

# Communities Scrutiny Commission Agenda



**Date:** Monday, 8 February 2021

**Time:** 2.00 pm

**Venue:** Virtual Meeting

## **Distribution:**

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

**Issued by:** Bronwen Falconer, Democratic Services  
City Hall, 3rd Floor Deanery Wing, College Green, Bristol, BS1 5TR  
Tel: 0117 9037786  
E-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)  
**Date:** Friday, 29 January 2021



# Agenda

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

**(Pages 4 - 5)**

**2. Apologies for Absence**

**3. Declarations of Interest**

**4. Minutes of the Previous Meeting**

**(Pages 6 - 12)**

**5. Action Tracker**

To follow.

**6. Chair's Business**

**7. 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 Tuesday 2<sup>nd</sup> February.

**Petitions and Statements** - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on Friday 5<sup>th</sup> February.

**8. Waste: Themes of a new strategy**

**(Pages 13 - 28)**

**9. Future Parks**



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|---|--------------------------|
| <b>10. Estate Safety</b>                                      | <b>(Pages 29 - 89)</b>   |
| <b>11. Community Safety Partnership Needs Analysis Update</b> | <b>(Pages 90 - 98)</b>   |
| <b>12. Corporate Risk Register Q3</b>                         | <b>(Pages 99 - 104)</b>  |
| <b>13. Work Programme</b>                                     | <b>(Pages 105 - 134)</b> |
|   | <b>(Pages 135 - 140)</b> |



# Public Information Sheet

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(Access to Information) Act 1985

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## 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.

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## Bristol City Council Minutes of the Communities Scrutiny Commission

7 December 2020 at 5.00 pm



### **Members Present:-**

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

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

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

### **2. Apologies for Absence**

No apologies were received from the Communities Scrutiny Commission. The Growth and Regeneration Scrutiny Commission were invited for the joint item on Decarbonisation of Residential Properties, and apologies were received from Councillors Breckels, Brain, Brook and Weston.

### **3. Declarations of Interest**

No declarations were received.

### **4. Minutes of the Previous Meeting**

The minutes of the CSC meeting held on 15th October 2020 were approved.

### **5. Action Tracker**

The Action Tracker was noted. The action around consideration of the Bristol Impact Fund remained outstanding.



## 6. Chair's Business

The Chair noted that the meeting had a full agenda, and that the meeting was to proceed on the assumption that all reports had been read in full.

## 7. Public Forum

Public Forum questions and statements were published prior to the meeting and can be viewed [here](#).

Suzanne Audrey asked two supplementary questions directed at representatives of the Jubilee Pool working group, asking for a response to the Mayor's comment on the conclusions made by the group, and requesting an update that could be provided to the community. It was agreed that these questions were best responded to by individuals rather than on behalf of the Communities Scrutiny Commission.

A high number of public forum questions and statements were received in regard to HMOs and Licensing, and these were addressed in the relevant item. The Chair noted the volume of questions and thanked the Officers for the detailed responses provided.

Councillor Clive Stevens thanked officers for the comprehensive answers provided to his public forum questions, and asked to continue discussions outside of the meeting. This was agreed.

Andrew Waller presented his Public Forum statement on the HMO SPD as it related to enforcement.

Councillor Clive Stevens presented his Public Forum statement on the data collection around enforcement.

The additional public forum questions and statements were noted by the Commission.

**RESOLVED; That Jubilee Pool working group representatives respond to Public Forum supplementary questions, with the response copied to Chair of Communities Scrutiny Commission; and**

**That the Public Forum be noted.**

## 8. Decarbonisation of Residential Properties

The Executive Director for Growth and Regeneration and the Sustainable City and Climate Change Service Manager introduced the Decarbonisation of Residential Properties item. The published paper outlined the programme to decarbonise homes to achieve the city goals of carbon neutrality. The paper also highlighted cross cutting opportunities, such as the City Leap Energy Partnership, and the differing workstreams within Social Housing and Private Housing.



The Service Manager for Planned Programmes outlined the work undertaken within the Social Housing stock. Bristol compared well with other Local Authorities, with 70% of the housing stock listed as EPC rating A-C, however existing programmes were not forecast to achieve carbon neutrality by 2030, and this had prompted consideration of a number of different initiatives. Pilots for 2021 were planned with learning to be shared across teams and the region. A tenant advisory service was also created to support tenants in increasing efficiency and lowering costs.

The Programme Manager for Energy Service outlined the delivery work undertaken in Private Housing. Bristol was in a relatively good position, having reduced carbon emissions across the city by 23%, which was above the national average. Some supply chain problems were encountered with the Green Homes Grant voucher scheme, and WECA had commissioned a research piece to help stimulate this. A local bid had been submitted to The Green Homes Grant Local Authority Delivery Scheme (LADS) for retrofitting across the city. A support service for fuel poverty was also commissioned, and a Fuel Poverty action plan was developed to sit alongside the decarbonisation strategy.

Members were invited to ask questions.

Members asked about the relationship between tenants and leaseholders, and what measures would be needed to retrofit in those situations. Officers stated that tenants would be consulted on the recharge for any work undertaken; recharges would depend on the terms of leases. It would become more difficult in areas with adjoining owner occupiers where it would be necessary to work with contractors to see if this could be offered to the owner occupiers.

Members welcomed the evaluation of heat pumps. Officers noted that improvements made by heat pumps were variable dependant on the type of property, ie. they were not suitable replacements for gas on their own, but could be appropriate combined with other measures such as insulation. The strategy noted that addressing fuel poverty and reducing tenant's bills was also a key driver, not just improving carbon efficiency.

Members expressed enthusiasm for the initiative with Energiesprong and asked for further details in how pilot properties would be selected. This would initially be in pairs of properties, potentially in larger clusters. The approach would be to develop the supply chain; while the pilots would be more expensive and would require support from grants, the long term intention was for a cost neutral scheme through mass production.

A typo was noted in paragraph 4.2.3. In the sentence 'for low income buildings with a combined income of £30k pa' this should read 'below £30k pa'.

The report noted that some tenants had reported issues with heat pumps, and Members asked for further information around this. Reported issues were around the timing and use of the system, and perception of cost. A study was conducted in response to complaints which led to adjustment and servicing of the pumps. Members welcomed the approach to complaints raised.



A Member invited the team to consider visiting properties in Stockwood.

Members noted that the decarbonisation programme required an initial capital outlay followed by longer term funding, and asked what the long term picture of this would look like. Officers noted that savings produced would be reflected in lower utilities bills for tenants so would not be returned to the same pot. The pilots, particularly around Energiesprong, would help to firm up the long term picture. The City Leap partnership would also provide opportunities for the future. Stimulation of the market and innovations in delivery would both bring costs down and increase capital to meet costs. The Executive Director emphasised that the pilots and initiatives outlined were designed to demonstrate what may be possible, not necessarily what was cost effective at that stage.

Members supported the 'whole house' approach. There was discussion of the two strands of work around reducing carbon and bringing homes up to the energy performance A-C rating as minimum standard, and the benefits of a whole house plan that would address all action required to maximise efficiency and minimise costs.

Members noted the complex nature of the work taking place across multiple sectors, and asked how City Leap as a partner would have an impact across the different work strands. Officers agreed the complex nature of this; the intention would be for City Leap to bring different aspects for different work strands. Where Bristol City Council controlled social housing stock City Leap would be expected to bring access to capital knowledge, technology and innovative working practices. City Leap would also bring commercial opportunities for the private rented sector and identify opportunities for further government funding.

Officers were thanked for the report and the valuable discussion.

## 9. HMOs and Licensing

The Service Manager for the Private Housing Sector, the Service Manager for Development Management and the Team Leader for Neighbourhood Enforcement attended for the item on Houses of Multiple Occupancy (HMOs) and Licensing.

The Service Manager for the Private Housing Sector provided an overview of how teams within Bristol City Council worked to manage Houses of Multiple Occupancy. The provided report contained information on property licensing, enforcement on both licensed and unlicensed HMOs, planning controls, and related issues such as waste and noise. The number of HMOs in Bristol had risen since 2011, with an impact on the private rented sector and local communities. As a result the Council had introduced measures to improve standards in property licensing and new planning controls through Article 4 and the recent SPD. These were not interdependent, which could give the impression that work was not joined up. Officers noted that the impact of these measures may take time to demonstrate. Both Planning and Housing teams were willing to work together in sharing data and improving standards.

Members were invited to ask questions.



Members asked whether core cities and the LGA had been engaged on this as a national issue. Officers confirmed this had been brought to the Core Cities Private Housing Group which recognised this as a common problem but noted some concern over whether there would be unintended consequences in linking Planning and Licensing.

Members queried why enforcement in property appeared to be treated more leniently than other types of fine incurring behaviours. Officers stated that enforcement action within housing resources had to be focused on the worst offenders. However, landlords were frequently taken to court where necessary and a recent example was provided. There was a delay in the court process at the time. Tenants also had their own recourse, and Bristol City Council would support and encourage tenants with rent repayment orders. Unlicensed landlords could not evict tenants.

Members noted the points raised in the Public Forum statements around enforcement and whether the team was sufficiently resourced. Officers provided a breakdown of the resources available and focus; prioritisation was given to statutory obligations. One of the benefits of increasing the number of licensed properties was ensuring that landlords were identifiable and therefore faster action could be taken.

The property licencing scheme was cost neutral and was accounted and paid for through licensing enforcement, but could not be used for other funded activities.

Members asked for clarification of enforcement powers, particularly around identifying responsibility for, for example, waste issues in rented properties. Officers stated that responsibility lies with the actions of the individual; the person who deposited waste is responsible, but once a tenant moves out the landlord is obliged to address the waste where it is necessary to do so.

Members asked for Officers thoughts on what would be welcomed to help empower the teams addressing the issues. Officers suggested that a simplification of the existing legislative framework in order to enable action to be taken at speed would be beneficial.

Members asked how much of the funds generated through fines would be returned to Bristol City Council. These funds would not be returned to Bristol City Council once the case had proceeded through Courts. However, a new power under the Housing and Planning Act 2016 allowed for civil penalties that applied to property licensing and income was ringfenced for enforcement activities.

Members asked how many times the enforcement power listed under paragraphs 22.4-22.7 (enforcement) and 23.10 (EPA) had been utilised. Officers agreed to provide this information.

Members noted the valid points raised through the Public Forum statements. Officers agreed to review these and provide comments.



The Chair suggested that the topic be reconsidered for Scrutiny in a future municipal year. This was noted. It is not confined to a student issue.

The Officers were particularly thanked for a thorough report and comprehensive responses to Public Forum.

**RESOLVED; That Officers provide information on how many times the recommendations and powers listed under paragraphs 22.4-22.7 (and 23.10 (EPA) have been utilised; and**

**That Officers comment on the Public Forum Statements related to the HMO item.**

## **10 Wildlife Management: Discussion with Cabinet Member**

The Cabinet Member for Climate, Ecology and Sustainable Growth was invited to a discussion on wildlife management and the wider approach to the Ecological Emergency.

Members had heard positive things about Parks management, but also received reports that the contracts in place may be complex, potentially locking in to a type of approach around, for example, verges.

The Cabinet Member noted that approaches to verges vary, with different mowing times dependent on the area. There was an issue around communications with the public; the change from cut verges to a less managed approach could create the perception of neglect, and there had been instances where staff were abused by members of the public.

The Parks Development Manager added that moving from an amenity cut to something better for wildlife required certain considerations. In terms of contracts most verge cutting took place in-house so there was a degree of flexibility with this, with an exception being an agricultural works contract that cuts meadows rather than verges. Part of the move towards a more wildlife friendly approach required a change to the machinery used in order to remove the risings which would traditionally be left in situ. It was estimated that this would have the necessary impact on soil after around three years. Consideration was needed around the programme to change machinery, the approach, and messaging with the public. The team was looking at potential sites to develop the details.

The Ecological Emergency programme and strategy was discussed. Bristol was the first city in the UK to announce an Ecological Emergency in February 2020, with the Climate and Ecological Emergency programme brought to Cabinet later in the year. This sits within the One City approach. A full action plan was anticipated by March 2021.



Members requested sight of the draft Ecological Emergency paper to be shared with the Commission for comment prior to the finalised document progressing to Cabinet. This was agreed.

Members noted that Bristol City Council conducted a trial on being glyphosate free in some areas across the city. The conclusion was not to end its use, but there is now a One City target to reduce its use. Officers stated that options are being reviewed to meet this target.

Members requested consideration of the use of leaf blowers due to the impact on biodiversity. The noise could also negatively affect people with autism. The Cabinet Member noted these concerns.

A member raised the issue of fly tipping and habitat. The Cabinet Member noted this. Officers added that the appearance of some spaces that were deliberately being left to support biodiversity gave the erroneous impression that the land was 'neglected'.

Members asked if there were opportunities to be more pro-active, particularly in supporting insect life. It was confirmed that insects as pollinators are high on the agenda, and the Cabinet Member noted the point for further consideration. This is a collaborative approach and input had been sought from organisations such as Avon Wildlife Trust and the National History Consortium.

The Cabinet Member and Officers were thanked for their attendance and the discussion.

**RESOLVED; That the draft Ecological Emergency action plan paper be shared with the Commission for comment prior to the finalised document progressing to Cabinet; and**

**That the Cabinet Member note the comments raised by Members for consideration alongside the Ecological Emergency action plan.**

## **11 CSC Performance Report: Q2**

The Performance report was noted for information. The Chair noted that the impact of Covid-19 had affected some Key Performance Indicators.

## **12 Work Programme**

The Work Programme was noted for information.



# Communities Scrutiny Commission

## 8 February 2021



**Report of:** Executive Director of Growth and Regeneration

**Title:** Waste: Themes of New Waste Strategy

**Ward:** City-wide

**Officers Presenting Report:** Ken Lawson, Nick Carter

**Recommendation:**

- That the Communities Scrutiny Commission note and comment on the themes and targets for the development of a new Waste Strategy
- That the Communities Scrutiny Commission provide feedback on their key priorities for the new Waste Strategy





# Scrutiny update - Waste Strategy Themes

Feb 2021



## Background

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### Waste and Recycling

- Leading English Core City with Recycling rate of 47.5% in 2018/19;
- Undertake 15m doorstep collections per year;
- Offer full suite of material on recycling collection;
- Collect 182,000 tonnes of municipal waste with 87,000 tonnes of recycling;
- New reuse shop at Avonmouth and further shop at new Hartcliffe Reuse & Recycling Centre;
- Long Term treatment contracts in place for residual waste.

### Street Cleansing

- Award winning litter campaign and community promotions;
- Investment in equipment and support for local communities;
- Big Tidy intervention project;

### Overarching Strategies

- One City Plan
- One City Climate Strategy
- Towards a Zero Waste Bristol: Waste and Resource Management Strategy

## Current Targets

•Reduce Waste - Reduce the amount of food waste going into residual waste (black bin) from almost 40% to 10% by 2025

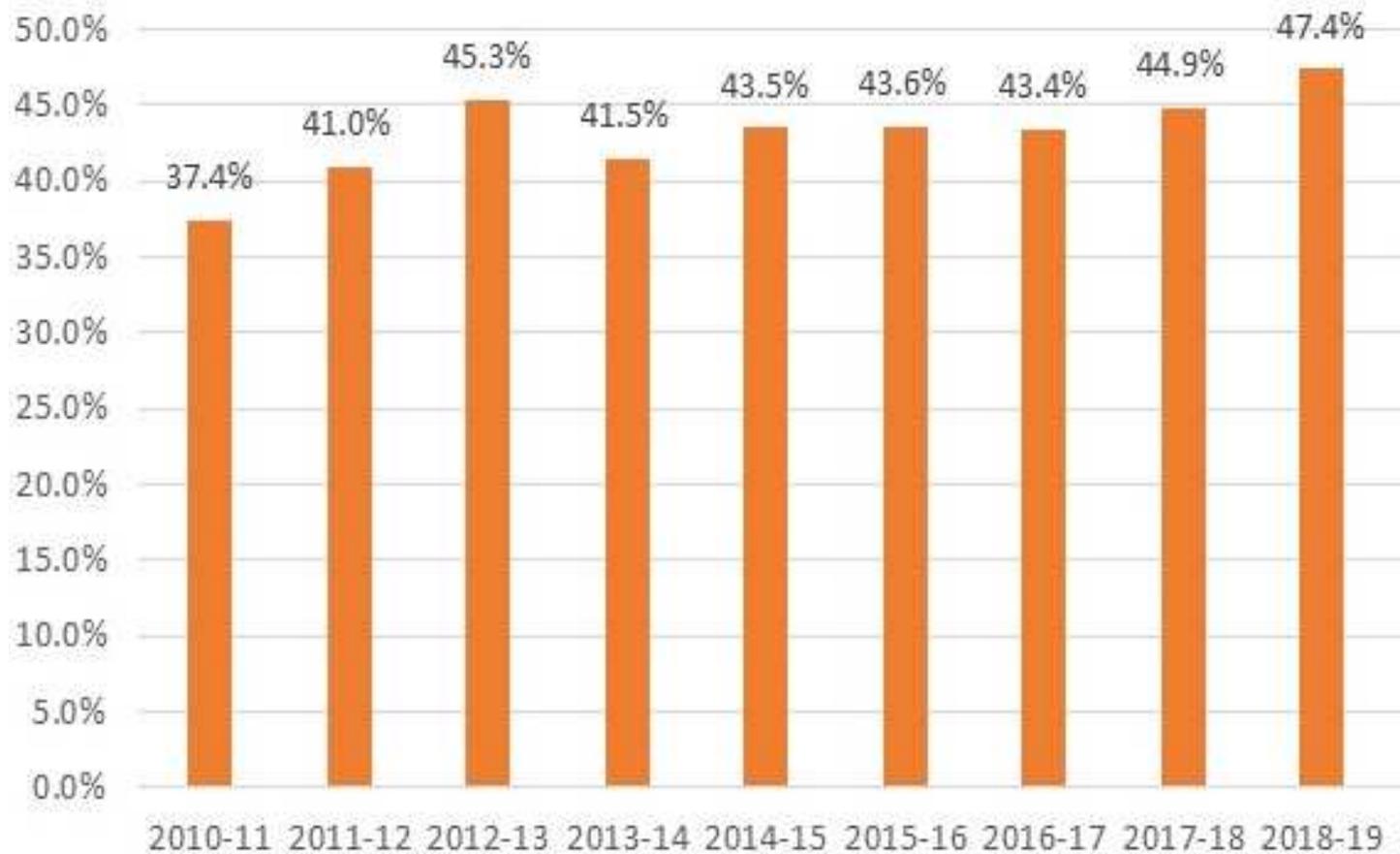
•Reduce Waste - Send less than 5% of residual untreated municipal waste to landfill by 2030

•Reduce Waste - Work to produce the lowest amount of residual household waste per person of any UK Core city with the aspiration of reducing current levels to below 150kg/person per year

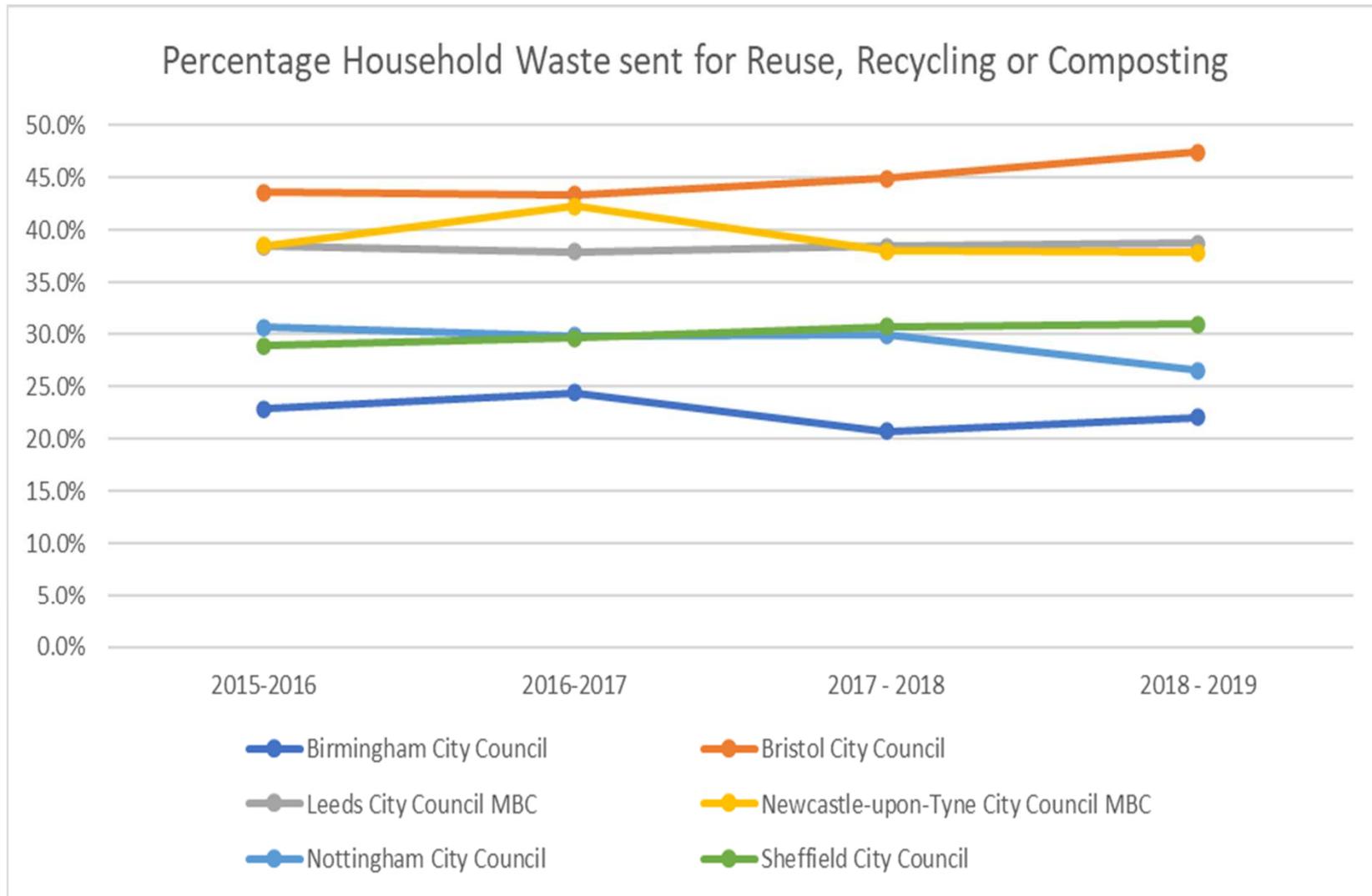
•Increasing value - Increase the percentage of household waste sent for recycling, reuse and composting to 50% by 2020 and 65% by 2030

•Improving place – Achieve Local Environmental Quality targets and maintain a continual improvement approach

Percentage of household waste sent for reuse, recycling or composting



## Background



# Waste Strategy Themes



## Climate

- Support BCCs vision of becoming carbon neutral and climate resilient by 2030

## Circular Economy

- Reduce the amount of waste generated to below 150kg/person per year by 2025, as well as work with our residents to refuse, reuse, repair and recycle

## Reducing Waste

- Send less than 5% of residual untreated municipal waste to landfill by 2030
- Reduce the amount of food waste going into residual waste (black bin) from almost 40% to 10% by 2025.

