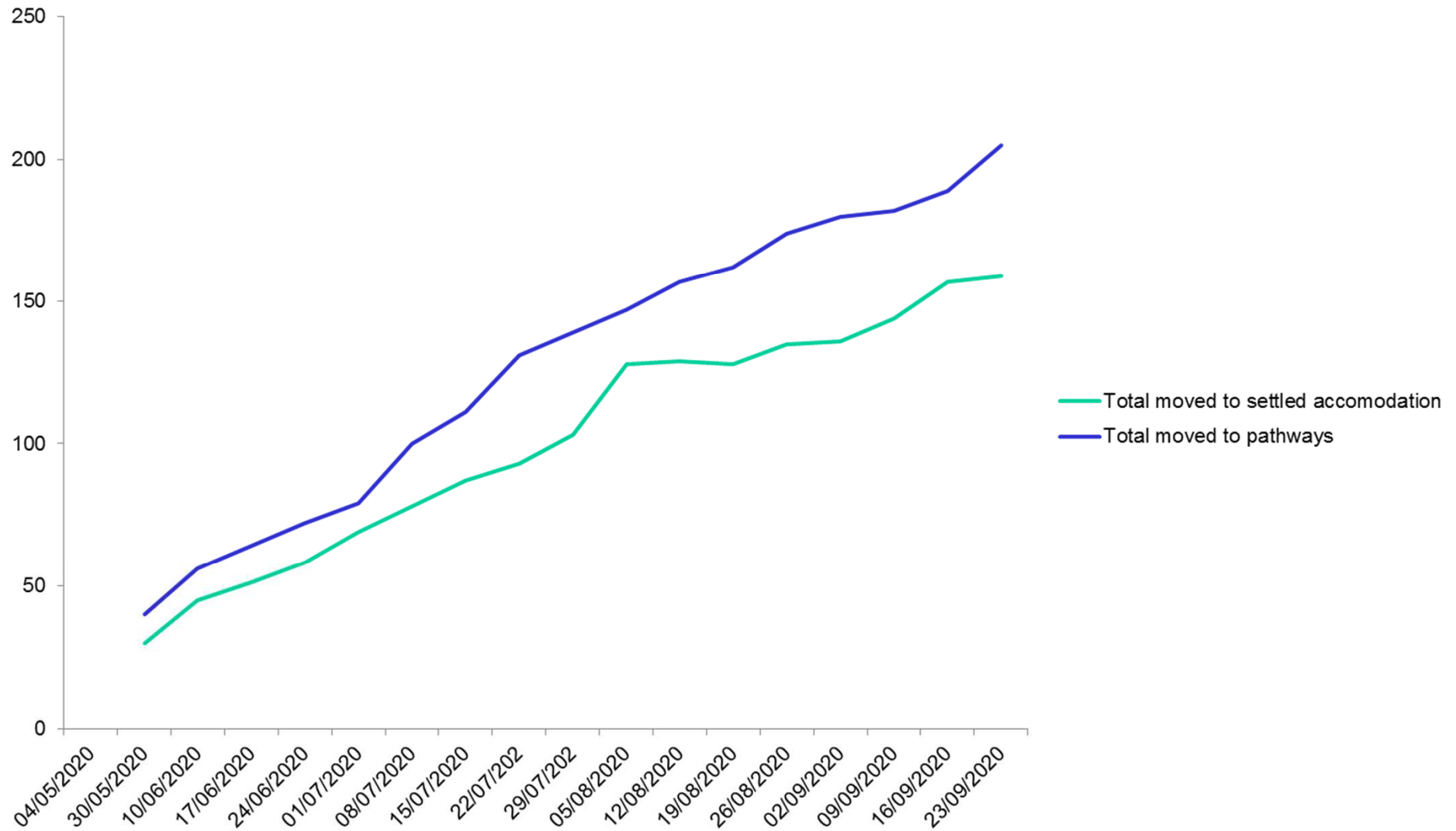


# Everyone in – last 6 months

- COVID response – get everyone off the streets/out of shelters
- Priority need assessments not applied
- People with no recourse to public funds (NRFP) housed
- Since lockdown over 950 people housed off the streets, out of shelters, prison and hospital
- 298 additional rooms in 3 commercial hotels and 2 hostels
- COVID Care facility created from 1/4/20 – 31/7/20
- Support teams based in hotels
- Working with Drug & Alcohol services and Health
- Cheers Drive (food) – Caring in Bristol initiative

# Everyone in – move on

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# Everyone in - now

- Phasing out hotels and focussing on moving people on -
- 1 commercial hotel ended 28/9/20 another ending on 31/10/20
- 1 hotel extended to 31/3/21 – support team, clients with complex needs
- Negotiated hostel extensions for 12 and 11 months (re-allocated Rough Sleepers Initiative funding) – operating as supported housing

# One City move on project

- Opportunity not to return people to the streets
- Dealing with the systemic bottle neck in supported housing – people ready to move on but not enough affordable accommodation
- Secure an ongoing supply of accommodation from various sectors to meet the long term need
- Moving people out of Temporary accommodation and supported housing.
- Create wraparound support services that are person centred and flexes to meet the needs of individuals.

# Multi agency approach

- Housing Options (BCC)
- BCC landlord services
- Social Care (BCC)
- Community learning (BCC)
- Commissioned support services
- ROADS (drug and alcohol)
- AWP
- CCG and Health
- Voluntary sector
- Refugee sector
- Housing Associations
- Domestic abuse services
- Criminal Justice services



**Growth & Regeneration**

Housing & Landlord Services

Slide 9



# Change for good

- Aim - to change how agencies in the city work together to support people with complex needs, starting with people who are homeless and in the homeless pathway.
- This project is a partnership between Bristol City Council, BNSSG CCG and Golden Key. Golden Key is itself a partnership of ~20 organizations representing statutory and non-statutory organizations and people with lived experience.
- Golden Key is known as a catalyst for system change with years of experience
- Social care team established to work with people in hotel's - Care Act assessments

# Change for good

City-wide forums: City Office, HWB, Council committees, Healthier Together Sponsor Board



Sponsors

Julia Ross CCG  
Stephen Peacock BCC  
John Simpson Golden Key

Housing, Adult Social Care, CCG, Golden Key, lived experience

Steering Group

Needs Primary Care

Project Team

Project Lead  
Peer trainee  
Project Support Officer  
GK Programme manager

Multiple partners including lived experience, ROADS, St Mungo's, primary care, AWP, criminal justice

Creative Solutions Board



9 workstreams

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**Growth & Regeneration**

Housing & Landlord Services

Slide 11



# Move on - PRS, Social and other opportunities

- Call out for private rented sector – on track to double PRS lettings in 20/21 (400) from previous year (200)
- Contracts with 2 organisations to provide rooms in shared houses to move people out of hotels
- Institutional investment in dispersed PRS portfolio
- Imperial apartments – 216 @ Local Housing Allowance in Whitchurch Park
- Modular through Bristol Housing Festival  
<https://www.bristolhousingfestival.org.uk/>
- <https://www.hill.co.uk/about-hill/foundation-200/>



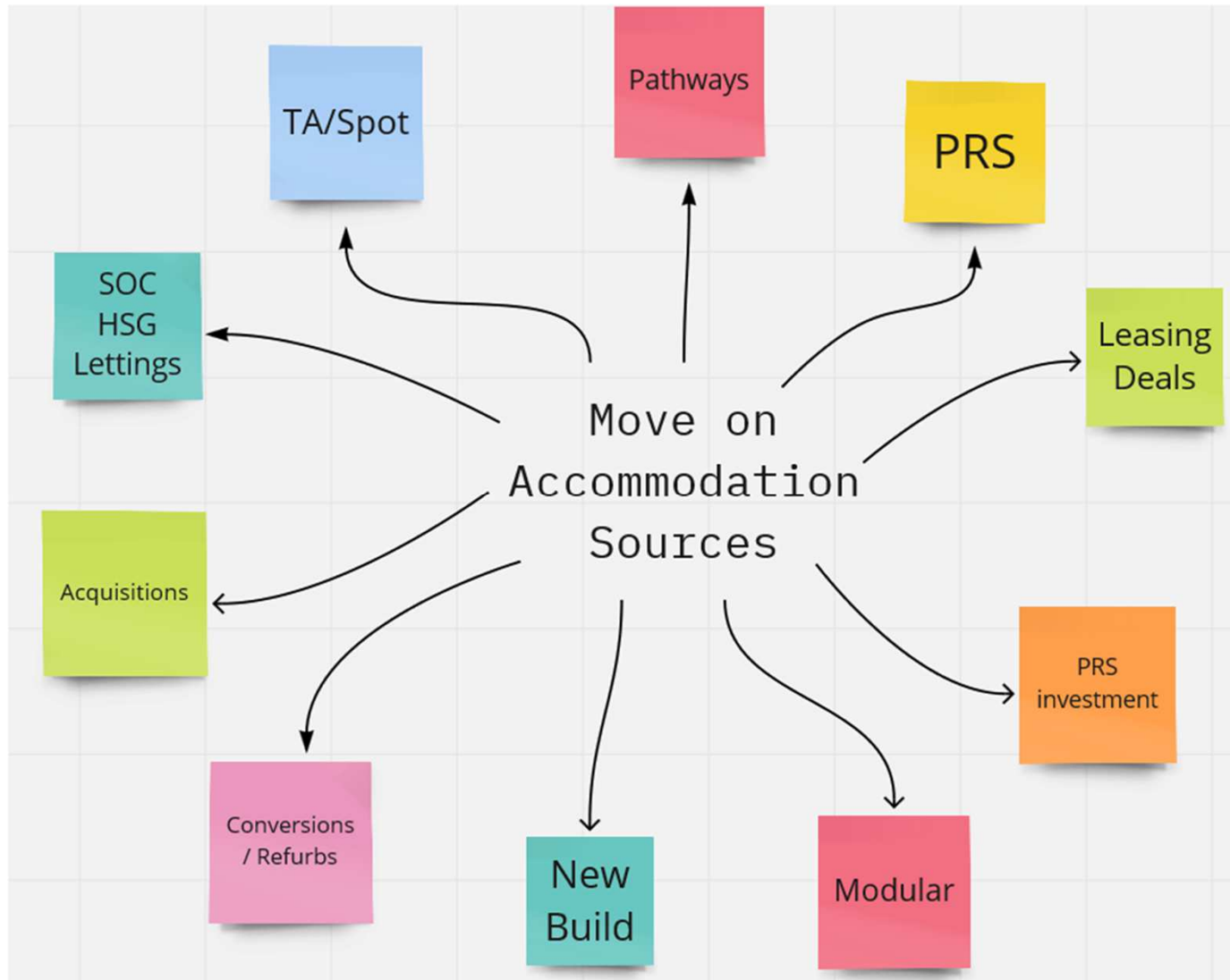
# Move on - PRS, Social and other opportunities

- Meanwhile use and conversions (e.g care home waiting to be redeveloped)
- Increase social/affordable new build
- Property acquisitions – new build and ex-council housing.
- Over 800 units of supported housing for people who were homeless
- Social lettings and PRS prioritised for people coming out of supported housing to create vacancies
- Housing First type expansion – dependant on funding

# Move on - EEA & Asylum NRPF

- Joint working with refugee sector and social care on refused asylum seekers in hotels
- Supporting expansion of Bristol Hospitality Network  
<https://www.bhn.org.uk/>
- St Mungo's to work on voluntary re-connection
- Specialist support to ascertain eligibility and claim welfare benefits
- Commissioning of employment support service for EEA nationals

# Move on - Accommodation Sources



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# Next Steps Funding

- £266 million fund is divided into two strands.
- A total of £105 million - interim accommodation and support
- Remaining £161 million - first wave of the move-on accommodation funding, to provide 3,300 additional supported homes this year
- £130m capital and £31m revenue funding. This is the first part of a total of £433 million committed to provide 6,000 long term homes with support over the next four years.

# Funding

- Projecting £4.8 million spend on COVID response in 20/21
- Small ring-fenced grant of £76k for homelessness
- We have secured £1.9 million from Next Steps interim fund
- Bid for capital and long term support funding - £7 million – decision October 2020
- No Autumn budget – uncertainty on government funding from 1/4/21

# Planning for Increase in homelessness

- 2 Roundtable meetings with homelessness and advice sector
- Economic impact, job losses, end of eviction ban, increase in Domestic violence
- Joint work with advice sector promoting benefits of seeking help early
- Targeted support for those most at risk – private rented tenants
- Lobbying for additional protections for private rented tenants
- Discretionary Housing Payments increase from £1.3 million to £2.5 million
- Significant increase in Local Crisis and Prevention Fund
- Hardship fund – additional money for accessing PRS
- Next steps funding

# What do we need?

- LHA rate to increase to 50<sup>th</sup> percentile....
- Ring-fenced long term revenue funding for projects:
  - giving supported housing providers confidence to run schemes
  - floating support available for those moving on into the PRS ( and landlords confidence that this will not just be withdrawn)
  - enabling a housing first project to be viable ( as longer term support committed for the tenants if they need this)
  - enables the development of bespoke schemes for those with more enduring support needs ( currently blocking the temporary housing supply)

# What do we need?

- Significant capital investment for property acquisitions
- Significant funding to intervene and prevent homelessness for households impacted by COVID 19
- A change to Right to Buy (RTB) regulations – keep more of the receipts and extend time to use
- Relaxation of grant rules so funding can be stacked e.g RTB receipts and grant funding
- Single assessment process and information sharing between agencies – people not getting “lost”
- Investment in preventative services – mental health, drugs and alcohol (reduces acute costs)



# Communities Scrutiny Commission 15<sup>th</sup> October 2020



**Report of:** Director, Homes and Landlord Services

**Title:** Homelessness Support

**Ward:** N/A

**Officer Presenting Report:** Paul Sylvester, Head of Housing Options

## Recommendations

1. To consider the information contained in the Homelessness Support presentation
2. To provide comment and feedback.



# Moving Forward Together

Community Scrutiny

October 2020

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# Contents

1. Background

2. Co-design in lockdown

3. A vision for our service

4. Moving Forward...



# Background

## Our Vision

To become a world class housing and landlord service; a service that meets the needs of our residents, provides a great place to work and has equality and diversity at its heart.