## Reuse and Repair

- Work to make reuse more accessible by developing a reuse shop at our new HRRC and investigating opportunities for a reuse hub

## Recycling

- Aspire to recycle and prepare for reuse (including composting) 50% by 2020 and 65% by 2030

## •Place

- Equip our teams with the right tools and policies to enhance place, improve pride in our local area, support people to understand their roles and responsibilities and enforce where necessary

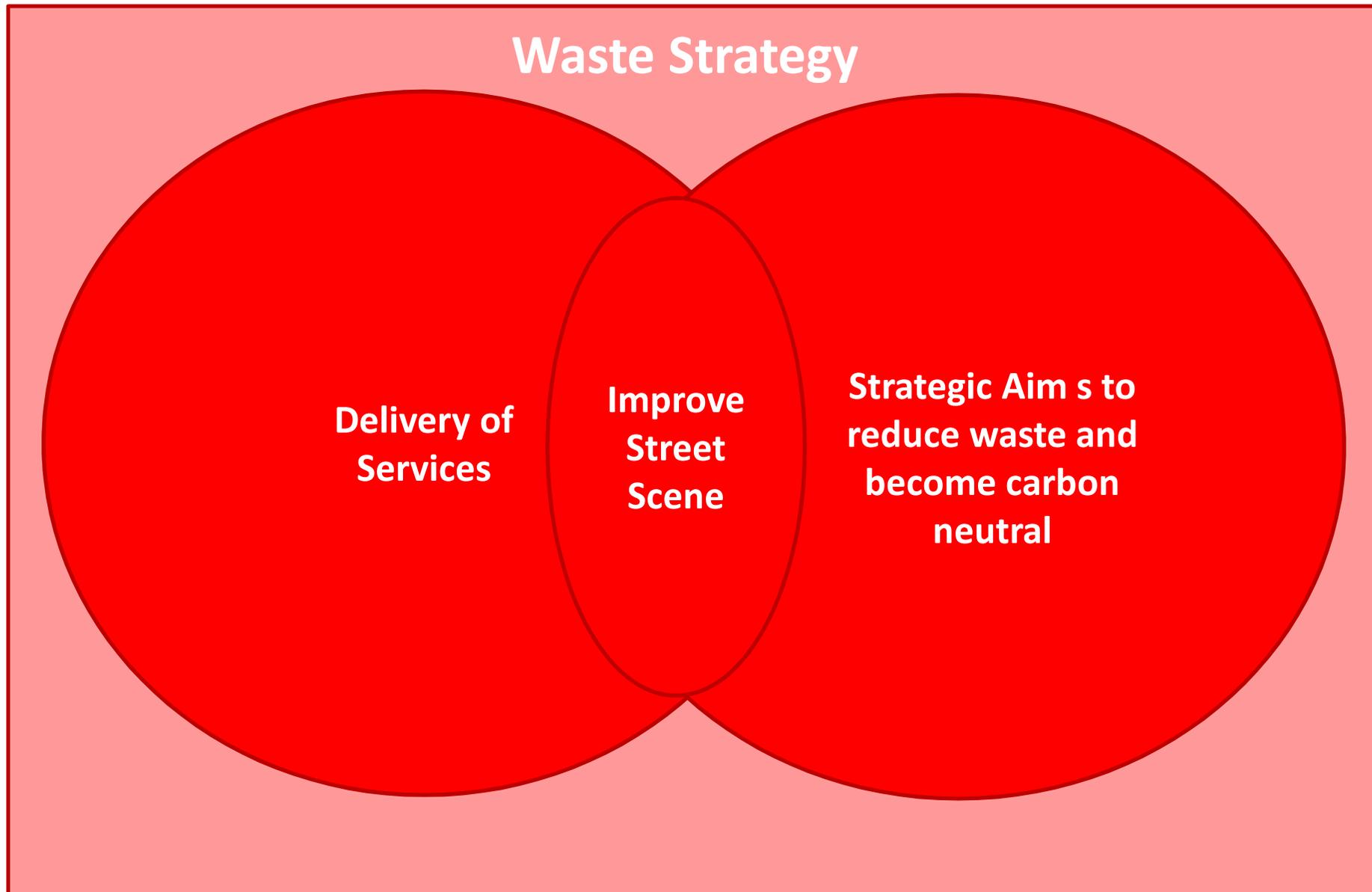
## •Community engagement

- Communicate frequently and widely on waste and recycling issues and seek to engage all our communities
- Use a blended approach of in-person and online communications. For in-person engagement we will speak to 70,000 residents/businesses per year

## •Services and Infrastructure

- Always consider the costs and benefits of each service (waste and street scene), treatment and disposal option so that the option chosen is environmentally beneficial as well as flexible, effective and affordable.
- Encourage investment within the Bristol City Council area to stimulate development of a world leading resource hub.

## What the Strategy covers



## Reduce, Reuse & Recycle Challenges

Both the main targets – 150kg of waste per person & recycling rate of 65% represent big challenges for the following reasons:

- COVID has increased the amount of waste collected from the doorstep collections;
- Encouraging residents to reduce their waste very complex;
- Providing effective recycling service to flats (from flats above shops to tower blocks) – over 1,000 locations with blocks of flats – One size does not fit all;
- Engendering behavioural change of hard to reach residents;
- Establishing an economically viable circular economy and expanded reuse network in Bristol; &
- Impact of future legislation.



## Reduce, Reuse & Recycle Priorities

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- Improve data to identify areas where biggest impact can be achieved;
- Targeted Recycling Campaigns based on carbon benefit and waste composition;
  - Food;
  - Textiles;
  - Plastic;
  - Waste Electronic and Electrical Equipment;
- Prioritise improve recycling provision for flats including:
  - Improved container provision , ease of access & signage;
  - Consistent and engaging messaging;
  - Tailor service to local street scene – minimise negative impacts;
- Maximise reuse and recycling at the Reuse & Recycling Centres ;
- Consistent and engaging messaging, including schools;
- Explore and adopt carbon model to monitor performance; &
- Circulate Economy – review and identify opportunities to encourage and promote trading of materials with businesses providing ease of access to residents.

## Greening Waste Infrastructure & Services Challenges

### Infrastructure

- Need more processing capacity in the South West including plastics to reduce miles transported;
- Long term Energy Recovery contracts in place;
- Capacity for bulking and storage of recycling;
- Development of recycling market.

### Services

- Vehicle fleet have 7 year lifespan;
- Large number of student and HMO properties;
- Topography, type of housing stock (Georgian) and flats above shops; and
- Increased pressure on recycling collections;



## Greening Waste Infrastructure & Services Opportunities

### Infrastructure

- Encourage heat networks supplied by the Energy Recovery Centres in Avonmouth;
- Drive waste treatment up the waste hierarchy;
- Increase value of materials collected;
- Reducing transport;
- Encourage in recycling infrastructure investment; &
- Review bulking facilities capacity and locations.

### Services

- Review collections rounds to:
  - Work in village style;
  - Bulk at different locations; &
  - Address; and
  - Improved and tailored mini recycling centres and collections for flats above shops



## Improving Street scene Challenges

### Waste

- Deregulation of enforcement powers;
- Fly tipping on private land and different reporting methods;
- Enforcement power spread-out amongst different council departments;

### Graffiti

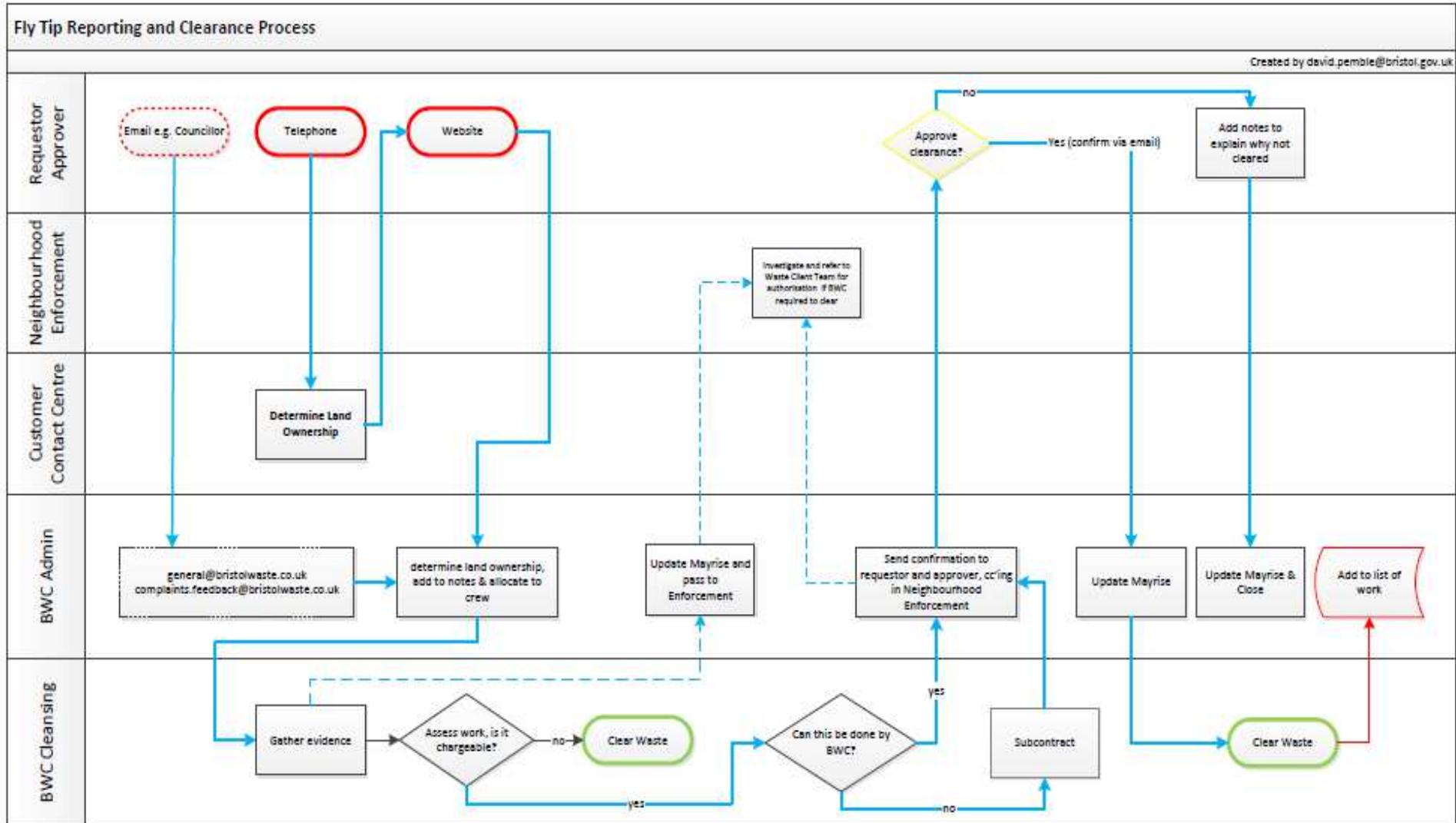
- Scale of the challenge;
- Cost of anti graffiti measures;
- Changing citizens attitudes ;

### Litter

- Changing residents behaviour;
- City centre is a vibrant destination for social gathering which creates peak in littering ; &
- Historic service structures and responsibilities.



# Fly Tipping Process



## Performance Indicators

| KPI   | August | September | October | November | December |
|---|--------|-----------|---------|----------|----------|
| Missed refuse collections per 100,000 properties    | 97.5   | 78.1      | 54      | 84       | 54.5     |
| Missed recycling collections per 100,000 properties | 93.5   | 93.5      | 86.4    | 67.5     | 63.6     |

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| % of reported fly tips removed in 48hrs | Jan | Feb | March | April | May | June | July | Aug | Sept | Oct | Nov | Dec |
|---|-----|-----|-------|-------|-----|------|------|-----|------|-----|-----|-----|
| 2019                                    | 97% | 95% | 96%   | 94%   | 95% | 93%  | 94%  | 98% | 91%  | 93% | 90% | 94% |
| 2020                                    | 93% | 94% | 93%   | 88%   | 90% | 80%  | 91%  | 97% | 95%  | 68% | 72% | 69% |

Please note in 2020 approximately 7% of fly tips were reported that were on private of un-adopted land.

### Waste

- Engender greater Civic pride within Bristol Citizens;
- Improved data led fly tip enforcement;
- Lobby for greater enforcement powers;
- Establish waste presentation standard for households, landlords and commercial properties;
- Consistent engagement and messaging for Universities and Students; Prioritise greater collaboration with council departments to amplify enforcement powers;
- Make residents aware of their duty of care ;&
- Identify ways to amplify the enforcement powers.

### Graffiti

- Minimise graffiti; coating, design of new developments;
- Work with schools;
- Engage with large infrastructures owners ;

### Litter

- Empowering communities to take responsibility for their ;
  - Explore targeted on the go recycling; &
-

# Communities Scrutiny Commission

## 8 February 2021



**Report of:** Growth and Regeneration – Parks Service

**Title:** Bristol Future Parks

**Ward:** City-wide

**Officers Presenting Report:** Hayley Ash

**Contact Telephone Number:** N/A

**Recommendation:**

For Scrutiny to comment on the Bristol Future Parks Accelerator Fund project.

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

In June 2019 Bristol City Council Parks and Green Spaces Service was granted £900,000 from the National Lottery Heritage Fund to run a 2-year innovation project aimed at:

Finding the right model that delivers high quality and sustainable parks and green space for Bristol; Contributing to the One City Plan: ‘everyone has access to an excellent quality green space within 10 minutes’ walk from home’ by 2036; And informing the emerging Parks and Green Space Strategy

This report will update on the progress of the project and discuss the next steps



## 1. Summary

1. In 2008 when the Parks and Green Space Strategy was adopted it identified that circa £80 million of investment was required to enable the city's parks and green spaces to reach an excellent standard. Since 2008 the service has secured circa £13 million to invest in parks and green spaces.
2. Following the period of austerity in 2010 this saw Local Government budgets being significantly reduced. The budget allocated to the parks and green spaces service saw the budget reduced from £5.96 million to £4 Million; approximately a 33% reduction.
3. Through the Quality of Life survey we have seen the satisfaction in the quality of Bristol's Parks decline over this period, from 83% in 2013 to 72% in 2019, with satisfaction only 53% in our 10% most deprived neighbourhoods (data captured from the Quality of Life report 2019/2020).
4. A project team led by Bristol City Council secured funding in 2019 from the Future Parks Accelerator Fund (National Trust, Heritage Lottery and the Ministry of Housing, Communities and Local Government) to pilot new approaches to sustaining the City's Parks and transform the way we manage parks and green spaces.
5. The project delivery (which has been affected by Covid 19 pandemic) is currently embarking on a change programme after which it will go into the Mid-point review. If successful and the project aims are still relevant to the Council, the project will receive further funding and 12 Months additional delivery time. The project has not been without its challenges as it's a new venture for the National Trust and they find the business model which local authorities operate under difficult to understand.

## 2. Purpose

6. The projects original aims were to transform the way we manage and use our parks. Key work packages include
  - a. Health: how do we make our parks and green spaces part of the solution to our city's health inequalities?
  - b. Community Development: working with local anchor organisations to encourage community action and volunteering within in our parks
  - c. Assets: a full asset review of the portfolio
  - d. Business opportunities: looking at both our current enterprises and how we can add value to our parks offer by including exciting new activities, whilst at the same time generating income to reinvest into the service
  - e. Expressions of Interest: inviting all sectors (business big and small, voluntary, health, investment and community sectors as well as individual citizens) to express an interest in what they would like to do in our parks, what they can bring to the table and how they would like to work with the Council
  - f. Nature
  - g. Communications and Marketing
  - h. Evaluation
  - i. Learning then informs the emerging Parks and Green Space Strategy
7. The Covid 19 pandemic has impacted upon the project significantly and has caused time delays with the delivery of programme, our ability to engage with businesses and the voluntary and health sectors, and through the soft market testing exercise (Expression of Interest) which was planned for last summer.

8. The Future Parks Governance Board agreed on May the 13<sup>th</sup> 2020 to put the planned Expressions of Interest (EOI) phase back from August 2020 to February 2021. It is likely to be delayed further in order to give the market an opportunity to recover from the second and third waves. We are currently proposing to invite EOI in mid May 2021.
9. The project team has also agreed with the funder to phase the EOI approach to ensure that interest from both the community and business sectors can be actioned effectively within the shorter timescale and to test the processes and systems we have developed. We will ask communities, voluntary sector organisations and the business sector what they would like to do in our parks, what they can contribute, what they need from us, and what partnerships they might want to explore. It is envisaged that over the next 5 years there will be a number of other phases. Please see appendix 5 for the criteria used to agree which sites are to be in scope for the first EOI phase.
10. From the EOI we expect to receive interest from a variety of stake holders interested in working with us across a range of different opportunities, such as
  - a. Communities working with the Council to fundraise for a specific activity within a local park, such as procuring new play equipment, improving access or adding to the nature value of the green space
  - b. Communities wanting to take on a more active role within their local green space (or part of it) to add value to what it is already there for, eg. to set up a food growing project, take responsibility for planting and managing a small flower bed within the park, arranging regular litter picks or organising a community event, etc.
  - c. Communities wanting to take on a building or part of the space within a green space via community asset transfer to enable them to offer additional benefits to their community
  - d. Smaller Businesses, wanting to explore ideas to deliver their services within parks.
  - e. Larger businesses may wish to explore opportunities working with the Council to deliver enterprising leisure based activities.
11. This Expression of Interest process aims to gather ideas, some of which will be easy to progress and others that will need to go through transparency processes including consultation and procurement.
12. The approach we take has to be transformational and we will need to demonstrate how we can sustain this. This will be demonstrated by embedding the outcomes into the Parks and Green Spaces Strategy.
13. **Mid-point review –**
  - a. The project is currently at the mid-point review stage. This is where the funder will decide if they think that we have demonstrated sufficient evidence that we have progressed enough to make the transformational changes that they expect to see in order to drive and secure a sustainable future for the City's Parks. The funder has advised us that they want us to change elements of the project and we are currently exploring how we can do this whilst retaining the essence of the original project and ensuring that the solution is right for the city and its parks. This process should be complete by April. Current thinking (this is work in progress) is that we reduce the work streams to three.
  - b. Health: we are looking at building a case for changing funding models, working with Social Prescribing to increase activities in parks, and developing partnerships with funders and businesses that deliver services in parks to deliver more health related

services.

- c. **Community Engagement and Development:** working with local anchor organisations and the Bristol and Bath Parks Foundation (this is a charity which aims to support parks and green spaces, raise the profile of the City's parks and secure funding which can be reinvested into specific projects. The Bristol and Bath Parks Foundation is different to the Parks Forum which has brought together a number of Friends Of groups and organisations who have an interest in parks and green spaces) to encourage community action and volunteering within our parks as well as improving the journey that citizens have when they deliver activities with the Services. This work stream will also develop and deliver a strong engagement strategy which; conducts consultations, increases interest in our parks, attracts citizens, groups and businesses that want to do things in our parks, and then works with citizens to help us measure the quality of our parks in the future (through both spirit of place type activities and the introduction of Green Flag Assessments).
- d. **Business opportunities:** looking at both our current enterprises and how we can add value to our parks offer by including exciting new activities, whilst at the same time generating income to reinvest. This work stream will also look at and challenge current funding flows to ensure that we can see income from commercial endeavours invested back into parks and be able to tell our citizens how and where it is being invested.
- e. **Cross cutting themes;** themes which cut across the three work streams include Partnerships, Communications and Marketing, Expressions of Interest, evaluation and the emerging Parks and Green Spaces Strategy, which the Bristol Future Parks Project will feed into.
- f. If the funder agrees to this new approach, and we pass the mid-point review, this will release a further £238,000 of grant funding and extend the project by 12 months.

14. **Achievements to date:** a full list of work to date can be found in appendix 4

#### 15. A new vision for the parks services

- a. **Our Vision:** By 2050 Bristol's Parks & Green Spaces will be a first class award winning destination that welcomes and captivates residents and visitors. Our parks will be part of daily life and shape the character of the city, connecting people to the land and each other.

**Our Mission:** Working together for a Bristol with excellent quality, nature-rich, attractive and enjoyable parks and green spaces in every part of the City.

**Our Goals:**

- Everyone has access to excellent quality park or green space within a 10-minute walk from their home [by 2035]
- 80% of Bristol's residents visit a parks or green spaces at least once a week, up from 56% in 2018 [by 2046]
- A parks service that is financially secure, sustainable, well maintained and where people feel safe to exercise and socialise.

**We will do this by:**

- Continuing to ensure free access to all of the city's parks, at the point of entry.
- Recognising that our parks are vital for our health and wellbeing and ensuring they are safe, clean, well-maintained and accessible for all our citizens.

- Developing parks that respond to the climate and ecological emergencies we all face.
- Working to ensure parks and green spaces receive the necessary revenue and investment resources to support their maintenance and improvement. Generating income from our parks which we will use directly to support this.
- Working in partnership and supporting volunteering
- Being clear about our strategy for parks, our minimum standards, our investment plans and how we intend to deliver them.
- Ensuring that the planning process protects green space from development where it is needed.

#### **16. Parks and Green Space Strategy refresh**

- a. The parks and green spaces strategy is currently being refreshed into a 25 year strategy for parks and the Bristol Future Parks Project will feed into this, however additional work packages for the strategy will include
  - i. Nature, Climate Change and the Ecological Emergency
  - ii. Assessment of Value and quality (Green Flag)
  - iii. Children and Young People
  - iv. Connectivity and the Green Grid
  - v. Culture and Leisure(please note that some of the elements of these additional work packages will also be fed into the Bristol Future Parks Project)

#### **17. Volunteering**

- b. The Parks Service has developed a new 5 year strategy for volunteering. This work will be included in the new Bristol Future Parks Project and the learning will be incorporated within the development of a new way of working with Citizens who want to do things in their parks

#### **18. Policy**

- a. Empowering and Caring: Work with partners to empower communities and individuals, increase independence and support those who need it. Give children the best possible start in life.
- b. Fair and Inclusive: Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have the access to good quality learning, decent jobs and homes they can afford.
- c. Wellbeing: Create healthier and more resilient communities where life expectancy is not determined by wealth or background.

#### **19. Consultation**

##### **a)Internal**

- i. Councillor Asher Craig has regular briefings
- ii. Councillor briefings took place in February 2020, we are planning a second briefing as soon as the changes have been agreed by the funder

**b) External**

- i. The Bristol Future Parks Team have carried out 19 community events, 4 face to face (pre-Covid 19) and 15 virtual discussions. At these events we informed citizens about Bristol Future Parks, and asked people what was special about their park, what opportunities they see in their parks, what risks and challenges they saw, and started discussions as to how they might want to take up the opportunity to do more in their parks.
- ii. Working with our project partners, Natural History Consortium, we have a live survey asking people about their parks' usage, both before and during Covid 19. 1824 surveys have been returned and the analysis has just begun.

**20. 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) The Expression of Interest Phase will take place across the City, we want to encourage applications for Citizens, community groups and businesses large and small to ensure a good selection of ideas. We will be working with local community anchor organisations to ensure that people from disadvantaged areas and harder to reach groups can take advantage of this

opportunity. Some of the community projects may be able to be delivered as quick wins,, whilst any commercial ideas will need to be pursued via the correct council processes to ensure transparency and community buy in. The EQIA attached to this report is for the pilot phase a new EQIA will be developed once the new scope of the project has been agreed.

**Appendices:**

1. Application:
2. Extension application
3. EQIA
4. List of achievements to date
5. In scope principals report

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

**Background Papers:**



## Notes on completion

### Summary

**Name of your organisation**

Bristol City Council Parks

**Project title**

**In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision makers so please ensure that you choose a title that you are happy for a wide range of people to see.**

Bristol Future Parks Prospectus and Parks Plan

**Reference number**

PP-18-05605

**Project summary**

**In no more than 150 words, summarise your project. We will use this text to tell people about your project, including our decision takers.**

Bristol Future Parks Prospectus is, in essence, a simple idea. The prospectus will describe and assesses Bristol's green spaces and set out broad areas of opportunity e.g. health, business development, community ownership, academic research, environmental sustainability and investment. The prospectus will be heavily marketed across many sectors, from local to global, and expressions of interested will be invited asking organisations what opportunities they see in Bristol's green spaces, what they could bring, what they would want to see as results, and their ideas for partnering with the council.

While seemingly simple, it will uniquely deliver, at one time, the most comprehensive picture of all the opportunities for partnerships and different delivery in green spaces within a whole municipal area. By analysing and finding delivery methods for these, significant benefits can be realised in the above listed areas (and more – who knows what will come forward!).

**Have you received any advice from us before making your application?**

Yes

**Please tell us who you received advice from.**

Eleanor Potter and Ellie Robinson

**Is this your first application to the Heritage Lottery Fund?**

No

**Please tell us the reference number and project title of your most recent application.**

Stoke Park: a Tale of Purdown Percy and the Wizards Wand PP-15-08463

## **Section one: Your organisation**

### **1a Address of your organisation:**

|                       |               |
|-----------------------|---------------|
| <b>Address line 1</b> | City Hall     |
| <b>Address line 2</b> | College Green |
| <b>Address line 3</b> |               |
| <b>Town / city</b>    | Bristol       |
| <b>County</b>         |               |
| <b>Postcode</b>       | BS1 5TR       |

### **1b Is the address of your project the same as the address in 1a?**

Yes

### **Local Authority within which the project will take place**

Bristol, City of

### **Constituency within which the project will take place**

Bristol West

### **1c Details of main contact person**

#### **Name**

Richard Ennion

#### **Position**

Parks Development Manager

### **Is the address of the main contact person the same as the address in 1a?**

Yes

**Daytime phone number, including area code**

07710 396746

**Alternative phone number**

0117 9222001

**Email address**

richard.ennion@bristol.gov.uk

**1d Describe your organisation's main purpose and regular activities**

Local Authority

**How many people does your organisation employ?**

5000

**1e The legal status of your organisation**

**Please select one of the following:**

Local authority

**If your organisation is any of the following, please provide the details shown:**

**Company - give registration number**

**Registered Charity in England, Scotland or Wales - give registration number**

**Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number**

**1f Has your organisation undertaken a similar project in size and scope in the last 5 years?**

Yes

**Please provide brief details**

In 2018 the council, in partnership with key city institutions, published a range of energy investment and partnership opportunities called 'City Leap'.

City Leap is outlined in a Prospectus document with a call out to organisations, investors and innovators to deliver something truly transformative for Bristol in the energy sector, building a citywide energy system that will protect the environment and improve the quality of life for people in local communities.

Over 200 expressions of interest generated exceed expectation from a variety of sectors including technology, energy, finance, academic institutions, innovation and Bristol's thriving community energy sector.

**1g Will your project be delivered by a partnership?**

Yes

**Who are your partners? Please provide a named contact from each organisation**

We have developed a broad partnership of organisations across health, environmental and economic sectors committed to contribute and work together to unlock the benefit from our parks and green space assets. We are seeing real commitment to work together and tackle some of the biggest longstanding questions like how do we provide mainstreamed health and well being services from our parks and green space assets that target those people in greatest need.

Our intention is to progress a partnership consortium agreement setting out a shared commitment. We intend to prepare this agreement over the coming month as we firm up organisational roles.

In developing the Parks Prospectus, the co-design phased will be significant in developing the role of existing partner and importantly through an active process will bring new partners into the change programme.

Our discussions to date have been with the organisations listed below. We have identified in section 5 our expectation to involve a wider partnership and it is our intention to do more work to bring these organisations into the process.

The West of England Nature Partnership

Health Clinical Commissioning Group

North Bristol NHS Trust

University of the West of England Centre for Public Health and Wellbeing

Forest of Avon Trust

The Natural History Consortium (representing 13 member organisations)

Bristol Green Capital Partnership CIC

The Bristol Parks Forum

The Bristol and Bath Parks Foundation

Bristol and Bath Regional Capital CIC

**1h Are you VAT registered?**

Yes

**Please provide your VAT number**

add

## Section two: The heritage

**In this section tell us about the heritage your project focuses on and why it is valued.**

### 2a What is the heritage your project focuses upon?

Our project will focus on the publicly accessible parks and green space within the City of Bristol that are owned and managed by Bristol City Council (BCC). This includes those heritage parks which are owned by BCC that are partly within the adjacent administrative boundary.

The portfolio is defined by our current Parks and Green Space Strategy (PGSS) and includes major heritage estates, Victorian parks, post-war parks and green space, nature sites, river corridors, cemeteries, allotments and small holdings. Total area: 2,064 hectares, c. 20% of Bristol's land area. See attached aerial photograph and summary of sites, or web link: <https://tinyurl.com/BristolMap-FPA-Bid>.

Bristol population is 459,300 people. Bristol is the largest city in the South West and one of the ten 'Core Cities' in Great Britain.

We have no current direct data on visitor use in our parks and green space; to date we have use data provided by the ORVAL model, which has its limitations. We note that the Greenkeeper model incorporates better assumptions about visitors taken from mobile phone app use. We are keen to access this data.

### 2b Is your heritage considered to be at risk?

Yes

#### **Please provide information on why your heritage is considered to be at risk and in what way.**

In 2013 the budget allocated to parks and green space services by BCC was £5.96 million. By 2019/20 this will have been reduced to £2.05 million – a 66% reduction. This leaves the service in a vulnerable and unacceptable state.

The political reality is that it has been necessary to cut the parks budget to protect statutory services, not because of any desire to make our parks poorer. Our challenge is to do something about it.

Since 2013 services have been reduced and savings made through a variety of efficiency measures. These include fewer operational staff and rationalising equipment, vehicles and operating premises. Income targets have been increased substantial to £4m as we have grown revenue from new charges, increased fees and new commercial enterprises.

Bristol is now one of the least funded parks service across the core cities.

Our current budget does not allow for investment to provide new or replacement facilities. Our small capital fund is required to support revenue generating activity. Since 2010, the Council has relied on planning contributions to support investment in facilities, but the change from S106 to CIL has resulted in a net reduction in funds to parks. We have generally been unsuccessful in raising capital grants in recent years.

The service is operating well below the 'Good' Quality standard set in our 2008 PGSS; currently we are below 'Fair'.

Bristol's annual quality of life survey shows that 'satisfaction with the quality of parks and green space' has fallen significantly from 83% to 71% between 2013 and 2017, with satisfaction just 53% in the '10% most deprived' areas of Bristol. This drop can be explained by cuts to the service such as reduced frequency of grass cutting, but also other factors such as increasing anti-social behaviour like rough sleeping. The problem is a lack of resources.

There are no further efficiencies that can be made to reduce costs and further savings can only be made by reducing services and neglecting infrastructure.

**2c Does your project involve work to physical heritage, such as buildings, collections, landscapes or habitats?**

No

**2d Does your project involve the acquisition of a building, land or heritage items?**

No

## Section three: Your project

**In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.**

### 3a Describe what your project will do.

The Bristol 'Future Parks Prospectus' project will result in a long term (25 year+) strategy for our parks and green space owned by the Council and a diverse range of partners. The strategy will provide an operational delivery and investment plan, based on broad income and investment streams, supported by an active and empowered community and cross sector partnership approach that recognises and celebrates the value of parks as essential civic infrastructure.

The central premise is that our parks and green spaces are valuable assets with considerable untapped potential to provide significantly more benefit. Unlocking this potential requires a completely new and unique approach. Our Future Parks Prospectus project turns the established approach to green space improvements on its head. Usually, a strategy is produced (by the land owner = the council) which sets out the ambitions and aspirations for the green space, and then a delivery/action plan follows. Our proposal is to assess and analyse the value and broad areas of opportunity across all our parks and green space, and then, before setting any priorities, outcomes or objectives, set out this value and opportunity in a Future Parks Prospectus. We will then market the prospectus locally, nationally and internationally to invite expressions of interest from partners to tell us how they would like to be involved, how they would like to work with us in the future, what they can contribute and what they would get out of it. This information then informs the strategy, financial plan and delivery mechanism for green space management. At the same time this process provides an accurate market assessment of potential delivery partners, beneficiaries, community capacity and ownership, health sector interest and potential contribution – and crucially this information will come in together, enabling a truly ambitious proposal for a completely new way of approaching green space management and investment.

The Co-design phase will commence by agreeing a broad vision for parks and green space with city partners. This will form the parameters for the project. This is deliberately not a specific set of objectives. Next, work will start to assess the value and opportunity offered by Bristol's green space.

Assets will be valued:

- a) Natural capital value assessment and specific health mapping
- b) Built asset assessment and building surveys
- c) Business opportunity assessment on 40 key sites
- d) Existing business performance assessment

There will be significant co-design work with stakeholders to identify broad opportunities and potential constraints in the following main areas (these may expand as more city partnerships develop):

- a) Community / Volunteering / Philanthropy
- b) Commercial and business
- c) Health and wellbeing
- d) Environment and climate
- e) Research, technology and data
- f) Investment including crossover with Energy City Leap Prospectus
- g) Other emerging opportunities

Grass roots community development work will ensure that strategic conversations connect to and reflect the real lives and real use of green space by Bristol's citizens.

Pre-work will maximising partnership opportunities offered as part of the Future Parks programme (NT, HLF, other local authorities, central government) to establish the suite of different governance and financial models that could potentially be considered and to ensure that emerging national and international intelligence is used to inform the prospectus development.

Through this period we will review our existing parks strategy developing key content to inform a new strategy for public consultation at the end of the transition period, enabling the rich information acquired through the prospectus to be included in the strategy and consultation. We will update our policy context building in the new One City Plan target for green space provision in Bristol and update our asset cost plan and quality

deliver model accordingly.

Finally, information will be brought together in an engaging, clear and concise prospectus, which articulates the potential opportunity in Bristol's parks and green spaces and invites expressions of interest from organisations who would like to work with Bristol. The prospectus will be supported by background information based on the assessment work to help potential partners understand the value and potential of Bristol's Parks and Green Space..

In the Transition phase the Prospectus is launched and heavily marketed locally, nationally and internationally. Particular emphasis will be put on ensuring that local community organisations (parks groups, and much broader across the local community) are engaged and have the opportunity to express their interest.

Significant resource is involved in this phase to allow every expression of interest organisation to have a conversation with the project team developing a deep understanding of the opportunity. Expert partners will take part in these conversations.

At the end of the four month EOI phase, information will be categorised thematically and geographically. This will form a comprehensive assessment of the possibilities for partnerships across all of Bristol's parks and green spaces. We anticipate that, if the results replicate the Energy City Leap Prospectus, this information will include partnerships that would be unique in a British city.

At this point, with the knowledge gained from the EOIs, the strategic priorities and objectives are agreed across all city partners to inform the new 25-year parks strategy. Alongside this, detailed work will commence on delivery vehicles, shortlisting methodology for potential partners, establishing and unlocking stand-alone quick wins and formalising partnership agreements. The parks strategy will be finalised as a jointly owned document with financial plan ready for public consultation.

### **3b Explain what need and opportunity your project will address**

We have identified a strategic need to improve the quality of our parks and green space. We are putting in place a governance model to agree a long term financial plan to achieve this. Through this project we will give this process a jump start by investing in a process to develop and launch a Parks Prospectus.

Bristol's city leaders, representing a wide spectrum of organisations, have published a Bristol 'One City Plan', built on the premise of collective power and responsibility to achieve agreed outcomes together. The expectation is that 'Everyone [in Bristol] has access to excellent quality green space within a 10-minute walk from their home by 2036'. This target is very challenging, not least the reality of providing new green space in dense urban areas.

It is evident that we need a new funding plan if we are to provide and sustain a vision of high quality parks and green space for today and for generations to come. Austerity measures since the 2008 financial crash have exposed the fragility of the parks funding deal. Bristol is a relatively wealthy city, yet our parks service has faced severe budget cuts as the council has prioritised statutory services. Our parks and green space does, and can, provide a wealth of public benefits. Our opportunity is to position parks as a mainstream provider of such societal benefits. We need new mechanisms to drive investment and funding for parks alongside on-going commitment to fund parks from the public purse.

In developing a new deal for parks, we will quantify environmental and societal benefits and use this knowledge to market parks in a way that adds value and provides revenue returns. We need a long term funding plan built on a sound understanding of the functions and costs to provide and run parks. We recognise that we are asset rich, but relatively weak in exploiting the value of these assets for public good. We are progressing making good use of our assets, evident by our growing commercial activity and our interest to develop an independent charitable foundation to support investment and engagement in parks. But, we need help to take our ideas forward and capacity to release us from business as usual.

Our renewed strategy will define our vision for parks and green space over the next 25-years. The aligned Parks Investment Plan will define, for the first time, our whole service approach to income generation. We want to be successful in attracting investment from a broad range of sources, including grants, donations, sponsorship, legacies, CiL, philanthropic funds, commercial ventures, social enterprise and payment for

ecosystem services. To enact this plan, will need to identify the necessary governance and resourcing aligned to key mechanisms to bring in funds, which includes the Parks Prospectus and Bristol and Bath Parks Foundation (BBPF - see below). We wish to explore the cost and benefit of creating a Parks trading arm and its relationship with BBPF, as much as the opportunity for BBPF to trade under charitable rules. We need to explore these options in consultation with Bath and North East Somerset Council who are joint beneficiaries of the BBPF.

We are reviewing our PGSS 2008-2028 in response to significant policy and funding changes in recent years, including:

- substantial reduction in parks funding and fragile on-going funding arrangements;
- significant fall in public satisfaction with Bristol parks;
- failure in the current strategy to achieve quality targets;
- changed understanding of the role parks play in terms of health, climate change, pollution and nature conservation and opportunity to unlock benefits.

Our revised strategy needs to:

- Aligning with corporate and One City Plan objectives and changes in national, regional, local policies;
- Provide a more powerful policy document to determine parks planning requirements from built development and clear rationale for parks to obtain strategic funding and CiL;
- Produce a Parks Prospectus inviting commercial and social investment in parks and independent running of parks via 'community partnership' agreements;
- Create a financially resilient parks service;
- Divest sports facilities to management by third parties;
- Provide a stronger focus on quality over quantity;
- Finding new ways of measuring the functional value of parks;
- Develop volunteering as a resource to help us to improve quality and value.

The Bristol and Bath Parks Foundation

We wish to develop a renewed culture of public and organisational giving (whether cash or time) to support public parks for public good (in both Bristol and Bath). Many people have fond childhood memories of playing in their local park and speak highly of what this meant to them. We want to tap into these positive memories and find a way for people to support parks for generations to come. We want to support and encourage people to volunteer and support their park in a way that is fun, easy and purposeful. As such, the BBPF is created to foster a culture of giving that won't be achieved through a local authority. We are at the earliest stage in this journey; the charity does not launch until June 2019. In the absence of a network of Parks Foundation's nationally we are forging new ground and hence looking for help to bring success to the BBPF.

### **3c Why is it essential for the project to go ahead now?**

Bristol is well placed to take such an innovative and ambitious project forward and to do so now:

- a) The Bristol City Office, which convenes leaders from our most influential city institutions, has just released the One City Plan setting an agenda of hope and aspiration for Bristol, underpinned by a spirit of working together and a shared culture and commitment to collective action for Bristol. A new 'City Fund' is due to launch in 2019; a substantial philanthropic pot of money designed to provide grant and social investment funds to deliver the One City Plan with environment and health key themes. We are at the beginning of a major change in how the city sees itself and how it wishes to work together for public good. Our timing is spot on to launch a Parks Prospectus now as this journey begins and see success in attracting investment from the City Fund.
- b) There is a burgeoning nature, health and wellbeing movement in the West of England with a broad range of organisations developing innovative nature-based health interventions across a spectrum of needs, from self-care to specific interventions for specific mental and physical needs. There is increasing interest from Public Health and NHS Trusts in how to best integrate such interventions. Reflecting this momentum to PAF is well-timed to allow us to take these ideas forward.
- c) Bristol's economy is strong, vibrant and innovative. Reflecting strong investment potential, we are an excellent test bed to explore the structures and vehicles required to deliver a financially diverse and

sustainable future parks programme;

d) The Bristol and Bath Parks foundation will launch in June 2019. This new charity gives us a considerable opportunity to attract funds and promote engagement to support parks. How we develop the Foundation is critical to its success. We see considerable benefit in gaining help from the FPA to shape and develop the charity particularly its fundraising powers and relationship with people and organisations in Bristol.

e) The Bristol City Leap prospectus model has given us the knowledge and confidence to replicate a successful approach, with the same senior leadership team on board we can make best use of this expertise and learning;

f) Bristol's 2019/20 parks budget will be just £2m to cover maintenance and cleansing of the entire city's public green space: one of the lowest budgets in the country. Our inability to invest in our parks is driving us now to find a meaningful solution.

g) We recognised the need to renew our Parks and Green Space strategy and are working on this now. The timing of the Parks Accelerator Fund is ideal in adding value and capacity to take our ideas forward.

### **3d Why do you need Lottery funding?**

We have already decided to progress a Parks Prospectus and if we don't get your funding we will still do that. But, what we could do will be limited by our own experiences and overstretched teams with very little capacity to take development ideas forward. Simply, we don't have a £1m to buy the capacity and expertise necessary, and currently there is no other funding source that offers the same access to expertise and cash. Inevitably, doing it alone will limit our ability to stimulate the market (we won't be able to share data about the health benefits from parks matched to need, we won't be able to do a deep dive analysis of business opportunities in parks, the BBPF won't benefit from capacity building, we will struggle to quantify the costs of parks and develop a credible financial strategy and support base to fund our ambition).

We are highly ambitious to achieve a step change in how parks are valued and funded so we can make the best contribution to Bristol's citizens now and in the future. We have struggled to effect this change due to severe budget cuts and the reality of 'business as usual' taking up most of our time. We see a tremendous opportunity to move forward by bringing in new knowledge, viewpoints and connections.

We have worked hard to manage a diminishing budget and find new way to fund parks, but we have not found all the answers and our financial situation remains fragile. We believe our idea to open up our parks and green space assets to new solutions and investment is sound, but we need expertise, new thinking and capacity to take this forward.

Our interest is not just about FPA money; we want to benefit from the NT's expertise and thinking applied to our public estate. We see, with some envy, NT's loyal customer base, the strength of your charitable purposes, your market positioning, your commercial success, your appetite and ability to deliver change, your radical thinking - and we want to work together to do something great for parks in Bristol. Many of our needs match your offer and we want to make the most of this.

We are applying for the FPF fund to also draw in expertise and capacity from the market including communications, research, PR, partnership building, financial and business modelling and evaluation.

### **3e What work and/or consultation have you undertaken to prepare for this project and why?**

We are already progressing on a number of fronts to increase resources for parks, including our increasingly commercial approach, creation of the Parks charitable Foundation and seeking to increase the scale and breadth of volunteering activity in parks through the appointment of a volunteer coordinator.

In March 2018 Bristol's Cabinet gave officers a mandate to explore alternative funding models for parks, in response to the public consultation which took place in late 2017 (described below). We have shared our project ideas with the Bristol Parks Forum, the independent body representing parks communities in the city, who are supportive of the principle of a Parks Prospectus approach and renewal of the PGSS.

In late 2017 we consulted Bristol's residents' on the future funding model for parks, which proposed a

substantial cut in funding. 2,659 people responded to the consultation, plus key partner organisations and community groups.

Taking into consideration the outcome of the consultation and engagement process, the recommendations adopted was that the income generation and service reductions plan should proceed in the following areas:

- Continue to improve and increase income from existing businesses in parks and green spaces portfolio;
- Increase income from cafes and concessions (e.g. ice cream vans) and provide more of these in our parks;
- Introduce new, competitive fees and charges for any business operating from a park or green space;
- Introduce new fee-paying activities into parks and allow private businesses to operate pay-to-use facilities from parks;
- Increase money from events in the parks of the city;
- The operation of chargeable sports facilities and other facilities in public parks only when they generate no cost to the Council;
- Reduce the level of grounds maintenance on parks or parts of parks across the city where it is appropriate to do so;
- Look for opportunities for community groups and organisations and businesses to manage, maintain or enhance local green spaces, and
- Increase the number of pay and display parking spaces in parks, and increase the parking charges on sites that already have pay and display parking.

Evidence base:

- National and international health and environmental evidence shows that green infrastructure, including parks and green space, is a vital contributor to citizen health, clean air, flood management and wellbeing.
- Funding to run public services is decreasing which puts non-statutory services such as parks and green space at risk.
- Finding alternative ways to fund parks and green space, including commercial initiatives, enable parks and green spaces provision to be more sustainable for the future.

We are pursuing an ambitious and purposeful future parks programme and can demonstrate high level political support and encouragement to do so - see video message by Deputy Mayor, Councillor Asher Craig and letter of support from our Mayor. We accept there is some risk in opening up our assets to investment (see risk quantification elsewhere); we will counter this through a process of co-design and scrutiny. Our point is that we are starting from a position where new approaches are expected and encouraged; there is political leadership and support from the Parks Forum to see this through.

### **3f How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?**

In section 6c we have set out our approach to learning and dissemination. We are pursuing this project on the premise that the NT and HLF are partners, not merely funders. Together, we will test large scale innovation and share what works and what does not for national benefit. We are very happy to promote the contributory role of HLF and NT and welcome the opportunity to agree the best approach. We are already very familiar in working collaborative with the NT as we share the table together at the Natural History Consortium.

Bristol was European Green Capital in 2015 and secured substantial funding from Government and Businesses, and through our branding, events and marketing were able to generate substantial profile and value for the funders. We will bring that learning to the project.

## Section four: Project outcomes

**In this section, tell us about the difference that your project will make for heritage, people and communities.**

### 4a What difference will your project make for heritage?

We are highly ambitious to improve the quality of our parks and provide a service Bristol can be proud of.

We have good baseline data on the condition of many of our built assets, but not all. We know the condition and cost to improve our footpaths, sport buildings, walls. We have limited data on the condition of many of our buildings, bridges, weirs and dams. We have good information about the extent of our natural green space assets, but not the cost to increase quality. The work required to address these shortfalls is detailed in Section 5.

A key requirement for park managers' is having up-to-date and comprehensive information on park visitor patterns and numbers, motivations and preferences with regard to green spaces. The project outputs will include this information.

The process of preparing a Parks Prospectus alongside the revisions to the PGSS will allow a strategic view of opportunities available across our portfolio both to access alternative income streams and to consider barriers (both physical and perceived) that are preventing increased use of parks. By demonstrating what parks have to offer, and then encouraging expressions of interest from external organisations new ideas will come forward that can be trialled and where successful rolled out to the rest of the City and indeed the Country.

We see a natural capital 'stock and opportunity' approach, available via Greenkeeper, as a key tool and mechanism to identify, promote and stimulate investment in projects increasing the net natural capital value of our parks. We envisage unlocking the contribution parks and green space make to flood resilience, better air quality and reduced heat stress.

To measure the impact on our heritage assets, we will employ a natural capital baseline accounting principle to quantify and compare net heritage asset value. This value based approach will sit alongside the Bristol Parks Quality Standard.

### 4b What difference will your project make for people?

Our parks and green space serves all Bristol's residents. But, satisfaction is distastefully low in the more deprived areas of our city - 51% compared to the 71% city average - we need to address this as a priority.

Research informing our 2008 strategy assessed demand for green space in Bristol and set standards for its Provision (quantum of green space), Condition (quality of green space) and Access (functional distance from where people live). The biggest single barrier to satisfaction is quality, or the lack of it.