## The driver for change

1,300 survey responses from residents across the city identifying six clear priorities

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# Co-design in lockdown



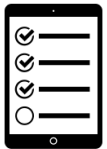
Over 100 individual co-design events with employees



By the end of this co-design phase every team within Housing and Landlord Services will have inputted into a new model



16 resident engagement events and Local Housing Forums



3 further resident surveys with a focussed group of residents dedicated to helping with co-design



Facebook Q&A event for residents to ask the director about MFT and the future of the service



# A vision for our service

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# Local

*Being more visible and having a local presence*

- Our teams will be visible in local communities and more accessible to residents
- Our services will be tailored to the needs of the local community
- We will build positive relationships and work together
- Our local teams will understand the communities they serve and adapt to resident's needs

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# Listen

*Listening to what residents say*

- We will increase opportunities for residents to give feedback and use it to improve our services
- We will listen and hear what residents say to understand their concerns and needs
- We will work with residents at a city wide and local level to design the services they need us to deliver





# Easy

*Making it easier to contact us*

- We'll provide residents with a named Housing Officer as a single point of contact
- We'll empower local employees to make decisions when residents first contact us
- We'll increase access to information and services so residents can contact us however they want to when they want to, including better digital access to services



# Trust

## *Keeping our promises*

- A Housing Officer will be responsible for the level of service residents receive
- We will work hard to develop strong and lasting relationships with residents and communities.
- We will conduct regular satisfaction surveys, publish our performance and encourage greater scrutiny from residents.

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# Safety

## Tackling crime and anti-social behaviour

- We will act quickly working together with the police and other organisations when dealing with crime and anti-social behaviour
- We will keep residents safe by empowering local employees to make decisions around safety and security issues on our estates
- We will collect data and insight on anti-social behaviour to continually improve the service

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# Security

*Improving the security of our homes and estates*

- Our local team will work with residents to ensure homes and estates are safe and secure
- We'll listen to the concerns of residents and work with them to make communities safer
- We'll investigate physical ways to make homes and estates more secure



# Moving Forward....

## 1 Design

We aim to complete the operating model by the end of October.

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## 2 Review

In November and December we will be reviewing the operating model with wider stakeholders and seeking approval for the full business case at Corporate Leadership Board

## 3 Plan

We will also be planning how to test the operating model by running a pilot in one area of the city. At this stage we do not know which area the pilot will be run

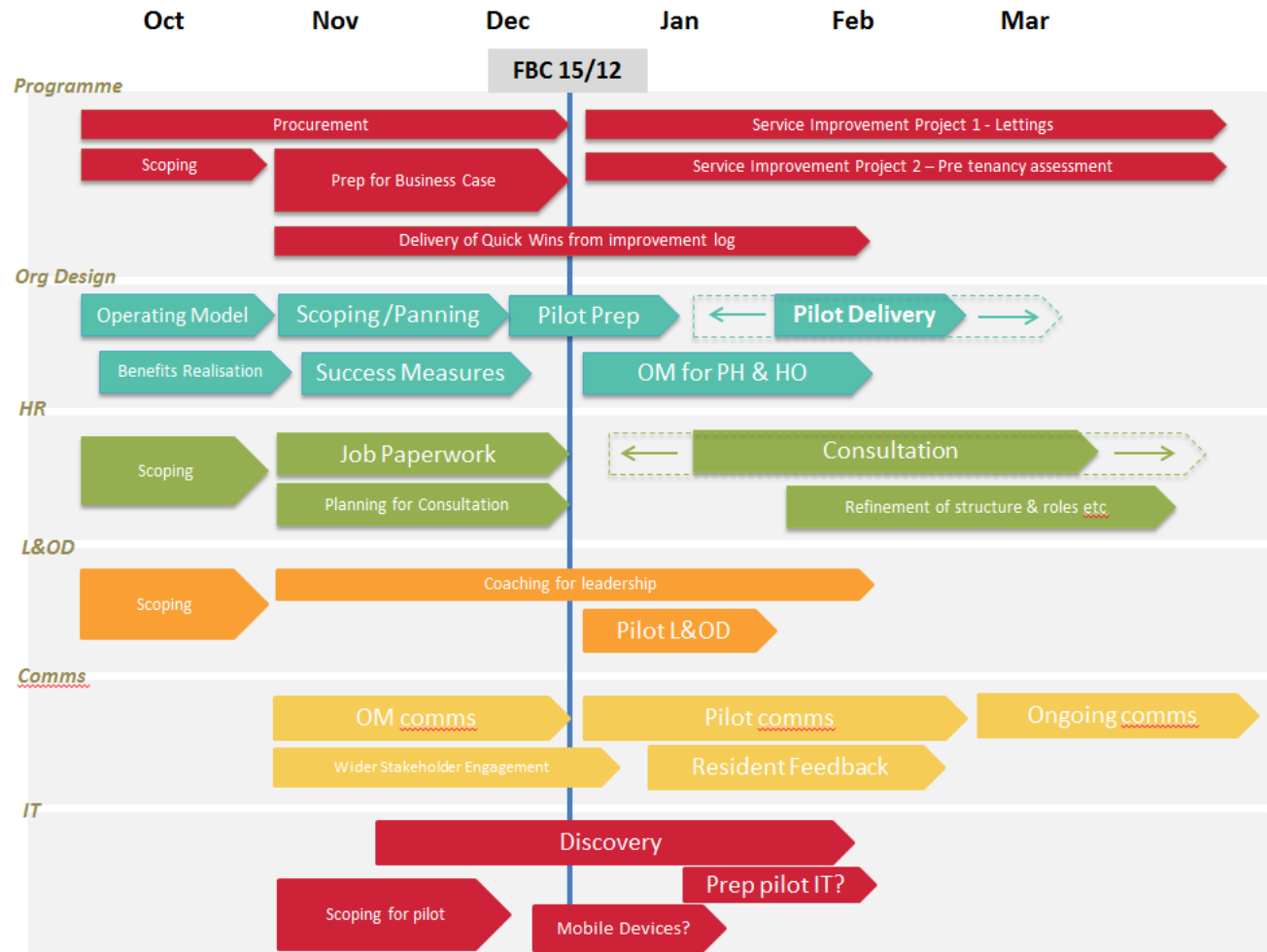
## 4 Deliver

Our best estimate on the start date will be early in the new year. The outcome of the proof of concept will allow us to refine the operating model before implementing changes across the service. We aim to complete the majority of the work by the end of 2021



# How it fits together.....

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**PURPOSE:** Key decision

**MEETING:** EDM- Executive Director Meeting (former DLT)

**DATE:** 21 May 2020

<b>TITLE</b>	<b>Moving Forward Together – Housing &amp; Landlord Services</b>		
<b>Ward(s)</b>	<i>City Wide</i>		
<b>Author:</b> Robert Swift	<b>Job title:</b> Senior Project Manager – Housing & Landlord Services		
<b>Cabinet lead:</b> Cllr Paul Smith	<b>Executive Director lead:</b> Stephen Peacock		
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<p>To complete a Housing &amp; Landlord Services transformation programme (Moving Forward Together) including the design and implementation phases, Housing and Landlord Services needs investment for effective change delivery. Cabinet approval is sought:</p> <ol style="list-style-type: none"> <li>1. To progress the next phases of MFT</li> <li>2. To incur programme spend of £1.44 million to deliver the remainder of the programme. All funding will be provided from ring-fenced HRA resources.</li> </ol>			

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

Housing and Landlord Services are delivering a service wide transformation programme, called Moving Forward Together (MFT). The programme started in 2019 and is scheduled to complete in late 2021.

Our vision is to become a world class housing and landlord service, a service that meets the needs of our residents, provides a great place to work and has equality and diversity at its heart.

In Autumn 2019 we carried out a large scale resident survey, using a leading independent surveying company. We received over 3,300 responses from residents across the city. The scale of response gives a powerful mandate for change (the consultation exercise is itself a finalist in the annual TPAS awards 2020).

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

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

To meet the six resident priorities, we will:

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

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

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

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

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



outcomes to our residents.

**Cabinet Member / Officer Recommendations:**

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

**Corporate Strategy alignment:**

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

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

Each theme within the corporate strategy is supported by this programme

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

**City Benefits:**

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

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

**Consultation Details:**

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

**Background Documents:**

Submitted with a summary paper which provides more detail about the programme and how this will be delivered

<b>Revenue Cost</b>	<b>£1.44m</b>	<b>Source of Revenue Funding</b>	<i>Existing HRA budgets</i>
<b>Capital Cost</b>	<b>£</b>	<b>Source of Capital Funding</b>	<i>e.g. grant/ prudential borrowing etc.</i>
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:**

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

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

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

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

**Finance Business Partner:** Wendy Welsh, Finance Manager 15<sup>th</sup> May 2020

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

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

## 2. Implications on IT:

### ITTP (Information Technology Transformation Programme)

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

### Housing IT Phase 2

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

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

**IT Team Leader:** *Simon Oliver 18/5/20*

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

**HR Partner:** *Celia Williams HR Business Partner 20/5/20*

**5. Procurement Advice:** Procurement have supported Housing Colleagues to procure a Delivery Partner of Phase 1. We will continue to provide support to deliver Phase 2. Any Procurement/Tender exercise that is needed will be completed in a compliant manner in line with BCC's internal Procurement Rules and The Public Contracts Regulations 2015.

**Category Manager:** *Niotia Ferguson 18/05/20 Category Manager – Resources*

<b>EDM Sign-off</b>	Growth & Regeneration	22/4/20
<b>Cabinet Member sign-off</b>	CLlr Paul Smith	11/5/20
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayors Office	4/5/20

<b>Appendix A – Further essential background / detail on the proposal</b> <i>Use this section to provide more details to expand upon the points made in this report.</i>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>No</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>No</b>
<b>Appendix D – Risk assessment</b> <i>(template available by following the link on the Decision Pathway page on The Source)</i>	<b>No</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b> <i>(Please contact <a href="mailto:equalities.team@bristol.gov.uk">equalities.team@bristol.gov.uk</a> for support. See also <a href="http://intranet.bcc.lan/ccm/navigation/policy-and-procedures/equalities-and-community-cohesion/equality-impact-assessments/">http://intranet.bcc.lan/ccm/navigation/policy-and-procedures/equalities-and-community-cohesion/equality-impact-assessments/</a>)</i>	<b>Yes</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b> <i>(template available here <a href="http://intranet.bcc.lan/ccm/content/articles/corporate/environment/eco-impact-assessment-checklist.en">http://intranet.bcc.lan/ccm/content/articles/corporate/environment/eco-impact-assessment-checklist.en</a> Lead officer for support Steve Ransom.</i>	<b>No</b>
<b>Appendix G – Financial Advice</b> <i>(Financial officer must be the author of the advice)</i>	<b>No</b>
<b>Appendix H – Legal Advice</b> <i>(Legal Services must be the author of the advice)</i>	<b>No</b>
<b>Appendix I – Exempt Information</b> <i>(Legal Services must confirm that information is to be exempt in accordance with the constitution)</i>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>No</b>

<b>Appendix K – ICT</b> <i>Include here additional information from ICT</i>	<b>No</b>
<b>Appendix L – Procurement</b> <i>Include here additional information from Procurement</i>	<b>No</b>

## Moving Forward Together: A recommendation to Cabinet 2<sup>nd</sup> June 2020

### Summary

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

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

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

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

### The Housing & Landlord Services function

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

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

### Why do we need to change?

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

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

### *Meeting the needs of our residents*

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

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

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

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

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

### ***Leadership & Culture***

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

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

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

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

### **MFT - our ambition for the service**

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

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

To meet the six resident priorities, we will:

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

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

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

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

### **How we will deliver the vision:**

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

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

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

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

### **Early delivery**

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

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

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

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

### **Mobilisation**

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

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

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

### **Delivery**

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

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

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



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

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

- Learning & Organisational Development

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

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

- HR and Workforce

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

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

- Effective Communication

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

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

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

- The importance of IT

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

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

## **Benefits realisation**

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

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

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

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

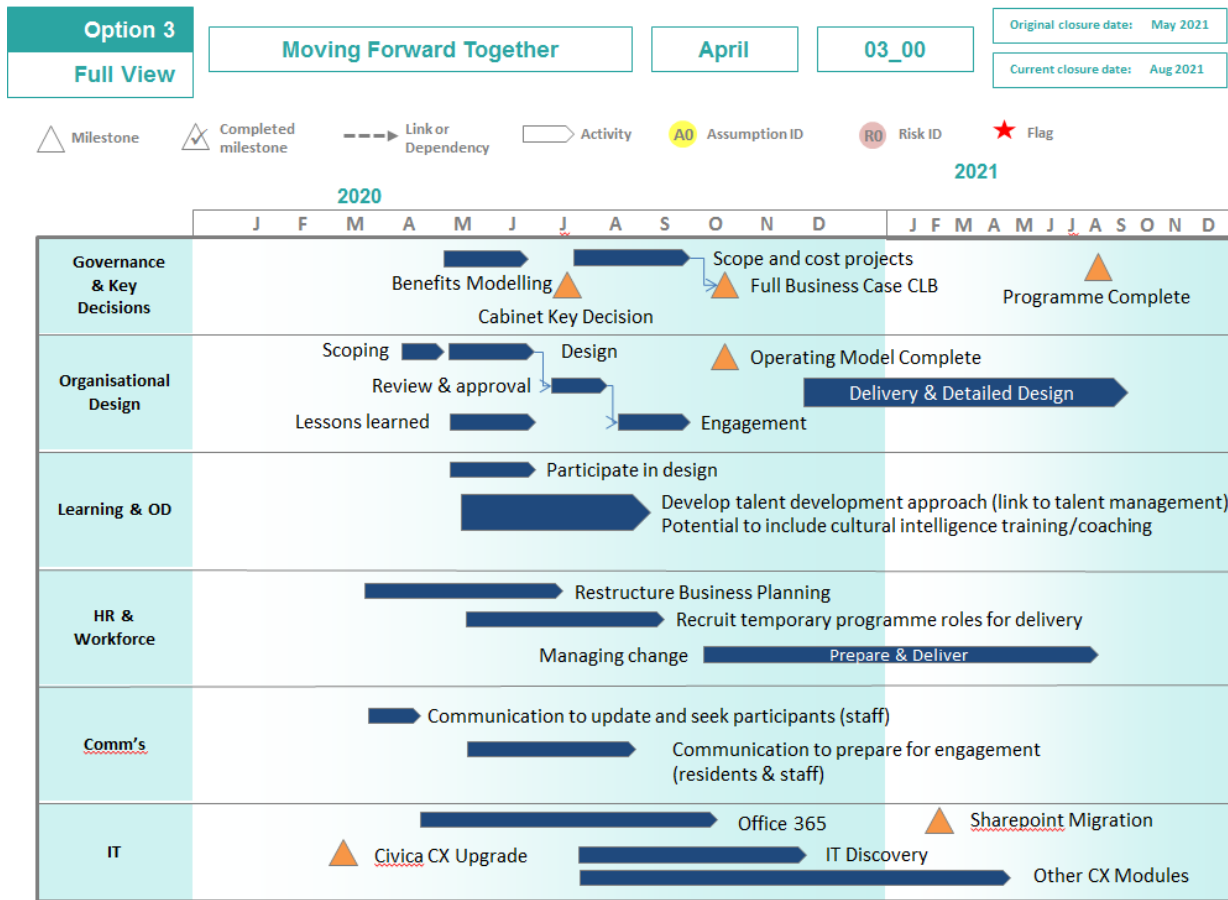
The investment required of £1.4 million to deliver MFT will release savings calculated at £3m (net) by 2024/25. Whilst the sum required for the programme is not insignificant, this is a major transformation project that will benefit the 70,000 council housing residents of Bristol and many others who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

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

### **The plan for delivery:**

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

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



### Procurement of services

To support the delivery of the programme we have procured the services of a delivery partner. The initial procurement will have a value of less than £300k and will support the project up to the completion of the full business case in October.

We need to run a second piece of procurement to cover work between October 2020 until the end of the programme (August 2021). This will be for a single delivery partner to ensure the deliver of the programme outcomes and benefits.

We will also use our own in house team to support the delivery. The value of the second piece of procurement to support the programme will be dependent on the mix of internal and external resource.

All procurements will be carried out in a compliant manner in line with BCC's internal Procurement Rules and The Public Contracts Regulations 2015

## **The impact of covid-19**

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

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

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

# Communities Scrutiny Commission 15 October 2020



**Report of: Nick Smith, Strategic Intelligence and Performance Manager**

**Title: Communities Performance Progress Report - Quarter 1, 2020/21**

**Ward: All wards**

**Officer Presenting Report: Nick Smith, Strategic Intelligence & Performance Manager**

**Contact Telephone Number: (0117) 90-37304**

## **Recommendation**

1. For Communities Scrutiny Commission to note the progress made by Directorate teams against the relevant Key Performance Indicators (Appendix A1).
2. For Scrutiny to consider where additional engagement with the managers of individual service areas may be appropriate.

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

The most significant performance issues against the Corporate Plan priorities are set out in Appendix 1.

Of all measures reported this quarter:

53% are on or above target

47% 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. The performance indicators included here are for the areas covered by Communities Scrutiny Commission, as listed in detail in Appendix A1. A list of short definitions for each measure is shown on Appendix A2.

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

This report and appendix is to standardise a set of Key Performance Indicators (KPIs) for Communities Scrutiny Commission (CSC). This is based on the measures of success from the Business Plan 2020-21 and Directorate priorities linked to the CSC terms of reference. In most cases the KPIs here come from the Growth & Regeneration Directorate, and are only scrutinised by CSC (not at G&R Scrutiny), but relevant ones would also go to People or Resources Scrutiny Commissions. [N.B. Due to the Council restructure in 2018 there is no standard management report with the CSC portfolio of indicators].

In terms of performance for the areas covered by CSC in Q1, progress can be summarised as follows:

### Performance summary

Taking the available KPI results available and noting the BCC / City-wide differentiation:

- **53% of measures** (with established targets) **are performing on or above target** (8 of 15)
  - 40% of BCC-only measures (4 of 10)
  - 80% of city-wide measures (4 of 5)
- **47% of measures** (with a comparison from 12 months ago) **have improved** (7 of 15)
  - 40% of BCC-only measures (4 of 10)
  - 60% of city-wide measures (3 of 5)

2 measures are currently suspended for this year due to the major impact of Covid-19 and a further 11 are annual and not yet due to be reported.

### Housing and Landlord Services

- There was major positive activity to re-house rough sleepers during the early part of the quarter, shown in the lowest quarterly count for several years. However, this also means

that numbers in temporary accommodation is well below target. The number of households where homelessness is prevented has risen and is well above target.

- The number able to “access care & support through the use of Technology Enabled Care” is ahead of target, as staff continued to work throughout lockdown; as restrictions are eased the number should increase as further home visits become possible.

#### Management of Place

- The percentage of household waste sent for reuse, recycling and composting is improved on last year, though still below target. There were major challenges in delivering waste and recycling services during the early part of the quarter as a result of C-19 with some services temporarily suspended and increased fly-tipping.

#### Public Health

- Attendances at BCC leisure centres and swimming pools has been suspended for Q1 due to Covid-19, as all were closed for the duration of this reporting period. The intention is to re-instate this indicator with an appropriate target later in the year, assuming re-openings are able to continue.

#### Resources – Citizens’ Services

- Due to COVID-19 the community development team have been supporting a community response and had to suspend normal working arrangements where they count their community building conversations. This work will re-commence next quarter.

For all divisions, attention is drawn to the commentaries where the service has indicated exception in delivery, and/or details of plans and activities underway.

### **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:

- 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) 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**

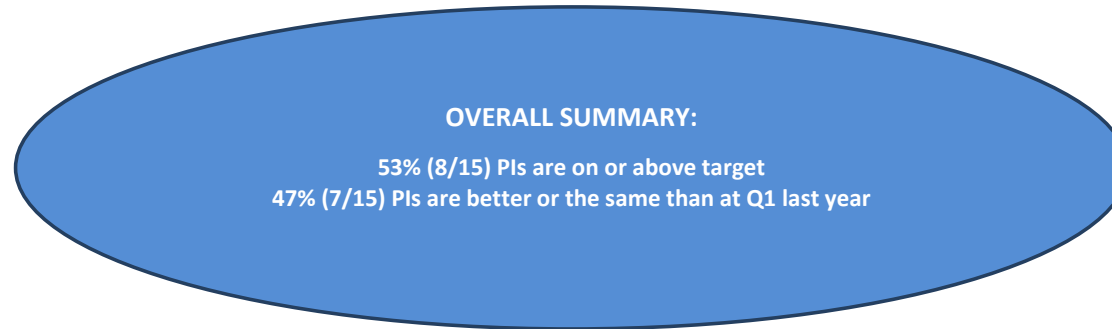
**Background Papers:** None



## Communities Scrutiny Commission – Q1 2020/21 Performance Summary

HOUSING AND LANDLORD SERVICES		
Title	Target status	DoT
BCPB353: Increase the number of households where homelessness is prevented	Well Above	↑
BCPB357: Reduce the number of households in temporary accommodation	Well Below	↓
BCPB307: Increase the number of people enabled to live independently through home adaptations	Above	↓

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	↑



CITIZENS' SERVICES		
Title	Target status	DoT
BCPC311: Levels of engagement with community development work	n/a	n/a

PUBLIC HEALTH		
Title	Target status	DoT
BCPB253: Increase the number of attendances at BCC leisure centres and swimming pools	n/a	n/a

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



## Communities 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	
<b>G&amp;R - Housing &amp; Landlord Services</b>									
<b>Bristol City Council (BCC) owned performance indicators:</b>									
EC2	BCPB353	Increase the number of households where homelessness is prevented	+	1,241	1,100	346	↑	The number of households where homelessness is prevented is above target.	
EC2	BCPB357	Reduce the number of households in temporary accommodation	-	728	700	895	↓	The increase in number of households in temporary accommodation is because of our COVID 19 response and housing people previously sleeping rough and in night shelters as local authorities were mandated by central government to provide temporary accommodation. Over 400 placements were made into hotels from 23rd March; under normal circumstances, many of these would not meet the criteria for the provision of temporary accommodation.	
EC2	DGRB356	Reduce the number of households who were in Temporary Accommodation for more than 6 months	-	292	300	304	↓	We are continuing to prioritise households in Temporary Accommodation for move on.	
EC3	BCPB307	Increase the number of people enabled to live independently through home adaptations	+	4,151	3,400	674	↓	Performance way ahead of schedule for Q1, although in line with end of year target, following continuation of work throughout the Covid 19 pandemic.	
Page 74	F11	BCPB375	Reduce the number of empty council properties to 250 by 2020 (true voids)	-	248	250	282	↑	Void post relet period has increased due to difficulty moving during lockdown and major void repairs delayed due to contractor furlough. An improvement plan is currently being agreed between all services areas involved.
	F11	DGRB374a	Reduce Average Relet Times	-	85	85	114	↓	197 properties were relet in April and May. Standard void repairs have continued to be delivered within an average of 13 days for Q1. An improvement plan is currently being agreed between all services areas involved.
	F11	DGRB374b	Reduce Average Relet Times for Standard Voids	-	50	35	64	↑	This is due to the post relet repair period increasing because of the challenge of moving during lockdown. The repair period for standard voids for the first quarter average 13 days.
WC2	BCPB308	Increase number of people able to access care & support through the use of Technology Enabled Care	+	559	753	128	↓	Performance is ahead of target for Q1, as staff continued to work throughout the declaration of the pandemic. As lockdown restrictions are eased it is likely that the number of completed jobs will increase over the quarters as home visits are restarted.	
WOP4	DGRB372	Maximise the rent income from council housing (total debt outstanding)	-	£12,209,000	£12,000,000	£13,108,000	↓	Performance and action outcomes are reviewed by Housing Services Leadership Team on a monthly basis and remains the upmost priority to maximise rental income. Action is focussed on tenancy sustainment and tackling non-engagers, home visits and new ICT being implemented to assist with early invention. A Universal Credit Team leader has been appointed to work with DWP and support with the increase in Universal Credit cases.	
WOP4	DGRB376	Reduce the loss of gross rental income through voids	-	£1,434,000	£1,400,000	£355,540	↑	Reduce the loss of gross rental income through voids There has been a direct correlation with the relet times and the reduction in void rent lost due to the impact of Covid 19. A service improvement action plan continues to be in place and performance and action outcomes continue to be reviewed by the Housing and Services Leadership Team to recover the position and improve relet times.	

Corp Plan KC Ref	Code	Title	+/-	2019/20 Outturn	2020/21 Target	Q1 Progress	Comparison over last 12 months	Management Notes
<b>City Wide Performance Indicators that BCC contributes to:</b>								
EC2	BCPC352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	-	93	75	35	↑	The number of people sleeping rough has reduced to 2014/15 levels due to our COVID 19 response.
EC2	DGRC352a	Reduce the number of people sleeping rough on a single night in Bristol - Annual Count	-	98	75	Data not due	n/a	The annual count is generally done during November and will be reported at Q3. There are in-year quarterly counts which are reported below at BCP352b.
F11	BCPC310	Increase the number of private sector dwellings returned into occupation	+	499	490	109	↓	Performance is slightly ahead of target during Q1 even during the pandemic. During Q2 outcomes will start to increase as access to building materials and contractors start working again.
F11	DGRC379	Private rented properties improved	+	1,968	900	60 (target 55)	↓	First quarter outcomes have been considerably impacted by CV-19. Inspections have restarted on the 15th of June so improvements will start to feed through to Q2. Various new legislative powers now also in place which will assist with increasing outcomes. (MEES and Electrical Safety Regulations.)
<b>G&amp;R - Management of Place</b>								
<b>City Wide Performance Indicators that BCC contributes to:</b>								
W2	BCPC333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	+	52.90%	55.00%	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	BCPC540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	-	81.10%	80.00%	Data not due	n/a	Quality of Life (QoL) survey in Autumn 2020. Headline results will be issued in January 2021 followed by a full results in March 2021.
W2	BCPC541	Increase the percentage of household waste sent for reuse, recycling and composting	+	46.80%	50.00%	48.00%	↑	Although not achieving target, 48% represents a positive. Seasonal and covid impact will see this continue.
W2	DGRC542	Reduce the residual untreated waste sent to landfill (per household)	-	129.00 kg	100.0 kg	11.0 kg	↑	Data is cumulative and will be monitored through the year. Primary treatment facility is in commissioning phase leading to additional landfill reliance.
<b>Public Health</b>								
<b>Bristol City Council (BCC) owned performance indicators:</b>								
W4	BCPB253	Increase the number of attendances at BCC leisure centres and swimming pools	+	2,373,178	Not set	N/A	n/a	KPI suspended for Q1 due to Covid-19, as all BCC leisure centres and swimming pools were closed. The intention is to re-instate this indicator with an appropriate target later in the year, assuming re-openings are able to continue.
<b>City Wide Performance Indicators that BCC contributes to:</b>								
W1	BCPC255	Increase % of people living in the most deprived areas who do enough regular exercise each week(QoL)	+	55.3%	38.7%	Data not due	n/a	Quality of Life (QoL) survey in Autumn 2020. Headline results will be issued in January 2021 followed by a full results in March 2021.
W4	BCPC256	Increase the % of adults in deprived areas who play sport at least once a week (QoL)	+	33.1%	23.2%	Data not due	n/a	Quality of Life (QoL) survey in Autumn 2020. Headline results will be issued in January 2021 followed by a full results in March 2021.

Corp Plan KC Ref	Code	Title	+/-	2019/20 Outturn	2020/21 Target	Q1 Progress	Comparison over last 12 months	Management Notes
<b>Resources - Commercialisation &amp; Citizens</b>								
City Wide Performance Indicators that BCC contributes to:								
EC4	BCPC311	Levels of engagement with community development work	+	8,000	3,000	N/A	n/a	Due to COVID-19 the community development team have been supporting a community response and had to suspend normal working arrangements where they count their community building conversations. This work will re-commence next quarter.
EC4	BCPC312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	+	47.6%	44.0%	Data not due	n/a	Quality of Life (QoL) survey in Autumn 2020. Headline results will be issued in January 2021 followed by a full results in March 2021.
EC4	BCPC314	Reduce the percentage of people who lack the information to get involved in their community (QoL)	-	27.8%	28.0%	Data not due	n/a	Quality of Life (QoL) survey in Autumn 2020. Headline results will be issued in January 2021 followed by a full results in March 2021.
FI4	BCPC324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	+	62.0%	60.0%	Data not due	n/a	Quality of Life (QoL) survey in Autumn 2020. Headline results will be issued in January 2021 followed by a full results in March 2021.
FI4	BCPC327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	-	21.4%	25.0%	Data not due	n/a	Quality of Life (QoL) survey in Autumn 2020. Headline results will be issued in January 2021 followed by a full results in March 2021.
WC3	BCPC323	Increase % of people who see friends and family as much as they want to (QoL)	+	82.1%	70.0%	Data not due	n/a	Quality of Life (QoL) survey in Autumn 2020. Headline results will be issued in January 2021 followed by a full results in March 2021.