Our parks and green space is surrounded by a largely untapped resource: local people. To this end, we will apply an 'Asset Based Community Development' way of working to create more social action in the city. We will use these values and principles in developing our Parks strategy. It's not about imposing what people should be doing or saying. It's about enabling people to do things for themselves creating a sense of joint ownership from children's activities or community picnics to formal management arrangements of the green space.

We will continue to work with our existing Parks Groups, but we will look for more opportunities to get local people involved in their parks.

We want to increase the scale and variety of volunteering activity in parks. This is good for parks and for people who give their time. Our vision is to become a volunteer positive organisation where volunteering is fun, easy and purposeful. The BBPF has a key role to promote and support volunteering as much as parks staff key role to work with volunteers. We see assistance from NT to help strengthen our volunteer programme and grow the potential of the Foundation to drive this.

We want to change the culture of how people think about parks - to one where people and organisation are

empowered to support parks; financially but also time and expertise to reflect the benefits we all get from public green space. The BBPF will be one mechanism to generate cash and promote engagement in support of parks.

We know that access to green space is good for our physical and mental health and enables us to be physically active. These are key factors in preventing many long term conditions and promoting social cohesion and reducing stress and depression.

A higher proportion of people living in areas of deprivation die on average 10 years earlier than in the most affluent areas of Bristol and often suffer years in poor health. Yet evidence suggests that where there is good access to green space mortality rates in deprived communities is halved.

The potential cost savings to the NHS and Councils from nature-based health are significant and we are committed to supporting people to become physically active and make use of parks and green spaces.

Our vision is to align the parks strategy and CCG commissioning strategy, changing pockets of good practice to become the norm, so that:

- Every GP in Bristol has a green care offering; and
- Every park in Bristol supports people's health and wellbeing.

In developing Parks Opportunities Plans we will look at barriers to the use of parks and, through the Parks Prospectus; we will stimulate ideas and action for how parks can be used by health or sports practitioners to run schemes using parks.

Our health mapping data will provide a baseline to judge success in increasing health-based activity in parks and how targeted this is to people in greatest need.

As part of the project, we will work with leading, independent academics with expertise in public health to establish a long term monitoring system to understand the difference that this project makes for people.

#### **4c What difference will your project make for communities?**

Bristol City Council has a good record of working with the 60+ parks groups active across the city and Bristol Parks Forum representative body. These groups carry out a large amount of volunteering activity in our parks, but this activity is not currently well recorded and often happens despite the local authority rather than because of it. In recent years some volunteers have become frustrated that basic maintenance tasks are not being carried out to the standards they have seen in the past and we are now starting to see some long-term volunteers stepping down.

Reflecting the limited reach of parks groups, community involvement in parks needs to reach out beyond parks groups to and involve all parts of the community. Parks need to be seen as an asset that can be used by all; currently community groups find it difficult to reach the right person to talk to about using parks and the response is often bureaucratic and discouraging.

We will look at how people can take social action in their parks more informally than joining or setting up a parks group. We already have experience of where community members join a Parks Operative when they are litter picking in the park. We will look at how we can encourage more of these opportunities for local people to take action and how we can remove any barriers for participation.

We will work alongside the council's community development team who can provide training, mentoring and support in delivering Asset Based Community Development. They are already working in sixteen neighbourhoods across the city. We have worked in partnership with this team at Stoke Park where they have hosted over 350 'community-building' conversations with users in the Park which has led to five new community-led social actions and supported the setting up of a park group. This has started to build more ownership in Stoke Park by people who use and have an interest the park.

Through the Parks Prospectus we will reach out to groups that are outside the current parks community, demonstrating what parks have to offer and inviting their ideas and proposals to bring the community into our parks. Working with the BBPF we aim to make use of the parks easier for community groups while ensuring that events are held safely and do not significantly impact on other park users.

The use of parks by the community is not well recorded at the moment and some of the activity that does occur happens without the local authority's knowledge. As part of the project we will aim to develop ways of recording community use of parks in a way that does not become onerous.

**4d What are the main groups of people that will benefit from your project?**

Staff - empowerment through training and support

Disadvantaged communities - targeting raising the quality of parks in disadvantaged areas

Parks 'Friends of Groups' - existing and potential

People with health needs - targeting people with cardio vascular (10% of all early deaths attributable to this disease), diabetes, mental health and offering nature-based social prescribing, access to good quality parks and green space where they live and opportunity to support parks and get active through volunteer programmes (physical and social). As a reference almost half of all premature deaths in Bristol 10% coronary heart disease)

Bristol residents - using and benefitting from good quality parks where they live and across the city for destination visits.

**4e Does your project involve heritage that attracts visitors?**

Yes

**How many visitors did you receive in the last financial year?**

1

**How many visitors a year do you expect on completion of your project?**

1

**4f How many people will be trained as part of your project, if applicable?**

100

**4g How many volunteers do you expect will contribute personally to your project?**

250

**4h How many full-time equivalent posts will you create to deliver your project?**

4.

**Section five: Project management**

In this section, tell us how you will develop and deliver your project.

## Development phase

### 5a What work will you do during the development phase of your project?

This section elaborates information provided in 3a. Key work areas are:

1. Workshops with city partners, partnership group and advisory group to agree broad vision for parks and green spaces
2. Asset valuation and initial analysis of opportunities. At this stage, we have not agreed a preferred approach to a natural capital assessment and we remain open to ideas. We are keen to explore whether the Greenkeeper model developed by Vivid Economics can provide the data and mechanisms to advocate and stimulate investment. We are particularly interested to explore a site-based approach that allows us to model different interventions, compare benefit and test reaction to the ideas. Further, we are keen to see how an interactive, open access approach can support the Parks Prospectus to allow communities and social and commercial entrepreneurs to explore and propose investment ideas.
  - b. Quantify health-based activity across our parks portfolio and compare to health needs in the population, with a focus on people with conditions such as cardio vascular, diabetes, obesity, mental health would benefit from access to and activity within parks and green space. Working with our health partners, we will connect this data to current GP / Health clinics nature-based information and access to therapeutic care practitioners. We will identify gaps where health need is under-supplied. The Parks Prospectus would share this information and encourage more targeted provision of nature-based health advice and programmes.
  - c. Identify potential revenue generating activity within our key parks and green space (see attached list of sites). In progressing such business options, we will develop criteria to a) decide whether options are appropriate for a site and whether we are optimising value - noting constraints and opportunities and community reaction b) identify business options that we wish to progress ourselves - aligned to our future business plan. Business options will be based on detailed site analysis, demographic data, market analysis, profit and loss projections, risk and return on investment.
  - d. Prepare Park Opportunity Plans - incorporating potential gains in natural capital, including health and business opportunities.
  - e. Update our parks asset cost model and cost plan. To do this, we will review our 2008 cost model which addresses both capital and revenue costs. Our model has three pillars: Provision (capital replacement costs), Condition (cyclical repair / refurbishment costs) and Maintenance (annual maintenance costs) for a range of quality standards for Bristol Parks (range: poor to excellent or score 1-4). We have detailed inventory data about our built and natural assets, but limited information / assumptions to project costs for a range of quality standards for our natural assets. To progress this task, we need to assess the condition of a range of built assets and decide their future purpose, capital investment requirements to meet that purpose, including the option to demolish or re-purpose.
  - f. Review existing business plans for Cemeteries and Crematoria, allotments and current self-run business activity including catering, golf and plant nursery.
  - g. Strengthen our trading capacity - including explore the option to create a trading arm aligned to the purposes of the BBPF.
  - h. Explore funding models and delivery models and produce a coherent analysis of outline options available.
  - i. Bring together all financial planning into one coherent financial strategy, incorporating an over-arching Parks business plan
3. Partnership development
  - a. Continuous liaison with key partners to develop narrative about opportunity areas in community/volunteering/philanthropy, commercial and business, health and wellbeing, environment and climate, research technology and data, and investment.
  - b. Using asset based community development technology, connect with communities in Bristol to

engage them with the conversation about the future.

c. Develop a network of support much broader than the environment sector in order to ensure that the opportunities encompass how the city views its green spaces rather than a more traditional approach to the green spaces – this will form some robust challenge to some of the more established assumptions in recognition that our communities are very different to when the parks were established and have different needs.

4. Parks Prospectus development:

a. Draw on partnerships and advisory group to help develop the Parks Prospectus. We want to ensure that there is clear understanding about what the prospectus is trying to achieve and that we are providing the right information in the right way. We especially want to ensure that the process is accessible to the most grass roots organisations as well as national and international partners.

b. Production and marketing of prospectus – this will require expertise in marketing and communications and an understanding of the sectors that the prospectus is being pitched to. Marketing and communication will be considered throughout the development and design of the prospectus.

### **5b Who are the main people responsible for the work during the development phase of your project?**

Learning from the Energy (City Leap) prospectus has put us in an excellent position to understand the resources and governance structure required to deliver a large scale Parks Prospectus.

BCC benefits from a governance structure within which a new governance arm can fit: we will replicate this to enable swift and decisive decision making.

The governance structure teams are: Mayor and Cabinet Members, Steering Group, Project Team, Independent Advisory Panel, Partnership Group and Scrutiny (diagram attached).

A monthly steering group provides the ongoing governance for the project, with the most Senior Responsible Officer at Executive Director level within the council. Regular briefings will take place with senior politicians and executive decisions are made at this level. Scrutiny provides input across the political parties.

A project team will lead on the Co-design phase and the following roles have been identified.

1 x FTE programme manager – leading on the project plan, co-design, relationship management, partnership working, and key point of contact with the HLF / NT.

1 x FTE project manager– supporting the programme manager and leading on the “doing” – updating the strategy, business plan, investment plan, co-designed content of Prospectus, coordinating information from green capital accounting to translate into the prospectus, coordinating assets information, coordinating business opportunity information, delivering workshops and co-design initiatives across organisations.

1 x FTE project support officer – supporting the programme and project managers, and undertaking crucial organisational functions including booking all appointments, meetings, governance arrangements, liaison with partners, setting up workshops, keeping engagement information up to date. This is a key role to support face-to-face conversation with all organisations who submit an EOI and to provide support.

0.2 x FTE communications and marketing officer – leading on all communications and marketing in the lead up and delivery of prospectus.

BCC staff: support from finance, legal, HR and IT for recruitment, formal decision making, production of policy and strategy, production of finance information, monitoring and compliance.

BCC parks management and staff will also support the project.

Head of service will be key line of reporting to the SRO: programme management and project team will be managed here. The parks development team will work alongside the project team and second officers as required.

Pieces of work to be commissioned (wholly or partly):

- a) Design, mapping, production, print of updated parks and green spaces strategy and prospectus
- b) Green Capital accounting information
- c) Asset assessment and valuation
- d) Analysis of business opportunities on key sites = Business plans for key sites incorporated with strategy
- e) Community development support and advice
- f) Monitoring and evaluation of whole project

The Partnership group will support the co-design of the prospectus and will consist of representatives from the two Bristol based universities, health partners, West of England Combined Authority, Bristol and Bath Regional Capital, Bristol Green Capital Partnership (network of over 850 organisations), Bristol Parks Forum (representing 60+ parks groups), Bristol Parks Foundation, sports reps, and community organisations representing population of Bristol (eg Black South West Network, Bristol Aging Better, Bristol Disability Forum). A budget has been identified to cover costs associated with VCS organisations providing resource for this project. Much of the time will be a contribution in kind from key local organisations. The group would meet at least bi-monthly throughout the project.

Independent advisory panel will provide advice and perspective and would meet quarterly and at key milestones. Members could include a representative from central government, national experts in ecology/green and blue infrastructure/commercial leisure, NT, Natural England, other independent leaders in related fields.

**5c Complete a detailed timetable for the development phase of your project. Use the 'add activity' button to enter additional rows.**

#### Development activities

| Task          | Start month | Start year | End month | End year | Who will lead this task |
|---------------|-------------|------------|-----------|----------|-------------------------|
| Activity Plan | May         | 2019       | May       | 2021     | XXX                     |

| <b>Development risks</b>   |                   |               |  |   |
|--|-------------------|---------------|--|---|
| <b>Risk</b>  | <b>Likelihood</b> | <b>Impact</b> | <b>Mitigation</b>  | <b>Who will lead this</b>                         |
| Process derailed / distracted by lobbying against any plan to sell parks                                     | High              | High          | Our position is that this process is not to sell-off parks, but the reality is more complex as some parks sites have already been partly re-developed for societal benefit (not just capital receipt) - so messaging will be critical. | Political lead. Senior Executive on Project board |
| Does not address under-representated / disadvantaged communities and further isolates their role and benefit | Medium            | Medium        | Community Development capacity in project team. Health mapping to prioritise investment and programmes   | Project team - overseen by advisory panel.        |
| Managing expectations - volume of potentially conflicting interest and outcomes                              | High              | Medium        | Red lines agreed at co-design phase. Resource weighted to analyse EOIs and progress as appropriate, contingency to increase capacity to match demand.  | Project team                                      |
| Transparency / public trust in process   | High              | Medium        | Co-design process involving Bristol Parks Forum and other key stakeholders. Procurement/planning/consultation applies to progress EOIs   | Project team                                      |
| Momentum slows as resources re-directed to address lobbying  | High              | High          | Co-design approach, Scrutiny role, Cabinet mandate, Independent advisory panel, information process not consultation   | Political lead, Senior Executive lead             |
| Consortium of health partners proves ineffective   | Medium            | High          | Senior executive buy-in, Health partners coordination role and resourced through project   | Political lead and senior Executive               |
| Long term strategy weakens urgency to act now.   | Medium            | Medium        | Parks funding crisis demands solution now. Parks Prospectus will be issued within 12-months of project start.  | Political and senior Executive                    |

## Delivery phase

### 5e Who are the main people responsible for the work during the delivery phase of your project?

The delivery phase of the project commences in month 12 with the launch of the prospectus and opens a 4-month EOI phase. This coincides with the summer months to ensure visitors to the city can see the parks and green space at peak demand.

Marketing work will take place throughout the EOI phase to promote and encourage local, national and multinational to talk to us and formulate ideas. Targeted communications, presentations and attendance at appropriate forums will ensure excellent engagement with key sectors such as health, education, sustainability, investment, innovation, business.

Face-to-face meetings will take place on request and as EOIs are submitted and after the EOI phase closes with at least one conversation with every organisation to form a deep understanding of the proposals and opportunities.

As they are received, the EOIs will be analysed to start forming a picture of the thematic areas of partnership interest and geographical areas of interest: a narrative will be developed to describe this.

When the EOI period is complete, strategic priorities and outcomes will be developed – whilst drafted in the co-design phase, they will be confirmed and agreed once informed by the EOI response. Strategy development work will start to reflect the themes and will be developed into a final draft and a consultation plan.

As the analysis is taking place, work will commence on developing a shortlisting methodology to filter complex demand areas and possible “quick wins”. Development work will establish possible delivery methodology for the complex areas, drawing on the initial work in the co-design phase. At this point, we will identify the need for any further work on delivery vehicles, and whether the decision will be complex or straightforward.

The steps required for procurement of any delivery partnerships will also be established at this phase and will be included in the decision making.

The intention is to be ready to launch consultation of the new 25 year strategy in the final months, and be ready to identified selecting delivery partners for Bristol Future Parks to deliver the emerging strategy and financial plan.

The project specific project team will need to remain in place for the transition and delivery phase, with two areas requiring an increase in capacity:

0.5 FTE additional project manager due to the increase in work in the EOI and subsequent phase

0.3 FTE additional capacity for the communications and marketing officer due to the increase in workload promoting the prospectus during the EOI phase.

To support the team, additional BCC capacity will be required from finance and legal in particular while legal and financial structures are tested, leading to recommendations in formal reports. HR and IT support is lower as there is less recruitment.

BCC parks management and officer capacity increases to support the project team with the prospectus process and to produce the strategy and consultation plan, but reduces from the asset teams and other support teams.

Pieces of work to be commissioned:

- a) Legal and finance work to support delivery model development.
- b) Legal work to draft potential partnership agreements

The rest of the governance and delivery structure remains consistent with the co-design phase.

**5f Complete a summary timetable for the delivery phase of your project. Use the 'add activity' button to enter additional rows.**

**Delivery activities**

| Task | Start month | Start year | End month | End year | Who will lead this task |
|------|-------------|------------|-----------|----------|-------------------------|
| n/a  | January     | 2019       | February  | 2019     | me                      |

**5g Tell us about the risks to the delivery phase of your project and how they will be managed. Use the 'add risk' button to enter additional rows.**

**Delivery risks**

| Risk  | Likelihood | Impact | Mitigation  | Who will lead this                           |
|---|------------|--------|---|--|
| Poor response with few EOI's submitted                        | Medium     | Medium | We expect high numbers of EOI - achieved by smart sharing of data and opportunity plans, co-design to frame and design the process, active dialogue through process, active high level promotion lead by senior leaders | Political and senior executive, Project team |
| Social enterprise EOI require substantial support to progress | Medium     | Medium | Co-design sets standards of applications and identifies business support arrangements   | Project team                                 |

**5h When do you expect the delivery phase of your project to start and finish?**

**Project start date**

**Month** May | **Year** 2020

**Project finish date**

**Month** May | **Year** 2021

**5i Are there any fixed deadlines or key milestones that will restrict your project's timetable?**

Yes

**Please provide details**

The Mayoral election in Bristol in May 2020 needs to be considered when finalising the timescale for publication of the prospectus to avoid publication in the pre-election period.

**Section six: After the project ends**

**In this section, tell us about what will happen once your project has been completed.**

**6a How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?**

Our premise is that delivering a Parks Prospectus approach, aligned to a new operating model more focussed on income generation with new governance in place, we will progressively increase our funding base to maintain and grow our resource base to sustain our new business model and crucial see investment in our parks and green space: this will be our new business as usual service.

We expect to open up new rounds of the Parks Prospectus after the project funding. We will have gained expertise and resource to do this and do not expect that this will require significant investment to repeat.

**6b Tell us about the main risks facing the project after it has been completed and how they will be managed.**

**After project risks**

| <b>Risk</b>                                   | <b>Likelihood</b> | <b>Impact</b> | <b>Mitigation</b>  | <b>Risk Owner</b>           |
|---|-------------------|---------------|--|-----------------------------|
| Unable to progress EOIs within funded project | Medium            | Medium        | Focus on legal, business support for progressable EOIs                       | Project Team                |
| Partnership joint-venture spirit unproductive | Medium            | High          | co-design, shared responsibility context - City Office, political leadership | Political and city leaders' |

### **6c How will you evaluate the success of your project from the beginning and share the learning?**

We will evaluate the success of Bristol's Parks Accelerator project through a multi-layered approach to monitoring and evaluation, research and dissemination. The work will be led by The Natural History Consortium - NHC ([www.bnhc.org.uk](http://www.bnhc.org.uk)), with 13 partners (academic, policy, conservation and media) working collaborative within a charitable structure. National partners are BBC, Woodland Trust, Defra, Natural England, NT, Wildfowl and Wetlands Trust. Regional partners are University of Bath, University of Bristol, University of West of England, Bristol Zoo, Avon Wildlife Trust, Bath and Northeast Somerset Council and BCC. The Consortium will convene city partners from key sectors throughout the co-design and transition phase to explore and communicate the social, environmental and economic impact of Bristol's project.

Monitoring and evaluation will focus first on creation of a robust baseline, and subsequently on the creation of dynamic logic models. The project's evaluation schedule will monitor how the project meets the agreed outcomes; in particular the impact of the project on Bristol's parks as well as the impact of the partnership and prospectus model. Evaluation data will stem from a rich set of qualitative and quantitative methods to collect both stories and data, led by a dedicated Research and Evaluation manager. Evaluation will start upon Permission to Start throughout the project to preparation of a final report. The initial phase of evidence gathering during the co-design phase will support partners to define the transition phase at the mid-year review, bolster the development of the business case for the prospectus, and demonstrate to HLF and NT where success has been achieved or more support is required for successful delivery. During the delivery phase, monitoring and evaluation will produce evidence for prospectus investors and to leverage additional support and funds. Evaluation analysis will draw on the expertise of project partners in order to demonstrate the project's social, environmental and economic impacts within a common framework, and create an long-term assessment tool for the Prospectus.

Research within the project will focus on two key areas; first bringing together partners to create a research agenda targeted for original research beyond the life of the project. NHC will build on their current work facilitating collaboration between researchers and practitioners through the Communicate programme ([www.communicatenow.org.uk](http://www.communicatenow.org.uk)). Second, the production of original research during the project through support for a funded Masters of Research student in partnership with UWE). Building on a successful model developed in the 2018/2019 year between NHC and UWE, the student will be co-supervised by both partners with access to the project partners. This research project will specifically interrogate the impact of the transformation prospectus model adopted following the co-design phase.

Dissemination will target various professional audiences as an ambitious, nationally focused element of the programme, focusing initially on the members of the Parks Accelerator cohort, then the wider set of cities / partnerships that applied for the funding, then a broad UK base of organisations and cities through NHC's Communicate network. We seek to work with others to take a leadership role within shared learning actions for the cohort. Our plan adopts effective structures created during Bristol's year in 2015 as European Green Capital, which amplified existing partnerships across the city between Bristol City Council, community partners, local universities, and businesses in order to share learning openly and effectively. Our dissemination will be structured around 6 key deliverables.

First, creation of bite-size learning packages created from the beginning of the project. Second, a dedicated section on NHC's website, populated from the start of the programme with relevant data and learning, demonstrating "evaluation in progress". Third, facilitated in-person and virtual meetings to share learning across Parks Accelerator cohort members. Fourth, feature sessions within the annual Communicate conference in 2019 and 2020 to share learning with a national cohort of cities, organisations and those working in green space provision, support and investment. Fifth, supporting Bristol partners for presentation and learning opportunities in and outside the city, including updated materials with current evaluation findings. Sixth, a programme of study visit and hosted tours to show impact on parks 'in situ' to visitors from other parts of the Parks Accelerator and other cities.

In our approach we will learn from the success and failures of the City Leap and benefit from the on-going contribution by the two principle universities in Bristol who also will be involved in evaluation of the Parks Prospectus.

## Section seven: Project costs

In this section, tell us how much it will cost to develop and deliver your project.

There is a limit of 20 words per 'description' section when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. Please see Section nine: Supporting documents within the programme application guidance for further information.