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

Improvement Key	
↑	Direction of travel <b>IMPROVED</b> compared to same period in the previous year
=	<b>SAME</b> as previous same period in the previous year
↓	Direction of travel <b>WORSENERD</b> 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: Housing & Landlord Services

PI ref	Measure	Frequency/period reported	Method of calculation
<b>Bristol City Council (BCC) owned performance indicators:</b>			
BCPB307	Increase the number of disabled people enabled to live more independently through home adaptations	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of a home adaptation. the Home Adaptations Service operates across both the public and private housing sectors.
BCPB308	Increase the number of people able to access care and support through the use of Technology Enabled Care	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of the installation of Technology Enabled Care, and is linked to BCP307 which records the number of homes which has received home adaptations are part of enabling independent living.
BCPB353	Increase the number of households where homelessness is prevented	Quarterly (Cumulative)	This measure reports the number of households where homelessness is prevented as a result of advice provided through a dedicated Housing Advice service funded by a local authority, or in-house housing advice service, to fulfil the authority's statutory duties under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002.
BCPB357	Reduce the number of households in temporary accommodation	Quarterly (Snapshot)	This measure reports on the numbers of households living in temporary accommodation provided under the homelessness legislation.
BCPB375	Reduce the number of empty council properties to 250 by 2020 (true voids)	Quarterly (Snapshot)	This is a count of current number of empty properties as at the end of the measuring period. A property is classified as empty when there is no tenancy in force and the property is void. The number includes all standard voids as well as those classed as undergoing major works, or pending a decision to dispose or demolish.
DGRB356	Reduce the number of households who were in Temporary Accommodation for more than 6 months	Quarterly (Snapshot)	This measure reports on the number of households who were in Temporary Accommodation, including B&B, for more than 6 months as a snapshot at the end of each quarter.
DGRB372	Maximise the rent income to housing delivery (total debt outstanding)	Quarterly (Snapshot)	This performance indicator gives a snapshot figure of the total arrears outstanding to the Housing Revenue Accounts (HRA) on a given date.
DGRB374a	Reduce Average Relet Times	Quarterly (Cumulative)	On a year-to-date basis, this measures the average number of calendar days an HRA dwelling spends vacant before it is relet. It is calculated as follows: Where A is the total number of properties relet in period, and B is the total number of calendar days these properties spent void prior to relet. All relet properties should be included, both major/minor works , for the total period spent vacant.
DGRB374b	Reduce Average Relet Times for Standard Voids	Quarterly (Cumulative)	On a year-to-date basis, this measures the number of days an HRA property spends void before relet if it does not require major works. Void Properties requiring major works are not be included in this calculation: Where A is the total number of standard void properties relet in period, and B is the total number of calendar days these properties spent void prior to relet. Only 'standard' voids are included (i.e. those not requiring major works) , for the total period spent vacant.
DGRB376	Reduce the loss of gross rental income through voids	Quarterly (Cumulative)	This measure calculates the amount of rent and service charges lost through properties being vacant. Rent lost through voids is the total amount of rent which was not collectable during the period because dwellings were vacant (i.e. with no tenant liable for the rent). Properties where a formal decision to demolish has been taken should be excluded from the rent roll.
<b>City Wide Performance Indicators that BCC contributes to:</b>			
BCPC310	Increase the number of private sector dwellings returned into occupation	Quarterly (Cumulative)	This measures the number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority.
BCPC352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	Quarterly (Snapshot)	The number of people sleeping rough on a single night within the area of the authority. This is a local count done to the same methodology as the annual count and is intended to provide a snapshot each quarter.
DGRC352a	Reduce the number of people sleeping rough on a single night in Bristol - Annual Count	Annual (Snapshot)	The number of people sleeping rough on a single night within the area of the authority. This count is undertaken by all local authorities and is a snapshot of a single night
DGRC379	Private rented properties improved	Quarterly (Cumulative)	This is the cumulative total of all private rented properties improved through property licensing (mandatory and discretionary) and through a range of enforcement actions.

### 2020/21 Growth & Regeneration: Management of Place

PI ref	Measure	Frequency/period reported	Method of calculation
<b>City Wide Performance Indicators that BCC contributes to:</b>			
BCPC333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC541	Increase the percentage of household waste sent for reuse, recycling and composting	Quarterly (Snapshot)	This measures the percentage of household waste which is sent for reuse, recycling and composting.
DGRC542	Reduce the residual untreated waste sent to landfill (per household)	Quarterly (Cumulative)	This indicator is the number of kilograms of residual household waste collected per household. Numerator (X) for this indicator is total kilograms of household waste less any household waste arisings sent for reuse, sent for recycling, sent for composting, or sent for anaerobic digestion. The Denominator (Y) is the number of households as given by the dwelling stock figures from the Council Taxbase.

### 2020/21 People: Public Health

PI ref	Measure	Frequency/period reported	Method of calculation
<b>Bristol City Council (BCC) owned performance indicators:</b>			
BCPB253	Increase the number of attendances at BCC leisure centres and swimming pools	Quarterly (Cumulative)	This measures attendances at BCC leisure centres and swimming pools on a monthly cumulative basis. Occasionally the latest month is delayed and in those instances the month indicated in brackets.
<b>City Wide Performance Indicators that BCC contributes to:</b>			
BCPC255	Increase the percentage of people living in the most deprived areas who do enough regular exercise each week(QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC256	Increase tthe percentage of adults in deprived areas who play sport at least once a week (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

### 2020/21 Resources: Commercialisation & Citizens

PI ref	Measure	Frequency/period reported	Method of calculation
<b>City Wide Performance Indicators that BCC contributes to:</b>			
BCPC311	Levels of engagement with community development work	Quarterly (Cumulative)	This measures the number of residents who actively engage in community building conversations throughout the year. This supports an approach which is based on Asset Based Community Development.
BCPC312	Increase the percentage respondents who volunteer or help out in their community at least 3 times a year (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC314	Reduce the percentage of people who lack the information to get involved in their community (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC323	Increase the percentage of people who see friends and family as much as they want to (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPC327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

# Communities Scrutiny Commission

15th October 2020



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

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

**Ward:** City wide

## Recommendation

For the Communities Scrutiny Commission to note the attached Corporate Risk Management Report and Corporate Risk Register (CRR) Report that has been received by:

- Cabinet on 1<sup>st</sup> September 2020
- Overview and Scrutiny Management Board on 5<sup>th</sup> October 2020





**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 01 September 2020

<b>TITLE</b>	<b>Corporate Risk Management Report (CRR)</b>		
<b>Ward(s)</b>	<b>City Wide</b>		
<b>Author:</b> Jan Cadby	<b>Job title:</b> Risk and Insurance Manager		
<b>Cabinet lead:</b> Councillor Cheney	<b>Executive Director lead:</b> Mike Jackson / Denise Murray		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<p><b>Purpose of Report:</b> Managing risks are an integral element to the achievement of the Bristol City Council's (BCC) Corporate Strategy (CS) deliverables. The report provides an update on work completed to improve risk management at BCC and sets out the council's current significant risks and summarises progress in managing the risks as at Quarter 1 2020-21. The Q1 Corporate Risk Management Report will be presented to Cabinet in September 2020.</p> <p>The Corporate Risk Report (CRR) is a key document in the council's approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high level risk assessments and is used to inform decision making about business planning, transformation and service delivery.</p> <p>The CRR provides assurance to management and Members that Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that 'risk' by definition includes both threats and opportunities, which is reflected in the CRR.</p> <p>The CRR summary of risks is attached to this report at Appendix A is the latest formal iteration following a review by members of the council's Corporate Leadership Board (CLB) in July 2020.</p>			
<p><b>Evidence Base:</b> The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS).</p> <p>Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.</p> <p>The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.</p>			
<b>Cabinet Member / Officer Recommendations:</b> That Cabinet notes the report and progress on embedding Risk Management arrangements within the Council.			
<b>Corporate Strategy alignment:</b> Managing risks are an integral element to the achievement of the BCC Corporate Strategy (CS) deliverables.			
<b>City Benefits:</b> Risk Management aims to maximise achievement of the council's aims and objectives by reducing the risks to those achievements and maximising possible opportunities that arise.			



## Summary

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

Members of the Executive Director Meetings (EDM) reviewed the Directorate Risk Reports (DRR) 15<sup>th</sup> July 2020 to form the CRR. Councillor Cheney was consulted on 20<sup>th</sup> July 2020. CLB were asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers 21st July 2020. The report was received by the Mayor's Office 3<sup>rd</sup> August 2020.

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

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

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

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

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

There are two critical threat risks:

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

There are five new threat risks:

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

There are two deteriorating threat risks:

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

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

There are four improving threat risks:

- CRR7: Cyber-Security. The risk rating being 4x5 (20) high risk. This risk is managed on the Resources Service Risk Registers.
- CRR31: Failure to deliver Mayor's Climate Emergency Action Plan and One City Climate Strategy. The risk rating being 2x7 (14) high risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR24: Procurement and Contract Management -failure to deliver value for money. The risk rating being 2x5 (10) medium risk. This risk is managed on the Resources Service Risk Registers.
- CRR30: Failure to deliver Bristol City Council's wider Clean Air Plan. Communication/engagement with stakeholders does not result in sufficient behavioural change (excluding traffic clean air zone). The risk rating being 1x3 (3) low risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

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

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

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

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

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

The summary of the threat risks are set out on pages 1 to 20 opportunity risks pages 21 to 22, and external and civil contingency risks on page 23 and 24 all including controls and management actions. A summary of risk performance on pages 25 and 26 by level of risk, the risk matrix on page 27 and the risk scoring criteria on page 28. More detail is available on request.

### **Risk Management Framework**

Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the council achieving its priorities and objectives and a key element of the council's governance framework. The draft Annual Governance Statement (AGS) declaration for 2019-20 highlighted that Managers self- assurance identified inconsistency in completion of service risk registers and a need for risk management training. Additionally, an Internal Audit review of risk management arrangements identified improvements are required to plan activity that will further support embedding of arrangements and the need for greater alignment of risk with service planning. The Risk Management Audit was allocated a 'Limited Opinion' as at June 2020. Areas to improve include:

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

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

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

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

Plans for 2020/21 include:

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

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

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council’s main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision is made through the budget planning process and reserves. The Council should ensure it has sufficient resource available to implement actions required to bring risks down to a tolerable level.

**Finance Business Partner:** Michael Pilcher, Chief Accountant, Deputy Section 151 Officer, 13 August 2020.

**2. Legal Advice:** The CRR enables the council to monitor and manage identified risks and mitigations to ensure good governance and compliance with its statutory and other duties. Advice will be given separately in relation to any specific legal issues that may arise from the risks identified.

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

**3. Implications on IT:** The accountable Directors for IT and Information Security Risks are continuing to work together developing a training plan and new processes to accelerate the necessary changes. As we continue to work through our legacy systems and processes, further risks with Applications and Data will surface which will need to be addressed by the relevant service areas – work continues to govern, allocate and mitigate these risks via formal ISO27001 framework.

**IT Team Leader:** Simon Oliver, Digital Transformation Director 7 August 2020.

**4. HR Advice:** It is essential that staffing resources are appropriately deployed to manage these risks that are highlighted and in particular the new and elevated risks that are identified in the report. The deployment of the new Risk Management E-Learning will be supported by the Learning and Development Team. There are no other HR implications arising from the CRR report.

**HR Partner:** James Brereton, HR Advisor, HR and Workforce, 5 August 2020.


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

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR1: Long term commercial investments and major projects.</b></p> <p>BCC's long-term commercial investments and major projects may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>The cost is higher than expected.</li> <li>The project is delivered later than planned.</li> <li>The operating and maintenance cost of the asset exceeds expectations.</li> <li>Strategic, geographic, social, financial and economic conditions changing over time.</li> <li>Oversight of Project Interdependencies not well managed.</li> <li>Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment.</li> <li>Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure.</li> </ul>	<p>In July 2019 the Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) were launched and meet on a monthly basis. They have an oversight and stewardship role for the delivery of the Capital Programme and capital investments.</p> <p>Some examples of key projects which were reviewed by CIB include Harbour Strategy, Cattlemarket Road, and Colston Hall.</p> <p>The Growth and Regeneration (G&amp;R) Board meets monthly to continue to improve project, programme and portfolio risk management and to ensure robust arrangements are in place and there is challenge against deliverables.</p> <p>The G&amp;R Board has identified a number of Areas of Growth and Regeneration (AGR) across the City to enable place shaping and contribute to regeneration, affordable housing, community building and the financial sustainability of the Council and the AGR are regularly reviewed and re-prioritised by the G&amp;R Board.</p> <p>The Covid-19 pandemic in March 2020 impacted on the progress / delivery of some major projects owing to restrictions placed on based working, supply chain partners furloughing staff, and building material suppliers only delivering to critical construction projects. By the end of June 2020 works are again commencing.</p> <p>NB: There was no halting of reactive or planned highways works during COVID-19, this included the works commencing at the Cumberland Basin (£5m).</p> <p>In response to the Covid-19 pandemic a review and prioritisation exercise of all major projects commenced in April and has been on-going throughout Quarter 1.</p>	<p>↔</p>	3	7	21	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration, Executive Director Resources and S151 Officer.</p>	<p>Action Owner: Executive Director Growth and Regeneration, Director Finance, Director Commercialisation and Citizens.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>					

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR2: Failure to Manage Asbestos.</b></p> <p>Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Staff availability to carry out work plans in a safe way.</li> <li>• Lack of appropriate training.</li> <li>• Lack of oversight and control by local management.</li> <li>• Lack of information on the potential or known risks.</li> <li>• Inadequate contract management arrangements.</li> <li>• Lack of effective processes and systems consistently being applied.</li> <li>• Policies are not kept up to date.</li> <li>• Budget pressures.</li> <li>• Restrictions for operating normally caused by external factors beyond the control of BCC i.e. Covid-19 pandemic.</li> </ul>	<p>An action plan is in place within Housing department. The plan is being governed on a regular basis by the Health, Safety and Wellbeing Team. The main elements of the plan have been implemented and full completion will be presumed once the Asbestos Management Plan has been reviewed, scheduled for June 2020. Residual low risk elements of the plan have been adopted as Management objectives for the safety team and are monitored accordingly. Work to bring better compliance with asbestos surveys from with low risk communal areas is actively ongoing.</p> <p>Progress has been made to raise the risk profile of asbestos amongst managers and operatives, introduction of more robust strategies for managing staff and contractors, asbestos good working practice is also regularly communicated.</p> <p>The majority of managers, staff and operatives have attended asbestos training and will continue to do so on a two year cycle. This training has been made a mandatory element.</p> <p>Properties are surveyed prior to any work being undertaken by Asbestos Consultants plus an ongoing programme of surveys is being carried out.</p> <p>Asbestos incidents are investigated in-house and appropriate actions taken.</p> <p>Property Services have improved the contract management arrangements with MSS, the surveyor to ensure that all inspections are carried out according to required timescales.</p> <p>Resources within the safety Team based within Housing and Landlord Services are expanding to meet the needs of the service.</p> <p>Evidencing asbestos compliance to satisfy the Housing Regulator has been given a significant focus this quarter.</p> <p>Property CHASM project is underway, to ensure all premises report on compliance.</p>	↔	2	7	14	<p>The structure of the new team has been identified by the Construction Safety Manager and recruitment to post is ongoing.</p> <p>The terms of reference for the new Team are being developed, it is envisaged that the team will take working responsibility for the Keystone asbestos management software and for leading other asbestos improvement strategies from January 2020.</p> <p>Progress has been made with the action plan; a second detailed review will be carried out by the Safety Health and Wellbeing Team and the Construction Health and Safety Manager to reassess the effectiveness of the asbestos management plan. This is scheduled for June 2020.</p>	1	7	7
<p>Risk Owner: Chief Executive and Corporate Leadership Board (CLB) / Director HR, Workforce and Organisational Design.</p>	<p>Action Owner: Director of Commercialisation and Citizens (for Corporate Estate) and Director of Housing and Landlord Services (for Social Housing).</p>	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

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Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.										
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level			
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	
<p><b>CRR4 Corporate Health, Safety and Wellbeing.</b></p> <p>If the City Council does not meet its wide range of Health &amp; Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• If services do not have sufficient staff numbers to carry out work plans in a safe way.</li> <li>• If services are not able to order appropriate equipment required for staff safety.</li> <li>• Lack of appropriate equipment.</li> <li>• Lack of appropriate training.</li> <li>• Lack of oversight and control by local management.</li> <li>• Lack of information on the potential or known risks.</li> <li>• Inadequate contract management arrangements.</li> <li>• Lack of effective processes and systems consistently being applied</li> <li>• Policies are not kept up to date.</li> </ul>	<p>The Corporate Safety, Health &amp; Wellbeing (SH&amp;W) team support the council and provide advice and guidance. The Corporate Policy Statement, service specific policies, procedures and systems of work/safety arrangements are in place and routinely reviewed.</p> <p>BCC has a Corporate Health and Safety Management System (CHaSMS) to identify and monitor hazards, risks and appropriate actions. Each manager (with staff and /or premises responsibilities) has an action plan which is completed on a quarterly basis. Once completed the HS&amp;W team check the returns and give relevant feedback to the individual Managers and report the overall results to Senior Management/EDM and develop appropriate action plans.</p> <p>BCC has a comprehensive programme of e-learning and personal face to face course delivery available to all directors, managers, staff and members.</p> <p>There is a corporate accident/incident reporting procedure. The Corporate Safety Information System is in place to share with staff details of addresses which due to potential violence &amp; aggression or police notification are considered to present risks.</p> <p>Benchmarking and annual reports are provided to BCC along with the annual performance report.</p> <p>All contracts set up with external providers include a check of their relevant Health and Safety competency.</p> <p>The council's audit programme monitors compliance with statutory duty and best practices.</p> <p>We have reviewed the Health and Safety Management arrangements and developed a (project) service development and improvement plan.</p>	↔	2	7	14	<p>A number of options regarding a more robust accident and incident reporting system are currently being explored. Once this is completed an options appraisal will be presented to the CLB for approval. December 2020.</p> <p>A new safety health and wellbeing strategy is currently being developed. This will included adopting HSG65 as the management system which is the Plan, Do, Check, Act approach and will help BCC achieve a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system. This will replace the existing project plan and work. The plan will have the appropriate monitoring and governance arrangements attached to it. Developed plan is targeted for September2020.</p> <p>All policies and procedures will be revised in line with the new safety health and wellbeing strategy and PLAN DO CHECK ACT management system. Revision will take place on a risk based approach following the current risk profiling that is taking place. Action plan for procedures September 2020.</p> <p>CHASMs will be expanded to include a greater focus on property risk, with a new arrangement for those "persons in charge" for reporting and discussing premises risks. December 2020.</p> <p>A review of training is being undertaken. Linked to the developing strategy and management system. December 2020.</p> <p>Arrangements for controlling risks of Hand Arm Vibration, Noise and respiratory sensitizers will be carried out, with a supporting Occupational Health Surveillance programme where required. Programme started but will be closely aligned to the new OHU contract. January 2021.</p> <p>A refreshed focus on wellbeing and health is in progress with a plan in place within the project Improvement Plan to focus on mental health. Work has started and is ongoing.</p> <p>Time to Change action plan scheduled for April 2020 which will be monitored. Started and ongoing.</p> <p>Improved partnership and matrix working between Safety, Health &amp;Wellbeing, Risk and Insurance, Civil Contingencies (including Business Continuity), Procurement and Legal Services is ongoing.</p> <p>We have currently been working across the organisation to ensure that all buildings are COVID-19 secure. The fire team have now joined the corporate health and safety and wellbeing team and we are developing a fire strategy to ensure compliance across the organisation. This is now being linked to the safety health and wellbeing strategy. Interim report to CLB in September 2020.</p>	1	7	7	
<p>Risk Owner: Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>	<p>Action Owner: Director of Workforce Change, Head of Health Safety and Wellbeing.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>					

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR5: Business Continuity (BC) and Councils Service Resilience.</b></p> <p>If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Strikes (People, Fuel).</li> <li>• Loss of key staff (communicable diseases and influenza epidemics).</li> <li>• Loss of suppliers.</li> <li>• Loss of accommodation to deliver key services.</li> <li>• Loss of equipment.</li> <li>• Any event which may cause major disruption.</li> <li>• Unavailability of IT and/or Telecoms.</li> <li>• Loss of staff/staff availability.</li> <li>• Knowledge loss.</li> </ul> <p>Reduced chances of preventing/responding to incidents due to 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>						



Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR6: Fraud and Corruption.</b></p> <p>Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.</li> <li>• Not keeping up to date with developments in new areas of fraud.</li> <li>• Insufficient risk assessment of new emerging fraud issues.</li> <li>• Lack of clear management control of responsibility, authorities and / or delegation.</li> <li>• Lack of resources to undertake the depth of work required to minimise the risks of fraud / avoidance.</li> </ul> <p>Under investment in fraud prevention and detection technology and resource.</p>	<p>A Policy is in place on anti-fraud, corruption and bribery and a Bribery and Corruption review has been completed which concluded that controls in the services most at risk of corruption are in place. The policy is reviewed annually and approved by CLB and the Audit Committee November 2019.</p> <p>The Counter Fraud and Investigations Team concentrates on areas of high fraud risk, investigates fraud promptly where suspected and sanctions appropriately.</p> <p>Emergency financial measures being implemented in response to the current pandemic emergency (Covid-19) were subject to fraud risk assessment by the team and advice provided to finance as appropriate. The Counter fraud and investigation team supported operational management as necessary to design appropriate protocols that ensure transparency and accountability in the management of public funds. Pre and post -payment fraud checks in respect of significant support being distributed by the Council to businesses has been a key focus of the teams work during Q1. This work will continue in Q2 as distributions continue to be made. Tools required to assist with fraud detection have been acquired as necessary in support pre and post payment fraud checking.</p> <p>An accessible route to report suspected fraud is available to the public and employee via online referral and dedicated phone line available to both employees and the public to report fraud. New whistleblowing arrangements are in place from 1st April 2020 with strengthened co-ordination, monitoring and reporting of such reports to Internal Audit. The Audit Committee will oversee the effectiveness of the new procedures via regular update reports.</p> <p>Staff are reminded about ethics and conduct via fraud awareness training and other publicity and continual maintenance of Counter Fraud information on Web pages.</p> <p>Counter Fraud Performance is monitored by Audit Committee via the Annual and half yearly Counter Fraud Updates.</p> <p>We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti-fraud approach is correctly targeted.</p> <p>Proactive exercises, including the national fraud initiative are routinely carried out.</p>	↔	4	5	20	<p>A significant distribution of financial support for both businesses and individuals has occurred at this time of national pandemic emergency. Some further payments are still to be distributed.</p> <p>Pre and post payment fraud checking has been priority for the counter fraud team during Q1 2020/21 with the aim of balancing expedition of payment to support local businesses against the need to ensure fraudulent applications for support were not paid. Pre-payment checking is complete for phase 1 of the discretionary grants and on-going for the Business grants and phase 2 of the discretionary grants Tenancy fraud work and where essential, other counter fraud and investigation work has continued but team resources have focussed on supporting the Council's emergency response. Moving into Q2 2020/21 post payment checking will continue alongside routine counter fraud and investigation work.</p> <p>Fraud prevention and early detection improvements are progressing. A mandate for the establishment of a regional fraud hub to maximise data use in the prevention and early detection of fraud has been approved. It is anticipated that the fraud hub will:</p> <ul style="list-style-type: none"> <li>- widen data sets available for counter fraud work</li> <li>- regularise what are current ad hoc fraud identifying exercises for fraud prevention or early detection</li> <li>- maximise the use of technology for greater efficiency</li> </ul> <p>A new Fraud Case Management System is being considered in time for contract renewal.</p> <p>Programme of fraud prevention and detection work is set out in the Internal Audit plan for 2020. The current emergency response will require revision to the plans.</p> <p>We are reporting to the Audit Committee regarding implementation of new whistleblowing arrangements.</p> <p>In relation to government grants to support businesses and individuals during the pandemic, both pre and post payment checks are being undertaken to identify potential fraudulent claims and assist the claw back of any funding obtained incorrectly.</p>	3	5	15
Risk Owner: Chief Executive and Director of Finance (\$151 Officer).	Action Owner: Director of Finance, Chief Internal Auditor.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

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<p><b>CRR7: Cyber-Security.</b></p> <p>The Council's risk level in regards to Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Lack of investment in appropriate technologies.</li> <li>Reliance on in-house expertise, and self-assessments (PSN).</li> <li>Lack of formal approach to risk management (ISO27001).</li> <li>Historic lack of focus.</li> </ul>	<p>Budget provision for Cyber Security was allocated within the Future State Assessment Plan (FSA) as approved by Cabinet June 2018. Independent full security assessments were carried out November 2018.</p> <p>An Information Governance Board (IGB) was established to provide oversight of information security and an escalation point to the Council's SIRO.</p> <p>Head of Information Assurance commenced in post September 2019.</p> <p>The Council is starting to use a SIRO checklist to capture and escalate cyber security risks. Information Governance Team (IG) have an operational level risk register that is being used to track local operational risks further aligning to best practice.</p>	↑	4	5	20	<p>The Council is starting to use a SIRO checklist to capture and escalate cyber security risks.</p> <p>The Council is procuring an Information Security Management System which will review and enhance the Council's policies and strategies for information management. The Information Assurance Service is working closely with the Council's ICT Department to improve the approach to all aspects of Information Assurance (including adoption of ISO27001).</p> <p>The ITTP (formerly FSA Programme) currently has plans to implement technology platforms to move the Council from file storage to document storage platforms, increase team collaboration without use of email, implement file retention policies, introduce document marking and rights management, implement data classification and improve federated search across structured and unstructured data stores.</p> <p>The ITTP (formerly FSA Programme) will align with the new Information Assurance approach and the strategy set by the Council's SIRO.</p> <p>As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.</p> <p>The Information Assurance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security.</p> <p>The IG Team are continuing to work with ICT and Microsoft on the ITTP programme to ensure that this is done in line with industry best practice and recognised standards. Progress on the ISMS is continuing.</p> <p>Resources have been appointed to facilitate the improvements required as per the agreed budget. These will also be needed to support capital projects.</p>	1	5	5
Risk Owner: Chief Executive, Senior Information Risk Owner (SIRO).	Action Owner: Head of Information Assurance, Information Governance.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p><b>CRR9: Safeguarding Vulnerable Children.</b></p> <p>The council fails to ensure that adequate safeguarding measures are in place, resulting in harm or death to a vulnerable child.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Failure to meet the requirements of the Children Act and associated legislation.</li> <li>Inadequate controls result in harm.</li> <li>Demand for services exceeds its capacity and capability.</li> <li>Increase in complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation.</li> <li>During Covid-19, in line with Govt guidelines, there is a reduction in face to face visits to families. Risk assessments are required to assess whether a face to face visit is required but not all families will receive a face to face visit where there are worries for a child.</li> <li>An increase in demand of up to 5% is anticipated as a result of Covid and economic downturn, with some children more vulnerable to exploitation and abuse as a result of lost safe, stable and nurturing relationships.</li> </ul>	<p>The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding arrangements in the city and holds BCC and partner agencies to account. This includes delivery of Safer Communities and the Prevent Duty.</p> <p>BCC works with partners to effectively identify victims and perpetrators of extra-familial abuse including Child Sexual exploitation, Criminal Exploitation and Serious Violence, taking action to disrupt and protect.</p> <p>Bristol's published policies and procedures, comprehensive training and development and monthly professional supervision help ensure safe practice and adequate control of risks.</p> <p>Bristol has invested in an integrated localities and team around the school and family approach aimed at meeting the needs of children and families at the earliest point.</p> <p>Children and Families' Services invests in its workforce and provides career progression opportunities.</p> <p>Bristol has established Violence Reduction Unit focussing on prevention, disruption and recovery from serious youth violence and is working with the University of Bedfordshire to develop its approach to contextual safeguarding in the city.</p>	↔	2	7	14	<p>Information sharing and analysis to improve our ability to understand and respond to children at risk of criminal exploitation and going missing.</p> <p>In response to identified and increasing risk of serious youth violence and criminal exploitation a multiagency plan is in place and will be monitored by the Serious Youth Violence Exec Group.</p> <p>Service Delivery Plans for 2020-21 have been reviewed and set out further actions to mitigate risks identified and deliver on our ambitions for children and families.</p>	1	7	7
Risk Owner: Executive Director People, Director Children's and Families Services.	Action Owner: Director Children's and Families Services.	Portfolio Flag: Children and Young People.			Strategy Theme: Our Organisation, Empowering and Caring, Wellbeing.				