### 7a Development-phase costs

#### Development costs

| Cost heading                    | Description | Cost    | VAT   | Total   |
|---------------------------------|-------------|---------|-------|---------|
| Professional Fees               | x           | 309824  | 73456 | 383280  |
| New staff costs                 | x           | 351000  |       | 351000  |
| Recruitment                     | x           |         |       |         |
| Other costs (development-phase) | x           | 254000  |       | 254000  |
| Full Cost Recovery              | x           | 98205   |       | 98205   |
| Contingency                     | 0           |         |       |         |
| Non-cash contributions          | x           | 186250  |       | 186250  |
| Volunteer time                  | 0           |         |       |         |
| Total                           |             | 1199279 | 73456 | 1272735 |

#### Development income

| Source of funding                               | Description | Secured? | Value   |
|---|-------------|----------|---------|
| Local Authority                                 |             |          |         |
| Other public sector                             |             |          |         |
| Central government                              |             |          |         |
| European Union                                  |             |          |         |
| Private donation - Individual                   |             |          |         |
| Private donation - Trusts/Charities/Foundations |             |          |         |
| Private donation - corporate                    |             |          |         |
| Commercial/business                             |             |          |         |
| Own reserves                                    | x           | Yes      | 86485   |
| Other fundraising                               |             |          |         |
| Loan/Finance                                    |             |          |         |
| Non-cash contributions                          | staff       | Yes      | 186250  |
| Volunteer time                                  |             |          |         |
| HLF grant request                               |             |          | 1000000 |
| Total   |             |          | 1272735 |

|                               |         |
|-------------------------------|---------|
| Total development costs       | 1272735 |
| Total development income      | 272735  |
| HLF development grant request | 1000000 |
| HLF development grant %       | 79      |

## Section seven: Project costs

### 7d Delivery-phase capital costs

| Cost Heading   | Description | Cost | VAT | Total |
|--|-------------|------|-----|-------|
| Purchase price of items or property                      |             |      |     |       |
| Repair and conservation work                             |             |      |     |       |
| New building work  |             |      |     |       |
| Other capital work                                       |             |      |     |       |
| Digital outputs  |             |      |     |       |
| Equipment and materials (capital)                        |             |      |     |       |
| Other costs (capital)                                    |             |      |     |       |
| Professional fees relating to any of the above (capital) |             |      |     |       |
| Total  |             |      |     |       |

## Section seven: Project costs

### 7e Delivery-phase activity costs

| Cost Heading  | Description | Cost | VAT | Total |
|---|-------------|------|-----|-------|
| New staff costs   | 0           |      |     |       |
| Training for staff  | 0           |      |     |       |
| Paid training placements                                  | 0           |      |     |       |
| Training for volunteers                                   | 0           |      |     |       |
| Travel for staff  | 0           |      |     |       |
| Travel and expenses for volunteers                        | 0           |      |     |       |
| Equipment and materials (activity)                        | 0           |      |     |       |
| Other costs (activity)                                    | 0           |      |     |       |
| Professional fees relating to any of the above (activity) | 0           |      |     |       |
| Total   |             |      |     |       |

### 7f Delivery-phase - other costs

| Cost Heading  | Description | Cost | VAT | Total |
|---|-------------|------|-----|-------|
| Recruitment   | 0           |      |     |       |
| Publicity and promotion   | 0           |      |     |       |
| Evaluation  | 0           |      |     |       |
| Other costs   | 0           |      |     |       |
| Full Cost Recovery  | 0           |      |     |       |
| Contingency   | 0           |      |     |       |
| Inflation   | 0           |      |     |       |
| Increased management and maintenance costs (maximum five years) | 0           |      |     |       |
| Non-cash contributions  | 0           |      |     |       |
| Volunteer time  | 0           |      |     |       |
| Total   |             |      |     |       |

## Section seven: Project costs

### 7g Delivery Phase income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Delivery-phase income exactly matches the total of your Delivery-phase costs or the system will not allow you to proceed.

| Source of funding   | Description | Secured? | Value |
|---|-------------|----------|-------|
| Local authority   |             |          |       |
| Other public sector   |             |          |       |
| Central government  |             |          |       |
| European Union  |             |          |       |
| Private donation - Individual                                   |             |          |       |
| Private donation - Trusts/Charities/Foundations                 |             |          |       |
| Private donation - corporate                                    |             |          |       |
| Commercial/business   |             |          |       |
| Own reserves  |             |          |       |
| Other fundraising   |             |          |       |
| Loan/Finance  |             |          |       |
| Increased management and maintenance Costs (maximum five years) |             |          |       |
| Non-cash contributions  |             |          |       |
| Volunteer time  |             |          |       |
| HLF grant request   |             |          |       |
| Total   |             |          |       |

### 7h Delivery-phase financial summary

|                            |  |
|----------------------------|--|
| Total delivery costs       |  |
| Total delivery income      |  |
| HLF delivery grant request |  |
| HLF delivery grant %       |  |

**7i If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?**

**7j If you have included Full Cost Recovery, how have you worked out the share that relates to your project?**

## Section eight: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.

If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

Age

Disabled people

Ethnicity

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

Marital or civil partnership status

People with dependants (for example, children or elderly relatives)

People living in households with incomes below the national average, or people living in the most deprived local-authority wards in England, Scotland, Wales or Northern Ireland.

Community background (Northern Ireland only)

Religious belief

Gender

Sexual orientation

## Declaration

### a) Terms of Grant

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

### b) Freedom of Information and Data Protection

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.

When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2, 3 and 4 of the application form to anyone who asks to see them once your application has completed the assessment process. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information that you provide to us. We will respond to these requests after taking account of your rights and expectations under Data Protection legislation. In those cases, we will always consult you first. The HLF will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:

- To decide whether to give you a grant.
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.
- To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- To hold in a database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.
- If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.

**We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund**

Tick this box if you do not wish to be kept informed of our work

**I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.**

**I confirm that the activity in the application falls within the purposes and legal powers of the organisation.**

**I confirm that the organisation has the power to accept and pay back the grant.**

**I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.**

**I confirm that, as far as I know, the information in this application is true and correct.**

**I confirm that I agree with the above statements.**     

|                     |                           |
|---------------------|---------------------------|
| <b>Name</b>         | Richard Ennion            |
| <b>Organisation</b> | Bristol City Council      |
| <b>Position</b>     | Parks Development Manager |
| <b>Date</b>         | 18/01/2019                |

**Are you applying on behalf of a partnership?**  
Yes

**Please add the details of additional contacts below:**

|                    |  |   |            |
|--------------------|--|---|------------|
| Savita Willmott    | The Natural History Consortium         | Chief Executive   | 18/01/2019 |
| Jane Powell        | University of the West of England      | Manager - Centre for Public Health and Wellbeing                      | 18/01/2019 |
| Heather Elgar      | The West of England Nature Partnership | Coordinator   | 18/01/2019 |
| Rob Acton Campbell | Bristol Parks Forum                    | Committee member  | 18/01/2019 |
| Sue Sancturary     | The Bristol and Bath Parks Foundation  | Project Manager (director not yet appointed)                          | 18/01/2019 |
| Matthew Champion   | North Bristol NHS Trust                | Sustainable Healthcare Engagement Coordinator                         | 18/01/2019 |
| Sally Hogg         | Public Health                          | Consultant in Public Health – Healthy Lifestyles, Healthy Place       | 18/01/2019 |
| Vicki Woolley      | Bristol Green Capital Partnership      | Operations Manager  | 18/01/2019 |
| Dr Marion Steiner  | Clinical Commissioning Group           | Self Care Lead for Bristol, North Somerset and South Gloucestershire: | 18/01/2019 |
| Jon Clark          | The Forest of Avon Trust               | Executive Director  | 18/01/2019 |
| Ryan Munn          | Bristol and Bath Regional Capital CIC  | Business Development Manager  | 18/01/2019 |
| Jonathan Flory     | Social Finance Ltd                     | Director  | 18/01/2019 |

## Section nine: Supporting documents

**Please provide all of the documents listed at each round, unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.**

**In addition to numbers 1-8 below, you may also be required to submit further supporting documents that are specific to the programme that you are applying under. For further guidance, please refer to the application guidance Part four: Application form help notes. We will not be able to assess your application if we do not receive all the required information.**

### First round

**1. Copy of your organisation's constitution (formal rules), unless you are a public organisation. If your application is on behalf of a partnership or consortium, please refer to the programme application guidance for more information on what you need to provide.**

**If you have sent a copy of your constitution with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.**

Already supplied

**Please tell us the reference number of the previous application.**

PP-15-08463

**2. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed (if applicable);**

Electronic

**3. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations;**

Not applicable

**4. Spreadsheet detailing the cost breakdown in Section seven: project costs;**

Electronic

**5. Calculation of Full Cost Recovery included in your development phases costs (if applicable);**

Electronic

**6. Briefs for development work for internal and externally commissioned work;**

Electronic

**7. Job descriptions for new posts to be filled during the development phase;**

Electronic

**8. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision-makers.**

Electronic

**If applicable, please attach any additional documents as required for the programme that you are applying under. Use the box below to confirm in what format the additional documentation will be submitted.**

Electronic

**Please now attach any supporting documents.**

**When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.**



## Future Parks Accelerator

### Extension Funding Application Form (Draft)

Please answer the following questions as fully as possible, taking into account the word limits in brackets. Please provide as much detail and evidence as you can, as this will help us to build the case for your extension funding.

Future Parks Accelerator remains a strategic priority for our organisations and we very much hope for a positive outcome from our extension funding application, however it is important to note that your application will be entering a highly competitive funding environment. You must present a convincing case for investment that clearly demonstrates the progress you have made so far and shows that you have a clear plan in place to secure a healthy and sustainable future for your P&GS.

A process map is attached to this document for your reference.

Please seek support from your Account Manager during this process, it is their role to help and advise you. If you have any questions or concerns, you can also contact [Eleanor.Potter@futureparks.org.uk](mailto:Eleanor.Potter@futureparks.org.uk).

The deadline for submission is **Friday 7<sup>th</sup> August 2020**. Please submit your application forms and any attachments to [Georgina.Harvey@futureparks.org.uk](mailto:Georgina.Harvey@futureparks.org.uk).

#### **1. Please tell us about your FPA project to date:**

Key: Expressions of Interest (EOI)  
Parks and Green Spaces (P&GS)  
Bristol and Bath Parks Foundation (BBPF)

##### a) What have you achieved so far? [500 words]

Our approach is to re-position the park service politically and societally, attracting new partnerships and investment – delivering change at the heart of decision making within the council and how the city works together to achieve better parks. In February 2021, we will publish a prospectus which presents information regarding the in scope parks (now called the Brochure). This will be marketed across many sectors, local to global and Expressions of Interest (EOI) will be invited, asking citizens, voluntary sector orgs, health funders and the business communities, to submit Expressions of Interest telling us what opportunities they see in Bristol's Green spaces, what they could bring, what results they would want to see, including ideas for partnerships with the council.

Our new strategy and action plan will be informed by the results of this market testing approach, as well as focussed work in other areas including health research, biodiversity mapping and asset reviewing, volunteering and community development etc.

The Project is currently going through a change process to reprofile both spend and activities to October 2021. This will help mitigate the impacts of Covid-19 and the ability of potential partners to engage. The process has joined up the project milestones with the internal strategic work needed to deliver transformation

As we put the foundations in place for the EOI phase we have delivered:

#### **Reviews/mapping/baselining**

- Full asset review, collating details of all our parks built and natural assets.
- Agreed principles for deciding which sites will be included in the Brochure.
- 19 community engagement sessions (4 face to face, 15 zoom)
- Online survey with over 1700 responses (exploring how people used their parks, pre and during lockdown)
- Worked with Vivid Economics to finely tune the Bristol Greenkeeper accounts
- Commissioned ecological surveys on 160 sites
- Initiated negotiations with 8 community anchor organisations and 6 community groups to help develop potential EOI

#### **Business opportunities**

- Pricing and costs analysis of our Catering Services and Nursery Business to help inform our future pricing strategy and in house commercial opportunities
- 'Businesses to target' plan - well developed
- Full range of sponsorship products being explored
- Draft report from Acorn highlighting the structure of investment partnerships and identify possible commercial operations and activities for Bristol's Parks

#### **Health**

- Literature review of how parks can improve health – with a focus on non-users who need Parks and Green Spaces (P&GS) for health purposes
- Initiated partnership building with health funders (CCG), public health professionals and parks managers to explore the findings of the health research in the Bristol context AND agree to work together to develop pilot projects and share data.

#### **Comms**

- Produced project (not parks service) branding and explanatory video clip about the project

#### **Charitable Foundation**

- Board training to Bristol and Bath Parks Foundation (BBPF)
- BBPF grant giving scoping report

#### **Strategy**

- Drafted Work plan for developing the PGS strategy

#### **Evaluation**

- Evaluation Logic model developed and base line information across all sections being assembled

We are currently also planning a pilot phase on two sites and a simulation on a larger site, to test our processes and emerging decision framework.

b) What difference has your FPA project made to date in your place? [250 words] –

The Bristol Future Parks (BFP) project has strengthened the standing of the Parks and Green Spaces (P&GS) services within the Council and it has allowed us to develop a number of strong partnerships around the city, in the following ways:

- Political buy in, level with Councillor Asher Craig, Cabinet lead for Communities, Equalities and Public Health proactively engaging, taking an active part as a member

of the governance board and committing to front Bristol Future Parks (BFP) in the video miniclip –

- Raised the profile of Parks with Directors and Executive Directors; including Growth and Regeneration lead Stephen Peacock, which has increased internal connectivity between departments, such as
  - enabling us to renegotiate how Corporate Landlord is applied to the Parks Service
  - opening up discussions with the urban design and planning teams, to ensure parks are linked into the refresh of the spatial plan and the regeneration of the city centre.
  - placing P&GS high on the agenda of corporate priorities.
- Initiated new partnerships with health professionals and funders, both within Public Health and the NHS – laying the foundations for future joint working to invest in parks and improve health outcomes
- Adding value and supporting the development of the newly established Parks Foundation
- Brought the narratives of the impacts of austerity on our parks to the fore, highlighting the need to do things differently – noticeable change in mind set at community events

c) Do you feel that your work to date has laid the groundwork for the systems change / transformation you are aiming for? If so, how? If not, why do you think that is? [250 words]

BFP aims to deliver the roadmap for transformation in the form of a new PGS Strategy. The Prospectus will inform this by testing the markets (community, voluntary sector, sports, health and business) for both opportunities and appetite across the sectors to work together to safeguard the city's parks and greenspaces for the future.

The need for timely systems change has become evident, there is still much to do, however, the high profile nature of BFP is enabling space for these changes to be explored at all levels within the Council. E.g.

- Bringing forward the emerging Volunteering strategy so that it develops in time for the EOI phase
- Identifying that workforce change is needed in order to deliver potential pipeline of community projects, enable volunteering as an additional resource and continue business liaison, should the Prospectus successfully bring in interest from business sectors
- Identifying the risk to the service of Corporate Landlord and agreement from Senior Director to renegotiate how Parks Service engages with it.
- Setting up an internal working group with legal, procurement and finance to explore how sponsorship products can be ring-fenced for parks, how transparency can be assured, and outcomes evaluated.

Some areas for systems change still look challenging, e.g. ring-fencing income and

protecting budgets, the project has identified that we need to explore other investment models and we plan to work with BBPF and Environmental Finance to do this.

The real foundations for systems change will come post EOI which is a critical period when the new operating models will be set.

d) What have you learnt so far? [250 words]

Key learning includes:

- Years of cuts have resulted in a loss of organisational memory; information scattered across different systems and held in the heads of a few people, the time it took to bring this work together was much greater than planned.
- Bristol Future Parks is a huge undertaking, with a broad range of work packages, each requiring multi strands of work; however the core team structure is small, and temporary loss of staff to the C-19 response, further reduced capacity. This identified the need to expand the core team and to expand the parks management team responsibilities to increase capacity.
- The need for strong partnerships, as the Council focused on the C-19 response, the project lost priority and experienced internal barriers from the Communications team. To maintain momentum, we worked with our external project partners, to develop and deliver the parks survey and our online communications strategy.
- The need for our commercial business teams to increase their commercial skillset and be more customer focused, e.g. the need for upselling training, benchmarking pricing against competitors to improve gross profit and surveying customers.
- When venturing into a new sector, support it needed to guide learning. During the first phase of the commissioned business opportunities work, it took several discussions between the consultants and the management team before we really understood what was needed from the commission, together Simon Cronk and Acorn supported that learning.
- The strengths and weakness of the Greenkeeper Natural Capital Accounts and how we might use them confidently
- The importance of our parks to the health of the city, further amplified during C-19

e) How have you shared what you have done so far with others? [250 words]

There has been a host of opportunities to share our experiences via cohort events, as well as being active member of the natural capital, volunteering, working groups. Bristol has:

- Delivered a peer sharing session about our experience of doing an asset review, discussing the barriers and obstacles, and how we overcame this. This was a challenging part of our project wanted to share how we thought others could learn from or improve upon our processes.
- Ella Hogg (Parks Volunteer Coordinator) presented a FPA cohort session on Volunteering in Parks, covering Bristol's approach and the tools she is developing to forge a "volunteer positive" parks service.

- Actively contributed as the case study for the discussion lead by Simon Cronk and Mollie Dodds around procuring business and consultant support

Internal sharing:

- Learning from NT challenge with area parks offices and partners
- Findings from the FPA support with the business analysis commission (Mollie Dodd's) with the internal business unit managers to start planning the future developments

External sharing:

- Health findings and mapping data at the Health in Parks event and identified areas of need within the city. This will lead to greater partnership between health partners and the parks service.
- NHC spoke about Children's play in Bristol at the World Urban Parks Virtual Conference – 6<sup>th</sup> May 2020, an introduction to BFP was included in the presentation

There has also been a lot of learning through the various FPA webinars that Colleagues from across the council have taken part in and these have opened up ideas which will inform future change.

**2. Please tell us about your future plans:**

- a) How do you plan to embed your work to ensure that your project achieves lasting change?  
[250 words]

Political and Senior leadership buy-in is driving our transformation plan, giving authority and direction to maximise opportunity through the Parks Prospectus approach and in agreeing a new 25-year parks strategy. Each FPA funded work package has a senior sponsor.

We:

- Are making inroads into partnership working with Health funders, we plan to second a public health manager, to embed the connections internally between parks and health and grow the external partnership.
- Are surveying our natural biodiversity to create a benchmark from which we can build and measure against in the future.
- Are planning to support grounds staff through training and by changing the way of working to enable partnership working with our Volunteers
- Have agreed a 'consolidation and expansion' plan to increase parks volunteering activity, including a time measurement tool which will act as a powerful advocacy to demonstrating value
- Will work with 18 local Anchor organisations to reach communities and ensure that citizens are engaged and want to submit project ideas.
- Are creating a cross departmental network of stakeholders to internally champion the aims and objectives of BFP. Eg Sustainably, Planning, Design, Community Development and One City Teams
- Will be exploring different financial models to ensure continued funding for parks, eg working with Environmental Finance and working with BBPF to explore how

they can hold sponsorship funding for reinvestment into parks.

- Will hold media on board events to ensure that the local press are knowledgeable and supportive of BFP

If successful, the prospectus approach will be repeated and we have already identified smallholdings as the next phase.

b) What are the main risks associated with your future plans? [150 words]

Risks which include:

- The market testing takes place late into the FPA project cycle (Feb – May2021) leaving little time to:
  - Build relationships with potential investors
  - Build a pipeline of sponsorship opportunities
  - Align opportunities with the P&GS Strategy
  - Build community buy in
  - Bring community project forward
- COVID-19:
  - Business sector may not be ready to engage or invest,
  - Community organisations may need to focus on economic survival
  - health partnership may be distracted by a second wave
- Lack of Citizen buy in, linked to perceptions that the project is too focused on commercialisation/big brands rather than public benefits and opportunities
- Council procurement processes are lengthy and could deter potential partners
- Failure to deliver a sustainable financial model for the P&GS service due to lack of interest through the Expression of Interest Phase.
- Change in Political Leadership in May 2021.

c) What is your project leading for? What further plans do you have for influencing change in the wider sector? [250 words]

We believe that our approach will become sector leading and we will have created a model which others can adopt and adapt. For example:

- We are inviting expressions of interest from commercial partners to develop a portfolio of commercial opportunities and over time, we will invest the revenue generated to deliver our strategic priorities including supporting parks in areas of greatest need, and measuring the benefits.
- We will have created a volunteering model which will deliver volunteering opportunities outside of the traditional approach, local authorities currently support. Bristol is a 'volunteer positive' organisation and we wish to push the boundaries and imbed volunteering into Bristol's DNA and encourage through our programme non-traditional approaches which will embrace a new audience from

across the city; and include opportunities such as coaching and mentoring, survey work, volunteer rangers, environmental records, walk and talk sessions with community leaders etc.

- As a dedicated parks charity, the BBPF represents a unique opportunity. We expect the Foundations to develop new relationships between business and communities and deliver mutually beneficial community programmes, in partnership, alongside the parks service.
- We have the desire to create a decision making process that enables us to priorities the opportunity that fits best within any one site, taking into consideration all aspects of that site, such as biodiversity, health, community, equalities, income potential and local and city context. We are currently working with internal and external organisations so that we can develop this process.

**3. Please tell us more about your extension funding application:**

- a) Please confirm the amount of extension funding you are requesting.

£238050

- b) Why do you need extension funding, and what difference would it make to your project?  
[500 words]

- c)

At the end of the current FPA funding we will have

- Identified opportunities within the city's P&GS, including commercial leisure-based activities, community initiatives and corporate sponsorship.
- Evaluate ideas submitted through our EOI phase and progress some community opportunities.
- Drafted the P&GS Strategy ready for consultation.
- A portfolio of ideas.

We will be at the cusp of something exciting, the extension funding will increase our ability to respond to more opportunities during the current project and enable us to progress others, to get closer to making them a reality

Enterprise and business relations: we will be able to progress the complex and valuable commercial EOI through the procurement phases. We will develop a strong pipeline of corporate sponsorship agreements linking organisation to community, enabling us to argue for funds internally to embed the relationship-management role within the parks service.

Community engagement: we will have increased capacity to work with communities, giving support to progress more ideas beyond the EOI phase. We will set up and test systems that support community initiatives in the longer term. We will be able to signpost more individuals and groups to develop their projects, supporting communities wishing to set up 'friends of' groups, fundraise or progress Community Asset Transfers. We will commission local 'anchor' organisation to provide support and guidance to take community ideas forward. We will also develop and adopt a toolkit for consulting citizens about commercialisation or major changes within parks.

Parks and Green Space Strategy: we will deliver a strong consultation process ensuring that our citizens and political leaders' buy-into the parks transformation programme. The strategy will be adopted by the Council by March 2022. As part of this consultation we will

trail the consultation toolkit and start conversations with citizens about those sites where larger scale opportunities have been identified.

Partnership development: we will invest a modest sum to continue to support and strengthen our partnership network and support the BBPF to generate unrestricted funds to cover its core costs, including development of a business plan and systems to trade.

Health programme – we aim for parks to become a significant provider of public health benefit. With the extension funding we can second a public health manager to help us strategically link parks and public health, develop and embed partnership working with the health sector and develop health programmes.

Evaluation: we will continue to evaluate the project through the Natural History Consortium and draw on the collective power of their 13 members to evaluate and develop high quality learning to share with the FPA cohort and other Local Authorities

Volunteering: We have recently made significant progress in developing our volunteering programme. We have set out an ambitious 5-year plan (outside of the current FPA investment) to double volunteering to at least 10,000 hours per year. We are embedding systems and capacity to achieve this. With additional resources we will be able to support our Volunteer Coordinator to measure the impact and value of volunteering and develop training materials. Giving us the evidence we will need to embed this role/ function into the parks service workforce.

Nature Programme: Parks and green space can make a significant contribution to becoming a nature-rich city. We are developing a plan to contribute to the city's nature recovery network. With additional resources we will be able to digitise survey data ready for inclusion on our online brochure in time for the EOI phase and conduct woodland surveys in the spring of 2021. We will also trial Edinburgh University's Natural Capital Standards tool.

d) What would happen to your project if you are **not** awarded a grant increase? [250 words]

We remain committed to making BFP project a success. Ability to succeed will need resources to take ideas forward. If the extension and funding is not secured this will significantly weaken our ability to get a number of the work streams across the line in a timely manner. Therefore in the absence of alternative core funding, now much less likely as we enter a covid19 period of austerity, inevitably we would need to make compromises.

Making ideas a reality will require careful navigation through the procurement process, ensuring that citizens are informed and in agreement. We would still do all this, but with fewer dedicated staff we would miss opportunities and limit our engagement to the basics resulting, in the risk of the project becoming mediocre.

We would make less progress in taking sponsorship and 'match-making' opportunities forward where the potential was there but complexities required careful unpicking and resolution.

It would leave core elements of the project such as the health partnership less well developed and would not afford the opportunity to embed health work within our service.