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
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<p><b>CRR10: Safeguarding Adults at Risk with Care and support needs.</b></p> <p>The council fails to ensure adequate safeguarding measures are in place, Adults at risk.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Adequacy of its controls.</li> <li>• Management and operational practices.</li> <li>• Demand for its services exceeded its capacity and capability.</li> <li>• Poor information sharing.</li> <li>• Lack of capacity or resources to deliver safe practice.</li> <li>• Failure to commission safe care for adults at risk.</li> <li>• Failure to meet the requirements of the “Prevent Duty” placed on Local Authorities.</li> </ul>	<p>The Adults Safeguarding Board has been reconstituted into the Keeping Bristol Safe Board which also includes responsibility for Children and Community Safety. The Board has senior executive representation and will ensure a strong focus on strategic matters of concern. The constitution for the Board has been confirmed and it will meet regularly and have oversight of safeguarding priorities.</p> <p>Safeguarding improvement plans are in place for Older People, Physical Disability and Disabled Children and the Capability framework for safeguarding and the Mental Capacity Act have been introduced. The Adult Change Programme ‘Better Lives’ Transforming Care Programme has been established to implement policy objectives of moving people into more suitable care settings.</p> <p>We have an active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. The Adult South West Recruitment and Retention Strategy has been drafted, the risks and costs identified. The strategy will be presented through the Decision Pathway. Regular strategies and campaigns support the recruitment and retention of high calibre social workers and managers, with competent agency social workers and managers used on temporary basis to fill vacancies.</p> <p>All key staff working with people directly at risk are trained in the essentials of safeguarding and BCC has an ongoing awareness-raising ‘Prevent’ training programme.</p> <p>Regular reporting on safeguarding is taking place quarterly for Directors and Cabinet Members, with an annual report for elected Members to allow for scrutiny of progress. The quality assurance framework and performance framework is routinely monitored and reported on.</p> <p>Focused work is being undertaken to address the backlog in safeguarding referrals and good progress has been made in bringing the number outstanding down to more manageable numbers.</p> <p>The Adults Delivery Group is up and running and a new Transitions theme has also been instituted.</p>	↔	2	7	14	1	7	7
Risk Owner: Executive Director People, Director Adult Social Care.	Action Owner: Director Adult Social Care.	Portfolio Flag: Adult Social Care.	Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.					

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<p><b>CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur.</b> (Civil Contingency and Resilience)</p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Critical services unprepared or have ineffective emergency and business continuity plans and associated activities.</li> <li>• Lack of resilience in the supply chain hampers effective response to incidents.</li> <li>• Lack of trained and available strategic staff.</li> </ul>	<p>BCC plays a leading role in the Avon and Somerset Local Resilience Forum (LRF), the multi-agency partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire. The Avon and Somerset works to the Avon and Somerset Community Risk Register.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. The most recent exercises being Day Two May 2018, Dark Zodiac April 2018, Saxon Resolve November 2017 and major COMAH training exercise in November 2018 (Operation Spitfire).</p> <p>A senior management on-call rota has been devised, agreed and is monitored. Emergency volunteers have been recruited to aid emergency responses. Duty rotas in other key service delivery areas (e.g. Housing and Social Care) are also in place.</p> <p>The Bristol Operations Centre capacity to support multi-agency operations has been tested.</p> <p>BCC took receipt the South West’s share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place.</p> <p>A progress paper on Civil Contingency is scheduled to go to the Corporate Leadership Board in early 2020.</p> <p>Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing.</p> <p>A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete.</p> <p>The Covid-19 emergency has stretched the Council’s emergency response capacity and created additional strains and pressures across all responding agencies and the city systems in place to manage emergencies.</p> <p>The risk of a concurrent emergency during the Covid crisis is arguably higher than before the crisis. Covid pressures and additional safety considerations with regards to response have required the OOH CPU service reduce to a telephone only service. Partner agencies are aware.</p> <p>Measures for managing a concurrent emergency have been discussed with emergency services and e.g. the Fire Service has arrangements to support residential evacuations during this period. A ‘concurrent emergency’ plan is being drafted.</p> <p>Emergency Planning College (EPC)-led Strategic Incident Management Training session was delivered to senior officers in November 2019.</p>	↔	2	7	14	<p>An ‘Introduction to Emergency Planning’ e-learning package is in progress.</p> <p>Voluntary agency capacity to support incidents has been reviewed by BCC through the LRF.</p> <p>Training for staff to support incident response and recovery (admin, logging, logistics and support to victims, survivors and evacuees) is ongoing.</p> <p>We are in close contact with emergency services regarding the heightened risk of a concurrent emergency during Covid-19.</p> <p>‘Concurrent’ emergency arrangements are being put in place with partners.</p> <p>A ‘concurrent emergency plan’ is being drafted.</p>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.</p>	<p>Action Owner: Director Management of Place, and Civil Protection Manager.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Wellbeing.</p>						

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<p><b>CRR13: Financial Framework and Medium Term Financial Plan (MTFP).</b></p> <p>Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites (in budget setting).</li> <li>Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income.</li> <li>Brexit - the general uncertainty affecting the financial markets, levels of trade &amp; investment.</li> <li>Governments spending review 2020.</li> <li>Review of local Government funding through fair funding formula and business rates retention.</li> <li>Impact of Covid-19 on key income sources</li> <li>Inadequate budgeting &amp; budgetary control/Financial Settlements &amp; wider fiscal policy changes:                             <ul style="list-style-type: none"> <li>Potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services.</li> <li>Embedding of the new national funding formula for schools and High Needs.</li> <li>Political failure to facilitate the setting of a lawful budget.</li> <li>Unable to agree a deliverable programme of propositions that enable the required savings to be achieved.</li> <li>Insufficient reserves to mitigate risks and liabilities and provide resilience.</li> <li>Rising inflation could lead to increased cost.</li> <li>Judicial review.</li> </ul> </li> </ul>	<p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets have been updated.</p> <p>2020 Budget presented and approved by Cabinet February 2020.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> <li>The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions.</li> <li>The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial/economic risk and the adequacy of general reserves is determined as part of this exercise.</li> <li>Financial Regulations and Financial Scheme of Delegation is in place.</li> <li>Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered.</li> <li>Changes to savings in year are monitored by delivery executive.</li> </ul> <p>We have restructured the finance team. Planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development.</p> <p>Ensuring that Bristol City Council is engaged with or receiving timely feedback from the range of Government working groups exploring future local funding.</p> <p>Refreshed of the MTFP and Capital Strategy and expanded our model to take in a longer term view.</p>	↔	4	7	28	<p>The impact of Covid-19 has had a significant impact on the financial sustainability of the organisation in the short term and long term. There is a significant immediate reduction in some of the Council's key income streams and also significant costs associated with the response.</p> <p>All underlying assumptions in the financial outlook will be reviewed as any economic downturn will significantly impact Council Tax growth and receipts as well as business rates retention.</p> <p>A review will be ongoing to identify a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</p> <p>CIPFA Financial Management Code for Local Authorities has been released for full implementation from April 2021 which will have some additional requirements for the Council's financial management and governance of which we will seek to begin some implement measures in shadow form from April 2020.</p>	2	3	6
Risk Owner: Chief Executive and Director of Finance (S151 Officer).	Action Owner: Director of Finance (S151 Officer), Chief Accountant.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

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<p><b>CRR15: In-Year Financial Deficit.</b></p> <p>The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• A failure to appropriately plan and deliver savings.</li> <li>• Unscheduled loss of material income streams.</li> <li>• Increase in demography, demand and costs for key council services.</li> <li>• The inability to generate the minimum anticipated level of capital receipts.</li> <li>• Insufficient reserves to facilitate short term mitigations, risks and liabilities.</li> <li>• Interest rate volatility impacting on the council's debt costs. Impairments in our commercial Investments are realised.</li> </ul>	<p>BCC's Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet.</p> <p>The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and the Executive continues to be captured and monitored in the reports to Cabinet.</p> <p>We refreshed the Policy and Budget Framework and provided greater clarity in relation to the approval process for supplementary funding both capital and revenue.</p> <p>We have continual oversight and ongoing management of the council's financial risks and deep dives in areas reported of non-containable pressures.</p> <p>Regular reviews have been undertaken on the level and appropriateness of the earmarked reserves and where redirections have been south reported to Cabinet.</p>	↔	4	3	12	<p>The latest budget monitoring is forecasting an overspend on in-year budget increasing the likelihood of an overspend at year end. The impact of Covid-19 has been offset in part by additional Government funding and there are corporate mitigations for the residual pressures.</p> <p>The overspend not related to Covid will require individual recovery plans and mitigation which are to be developed in the coming months to reduce the likelihood of unplanned drawdown from reserves at year end.</p> <p>Ensuring engagement at local, regional and national level in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long term financial planning and strategic planning.</p> <p>Ensure that there are sufficient reserves available to provide the Council with some resilience to material variations in spend forecasting and economic shocks.</p> <p>We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves.</p>	1	5	5
Risk Owner: Director of Finance (S151 Officer).	Action Owner: Director of Finance (S151 Officer), Chief Accountant.	Portfolio Flag: Finance, Governance and Performance.		Strategy Theme: Our Organisation.					

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<p><b>CRR18: Failure to deliver enough homes to meet the City's needs.</b> (Previously The risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020).</p> <p>Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Not enough planning applications submitted.</li> <li>• Not enough permission granted.</li> <li>• Insufficient housing land identified in planning documents.</li> <li>• Inability of the housebuilding industry to deliver at this level.</li> <li>• Increased uncertainty in the market due to Brexit and Covid-19.</li> </ul>	<p>Granted planning permissions.</p> <p>Secured additional grant funding for infrastructure.</p> <p>Released land.</p> <p>Issued grants to Registered Providers (RPs).</p> <p>Established a Local Housing Company (Goram Homes).</p> <p>Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land.</p> <p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Required a minimum of 30% affordable housing on land released by the Council.</p> <p>Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.</p> <p>Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.</p>	↔	3	5	15	<p>Monitoring and review the impact of the coronavirus on the Housing Market, on Housing Association and Developer Partners delivery Programmes.</p> <p>We refocus the HDT delivery programme to de-risk sites to create a pipeline of investable development opportunities to bring forward for development once the impact of Covid-19 on the housing market are clearer.</p> <p>We have ongoing active engagement with Housing Association Partners to offer enabling support and grant funding to increase the provision of affordable housing at every opportunity. Looking at ways in which the HRA development programme can be accelerated.</p> <p>We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes).</p> <p>We are recruiting to new posts in the Housing Delivery Team.</p> <p>We are looking at opportunities to fund the acquisition of additional homes on development sites.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p> <p>Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.</p> <p>We are considering amending the Affordable Housing Practice Note and Grant Funding Policy to stimulate delivery of affordable homes.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	Action Owner: Director Development of Place.	Portfolio Flag: Housing.		Strategy Theme: Fair and Inclusive.					

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR19: Tree Management.</b></p> <p>Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>The Council has 100,000 trees. Severe weather conditions and / or disease can lead to tree failure.</li> <li>Lack of maintenance of trees can result in tree failure.</li> <li>Some council trees are not being managed or inspected, increasing the chance of failure.</li> <li>Failure to carry out regular and programmed tree inspections could result in tree and limb failure.</li> </ul>	<p>The service is rolling out a new Quantified Tree Risk Assessment (QTRA) system which increases efficiency of tree inspections - raising the capacity to inspect with the same resources. Trees are being grouped and brought in to the new system and the process will continue through 2020 to 2022.</p> <p>The tree management contract has been re-tendered and a new five year contract began on 1 April 2020. The contract provides new scope to bring all trees on council-owned land in to management.</p> <p>The cost of this will be covered by the departments on whose land the trees are situated - more finance work is needed on this. One additional officer is being recruited to assess trees on land not currently proactively managed.</p> <p>The cabinet report of June 2019 proposed using the Parks reserve to pay for this post until the role can be mainstreamed into the council's revenue budget. GIS analysis work on trees is underway.</p>	↔	3	5	15	<p>Analysis continues on trees potentially at risk.</p> <p>The tree management contract has been renewed from April 1st 2020 for 5+5 and incorporates potential uplift to manage a higher number of trees in council ownership. Contract has been extended for tree maintenance.</p> <p>Budget uplift for new contract is proposed to be taken from land owning departments but this needs to be confirmed by finance and departments. Not yet agreed at service level. Relevant service asset managers have been advised.</p> <p>Carry out in-depth audit of non-managed sites to identify costs to service areas. Analysis of all trees is the main task and this takes time to complete. Desktop mapping is completed and trees will need to be assessed. Cabinet report approval means that additional personnel resource is being recruited to undertake the work. Finance work to identify budget to pay for tree maintenance works from landowning departments still needs to be done. Departments were alerted initially October 2019.</p> <p>New tree management contract procured. QTRA system being rolled out via tree audits and tree group ID.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

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<p><b>CRR21: General Data Protection Regulation (GDPR) compliance.</b></p> <p>If the Council fails to maintain a defensible and compliant response to the Data Protection Act 2018 and General Data Protection Regulation (GDPR) then it will fail to fully comply with its statutory requirements.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Failure to invest in the required systems, equipment and posts required to implement these regulations.</li> <li>Failure to adequately train staff in the requirements of the regulations.</li> <li>Lack of resource (capacity or expertise) to manage Subject Access Requests.</li> </ul>	<p>A Steering Group and Working Group is in place and regular reports continue to be provided to Executive Directors Meetings (EDM's) to ensure that the high-level of engagement and buy-in across all levels of the organisation is maintained.</p> <p>Improved data breach reporting for EDM's.</p> <p>Guidance on GDPR compliance and breach reporting has been published on the Council's intranet (Source).</p> <p>Improved PIA process and PIA register.</p> <p>Business Continuity plan produced and updated to reflect new IG Service.</p> <p>The Council provides e-learning training for new starters on data protection.</p> <p>Data protection staff have attended training courses to maintain up to date knowledge and expertise.</p> <p>Operational level risk register maintained and monitored that is being used to track local operational risks further aligning ourselves with best practice.</p> <p>COVID-19 has brought new challenges to Information Governance including new systems and ways of working being rolled out. The team are working closely with relevant services such as ICT to ensure that Information Governance is considered in these changes.</p>	↔	2	5	10	<p>Continuing delivery of prioritised objectives to embed GDPR compliance in this quarter we are working on:</p> <p>New starter's induction and awareness training.</p> <p>Training for offline staff.</p> <p>Reviewing procurement templates.</p> <p>Reviewing data protection policies.</p> <p>Progressing the business case for a privacy management system (with Head of Service and Director).</p> <p>Implementing a case management system.</p> <p>Team training plan.</p> <p>Targeted training for data protection champions within the Council.</p> <p>The purchase of a privacy management system is being considered as part of service and budget planning for 2020/21.</p> <p>A GDPR phase 2 project approved for 2020/21 financial year to enable BCC to cement progress in our compliance with GDPR. This will include any audit findings that have been made over the last audit cycle as well as areas identified for improvement by the IG team.</p> <p>On boarding resources to facilitate the continued improvement around Data Protection and ready for the Phase 2 project. This resource will facilitate capital project support.</p>	2	3	6
Risk Owner: Chief Executive, Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p><b>CRR22: Partnerships Governance.</b></p> <p>If the council does not maximise (or cannot quantify) the benefits of partnership working and/or experiences negative or counter-productive results may arise from partnership working.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Failure to establish and/or manage contracts, Service Level Agreements and/or Terms of Reference in relation to partnerships.</li> <li>• Not maintaining a central register of partnerships, membership, governance arrangements and performance measures.</li> <li>• No identified lead officer to progress development of partnership working as in proposals presented to the Audit Committee in April 2016.</li> <li>• Outdated partnership policy and toolkit (last iteration 2010).</li> <li>• A broad range of partnerships with variable degrees of formality.</li> </ul>	<p>BCC has close involvement of Elected Mayor and Members in key partnerships. Regular review and evaluation of the current position by CLB.</p> <p>BCC has mechanisms in place for regular dialogue including formal partnerships.</p> <p>The role of Director: Policy and Strategy has been expanded to include oversight of partnerships and a permanent appointment to this post has been made.</p> <p>The Partnerships policy is ready for being socialised and approved within the decision pathway.</p> <p>Scoping and reviewing the need for Commercial Training for relevant managers as part of Procurement and Commercial Strategy.</p> <p>Created a central partnership register.</p>	↔	2	3	6	<p>Pace is slower than originally planned in addressing this risk due to other priorities, a need to align to the One City Approach, teams not being fully recruited following restructure and the absence of a dedicated team or function handling 'Partnerships'. A key element of the action required is to consider how this is best managed corporately without a central team to resource it.</p> <p>The policy work and legal input has been completed. The policy is due to be disseminated within the decision pathway but this is subject to delay due to the Covid-19 crisis.</p> <p>We have reviewed and refreshed the Partnership Policy and Toolkit which will be socialised.</p>	2	3	6
Risk Owner: Director Policy, Strategy & Partnerships.	Action Owner: Head of Policy and Public Affairs.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				



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

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<p><b>CRR24: Procurement and Contract Management failure to deliver value for money.</b></p> <p>Failure to ensure that BCC achieves value for money when purchasing goods and services; complies with legislation, quality, cost and social value requirements for contract awards to ensure orders for goods / services are efficiently placed and observes agreed terms. BCC do not take into account long term view with regards to TCO (Total Cost of Ownership) &amp; Life Cycle Costs high incidence of non-contracted spends.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Poor / weak pre procurement forward planning and tender specifications.</li> <li>• Over reliance and inappropriate use of waivers.</li> <li>• Ineffective Supply chain and market engagement.</li> <li>• Poor / weak contract monitoring.</li> <li>• Supplier failure and missed opportunities of warning signs.</li> </ul>	<p>New Procurement Rules were adopted in January 2020 by Full Council. With the impact of Covid-19 it has also seen the need to adopt more agile approaches around how the Council tenders and contracts. A new Covid-19 Procurement and Contracts Protocol has been set out from March and widely communicated internally - this puts in place clarity around approaches for procurement and contract activity to take into account a range of factors including, options to extend current contracts, markets ability to respond to tenders, resource constraints internally, etc. This is for review in September 2020. In addition as agreed by CLB (April 2020) the Council has set out its approach to Supplier Relief and this is being used as part of wider considerations around supplier requests for financial assistance.</p>	<p>↑</p>	2	5	10	<p>Strategic Partner for Procurement contract now signed and contract starting to provide some support. In addition formal consultation has now commenced around the Service restructure. Furthermore, whilst Covid-19 response has impacted in regards to ways of working (working from home) and resource demands to support the response around PPE / logistics as part of the Incidence Command Centre this has now starting to become more managed. Overall the Covid-19 has put the Service improvement work back by around 3 months. Ongoing work continues and is in place to build the capabilities and capacity within the Service.</p>	3	3	9
<p>Risk Owner: Director of Finance (\$151 Officer).</p>	<p>Action Owner: Head of Strategic Procurement and Supplier Relations.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

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

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

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<p><b>CRR27: Capital Transport Programme Delivery</b></p> <p>Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Overspend on individual schemes leading to uncontrollable cost pressures.</li> <li>Underspend on annual profile.</li> <li>Lack of coordination and programme management across divisions.</li> <li>Covid-19.</li> </ul>	<p>Transport Programme Team and Delivery Board established.</p> <p>Shared paperwork and highlight reporting process initiated.</p> <p>Regular briefings and reporting to senior management and cabinet members.</p> <p>5 year capital programme mapping process underway.</p> <p>Regular reviews with directors taking place, workshop carried out to examine governance and further improvements to processes.</p>	↔	4	5	20	<p>COVID-19 lockdown has restricted progress of all non-essential capital programme schemes. This is in part due to the non-essential nature of schemes but also down to the inability to carry out site surveys, engage and consult appropriately and to process TROs. We have restarted processing TROs following revised government guidance. We are also reviewing the whole programme in light of the challenges posed by COVID-19.</p> <p>Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels.</p> <p>We continue to develop Transport Planning Team (TPT), Transport Programme Delivery Board (TPDB) and highlight report processes which are governed by the Growth and Regeneration (G&amp;R) Board (monthly meeting).</p> <p>5 Year mapping ongoing, 2019/20 programme mapped and ongoing.</p> <p>The Emergency Active Travel Fund (EATF) announced by the Department for Transport (DfT) has meant reprioritising resource to deliver cycle schemes and social distancing across the city. This has and will inevitably lead to some profiling and adjustment of the programme. This is ongoing, it is likely that funds can be carried forward to next year and that some funds will be allocated to supporting EATF schemes.</p>	3	5	15
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy of Place.		Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.			

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<p><b>CRR29: Information Security Management System (ISMS)</b></p> <p>There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</li> </ul>	<p>We have worked with Information Governance Board (IGB) and ICT on introducing and/or designing an ISMS aligned to ISO 27001.</p> <p>The Information Assurance Team have started a procurement process to design and deliver a new information security management system.</p>	↔	4	5	20	<p>Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System.</p> <p>Contractor is in place and has begun creating policies to align BCC with ISO27001. These policies and procedures will be approved by the IGB.</p> <p>Plans for implementation, supported by internal audit will be built in to the 2021/22 service plan.</p>	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p><b>CRR30: Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone) Communication/engagement with stakeholders does not result in sufficient behavioural change.</b></p> <p>We are unable to deliver actions committed to by Mayor in the wider Clean Air Plan (excluding Traffic Clean Air Zone) - which is addressed in Management of Place service area.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Staff capacity.</li> <li>Lack of resources for implementation of new regulatory arrangements.</li> <li>Unable to secure political agreement.</li> <li>Unable to secure stakeholder buy.</li> <li>Some measures are dependent on Environment Bill later this year.</li> </ul>	<p>Measures have been developed and were announced in the Mayors Speech June 2019. Supplementary funding provided and spent in 2019/20. Implementation of those measures now part of normal activities.</p> <p>A new set of proposals, based on the research undertaken in 2019/20, are being developed for future consideration.</p>	↑	1	3	3	<p>A new set of proposals, based on the research undertaken in 2019/20, are being developed for future consideration.</p>	1	3	3
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	Action Owner: Director Development of Place and Climate Change & Sustainable City Manager.	Portfolio Flag: Strategic Planning and City Design			Strategy Theme: Wellbeing				

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p><b>CRR31: Failure to deliver the council’s Climate Change commitments impeding achievement of a carbon neutral and climate resilient city.</b> (Previously Failure to deliver Mayor’s Climate Emergency Action Plan and One City Climate Strategy).</p> <p>We are unable to deliver actions committed to by Mayor in his Climate Emergency Action Plan and/or BCC’s role in the delivery of the One City Climate Strategy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Lack of BCC resources.</li> <li>• Inability of partners and BCC colleagues to progress action on climate change due to the on-going impacts of Covid-19.</li> </ul>	<p>Key elements of the Mayor’s Climate Emergency Action Plan were progressed in 19/20 including the most significant action the development of the One City Climate Strategy.</p> <p>Existing staff capacity has been maintained through funding allocated in the Feb 2002 Council budget and additional staff capacity is planned as part of the programme.</p> <p>Climate Programme Mandate approved by Growth and Regeneration Executive Directors Meeting June 9th. Funding is allocated in earmarked reserves.</p>	↑	2	7	14	<p>Delivery of existing commitments is continuing.</p> <p>Business Case is being developed for Cabinet approval.</p> <p>An engagement plan with stakeholders is being re-designed and implemented in the light of Covid-19.</p> <p>Funding allocated in 2020/21 budget for Climate Change and business case/ programme is being developed.</p> <p>Staffing structure has been approved and new Climate Team Manager and Ecological Emergency Project Managers Recruited.</p> <p>Key projects such as City Leap are progressing.</p>	1	3	3
Risk Owner: Executive Director Growth and Regeneration, Director Development.	Action Owner: Director Development of Place and Climate Change & Sustainable City Manager.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

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<p><b>CRR32: Failure to deliver enough affordable Homes to meet the City’s needs.</b> (Previously Failure to deliver 800 affordable Homes per annum to meet Local Housing Need).</p> <p>Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Subsidy availability.</li> <li>• Insufficient land available.</li> <li>• Uncertainty in the housing market as a result of Covid-19.</li> </ul>	<p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p> <p>Refer to CRR18 above for full list of interventions.</p>	↓	4	7	28	<p>We are reviewing the impact of Covid-19 on Housing Association and Developer Partners delivery Programmes.</p> <p>Intending to refocus the Housing Delivery Team delivery programme to de-risk sites to create a pipeline of investable development opportunities to bring forward for development once the impact of Covid-19 on the housing market are clearer.</p> <p>Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p> <p>Refer to CRR18 above.</p>	2	7	14
Risk Owner: Executive Director Growth and Regeneration, Director Development.	Action Owner: Director Development of Place and Head of Housing Delivery.	Portfolio Flag: Communities.			Strategy Theme: Fair and Inclusive.				

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

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

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

Corporate Risk Register as at June 2020 – Threat Risks to the achievement of Bristol City Councils Objectives.