Our plans and programmes would be less informed, less progressed and less complete.

Our strategy would remain our flagship expression of ambition, but itself compromised by

lack of capacity to build-in all the learning from our BFP programme. Ultimately, our ability to re-position parks to capture internal and external investment would be lower.

- e) What are the long-term risks for your green space portfolio if your project is **not** awarded a grant increase? [250 words]

Our staff have embraced the concept and need for change and we need to be in a position to fully deliver and implement those changes. If we cannot conclude the project we will have ultimately failed to re-think parks, leaving hopscotch of good ideas and initiatives but not the breakthrough we believe is possible – we will still have public parks just not delivering to their potential for the city.

Key long term risks include

- Continued austerity cuts to the service budget resulting in the further decline in the quality of the City's Parks
- Reduction in Senior Management interest in the parks service and subsequently the service being passed over when opportunities (such as the potential opportunities which may come out of the Covid 19 crisis) arise
- Increased citizen dissatisfaction in Bristol's Parks

In addition to this, we are developing a partnered parks service – where public and private finance and support come together. Failure to capitalise on the fantastic opportunity that is Bristol Future Parks risks this future. We will inevitably lose support from partner organisations seeing us slip back into business as usual.

- f) Why do you think we should support your application for extension funding? [250 words]

We have clear ideas about our future park service and the role we should play in supporting a vibrant, healthy and fair city. We believe our journey offers sector leading learning that others can adopt and adapt. We are stimulating and developing enterprise partnerships, developing social investment opportunities, supporting communities to identify and progress local solutions, developing our approach to volunteering and placing parks at the centre of a health revolution.

With further investment we will be in a strong position to take forward opportunities presented by our soft market testing EOI phase, and complete the evaluation and dissemination of key elements ready for others to adopt.

We will develop a decision-making framework that will allow us to evaluate and process multiple expressions of interests. We will compare ideas that will compete for the same space offering different opportunities. In deciding one idea over another, we will need to build a model that is transparent and fair, that can identify strategic priorities, such as revenue generation, and supports local ideas like nature or health based initiatives. We will need political and community support to get the balance right.

The newly formed Bristol and Bath Parks Foundation is a fantastic opportunity to progress our shared ambition to build partnerships between businesses and park communities. We will explore how sponsorship models can exploit this collective relationship between local authority, charity and community and be able to demonstrate success in how this works in our region offering solutions to others.

What have you done to minimise the level of additional grant you are asking for? [150 words]

Bristol Future Parks is currently reprofiling both milestones and funding, to stretch the project until October 2021. Most of the core staff costs are included within this reprofile however, it would mean that we will be operating on a shoestring at a key and very busy time, just pre and post Expression of Interest, so additional funding has been requested to add value during this time as well as to extend the project to March 22.

We have identified £57000 (23.9%) Match Funding in the form of staff costs, including the continued input of the Strategy Officer, Volunteer Coordinator as part of the Bristol Future Parks team and increased Management input into the project

g) What sort of support package do you think you might need during the extension phase of your project? [150 words]

The key support that we will be needing is

- Continued support from Casey Morrison re Volunteering and Participation
- Continue support from Mollie Dodd and Simon Cronk re business support and advise, and to have a place on our emerging Advisory Board.
- Knowledge on visitor experience, including programming, service vaster flow and engagement
- Communications branding and marketing
- Sharing and lectures on all Green infrastructure and climate issues
- Natural capital accounting and health modelling
- Alternative business and funding models

**4. Please tell us about your parks and greenspaces during the Coronavirus crisis, and your plans for recovery:**

a) Describe the role parks in your place have played in helping your community stay resilient and healthy during the Covid-19 crisis. What have you noticed about who and how parks are used? Has this resulted in any changes to your FPA project? [250 words]

The relevance and importance of Bristol's parks has been notable during this crisis, as a lifeline for communities, especially those with limited or no access to any green space. Politically this has given us greater political profile and placed us higher on the list of corporate priorities.

During the pandemic we saw a significant increase in the use of public space, with estimates of around 30% increase in usage. People were utilising their local park and green spaces more regularly, it has been noted that local communities have an increased desire in getting involved in volunteering and supporting their communities. More people used their local green space for exercise, supporting people's mental health and wellbeing, family cohesion, physical health and reconnection with nature.

The parks service has responded to Covid in the following ways:

- Creating initiatives to support volunteering i.e. individual volunteering programmes and volunteering bubbles to manage social distancing.
- Worked with businesses, organisations, and faith groups etc. to ensure that we continued to maintain access to public spaces when the lockdown measures were

at their peak.

- Adapted the maintenance operations to support establishment of wild flora in parts of the city
- Worked with the business community to support the reintroduction of business activity, such exercise classes, catering outlets.
- Developing projects which will see Bristol becoming a greener place along the high street and creating better places for people to use; rather than just viewing them as a functional transport route, they are now being considered part of the urban landscape.

b) What do you think your FPA project will contribute to recovery in your place? How would an extension help with this? [250 words]

Bristol has recognised the importance of parks during the pandemic, and how they have become a vital lifeline for people. What we need to do now is better understand how we can capture this, so that we can put in place changes which meet the future needs for our communities.

P&GS have been highlighted as intrinsic to the city's economic recovery, as they provides a resource and backdrop for businesses and health and wellbeing for employees; they create the right environment and framework for the city when it is being promoted nationally and internally when seeking to attract new business and investment. With Bristol being one of the UKs favoured cities to work and live in, Parks and Green Spaces will assist in attracting talented workers to the City.

COVID has helped us to understand where communities have been hit the hardest and through the Parks and Green Space Strategy consultation we will better understand local needs.

The extension will allow us to have a greater focus on nature, volunteering, business engagement and communities and come out with some clear deliverables which ensure our future delivery model is fit for purpose and meets the needs of the city over the next 25 years.

As part of the recovery we will need to remodel some of the services which we provide and the extension will allow us to do this working alongside other cities within the cohort, so that we can share and learn from each other.

***Please supply a work plan and budget summary for your project's extension period and grant increase. And appendix (with staff outputs)***

**Bristol City Council Equality Impact Assessment Form**

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



|                              |                                       |
|------------------------------|---------------------------------------|
| Name of proposal             | Bristol Future Parks Prospectus Pilot |
| Directorate and Service Area | Management of Place                   |
| Name of Lead Officer         | Jon James                             |

**Step 1: What is the proposal?**

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

**1.1 What is the proposal?**

The Bristol Future Parks team will deliver a small pilot for the Expression of Interest Phase of the project. This offers us an opportunity to pilot the processes, trial sponsorship approaches and test the decision making framework on a small number of sites, and facilities ahead of us launching the full Expression of Interest in February 2021, in order to then make any changes if necessary.

1. Sites to be piloted will be –

- Sea Mills Rec – to test, EOI back office systems, Community considerations hand book, Small direct sponsorship opportunities for individual community projects
- The Netham – to test a site that will have multiple interest from across different sectors such as health, community, business and sport – this site will test the decision framework which we are currently developing as well as our back office systems
- One site to pilot a health initiative (site to be agreed after Health in Parks conference, this could also be the Netham)

We will also deliver an off line simulation exercise on Eastville Park, this will not be a live call for EOI. Eastville Park promises to be a site with multiple interests and a potential site for 3rd party investment, we will work with local stakeholders and interested parties to stress test our systems and co-design our processes for sites with larger opportunities

**Step 2: What information do we have?**

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

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

Parks is a universal service that all citizens of Bristol have access to. We don't collect data on parks users but we do have good data about the citizens of Bristol and also about satisfaction with local parks through the QoL survey.

In addition, the Council did an extensive piece of work for an equalities impact assessment on its parks and green space strategy adopted in 2008. Although this is some years old the findings are still highly relevant to the service area as the motivations for using the service and its level of

provision have not significantly changed. This work looked extensively at barriers to access.

The key messages received from this assessment were that safety (and the perception of safety), and access to toilets were overriding concerns for citizens on the basis of their protected characteristics.

The most significant population change in relation to equalities communities has been an increase in the non-White British population from 11% to 22%. This would suggest the findings of 2008 would be as pertinent or more so and there would be a greater need for activities in parks for culturally diverse communities which the increase in event opportunities could support.

#### Lawrence Hill Ward (Netham park area)

- Is an area of high ethnic diversity (59.6% Black, Asian and minority ethnicity, compared to city average 16%) - Census 2011
- Is an area with higher than average population of children and young people (01 – 15 years 26%, city average 18.5%) - Office for National Statistics 2018
- It is an area with 7 LSOA in the 10% most deprived – 2019 indices of deprivation.
- Lawrence Hill is also an area of high density, with 65.9% of people living in flats, (city average 34.4%) – 2011 Census
- It is also an area of below average green space which is reflected in the Quality of life response of only 60% of people satisfied with parks and green spaces (Bristol 72%)

#### Stoke Bishop Ward (Seamills area)

- Seamills, is within the Stoke Bishop ward, most of which is the most affluent ward in the City, however the village of Seamills contains 2 LSOAs in the 20% most deprived, Sea Mills Rec is within this area
- Stoke Bishop has a higher than average proportion of older people (20.5% aged 65+ compared to 12.9% for Bristol overall)

#### Citywide data

The Bristol Quality of Life Survey gives us a useful insight into the way that different equalities groups visit and feel about parks and green spaces:

- Older people in Bristol are more satisfied with parks and green spaces than average but tend to visit them less often.
- Black, Asian and Minority Ethnic people in Bristol visit parks and green spaces less regularly and are less satisfied with them than average.
- White Minority Ethnic people in Bristol are more likely than average to regularly visit Bristol parks and green spaces.
- Disabled people in Bristol are much less likely to visit parks and green spaces often and are significantly less satisfied with them than average.
- People living in the most deprived areas of Bristol are significantly less likely to visit parks regularly or be satisfied with their quality.
- Overall satisfaction with the quality of Bristol parks and green spaces has significantly declined from 81.6% in 2015-16 to 72.1% in 2019-20.

| Indicator | % satisfied with | % who visit |
|-----------|------------------|-------------|
|-----------|------------------|-------------|

|  | the quality of parks and green spaces | Bristol's parks and green spaces at least once a week |
|--|---------------------------------------|---|
| 16 to 24 years                             | 68.2%                                 | 46.2%   |
| 50 years and older                         | 71.1%                                 | 41.6%   |
| 65 years and older                         | 74.4%                                 | 42.6%   |
| Female                                     | 73.2%                                 | 52.6%   |
| Male                                       | 71.3%                                 | 53.7%   |
| BAME [Black, Asian and minority ethnicity] | 70.0%                                 | 36.1%   |
| WME [White minority ethnicity]             | 77.2%                                 | 57.5%   |
| Disabled                                   | 64.5%                                 | 35.1%   |
| Carer                                      | 72.5%                                 | 51.4%   |
| Single Parent                              | 70.0%                                 | 60.2%   |
| Religion or faith                          | 73.2%                                 | 45.8%   |
| No religion or faith                       | 77.6%                                 | 56.2%   |
| Lesbian, Gay or Bisexual                   | 79.6%                                 | 54.5%   |
| <b>Bristol Average</b>                     | <b>72.1%</b>                          | <b>52.9%</b>  |

*source: Quality of Life in Bristol survey 2019-20*

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

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

This project is a pilot and its very nature is to work with communities to help us develop our systems and procedures, we will involve local people and local anchor organisations to do this.

We will market the opportunity to submit EOI widely locally, as well as around the city, working with a local Anchor organisation in Lawrence Hill area to offer support for under-represented groups within the communities they work.

During this process we will be developing our decision making framework, with the aim of ensuring that EOI are evaluated in an inclusive way. This will include a co-design element, the aim being that this pilot will ensure that our processes and systems take into account all aspects of the green space (health biodiversity, community, enterprise, sustainability, and the local context).

If we carry forward any of the EOI there will be communicated with local Communities. For example, if an income generating activity is proposed within a park and is using parks space, consultation will take place with the local community to ensure that any negative

impacts on equalities communities are understood and mitigated.

### Step 3: Who might the proposal impact?

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

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

- There are potential adverse impacts on disabled parks user if income generation activities conflict with accessibility within parks.
- The same issues may affect older parks users.
- There are potential adverse impacts on equalities groups such as Black, Asian and minority ethnic communities (BAME), LGBT communities and faith groups if income generation activities affect the way that people use the parks and make them less welcoming or reduce open access to the site
- If parks are handed over to communities to manage, there are potentially adverse impacts on equalities communities such as disabled parks users, BAME users, older users, parents/carers and children if the parks are not well managed or if the groups managing the parks do not cater properly for the needs of all users.
- This is also an area where the perception of safety may be a concern.
- There is a potential impact for users from low income households if more park space is taken by charged for activities which these households may not be able to afford.
- There is a potential impact on families with children if there is a reduction in the availability of play equipment.

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

- This project is a pilot which will form the basis of the actual Bristol Future Parks City Wide Expression of Interest phase.
- To mitigate for the above potential impacts any EOI which is asked to process will need to consult about their proposals with local residents to ensure that any negative impacts of their proposals can be mitigated.
- This consultation will be carried out by the body wishing to deliver the new proposal, however it will be within strict guidelines developed as a result of this pilot.
- Any new commercial activity or change of use within a project will be subject to a specific equalities assessment.
- For alternative service delivery models such as management of parks by local groups / communities, consultation and clear agreements about the duties related to managing green spaces will be key to ensuring that there are no negative impacts on equalities communities.
- Equalities communities may need to be given support to ensure that they are in a position to engage with any processes related to taking on local parks to ensure that all communities get the opportunities to manage local assets. Particular attention may need to be given to economically disadvantaged communities in relation to management of assets if finance or skills are a barrier.
- It is a key priority to get a good cultural mix of events within parks that cater to all

|   |
|---|
| <p>communities.</p> <ul style="list-style-type: none"> <li>It is key to ensure that if play equipment is not replaced, there is quality alternative play equipment available in the area for families with children</li> </ul>  |
| <p>3.3 Does the proposal create any benefits for people with protected characteristics?</p>   |
| <p>In general the parks service will continue as normal – there may be some advantages to people with protected characteristics as the income generation activities may add to the cultural experience of using the parks, or give them a greater say in how things are managed</p> |
| <p>3.4 Can they be maximised? If so, how?</p>   |
| <p>It will be important to ensure that any new activities are in keeping with the local context, but that when relevant a mixture of activities is offered</p>  |

**Step 4: So what?**

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

|  |
|--|
| <p>4.1 How has the equality impact assessment informed or changed the proposal?</p>  |
| <p>This project is the pilot phase of the Bristol Future Parks Project, and as such it will very much influence the EqIA for the final delivery of the project.</p>  |
| <p>4.2 What actions have been identified going forward?</p>  |
| <ul style="list-style-type: none"> <li>Review equalities impact assessment as proposals that are asked to develop</li> <li>Ensure that as EOI are developed, consultation takes place with local equalities forums and local residents to ensure that feedback is considered as part of the development phase.</li> <li>Further public consultation may take place when more developed plans are in place and equalities groups will be encouraged to engage with that.</li> <li>Liaise with subject matter experts to ensure any new backend system changes are accessible for disabled staff.</li> </ul> |
| <p>4.3 How will the impact of your proposal and actions be measured moving forward?</p>  |
| <p>This is the Pilot phase, and it will form part of the learning, which will ensure a robust equitable delivery when the EOI process is launched proper<br/>The equalities impact assessment will be updated and reviewed both during and after this time as experience and more information become available.</p>  |

|                                   |  |
|-----------------------------------|--|
| <p>Service Director Sign-Off:</p> | <p>Equalities Officer Sign Off:<br/><i>Reviewed by Equality and Inclusion Team</i></p> |
| <p>Date: 4/08/2020</p>            | <p>Date: 20/7/2020</p>   |

## **Bristol Future Parks (BFP) work to January 2021**

### **Health Working Group**

- Literature review - identified 3 groups: those that use parks, those that do not use parks and those that do not use parks but whose health would benefit if they did. This last group being the target
- Health mapping: detailed where the cities health inequalities are for a range of illnesses
- Case studies: what are the success factors, explored walking, park runs, social prescribing, making links with link workers and social prescribing, volunteering and horticultural activities, forest schools and play rangers, and also green gyms
- Green Keeper natural capital accounts delivered: modelling suggests that £234 million in mental health benefit, £127 million in physical health benefit and £300,000 in CO<sub>2</sub> capture per year. It was also estimated that a further £156 million in health benefit could be realised if the parks are uplifted to the One City Plan aspirations of every Bristol resident being within 10 minutes' walk of an 'excellent' park (Green Flag rating or similar) – (get exact wording)
- Model created to estimate costs to uplift the city's parks to the One City Plan aspiration (this was done by the Asset working group). Circa £33 million over 15 years
- Health Event with Clinical Commissioning Group (CCG) leads and key health professionals
- Links with Supporting Healthy Inclusive Neighbourhood Environments Health Integration Team ([SHINE HIT](#))
- Presentation to Health and Wellbeing Board
- Inclusion in the Bristol Green Prescribing EOI application (brief)
- Presentation to the Equalities Network
- Cohort wide health working group agreed by FPA
- Carrying out Tisdall health surveys on 20+ parks

### **Community Development and Engagement**

- Community partners and Anchor organisations: follow up conversations with all potential partners. Feedback suggests pushing EOI back would be beneficial as capacity is limited. 11 confirmed community partners, 2 confirmed as unable to support, 2 alternative organisations pending
- Netham Pilot: Community partner worked alongside Friends of Netham Park (FONP) and Bristol & Bath Parks Foundation (BBPF) to hold conversations with residents living around Netham Park
  - 86 people engaged through door knocking, online engagement and conversations in parks
  - Ongoing contact with group of residents with expressed interest in the pavilion – connecting to Sports EOI
  - Tracy compiling feedback from conversations to share with other partners
- Resident feedback: insight from past/current resident led projects collected to feed into strategic piece "how can we build on our collaborative working practices"
- Engagement: continued engagement with residents/orgs including attending friends meetings and promoting BFP with Children & Young People (CYP) sector
- 4 face to face community conversations

- 15 virtual community conversations
- Facebook page set up
- Newsletter about to go out
- Communicate 2020 conference stage
- Bristol Parks Survey delivered 1,824 responses

### **Volunteering**

- Volunteering strategy renewed in summer 2020 – currently being implemented
- Volunteer database (Better Impact) adopted in summer 2020. Being used to coordinate, record and promote volunteer action and opportunity. Integrating current BCC led volunteer programmes, e.g. One Tree Per Child (OTPC), ParkWork and staff led volunteer action. City-wide promotion/training and support on this to continue to increase confidence and user experience. Delivered by Volunteer Coordinator. Needs admin support
- Volunteer Zoom meetings to support and update volunteers – well received and provide valuable insight into what groups are doing – next one on 1<sup>st</sup> Dec to lay out plans for post-lockdown #2 in Bristol
- Staff led volunteering – new groups developing at sites including: Ashton Court Estate, Redcatch Park, Greville Smyth Park and Blaise Castle Estate. These staff led volunteering actions plus ParkWork are currently on hold due to Lockdown#2. Staff training to be planned for Jan 2021 onwards to improve confidence (shadowing and specific skills sessions, e.g. working with young people with learning difficulties)
- Planning volunteer thank you together with BBPF – mid December 2020 – online celebration
- Working with Corporates – some are thinking about their corporate social responsibility (CSR) campaigns & how they can contribute financially alongside group sessions – this requires careful relationship management
- Accessible volunteer work programmes – developing shared access (BCC staff and third parties) to develop and view volunteer work tasks and programmes integrated to Confirm GIS data systems – allowing for more efficient planning and integrated site working (so everyone knows what is happening, where, what and by whom)
- Digital volunteering – working with Wildlife & Conservation Officer to develop & promote ecological surveys/photography/data collection of value to Parks Service in response to continued demand/growth for volunteering opportunities

### **Asset Assessment**

- Information regarding all sites and the facilities that exist on each of them has been collated from a variety of systems. This is a large database which will be used to develop the EOI site pages and also provide further information for parties wanting to know site specifics
- 300 sites currently in scope – to be further reduced
- Currently collating the legal due diligence on the 11 potential sites for enterprise solutions
- The project will be reducing the number of sites submitted into the EOI phase during February 2021 to about 80

### **New Business**

- Acorn report received

- Alliance Leisure and T3 report received
- Contacts hit list developed and networking ongoing
- Relationship made with procurement, and plan for post EOI initiated

### **In-house Business**

- Existing business performance assessed by Mollie Dodd

### **Natural Capital Accounts**

- Natural Capital accounts modelled (Green Keeper) delivering baseline evaluation of BCC's portfolio of parks and green spaces
- Two scenarios modelled and delivered:
  - a) Achieving One City Plan target (excellent park within 10 minutes' walk from home) – 123 Green Flag parks. Output: uplift natural capital value reflecting increased use of green space
  - b) Impact of projected population increase by 2043. Output: uplift natural capital value reflecting increased population
- Achieving 123 Green Flag sites modelled – providing cost/benefit ratio
- Influencing Health partners, reflecting in 80%+ of uplift value (model – quality lift) relate to health outcomes

### **Nature**

- Land surveys commissioned to identify existing and potential habitats within the Nature Recovery Network. 160+ land parcels. Baseline habitat classified using UK Habitat Classification. Opportunity classified using Defra Biodiversity Metric 2.0. The data is currently being analysed (December 2020). Expected output is a spatial projection of potential habitat enhancement and creation (woodland, wetland, species rich grassland – alone or mosaic), and valued using potential biodiversity credits
- Collaboration and development of Bristol City Council Ecological Emergency Action Plan. Suite of actions identified relating to nature to include opportunity identified above, plus actions relating to pesticides, grassland management, tree strategy, etc.

### **Bristol and Bath Parks Foundation**

- Upskilling and training of staff and trustees as well as the business plan workshop attended by trustees
- BBPF Strategy 2020-23 signed off by Trustees on 9<sup>th</sup> March 2020.
- Foundation staff have visited other similar projects to learn from them. The trust and grants fundraiser has issued 5 applications to trusts and funds and continue to work with us on securing income
- Engaged a consultant (Jenny Wildblood) to scope the development of our small grant programme for community groups
- Exploration of shared agenda/mutually beneficial relationship FPA facilitated workshops (1 and 2)
- Sustainable funding proposal submitted to both Local Authorities (BCC & BANES) in November 2020. BCC decision report due to be considered on 7<sup>th</sup> January 2021

- Financial trading workshops with RIO – workshop 1-3

Bristol City Council

Future Parks Accelerator Programme

**Site Selection Process for Future Parks Expressions of  
Interest**

## Document History

| Version   | Date        | Author/Editor    | Details   |
|-----------|-------------|------------------|---|
| Draft 01  | 26-Jan-2021 | Jonathan James   | First Draft   |
| Draft 02  | 26-Jan-2021 | Richard Fletcher | Changes/clarification's                                 |
| Draft 03  | 27-Jan-2021 | Richard Ennion   | Changes, Inputs and tweaks re-ordering the introduction |
| Version 1 | 28-Jan-2021 | Virajit Mungale  | Formatting changes                                      |
|           |             |                  |   |
|           |             |                  |   |

## Documentation, Sign-Off & Reviewers

| Reviewed by   |
|---|
| Jonathan James – Head Of Parks and Green Spaces               |
| Richard Fletcher - Parks Services Manager                     |
| Richard Ennion - Horticultural Service Manager                |
| Sharon Radnedge - Business Operations and Development Manager |
| Virajit Mungale – Programme Manager                           |
| Hayley Ash - Bristol Prospectus Programme Manager             |
| Tracy-Ann Smith – Future Parks Accelerator - Account Manager  |

| Name/Role   | Sign off / Acceptance |
|---|-----------------------|
| Jonathan James – Head Of Parks and Green Spaces               | 28-Jan-2021           |
| Richard Fletcher - Parks Services Manager                     | 28-Jan-2021           |
| Richard Ennion - Horticultural Service Manager                | 28-Jan-2021           |
| Sharon Radnedge - Business Operations and Development Manager | 28-Jan-2021           |

## **Site Selection Process for the Future Parks Expressions of Interest**

The Council's Parks and Green Spaces Services has a diverse asset base which we needed to consider for inclusion within the Future Parks Expressions of Interests for commercial and community led interests. The approach which we have developed will allow us to open up opportunities through a phased process for seeking expressions of interest. Through this method it will give us the opportunity to manage expectations, for the council to improve and fine tune the process and ensure we have sufficient capacity to manage the expressions of interests.