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



Corporate Risk Register as at June 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>OPP1: One City Approach.</b></p> <p>The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> <li>• Mayoral aspiration and widespread partner sign-up to the principle.</li> <li>• Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan.</li> </ul>	<p>We have Launched the One City Plan v1 in January 2019.</p> <p>We have funded the core City Office staff team for 2019/20 (April 2019).</p> <p>We appointed to the Head of City Office role, 2x Operational and Stakeholder Engagement Managers, a SDG Coordinator and a sequence of interns, work experience and external offers of resourcing to support the initiatives.</p> <p>We have established all One City Boards.</p> <p>We have agreed the top three priority One City projects for 19/20 and are actively supporting these.</p> <p>Aligned internal resourcing for One City Plan development with our review of Partnership Policy (see CRR21) to ensure a joined-up approach.</p> <p>Established the leadership framework with a regular meeting pulse and associated governance mechanisms.</p> <p>We have launched the One City Plan refreshed 2020 version in January 2020.</p> <p>As part of the response to Covid-19, a One City Approach has been used to coordinate a 'One City' response, helping to bring together leaders from key city institutions around shared priorities, using relationships developed through the work of the City Office to improve stakeholder engagement and communications.</p>	↔	3	7	21	<p>Due to Covid-19, the potential for local sponsorship for the City Office is likely reduced; there may however be other funding opportunities available at a national or international level</p> <p>Have implemented the citywide governance structure including establishing the Economy Board, Environment Board and the associated city Climate Advisory Committee. All boards have now met and are refreshing their contributions to the One City Plan.</p> <p>We are taking part in the European Capital of Innovation awards again in 2020, aiming to win further financial funding for the One City Approach.</p> <p>A One City Approach is being taken to support Covid-19 Economic Recovery planning via the One City Economy Board. It is also supporting partnership engagement in the Local Outbreak Management process.</p>	4	7	28
Risk Owner: Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at June 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>OPP2: Corporate Strategy.</b></p> <p>The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> <li>• Approved Corporate Strategy provides the foundation and direction for the organisation.</li> </ul>	<p>We have approved and adopted the Corporate Strategy 2018-23 and the Business Plans and Performance Frameworks for 2018/19, 2019/20 and 2020/21 through appropriate Decision Pathways.</p> <p>Re-launched and completed 'My Performance' reviews for all colleagues including annual objective setting linked to the Corporate Strategy and Business Plans.</p> <p>Designed and launched an integrated business planning approach for 2020/21, linking financial planning, service planning, Risk Management and performance management more closely and from an earlier starting point.</p> <p>The LGA Corporate Peer Challenge completed, providing fresh learning opportunities to improve our approach.</p> <p>Leadership Framework introduced and senior management posts recruited against it.</p> <p>Completed six-monthly performance reviews in ITrent.</p> <p>We learned from last year's business planning process and have made improvements for 2020/21. This was launched formally in September 2019.</p>	↔	4	7	28	<p>Due to Covid-19 pandemic we have had to postpone publication of the Corporate Business Plan 2020/21 and this will be carried out in Q1 and Q2 2020/21 to accommodate new priorities.</p> <p>Running an integrated business planning approach for 2021/22, linking financial planning, risk management, service planning and performance management more closely and from an earlier starting point. This will be critical as this iteration of the Business Plan will also serve as the council's continued Covid-19 recovery plan.</p> <p>Following up roll-out of ITrent for performance.</p>	4	7	28
Risk Owner: Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at June 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>OPP3: Devolution.</b></p> <p>Should the potential arise for opportunities from a region’s devolving, second devolution deal that could lead to an opportunity to align the Council’s corporate priorities and strengthen regional partnership working.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> <li>• Potential development of second devolution deal.</li> </ul>	<p>We have continued engagement with WECA; but with recognition that focus has been placed more on a proposed housing fund. The national uncertainty around long term government funding and approach has decreased the opportunity slightly (Q1 19/20), but this has recovered given the opportunity around a potential 'powerhouse' for the West of Britain, which has early positive momentum. (Q2 2019/20).</p> <p>We worked with partners to establish a cross-border economic powerhouse for western England and south Wales, the Western Gateway, an entity similar to the well-established Northern Powerhouse. We have supported the creation of a Secretariat for the Western Gateway powerhouse and will continue to engage partners and HM Government on this project. A review of governance options for the partnership has been conducted by Deloitte and its recommendations accepted by the Western Gateway.</p>	↔	3	5	15	<p>We are engaging with HM Government and WECA as well as working alongside other combined authorities and core cities on potential devolution options. There are risks that devolution takes a different turn following Covid-19 pandemic.</p> <p>We will continue to engage with WECA at strategic level.</p> <p>We will continue to engage with HM Government as it shapes its devolution White Paper anticipated in autumn 2020, and also in light of its Comprehensive Spending Review and its interests in the Western Gateway powerhouse.</p> <p>We will continue to support the Western Gateway, including contributing to an Independent Economic Review during 2020.</p>	3	7	21
Risk Owner: Chief Executive.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at June 2020 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>OPP4: Brexit.</b></p> <p>If exiting the European Union provides benefits, such as increased domestic concentration of power, this may lead to opportunities for this to be harnessed at a local or regional level.</p> <p>Key potential causes for enhancing and exploiting:</p> <ul style="list-style-type: none"> <li>• Exiting the European Union.</li> </ul>	<p>BCC published a No Deal Impact Assessment and established a Brexit Project Board to manage the council's preparedness. The opportunity score reflects the highest opportunity score as set out in the No Deal Impact Assessment. Preparing for Brexit outcomes post-transition phase. Q2 2019.</p> <p>Established a city Brexit Response Group and met since 2016.</p> <p>Met Michel Barnier in Brussels with the Core Cities.</p> <p>Been monitoring the environment; including news of threats from large local employers of leaving UK.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Participating in MHCLG events and national working group of local authority representatives.</p> <p>We continue to work with Core Cities and M8 leaders on concerted joint efforts.</p> <p>We have formed a Brexit Project Board for internal preparedness and provided updates to all Members on preparedness work.</p> <p>We have agreed terms of reference for a Brexit Coordination Group to manage daily operations in the event of a No Deal exit.</p> <p>We have re-established regular Brexit Project Board meetings as of Q1 2020/21.</p>	↔	1	5	5	<p>We are monitoring the issue on an ongoing basis. We have further meetings of Bristol Brexit Response Group and Brexit Project Board.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Promoting the Western Gateway a post-Brexit opportunity to bring additional investment to the region and city.</p> <p>Engaging HM Government on Brexit preparedness and key issues such as future funding arrangements.</p>	1	5	5
Risk Owner: Chief Executive.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Key External Risk and Civil Contingency Risks to note

Corporate Risk Register as at June 2020 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>BCCC1: Flooding.</b></p> <p>There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Tidal surge, heavy rainfall, and river flood events.</li> <li>Impact of climate change.</li> <li>Lack of effective flood defences and preparedness for major incidents.</li> <li>Failure of existing flood defences.</li> </ul>	<p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire.</p> <p>Work has started with the Environment Agency and South Gloucestershire Council to construct new sea defences in Avonmouth and Severnside.</p> <p>Technical studies have been undertaken to develop a strategy for managing the risk of flooding from the river Avon to the city centre over the next century</p> <p>Working with emergency services, local authorities and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves, regular maintenance and clearing programs of gullies and culverts, especially in the event of storm warnings.</p> <p>Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy.</p>	↔	3	5	15	<p>There is sustained resourcing and delivery of all actions in LFRMS over life of strategy. Strategy includes the following key projects and objectives:</p> <ul style="list-style-type: none"> <li>Working in partnership with the Environment Agency to complete and deliver the Bristol Avon Flood Risk Management Strategy to protect the city centre, including allowances for climate change.</li> <li>Working in partnership with South Gloucestershire and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including allowances for climate change.</li> <li>Actively managing flood risk infrastructure.</li> <li>Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change.</li> </ul>	3	3	9
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy of Place, Flood Risk Engineer.		Portfolio Flag: Energy, Waste and Regulatory Services.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.			

Corporate Risk Register as at June 2020 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>BCCC2: Brexit</b></p> <p>The risk that Brexit (and any resulting 'deal' or 'no deal') will impact the local economy, local funding and delivery of council services, and that uncertainty around Brexit could impact our ability to accurately assess or plan for potential positive or negative outcomes.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Exiting the European Union.</li> <li>Lack of agreed Trade Deal and/or a defined permanent future relationship with the EU.</li> <li>Unprecedented and complex national / international process.</li> <li>Lack of planning by the authority.</li> </ul>	<p>We have established and operated a city-wide Bristol Brexit Response Group.</p> <p>Working with Core Cities and M8 leaders on concerted joint efforts, including meeting Michel Barnier.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Developed a BCC Brexit No Deal Scenario Assessment to inform action planning, then refreshed it in Q2 2019/20.</p> <p>Participation in MHCLG events and national working group of local authority representatives.</p> <p>Formed Brexit Project Board to take forward preparedness actions and met consistently to drive progress.</p> <p>Agreed funding for key areas for mitigation work.</p> <p>Established TOR for a Brexit Coordination Group to manage daily activity in a No Deal scenario (Jan 2019) and tested (Mar 2019).</p> <p>Established regular meeting of Brexit Lead Officers from neighbouring authorities and WECA to share approaches and best practice Sep 19.</p>	↔	3	7	21	<p>The General Election result in December 2019 led to a vote in Parliament to leave the EU. The transition phase is due to last until end of December 2020.</p> <p>We are monitoring developments concerning Brexit since the Covid-19 crisis broke. As this is an external risk, it is challenging to assess, and is changing very frequently.</p> <p>The Brexit Project Board to ensure preparedness for any Brexit outcome following the transition and work has been carried out on actions which can be taken in any future scenario. This is monitored by the Project Board (which now meets on needs-to basis and reported to Statutory and Policy Board.</p> <p>The risk rating remains high due to ongoing national uncertainty and on the basis of the highest score in the council's No Deal Scenario Assessment. We continue to implement actions identified through No Deal Brexit Scenario Assessment as required.</p> <p>Continued internal Brexit Project Board to oversee BCC preparedness and respond with agility to changing circumstances.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Continue engagement with all relevant government departments and partners to ensure sectoral/organisation risks are communicated and mitigations proactively suggested.</p> <p>Continue to meet with neighbouring Brexit Lead Officers and plan further actions together, including shared initiatives.</p> <p>Taking forward a range of actions set by Brexit Project Board.</p>	2	5	10
Risk Owner: Chief Executive, Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Corporate Risk Register as at June 2020 – External / Civil Contingency Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>BCCC3: COVID-19</b></p> <p>A failure to respond and recover effectively to the Covid crisis will jeopardise the delivery of statutory duties across the Council, put the lives and welfare of staff and service users at risk, create additional social anxiety, cause unnecessary expense, undermine Council finances and severely damage the Council's reputation.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Staff sickness, absence and bereavement.</li> <li>Surges in demand in key service areas, particularly social care, safeguarding, housing, community engagement, hardship, public health and civil protection.</li> <li>A lack of personal protective equipment for staff and providers.</li> <li>Increased social anxiety and community tension.</li> <li>Failure of key providers and contractors.</li> <li>A lack of management control and oversight associated with home working.</li> <li>Failure to identify and seize opportunities.</li> </ul>	<p>The Council has moved at pace to change the way that it works across every Directorate and Service area:</p> <ul style="list-style-type: none"> <li>An Incident Management Team has been operating since the outset of the pandemic crisis, coordinating the response and managing emerging risks and issues, including twice weekly Silver meetings and a wide Coronavirus Coordination Group.</li> <li>Twice weekly CLB/Gold meetings are taking place.</li> <li>Mayoral and Member briefings are being held regularly.</li> <li>6 'cross-cutting' cells have been established covering: Info and communications, Logistics (incl. PPE), HR and staff redeployment, IT and homeworking, Public Health and finance and funding.</li> <li>13 workstreams are underway covering: Community Safety, Children and Families, Community Mobilisation, Hardship, Public Facing Services, Education, Waste, Housing and Landlord Services, Homelessness and Complex Needs, Adult Social Care, Economic Impact, Parks and Green Spaces and After Death.</li> </ul>	↔	4	7	28	<ul style="list-style-type: none"> <li>Work on the transition out of 'lockdown' is underway.</li> <li>Work on the recovery structure is underway.</li> <li>Project Health Check' looking at the sustainability and governance of the above, including a Covid Operational Risk Register - risks associated with the Covid Emergency, has been completed, regularly monitored and actioned.</li> </ul>	2	7	14
Risk Owner: CLB (For discussion at G&R EDM).	Action Owner: Director Resilience (For discussion G&R EDM).	Portfolio Flag: Corporate wide.	Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.						

**Threat Risk Performance Summary**

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

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Threat Risk Performance Summary				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
13	CRR23	Adult and Social Care (ASC) Transformation programme 2020/21 – 2021/22 (Previously Better Lives Programme)	Executive Director People and Director Adult Social Care			2x5=10	New						
11	CRR21	General Data Protection (GDPR Compliance)	Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO)	2x5=10	↔	2x5=10	↔						
14	CRR24	Procurement and Contract Management failure to deliver value for money	Director of Finance (S151 Officer)	3x5=15	↔	2x5=10	↑						
12	CRR22	Partnerships Governance	Director Policy, Strategy & Partnerships	2x3=6	↔	2x3=6	↔						
16	CRR30	Failure to deliver Bristol City Council's wider Clean Air Plan. Communication/engagement with stakeholders does not result in sufficient behavioural change (excluding traffic clean air zone)	Executive Director Growth and Regeneration, Director Development of Place.	2x3=6	↔	1X3=3	↑						

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

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

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

## Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain	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.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management (Including developing commercial enterprises)	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.



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

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

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Corporate Risk Report Q4 - Information Item
				Performance Report Q4 - Information Item
<b>August 2020</b>				
				<b>26/08/2020 2.30pm</b>
				Air Quality / Clean Air Plan Update
				2020-21 Corporate Business Plan (Covid-19 Recovery Edition)
				Scrutiny Work Programme
				Q1 Performance Report
<b>September 2020</b>				
	<b>Sept / Oct Date TBC</b>	<b>14/9/20 5.30pm</b>		
Page 114		Annual Business Report		
		Housing Delivery Update		
		Mayor's Climate Emergency Action Plan		
		Planning for the Future - White Paper		
		Performance Report		
		Risk Report		
<b>October 2020</b>				
<b>22/10/2020</b>	<b>15/10/2020 10.30am</b>		<b>21/10/2020, 3pm</b>	<b>5/10/2020 3pm</b>
Annual Business Report	Annual Business Report		Annual Business Report	Bristol Energy – Position Statement
Public Health Update Within Context of CV19 Effect on BAME Communities	Homelessness Support		Council Tax Reduction Scheme and Council Tax Base Report	Clean Air Zone - Update
Update on Upcoming Mental Health Strategy	Moving Forward Together		Collection Fund - Financial Surplus/Deficit Report	Corporate Risk Report
Performance Report	Performance Report		Finance Monitoring Report	Finance Task Group - Update
Risk Report	Risk Report		Performance Report	Call In Chairing Arrangements

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
			Risk Report	Cabinet Reports, 6 <sup>th</sup> October 2020
<b>November 2020</b>				
				<b>2/11/2020 3pm</b>
				Scrutiny Working Groups - Feedback
				Advertising & Sponsorship Policy
				Covid-19 update - Information Item
				<b>30/11/2020 3pm</b>
				TBC
<b>December 2020</b>				
<b>14 December</b>	<b>7/12/20, 5pm</b>		<b>16/12/2020, 3pm</b>	
Public Health Update	Decarbonisation of Residential properties		Commercialisation and Innovation (TBC)	
People Scrutiny Working Group Findings	HMO's / Licensing		Community Bank (TBC)	
Review of SEND Evidence Day Findings and Recommendations			Legal Services Strategy (progress update)	
Alternative Learning Provision (Including Hospital Education)			Finance Monitoring Report	
Levels of NEETs, Apprenticeships and Opportunities for Young People			Performance Report Q2	
<b>January 2021</b>				
		<b>Jan Date TBC</b>	<b>Jan Date TBC</b>	<b>18<sup>th</sup> January, 4pm</b>
		Temple Quarter / Temple Meads and St Philips Master Plan	Budget Scrutiny	Companies Business Plans
		Temple Island	Risk Report	Corporate Risk Report
		City Centre Framework		Performance Report
		Western Harbour Update		

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
		Performance Report		
		Risk Report		
<b>February 2021</b>				
	<b>8/2/21, 2pm</b>			
	Future Parks			
	Waste			
	Building Security and Safety regulations			
<b>March 2021</b>				
<b>8 March 2021</b>		<b>March Date TBC</b>		
Public health update		Strategic Transport Plans (details TBC)		
Healthy eating		Local Rail / Metrowest (details TBC)		
Children In Care, Adoption and Fostering				
Adult Care – Older People: Legislation				
<b>Items to be scheduled</b>				
<ul style="list-style-type: none"> <li>Quarterly Performance Reports</li> <li>Twice yearly Risk Reports</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Performance Reports</li> <li>Twice yearly Risk Reports</li> </ul>	Bristol Local Flood Risk Management Strategy, including River Avon Flood Strategy	IT Transformation Programme (TBC)	Review of Company Accounts – Dec (TBC)
	Community Safety Partnership Needs Analysis (Feb*)			HSID review – postponed until further notice.
		Economic Recovery (pre-scrutiny, Sept )		Bristol Energy
				Covid Recovery Plans – Cabinet reports for information only unless items for discussion

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