The shortlist of sites will allow us to test our approach and concepts by working with both the business and community sectors.

The bullets below identify some key principles which were used to allow the service to rationalise and shortlist Parks and Green Spaces for inclusion in the Council's Future Parks Expression of Interest process.

- Sites which have long and medium term leases and licences would not be considered in this process as it would be too difficult and challenging to work through individual leases and licences for the delivery of the FPA project. Outside of FPA and/or over a longer timescale there are third party agreements that need to be reviewed to ensure we are getting the best from our assets and delivering corporate objectives. For example tenanted grazing land could be used to support our efforts in addressing the ecological emergency or provide much needed green space in some areas of the city.
- Acceptability of the asset to be used for commercial and community opportunities was a key factor in shortlisting these sites and sites we have identified have either an element of commercial activity or community involvement already happening or recently proposed.
- Deliverability was included as some assets are more complex than others. Even though we wished to test the robustness of our approach we also wanted to ensure that we did not shortlist too many sites in Phase 1 which could result in prolonged discussions and debates around acceptable uses and mean having to overcome limitations as a result of, for example, local community resistance, planning constraints and restrictive covenants.

- Testing processes and our approach to evaluation is key to allowing us to formulate a strong and robust delivery model going forward. We have reduced the number of sites significantly following a number of discussions with our delivery partners and consultants we have employed on the FPA project. Once we have tested our approach during phase 1 of the programme we can reflect and fine tune this after considering lessons learned and feedback received.
- Utilisation of officer knowledge of assets has allowed us to refine our shortlist so that we have a good balance and geographical spread of assets across the city.
- Sites that are already subject to significant change processes or influences (Ashton Court Mansion etc.) have not been included until such time as work is concluded or there is greater clarity, as this may create conflict and uncertainty for any bidder and their approach to submitting an expression of interest.
- Capacity and resources have been a consideration to allow us to reduce the final list of phase 1 of the expressions of interest to a number which we can manage with the level of resources we have. If this was not done it would create a risk for the project and it would disappoint and frustrate organisations that have come forward.

The above approach has allowed us to distil the sites to be included from 450+ to 27 and once we have tested the first phase and these are in train we can then consider the development and delivery of phase 2.

# Communities Scrutiny Commission

## 8 February 2021



**Report of:** Growth and Regeneration Directorate

**Title:** Estate Safety Group Project update

**Ward:** City-wide

**Officers Presenting Report:** Martin Owen

**Contact Telephone Number:** 0117 3525235

**Recommendation:**

That the Communities Scrutiny Committee note the report.



## 1.0 Summary

1.1 The Estate Safety Group (ESG) has been established as a task and finish group with its main purpose to increase safety for residents who live in high and low rise blocks of flats. The project will also improve the 'look and feel' in and around blocks; to make the buildings look more desirable places for our residents to live in. There are over 500 high and low rise buildings around the city which house approximately 10,000 tenants.

## 2.0 Context

2.1 The ESG group was formed as part of an initiative to improve the look and feel of high and low rise blocks around the city. The idea for the group came via the former Executive Member for Housing, former director and an active leaseholder who had previously worked with the former member. Initial discussions started in Jan 2019 with the group's first meeting taking place in September of that year.

2.2 The ESG was formed before the Moving Forward Programme – transforming the way the landlord function is delivered – had started and identified a number of quick wins to improve the look and feel in and around blocks.

2.3 The resolution of quick wins was dependent on internal and external services working closely together. However during the process, opportunities for better coordination and improved communication between internal and external services were identified and work to improve joint working will continue and is outlined in next steps below.

2.4 The ESG has been paused for over twelve months, mainly due to the pandemic but also to align it with the Moving Forward Programme where one of the six priorities for residents was improving the security and appearance of homes and estates.

## 3.0 Progress to Date

3.1 The ESG first met in July 2019 and undertook a tour around housing stock, primarily in the central and south areas of the city. The inaugural ESG meeting was held in September 2019 and the group have four met times, the last one in January 2020. The table below summarises activities and discussions held by the group:

| Activity              | Date           | Progress   |
|-----------------------|----------------|--|
| Tour of BCC stock     | July 2019      | Mini bus tour of BCC stock – Kingsdown, Easton, Hartcliffe, Bedminster to help build a picture of the differences between areas of the city                          |
| Inaugural ESG meeting | September 2019 | Agreed Terms of Reference, membership, discussed a vision for the group, feedback on learning from others, themes of issues faced, how we measure the project        |
| Site meeting          | November 2019  | Identified short term improvements around pilot blocks   |
| Second ESG            | October 2019   | Agreed a vision, what good looks like, blocks for pilots, how we communicate with residents  |
| Third ESG             | November 2019  | Update on pilots, identifying other improvements in and around blocks, indicative costings for CCTV and concierge service plus benchmarking with other organisations |

|           |              |   |
|-----------|--------------|---|
| Forth ESG | January 2020 | Site visit with door entry manufacturer to help design out crime, updates on pilots and measuring their success, planning for site visit to Tower Hamlets |
|-----------|--------------|---|

3.2 Presentations, agendas and minutes of the ESG meetings are available on request.

**Commentary**

3.3 To gain a current position for the project, Housing Officers from across the city identified issues in high and low rise blocks. These were themed into the following areas:

- Anti-social behaviour
  - Drug dealing and drug taking (in communal areas)
  - Intimidation – youths congregating in stairwells, tailgating residents into blocks, asking to be let in
  - Prostitution
- Rough sleepers in bin rooms and communal stairwells – this is prevalent in central areas of the city. It is rare for rough sleepers to be found in the north or south of the city
- Graffiti – widespread in the central areas but can appear in any part of the city
- Housing stock is ageing and requires investment

Some examples of issues faced are below:



## Measures

- 3.4 ESG discussed measures for the project and the group recognised that the main success measure is based on residents' perception; do residents feel safer, are there less unauthorised people visiting the block, do the blocks look and feel better? The ESG also developed more tangible measures:
- Resident satisfaction
  - Number of tenants spoken to by Housing Officer
  - Reports of ASB reducing
  - Numbers of reports to police reducing
  - Length of tenancies sustained
  - Number of properties let first time
  - Reduction of graffiti reported and cleared
  - Action plans developed for each block
  - Improved cleaning standards/caretaking score
  - Number of tenant groups set up
  - Number of new lights fitted around blocks
  - Number of walkabouts with residents in attendance
  - Service level agreements set up for each block in conjunction with residents

## Learning from others

- 3.5 Other housing organisations from around the country have shared their approach to making high and low rise blocks safer and more desirable places to live. Leeds City Council (LCC) have developed and implemented a High Rise Strategy in order to address similar issues to those faced in Bristol and created a Standard High Rise Management Model which includes:
- A Block Action Plan for all 116 high rise blocks outlining the main priorities for that block. These actions are owned by Housing Officers who works with partner services to address actions
  - Smaller patch sizes for Housing Officers
  - Daily sweeps of blocks to identify issues
  - Weekly surgeries held within the block
  - Monthly block inspections undertaken by the relevant Housing Officer, to flag issues within external/communal areas, with tenant involvement where possible
  - Additional contact with known vulnerable tenants – ensure support needs are in place
  - Targeted training for housing officers in the management of flats/communal areas
  - Proactive repairs service to better ensure that issues are dealt with quicker and before they become bigger problems
  - Improving communications – through online and social media, email bulletins to communicate the latest news and issues
- 3.6 Homes for Haringey described a similar approach to LCC with:
- Reduced patch sizes for housing officers

- Local action plans for blocks
- Awareness campaigns and community engagement in block
- Support for vulnerable individuals and ensure the right support is in place to help sustain tenancies
- Looking at other ways to design out crime such as restricting access to floors in the block

- 3.7 Luton still provide a concierge service to some of its multi storey blocks but acknowledged this was costly and other organisations have withdrawn this service, mainly due to cost.
- 3.8 A meeting with Design out Crime Officers (DOCOs) who represent Secured by Design (a national police prevention initiative that aims to reduce burglary and other crime using the principles of good design and appropriate physical security) was held to explore other solutions. The DOCOs provided leads to companies who manufacture door entry systems; some models have in-built video surveillance to help reduce unwanted visitors into blocks of flats. The DOCOs provided contact details for a representative for Tower Hamlets who has successfully implemented measures to reduce anti-social behaviour in blocks of flats. A visit to Tower Hamlets with ESG was scheduled for mid-March 2020 but was postponed due to the Coronavirus outbreak.

## Options

### CCTV and Concierge Service

- 3.9 BCC did offer a concierge service in several inner city BCC blocks but this was withdrawn due to the cost of the service. As outlined above, very few organisations now offer this service, mainly due to cost and since the introduction of CCTV cameras.
- 3.10 Bristol has a network of CCTV cameras covering much housing stock but there are many blocks of flats that do not have cameras for a variety of reasons including cost, lack of infrastructure to support a camera network and residents in some blocks voting against installation. Indicative costs for installing one camera in a block of flats are in the region of £50,000.

### Partial Closure Orders (PCO)

- 3.11 A partial closure order is a formal sanction that allows the police and the council to quickly close premises (or communal area) which are being used, or are likely to be used to commit nuisance or disorder and lasts for three months with an option to extend for a further three months. In July 2019, three blocks of flats in Easton – Lansdowne Court, Twinnell House and Croydon House were granted closure order status meaning that anyone found in the blocks uninvited could be arrested on the spot. These were the first closure orders for Bristol although others including LCC have used them. The success of PCOs is reliant on residents reporting issues to the police and the police being reactive to the reports.
- 3.12 Whilst there is no formal measurement of the PCOs success, the perception from the Police, Caretakers and Housing was there were less unauthorised 'visitors' in to the blocks and a reduction in the number of informal complaints being received. There were no reports of rough sleeps in these blocks during the PCO. The Twinnell House closure order was not extended and the police feedback that they had received no calls

reporting 'trespassers' in the block. BCC is continuing its work with the police to consider the next steps.

#### **4.0 Achievements**

4.1 Since the inception of the ESG, the following achievements have been made and some photographs showing before and after are below:

- Created a vision for the group – 'Creating world class blocks where residents want to live and are respected, that are clean and safe and contribute to sustainable communities.'
- Developed and agreed measures
- Commenced pilots in four blocks (Carolina, Fremantle and Middleford, Millmead) to try different approaches to the management of tenancies in multi-storey flats
  - A block action plan developed
  - Text messages sent to residents notifying them that the Housing Officer would be in the foyer to record issues. Sessions also attended by local PCSOs
    - Generally highlighted benefits of use of bulk text messaging which is now being used as standard to send short messages to residents is has been rolled out across Estate Services
  - Changed door entry codes
  - Added new external and internal lighting
  - Had rubbish removed
  - Removed graffiti
  - Trees pruned
  - Joint walk-throughs of blocks with Housing Officer, Caretakers, Bristol Waste
  - Better links with Streets Intervention service
  - Security patrols
  - Briefed the Exec member for Housing on progress

**BEFORE**



**AFTER**



## 5.0 The Big Tidy

- 5.1 Big Tidy is part of the Council's Bristol Clean Streets campaign to bring the sparkle back to streets and covers 16 wards and 150 lower super output areas targeting the most challenging issues. Big Tidy crews are working in neighbourhoods across Bristol to tackle issues such as littering, tagging, fly-tipping and fly-posting, and overgrown areas of vegetation.
- 5.2 Recently Housing and Landlord Services agreed to fund a dedicated Big Tidy team who will identify and make significant improvements to longstanding environmental problems across the housing estate. Through integrating BWC Waste Minimisation, the Big Tidy will be able to develop strategies and methods for increasing the amount of recycling that is collected from the housing estate and flats in particular.
- 5.3 A pilot will begin in Hartcliffe in February and teams from H&LS services will work alongside the Big Tidy team, providing a presence in the area which will provide opportunities to undertake further tenancy management work including contacting residents to ensure the appropriate support in place for them to pay their rent. A

programme of work for the four month pilot is being developed and this will be communicated to residents and other stakeholders in due course.

- 5.4 The team will also identify other low level maintenance issues that may fall outside of the scope of the proposal and will be addressed during Big Tidy delivery.

## 6.0 Moving Forward Together

- 6.1 The Moving Forward Together (MFT) programme – with the aim to improve the way services are delivered across H&LS and put residents at heart of the housing service – started early 2019. Between September and November 2019, over 3,000 residents and staff were surveyed and the six priorities identified were:

- 1 Being more visible and having a local presence
- 2 Listening to what residents say
- 3 Making it easier to contact us
- 4 Keeping our promises
- 5 Tackling crime and anti-social behaviour
- 6 Improving the security and appearance of our homes/estates**

- 6.2 The work undertaken by the ESG will now link into priority six and outcomes of the project will cut across other priorities above.

## 7.0 Next Steps

- 7.1 A decision regarding the future of the ESG and how it aligns with the MFT programme will need to be made in conjunction with the Executive Member for Women, families and Homes and senior officers.

- 7.1 In the meantime, Estate Standards (ES) will be developed for blocks across the city which will encompass the management and upkeep of the physical environment; giving blocks a grading score. Housing Officers will own the ES plan and work collaboratively with internal and external services to ensure standards are improved and will be part of a continuous programme of improvements across estates. Photographs showing exceptional standards will be used to drive up the quality of blocks. Next steps will include:

- Housing Officers will be more visible in the area where they work
- ES will be developed with residents who live in blocks
- Reintroduction of estate walkabouts where key stakeholders will be in attendance such as the local beat officer, residents, councillors and other services who contribute to the management and upkeep of the area
- Walkabout action plans will be created and owned by Housing Officers
- Walkabout schedules to be displayed in block noticeboards
- Text messages to be sent to residents informing them of walkabouts

## 8. Policy

*Not applicable*

## 9. Consultation

**a) Internal***Not applicable***b) External***Not applicable***10. Public Sector Equality Duties**

- 10a) 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.
- 10b) This report is for information only.

**Appendices:***None***LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985****Background Papers:***None*

# Communities Scrutiny Commission

## 8 February 2021



**Report of:** Safer Communities Manager

**Title:** Community Safety Strategic Assessment / Needs Analysis Update

**Ward:** City-wide

**Officers Presenting Report:** Clare Sims, Safer Communities Manager

**Recommendation:** For the Communities Scrutiny Commission to note the report

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

The Safer Communities Team are currently preparing a paper to present to the Keeping Communities Safe Delivery Board on 8<sup>th</sup> April 2021 outlining evidence based recommendations for the key themes we want to see prioritised in the Keeping Bristol Safe Partnership Strategic Plan. The existing KBSP strategic plan is scheduled for review summer 2021.

Whilst undertaking a quantitative data analysis of agreed key Community Safety & Crime Reduction themes in Bristol we are also drawing on the findings from the pending BCC Drug & Alcohol Strategy, Public Health led Hate Crime/Incidents Needs Assessment and other relevant sources to inform the recommendations.

Preliminary emerging themes and Community Safety priorities have been identified.

We intend to apply a refreshed, strength-based, Public Health approach to our forward plan, based on a five 'Ps' model.



1. The Safer Communities Team has recently undergone a change in leadership and Directorate and it became apparent that the highly experienced and highly skilled team of officers required a re-fresh to their work plan. Subsequently this fell in line with the relatively newly formed Partnership Governance arrangements in Bristol, whereby Community Safety Partnership duties now fall to the Keeping Bristol Safe Partnership Executive.
2. The Keeping Bristol Safe Business team has produced a 3 year Partnership Strategic plan with individual business plans for the three Delivery Groups – Adults, Children & Families and Safer Communities. This strategic plan will be refreshed in the summer of 2021 and it is our intention to provide an evidence based suite of recommendations to drive this work forward and contribute to making a real difference to Bristol – a safe place to live.
3. There are a number of threads contributing to identifying the BCC Safer Communities Teams' work-plan and recommendations for the refreshed KBSP Strategic Plan and to date include:
  - i) The BCC Community Safety Strategic Assessment (draft)
  - ii) The BCC Drug & Alcohol Strategy (draft)
  - iii) A Public Health led Hate Crime/Hate incident Needs Assessment (draft)
  - iv) We will also draw on the Mayoral Commission's report for Domestic Abuse (soon to be published).
  - v) Consultation with the Safer Communities Team Crime Reduction Project Officers – drawing on their subject matter expertise and wealth of knowledge about the City of Bristol
4. We will incorporate findings from any other source that can contribute to our Community Safety needs assessment going forward. This will be an ongoing tactic implemented to ensure that our work plan remains responsive, innovative and collaborative. Additional ideas going forward include collaboration and data share with partners such as Probation Services, Health and third sector partners such as the Bristol Drugs Project and the Bristol Hate Crime & Discrimination Service.
5. The Community Safety Strategic Assessment/Needs Assessment

This assessment is being led by our Insights Partnership Data Analyst and commenced in September 2020. A bibliographic research analysis was undertaken to review existing core cities' community safety strategic assessments and strategic plans. This provided an overview of the community safety priorities in other core cities of which we have subsequently considered. In addition to a review of other Core Cities' assessments/strategies, the One City Plan, the Safer Bristol Crime & Disorder Strategic Assessment (2015) and the Avon and Somerset Police and Crime Needs Assessment (2018) are also being considered as part of the assessment.
6. We have identified a number of key themes repeated within multiple core city community safety strategic assessments and strategic plans and we have adopted a plan to investigate these key themes within Bristol as part of the Bristol Community Safety Strategic Assessment:
  - Anti-Social Behavior
  - Modern Slavery
  - Child Sexual & Child Criminal Exploitation

- Violence against Women (including Domestic Abuse, Honour-Based Violence and Female Genital Mutilation)
  - Drugs and Alcohol
  - Hate Crime
  - Serious Violence
  - Night Time economy
7. The analysis is currently reviewing all offender/victim age ranges and sub-categories within the above themes are being set out to identify issues and emerging patterns that are prevalent in Bristol. Offender/victim profiles will be determined for these themes and where possible, high risk areas or hotspots will be mapped.
8. The primary sources of data being used for this analysis include data from Avon & Somerset Constabulary and data extracted from the Think Family Database (TFD). The TFD is a consolidated person record from over 30 different sources developed by Insight Bristol, a multi-agency integrated analytics hub based at Bristol. Joint Strategic Needs Assessment documents and Public Surveys (e.g. Quality of Life Survey) will also be reviewed along with data sought and shared with partner agencies within the City.
9. The intended outcome of the Bristol Community Safety Strategic Assessment will be to assist in setting priorities for the future delivery of community safety programmes in the City incorporated into the KBSP strategic plan.
10. The draft Bristol Community Safety Strategic Assessment will be completed by the end of January 2021. The Safer Communities Team and key partners will then review its findings and draw recommendations with the final Assessment being presented to the KBSP through the Keeping Communities Delivery Group in April 2021.

#### 11. Emerging Themes

As stated above, an interim consultation with the Bristol City Council Safer Communities Team has been undertaken and we have begun to scope out some key themes and priorities for our work plan and our recommendations to the Partnership Strategic Plan. In doing so we referred to our statutory duties, we have drawn on what we already know about Bristol and explored the preliminary findings from the needs assessment. The final Community Safety Needs Analysis & Strategic Assessment will ultimately provide evidence to support the final recommendations.

12. Please see the table below that outlines the emerging themes that we have identified so far. Please note these are preliminary and will need to be evidence based in order to feature in the final recommendations presented to the Keeping Communities Safe Delivery Group in April 2021. Also as stated above, consideration will also be given to priorities already set out in the One City Plan and the Joint OPCC Crime Plan.

13.

|      |   |   |
|------|---|---|
| i)   | Tackling Violence   | Street based violence, female genital Mutilation, Honour Based Violence, Domestic Abuse, Youth Violence & Night Time Economy. |
| ii)  | Responding to Unlawful Drugs                                    | Drug Supply, Drug Dealing & Drug Distribution – to include County Lines.  |
| iii) | Eradicating Prejudice & Discrimination that leads to Hate Crime | Education, Early Intervention, Supporting Victims & Understanding Communities.  |
| iv)  | Strengthening Communities                                       | Anti-Social Behaviour, Problem Solving, Contextual Safeguarding, Feeling Safe & Responding to Acquisitive Crime.              |
| v)   | Counter Terrorism   | Strengthening our Prevent agenda & Channel Safeguarding Process.  |
| vi)  | Protecting the most vulnerable                                  | Victims of Crime, Modern Slavery and protecting children and vulnerable adults.   |

#### 14. The Bristol Drugs & Alcohol Strategy

Bristol City Council has very recently undertaken a Public Health led review of Drug & Alcohol issues in the City and has drafted a Drug & Alcohol Strategy. Consultation on this strategy has very recently closed and the Council are a step closer to having a detailed analysis of the City's needs and priorities in this area. For this reason, rather than duplicating this work, we will instead draw upon its findings and incorporate these into our Work Plan and our submission of recommendations to the KBSP.

15. Bristol's existing Drugs & Alcohol Strategy expires in 2020. This presented as an opportunity to develop a new, city-wide strategy which looks to address issues relating to all substances (not just alcohol, but all drugs) within one document. Bristol City Council has worked with partners across the City to draft a proposed new Drug and Alcohol Strategy on behalf of the Keeping Communities Safe Delivery Group (of the Keeping Bristol Safe Partnership).

16. Prior to presenting our Community Safety paper to the KBSP in April, we will draw upon the Drug & Alcohol Strategy's findings in order to define clear evidence-based recommendations that will outline how we will reduce the impact that drug and alcohol misuse has on our communities and their safety. This will include focusing on drug and alcohol related offending and the social costs of substance misuse and dependency on individuals, families and communities.

### 17. The Hate Crime/Hate Incident Needs Assessment

A Hate Crime/Hate Incident Needs Assessment is currently being undertaken within BCC by Public Health colleagues. Public Health Registrar – Hannah Thornton is completing a detailed needs assessment of Hate Crime & Incidents in Bristol. The findings from this assessment will be drawn upon to shape the priorities for the BCC Safer Communities Team and will provide evidence-based recommendations that will be put to the KCS Delivery Group in April 2021 with a view to being incorporated into the KBSP three year strategic plan.

### 18. The key objectives of phase 1 of the Hate Crime/Hate Incident Needs Assessment are as follows:

- Provide evidence and best practice review for hate crime/incidents a) prevention and b) service provision
- Summarise reported hate crime police data and trends – victim and perpetrator demographics, geography, motivation and classification of crime
- Summarise data relating to unreported hate crime – to include collaboration with partners such as the Bristol Hate Crime and Discrimination Services, BCC housing & SWAN advocacy support
- Summarise similar/ core city comparator data

Phase 2 of the Hate Crime/Hate Incident Needs Assessment intends to include stakeholder interviews, service mapping and so forth.

### 19. This work commenced in November 2020 and is scheduled to be concluded by April 2021 when it will be presented to the KCS Delivery Group. Phase 1 of the assessment is scheduled to be available for consultation with internal partners on 28<sup>th</sup> January 2021 whereby phase 2 will follow and include extended stakeholder consultation and recommendations will be drawn from its findings.

### 20. Whilst compiling evidence from the sources outlined above to inform the Community Safety and Crime Reduction priorities for BCC and the KBSP, we are also giving careful consideration to the 'approach' we plan to undertake in setting out and delivering on the recommendations and objectives we set. We intend to apply a strength-based & Public Health approach to Community Safety and we endeavor to apply contextual safeguarding and trauma informed principles to our work going forward. We also aspire to apply a desistance approach to our practices supported by evidence based frameworks. Initially we are exploring the notion of using the 5 P's framework as similarly featured within the Government's CONTEST, Domestic Abuse and Modern Slavery agendas. Preliminary thought are as follows;

- i) Prevention
- ii) Provision (of services)
- iii) Partnership
- iv) Pursuing (perpetrators)
- v) Protect (safeguarding the vulnerable)

21. Public Sector Equalities Duties – The Needs Assessments are endeavoring to consider a range of demographics which will include looking at the protected characteristics of victims and perpetrators. We will be considering what more can be done to promote equality in relation to tackling crime and disorder that disproportionately affects minority sectors within our communities. Prior to concluding our recommendations we will be seeking council from partners who specialize in advocating on behalf of minority groups in Bristol. We will be consulting with and taking advice from with the BCC Equalities Team and if deemed appropriate we will carry out an Equality Impact Assessment prior to submission of our findings.
  
  22. To conclude, we ask that the Communities Scrutiny Commission note this report that outlines the progress to date and the forward plan to undertake a detailed needs assessment of the community safety and crime and disorder themes presented in Bristol. The BCC Safer Communities Team Work Plan and the priority recommendations to be presented to KBSP in April 2021 will be borne out of evidence-based need assessments as described above. The recommendations will be underpinned by a collaborative, strength-based, Public Health approach with measureable outcomes that will make a real difference to the lives experienced by the citizens of Bristol.
-

# Communities Scrutiny Commission

8<sup>th</sup> February 2021



**Title:** Risk Report (Corporate)

**Recommendation:**

Commission Members to consider and comment on the Q3 Corporate Risk Report that was presented to Cabinet on the 26<sup>th</sup> January 2021

For the



## Decision Pathway Report



**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 26 January 2021

|  |  |  |  |
|--|--|--|--|
| <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 3 2020-21. The Q3 Corporate Risk Management Report will be presented to Cabinet in January 2021.</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, budget setting, transformation and service delivery.</p> <p>The CRR provides assurance to management and Members that Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that 'risk' by definition includes both threats and opportunities, which is reflected in the CRR.</p> <p>The CRR summary of risks is attached to this report at Appendix A is the latest formal iteration following a review by members of the council's Corporate Leadership Board (CLB) in January 2021.</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 the 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) in January 2020 to form the CRR. The Mayor's Office was consulted in January 2020. CLB are asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers as at end of 12<sup>th</sup> January 2021.

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 Q3 20-21 Corporate Risk Report (CRR) as at 12<sup>th</sup> January 2021 contained:

| Threat Risks  | Opportunity Risks   | External / Contingency Risks   |
|---|---|--|
| <ul style="list-style-type: none"><li>• 3 critical</li><li>• 16 high</li><li>• 2 new</li><li>• 4 improving</li><li>• 1 deteriorating</li><li>• 1 closed</li></ul> | <ul style="list-style-type: none"><li>• 0 significant</li><li>• 3 high</li><li>• 0 new</li><li>• 1 improving</li><li>• 1 deteriorating</li><li>• 0 closed</li></ul> | <ul style="list-style-type: none"><li>• 1 critical</li><li>• 1 high</li><li>• 0 new</li><li>• 1 improving</li><li>• 0 deteriorating</li><li>• 0 closed</li></ul> |

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

There are three critical threat risks:

- CRR41: Long Term Major Capital projects. The risk rating being 4x7 (28) critical threat risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR9: Safeguarding Vulnerable Children. The risk rating being 4x7 (28) critical threat risk. This risk is managed on the People Service Risk Registers.
- CRR32: Failure to deliver enough affordable Homes to meet the City's needs. The risk rating being 4x7 (28) critical threat risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

There are four improving threat risks:

- CRR5: Business Continuity and Council Resilience. The risk rating being 4x5 (20) high threat risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR6: Fraud and Corruption. The risk rating being 3x5 (15) high threat risk. This risk is managed on the Resources Service Risk Registers.
- CRR12: Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur. The risk rating being 4x5 (20) high threat risk. This risk is managed on the Growth and Regeneration Service Risk Registers.
- CRR34: Corporate Equalities. The risk rating being 1x5 (5) medium threat risk. This risk is managed on the Resources Service Risk Registers.

There are two new risks:

- CRR40: Unplanned Investment in Subsidiary Companies. The risk rating being 2x7 (14) high threat risk. This risk is managed on the Resources Service Risk Registers.
- CRR41: Long Term Major Capital projects. The risk rating being 4x7 (28) critical threat risk. This risk is managed on the Growth and Regeneration Service Risk Registers.

There is one closed risk:

- The risk CRR1: Lack of long term commercial investments and major projects has been reviewed, closed and replaced by, CRR40: Unplanned Investment in Subsidiary Companies, CRR41: Long Term Major Capital Projects and Financial Investments. The Financial Investment risk 2x5 (10) medium risk resides on the Resources Service Risk Registers.

There is one improving opportunity risk:

- OPP3: Devolution. The risk rating being 3x7 (21) high opportunity risk. This risk is managed on the Resources Service Risk Registers.

There is one deteriorating opportunity risk:

- OPP2: Corporate Strategy. The risk rating being 3x7 (21) high opportunity risk. This risk is managed on the Resources Service Risk Registers.

The risks BCCC2/OPP4 - Brexit is an unpredictable external threat and opportunity, and because of this the reporting for these entries may already be out of date. 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 Directorate by the Resilience Director.

All risks on the CRR have management actions in place.

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 is set out on pages 1 to 17 opportunity risks pages 18 to 19, and external and civil contingency risks on page 20 and 21 all including controls and management actions. A summary of risk performance on pages 22 and 23 by level of risk, the risk matrix on page 24 and the risk scoring criteria on page 25. More detail is available on request.

### Risk Management Framework

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

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

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

- Managed, maintained and communicated Risk Management on the SharePoint and via Internal Communications.
- Carried out workshops and drop-in sessions.
- Reviewed and relaunched the Corporate Risk Management Board (CRMB).
- Supported Managers for Covid 19 related queries.
- Procured the Risk Management Database.
- Directorate Risk Reports received by Scrutiny.

Plans for 2020/21 include:

- Mandatory Risk Management ELearning for key staff.
- Annual Risk Management Maturity Assessment.
- Approach to management of risk reporting to CLB from the Corporate Risk Management Board.
- 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:   |
|---|
| <p><b>1. Finance Advice:</b> 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.</p> |
| <p><b>Finance Business Partner:</b> Michael Pilcher, Chief Accountant, Deputy Section 151 Officer, 18th January 2021</p>  |
| <p><b>2. Legal Advice:</b> The Corporate Risk Register 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.</p>  |
| <p><b>Legal Team Leader:</b> Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer, 14th January 2021</p>   |
| <p><b>3. Implications on IT:</b> IT Services recognise the risks owned by the Service Area and will continue to work on the mitigation activity as documented.</p>  |
| <p><b>IT Team Leader:</b> Simon Oliver, Digital Transformation Director, 12th January 2021.</p>   |
| <p><b>4. HR Advice:</b> 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. There are no other HR implications arising from the CRR report.</p>   |
| <p><b>HR Partner:</b> HR Partner: Mark Williams, Head of Human Resources, 12th January 2021.</p>  |
| <p><b>4. Procurement Advice:</b> There are no direct Procurement implications related to this report.</p>   |
| <p><b>Category Manager:</b> Steve Sandercock, Head of Strategic Procurement and Supplier Relations, 12th January 2021.</p>  |

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|--|------------|
| <b>Appendix A – Further essential background / detail on the proposal:</b> Q3 2020/21 Corporate Risk Report (CRR) - The Corporate Risk Summary Report sets out the risks on pages 1 to 21 including controls and management actions, a summary of risk performance on page 22 and 23, the risk matrix on page 24 and the risk scoring criteria on page 25. | <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 January 12 2021 – 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>CRR2: Failure to Manage Asbestos.</b><br/>                     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>The previous action plan of 2019 has laid foundation for improved processes to manage asbestos and this continues to be effectively embedded within the culture of the service.</p> <p>The main elements of the plan have been implemented and full completion will be presumed once the Asbestos Management Plan has had a final review, currently in process and due December 2020.</p> <p>Management proactivity and training across the service has seen a fall of asbestos incidents and strong processes exist to manage exposure incidents should they in future arise. Asbestos surveys and information contained therein form a key element to reduce asbestos exposure risk. Because of their importance they feature strongly throughout work processes within Planned Programmes and Response and Void services. Historic surveys are readily available for use and scrutiny but to provide added assurance new asbestos surveys are completed both ahead of works and subsequently thereafter.</p> <p>Improvements to manage asbestos risk within housing stock has been made over the previous 12 months with long outstanding surveys relevant to house-block type flats having now been completed. Asbestos surveys and removal works within high rise blocks have also been undertaken, removal works will continue throughout 2021.</p> <p>The Covid pandemic has resulted in an interruption of asbestos awareness training for the bulk of 2020 but decisions made this month will allow face to face training to be reinstated whilst also being Covid secure. The resumption of this successful training package for new staff and staff requiring refresher training is planned this year.</p> <p>In the previous 12 months the housing safety team has grown in number and has had a direct and positive input with investigating incidents and reducing asbestos risk through their intervention. 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>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> <p>Action Owner: Director of Housing and Landlord Services (for Social Housing), Director HR, Workforce and Organisational Design.</p> | ↔   | 2  | 5      | 10          | 1                    | 5      | 5           |
| <p>Risk Owner: Executive Director Growth and Regeneration, Director HR, Workforce and Organisational Design.</p>   | <p>Action Owner: Director Housing and Landlord Services; Director HR, Workforce and Organisational Design.</p>  | <p>Portfolio Flag: Finance, Governance and Performance.</p> | <p>Strategy Theme: Our Organisation.</p> |        |             |                      |        |             |

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|---|---|--|-----------------------------------|--------|-------------|--|----------------------|--------|-------------|
| 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><br/>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> | ↔  | 4                                 | 5      | 20          | <p>We have agreed in principle a new accident incident reporting system. We will be looking to pilot small and scale up quickly in January 2021.</p> <p>A new strategy for Health Safety and Wellbeing has been developed which sets out an integrated approach for the next five years. This has been agreed by Resources EDM and is currently out to consultation with key stakeholders. A new operating model and staffing structure has been developed to support the delivery of the strategy. The strategy will run from January 2021 – December 2026. A delivery plan is included within the strategy.</p> <p>We continue to support the organisation to be COVID-19 secure. 95% of buildings including schools have been given a COVID secure certificate. A fire safety and building compliance report has been agreed by Resources EDM and a final report with action and delivery plan is being presented to CLB on 3rd November 2020. The health and wellbeing plan continues to support the workforce organisational strategy and key actions including reasonable adjustments training and the launch of Mental Health First Aiders are on track.</p> <p>A new integrated Occupational Health Employee Assistance Programme (EAP) and physiotherapy contract is in its final stages of the procurement process and an award of contract is imminent.</p> | 3                    | 5      | 15          |
| <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>   | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. |        |             |  |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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>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 may be increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Strikes (People, Fuel).</li> <li>• Loss of key staff (communicable diseases and influenza epidemics).</li> <li>• Loss of suppliers.</li> <li>• Loss of accommodation to deliver key services.</li> <li>• Loss of equipment.</li> <li>• Any event which may cause major disruption.</li> <li>• Unavailability of IT and/or Telecoms.</li> <li>• Loss of staff/staff availability.</li> <li>• Knowledge loss.</li> </ul> <p>Reduced chances of preventing/responding to incidents due to a lack of forward planning or investment.</p> | <p>Responding to Covid has accelerated BC planning in keys areas (e.g. homeworking and managing resilient supply chains) and increased resilience.</p> <p>A Business Continuity survey has been released to all Heads of Service (completion date 16 Oct) requiring services to reflect on the Covid experience and their BC plans / resilience. The survey points out the likely challenges ahead and asks services to consider their 'critical activities' and the resources they need to deliver them, as well as consider other risks to the continuity of their services.</p> <p>The Agile and Resilient Working Group chaired by John Walsh has been established and is meeting regularly to address staffing resilience, including IT to support homeworking, in response to the ongoing homeworking now necessary due to Covid.</p> <p>Supply chain resilience vis a vis Covid and Brexit is being addressed through the Brexit Project Board, chaired by Tim Borrett. A supply chain survey has been sent out by the Procurement Team to all Council suppliers and contractors. Analysis of the survey is ongoing.</p> <p>Usual winter preparations are underway and the Severe Weather Team, chaired by Pete Anderson has met to coordinate preparations and understand the impact of Covid on usual arrangements.</p> <p>A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota. The Incident Response Plan updated in Decembers 2019.</p> | ↑   | 4   | 5      | 20          | 1                    | 5      | 5           |
| <p>Risk Owner: Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</p>  | <p>Action Owner: Director Management of Place and Civil Protection Manager.</p>   | <p>Portfolio Flag: Finance, Governance and Performance.</p> | <p>Strategy Theme: Our Organisation, Wellbeing.</p> |        |             |                      |        |             |

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| Corporate Risk Register as at January 12 2021 – 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><br/>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>Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic.</li> <li>Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement.</li> <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. Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response. Under investment in fraud prevention and detection technology and resource.</li> </ul> | <p>A Policy is in place on anti-fraud, corruption and bribery. It is reviewed annually and was approved by CLB and the Audit Committee in November 2020.</p> <p>Emergency financial measures being implemented in response to the pandemic (Covid-19) were subject to fraud risk assessment by the Counter Fraud team and advice provided on process, documentation and checks on the business support schemes. Pre and post -payment fraud checks in respect of significant support being distributed by the Council to businesses has been a key focus throughout the year as distributions continue to be made.</p> <p>An accessible route to report suspected fraud is available to the public and employees. New whistleblowing arrangements are in place from 1st April 2020 with strengthened co-ordination, monitoring and reporting of such reports to Internal Audit.</p> <p>Fraud awareness training has been delivered via the learning pool and directly to staff in high fraud risk areas. Additionally, this quarter, a council wide awareness campaign has been undertaken in support of international fraud awareness week and the counter fraud web pages have been update.</p> <p>Counter Fraud Performance is been report to management and Audit Committee via the half yearly Counter Fraud Update.</p> <p>Mandate approved for the establishment of a regional fraud hub that will maximise the use of data in fraud prevention and detection by widening data sets available for counter fraud work, regularising current ad hoc fraud prevention/detection exercises and improving efficiency by greater use of technology.</p> | ↑   | 3                  | 5      | 15                                       | <p>The Council's exposure to fraud has increased due to Covid and the uncertainty with the pandemic coupled with another national lockdown means that more proactive and reactive work needs to be undertaken to support the business to ensure that fraud losses are minimised. As the government continues to avail large support grants to businesses and individuals, we are using analytic tools and increased resource to undertake both pre-payment fraud checks and post payment fraud assurance checks.</p> <p>Strengthening our arrangements for collating, sharing and analysing intelligence through joint prepayment checks involving West of England Combined Authority Councils and North Somerset</p> <p>Recognising the economic impact of the pandemic and other potential recessionary pressures, we are monitoring and reassessing all other types of fraud ensuring that appropriate prevention and detection controls are in place.</p> <p>Given the increased threat of cybercrime we are strengthening our fraud and cyber controls to ensure they are adequate to meet the challenge.</p> <p>Continuously participating in anti-fraud exercises including the National Fraud Initiative</p> <p>Establishment of a regional fraud hub that will maximise the use of advanced analytics and more datasets is progressing and will be key in tackling fraud as this risk increases.</p> <p>Commissioning an independent review of our whistleblowing arrangements to obtain assurance on the adequacy and effectiveness of arrangements.</p> | 3                    | 3      | 9           |
| <p>Risk Owner: Chief Executive and Director of Finance (S151 Officer).</p>   | <p>Action Owner: Director of Finance, Chief Internal Auditor.</p>  | <p>Portfolio Flag: Finance, Governance and Performance.</p> |                    |        | <p>Strategy Theme: Our Organisation.</p> |  |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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>CRR7: Cyber-Security.</b><br/>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 have been carried out November 2018. Increased training - Phishing attacks November 2018. An Information Governance Board has been established to provide oversight of information security and an escalation point to the Council's Senior Information Risk Owner (SIRO). Head of Information Assurance commenced in post September 2019.</p> <p>The Council is using a SIRO checklist to capture and escalate cyber security risks. IG team have an operational level risk register that is used to track local operational risks further aligning ourselves with best practice. 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. IG team have an operational level risk register that is being used to track local operational risks further aligning ourselves with best practice.</p> | ↔  | 4                  | 5      | 20                                | <p>The IT Transformation Programme (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. As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training. The Information Assurance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. 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. Resources have been appointed to facilitate the improvements required as per the agreed budget. These will also be needed to support capital projects. New ITTP Tooling is being configured and refined to provide a clear picture of the threat to BCC infrastructure.</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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|--|--|--|--------------------|--------|---|--|----------------------|--------|-------------|
| 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>CRR9: Safeguarding Vulnerable Children.</b><br/>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 tiers, lockdown and infection control, there may be a reduction in the frequency of face to face visits to families. Risk assessments are required to assess whether a face to face visit is required. This is kept under review with services operating as near normal as is possible within the guidelines.</li> <li>Placement failure due to COVID infection across children's home or fostering household.</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> <li>Increased destitution in families, impacting on mental ill health, managing increased infection within children and young people population and their parents.</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> <p>Activity continues as planned with partner engagement.</p> <p>Children and Coronavirus Amendment Regulations are understood and will be invoked when needed. There is Senior Officer sign-off for their use.</p> | ↓  | 4                  | 7      | 28  | <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 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> <p>Response is to run services as near to normal as possible flexing to accommodate increased demand and potential gaps in workforce due to COVID impacting services.</p> <p>Implementing testing for care staff and prioritising in vaccine programme.</p> | 1                    | 7      | 7           |
| Risk Owner: Executive Director People, Director Children's and Families Services.  | Action Owner: Director Children's and Families Services.   | Portfolio Flag: Children and Young People. |                    |        | Strategy Theme: Our Organisation, Empowering and Caring, Wellbeing. |  |                      |        |             |

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|---|---|-------------|------------------------------------|--------|-------------|--|----------------------|--------|-------------|
| 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>CRR10: Safeguarding Adults at Risk with Care and support needs.</b><br/>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 controls.</li> <li>• Management and operational practices.</li> <li>• Demand for services exceeds 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> <li>• Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19)</li> <li>• Increased isolation. (COVID19)</li> <li>• Care strain / resilience. (COVID19)</li> <li>• Absence of building based services whilst we have reduced community solutions. (COVID19)</li> </ul> | <p>The Adults Safeguarding Board has been reconstituted into the Keeping Bristol Safe Partnership (KBSP), which also covers Children and Community Safety. The Board has senior executive representation and will ensure a strong focus on matters of strategic concern. The Partnership has oversight of adult 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.</p> <p>The Adult Social Care Transformation programme has been established to implement policy objectives of delivering financial sustainability and 'right positioning' care delivery in the Bristol health, care and wellbeing system. (See PDRR23)</p> <p>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. 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> <p>Activity continues as planned.</p> | ↔           | 3                                  | 7      | 21          | <p>Social workers working with multi-agency partners supporting adults and older people to live safely within their families and communities.</p> <p>Commissioning capacity has increased this to lead on monitoring and assuring quality in the care sector.</p> <p>Review of the Safeguarding Pathway.</p> <p>Transforming the Safeguarding Adults Board.</p> <p>Considering transformational approaches to home care recommissioning that may offer a more flexible employment offer.</p> <p>Planning placed based approaches to include working with micro providers.</p> <p>The Adults Delivery Group is up and running and a new Transitions theme has also been instituted. Whilst the Covid-19 'lockdown' situation has changed the complexion of adult safeguarding, it is anticipated that the likelihood and impact of incidence will be similar.</p> <p>Work plan will be signed off by KBSP in coming months.</p> <p>Response is to run services as near to normal as possible with increased demand and potential gaps in workforce impacting. Hence elevated risk rating.</p> | 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.   |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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>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> <p>We tested the Bristol Operations Centre capacity to support multi-agency operations.</p> <p>BCC took receipt the South West’s share of the National Emergency Mortuary Equipment in July 2018.</p> <p>BCC led the ASLRF Excess Death Management Coordination through the 1st Covid Wave.</p> | <p>↑</p>  | 4   | 5      | 20          | <p>The ongoing recovery and recovery to Covid have exercised, informed and improved emergency response.</p> <p>However, learning needs to be absorbed and the risk landscape continues to look challenging with Covid, EU Exit and winter pressures converging.</p> <p>We continue to respond to and recover from the most significant Civil Contingencies challenge since WWII, testing and improving command and control and emergency response capacity in logistics, excess death management and recovery.</p> <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                    | 5      | 5           |
| <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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|  |   |  | Likelihood                        | Impact | Risk Rating |  | Likelihood           | Impact | Risk Rating |
| <p><b>CRR13: Financial Framework and Medium Term Financial Plan (MTFP).</b><br/>                     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 income - business rates and housing growth, impacting on council tax, new homes bonus and sales, fee and charges income.</li> <li>• Brexit - the general uncertainty affecting the financial markets, levels of trade &amp; investment.</li> <li>• Governments spending review 2021.</li> <li>• Review of local Government funding through fair funding formula and business rates retention.</li> <li>• 2023 Pension actuarial Review</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>▪ The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services.</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> | ↔  | 3                                 | 7      | 21          | <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.</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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|  |  |  | Likelihood         | Impact | Risk Rating                       |   | Likelihood           | Impact | Risk Rating |
| <p><b>CRR15: In-Year Financial Deficit.</b><br/>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.</li> <li>• 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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|  |  |                          | Likelihood         | Impact | Risk Rating                         |   | Likelihood           | Impact | Risk Rating |
| <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> | 2                    | 5      | 10          |
| Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.   | Action Owner: Director Development of Place.   | Portfolio Flag: Housing. |                    |        | Strategy Theme: Fair and Inclusive. |   |                      |        |             |

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| Corporate Risk Register as at January 12 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.  |   |                              |                    |        |  |  |                      |        |             |
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|   |   |                              | Likelihood         | Impact | Risk Rating                                  |  | Likelihood           | Impact | Risk Rating |
| <p><b>CRR19: Tree Management.</b><br/>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.</p> <p>Carry out in-depth audit of non-managed sites to identify costs to service areas.</p> <p>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 Oct 2019.</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>We continue to bring more trees and sites into scope as part of the ongoing work.</p> <p>Carry out in-depth audit of non-managed sites to identify costs to service areas.</p> | 1                    | 5      | 5           |
| Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.   | Action Owner: Director Management of Place.   | Portfolio Flag: Communities. |                    |        | Strategy Theme: Our Organisation, Wellbeing. |  |                      |        |             |

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|   |  |  | Likelihood         | Impact | Risk Rating                       |   | Likelihood           | Impact | Risk Rating |
| <p><b>CRR21: General Data Protection Regulation (GDPR) compliance.</b><br/>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. Regular reports continue to be provided to Executive Directors Meetings (EDM's) to ensure that the high-level of engagement and buy-in across all levels of the organisation is maintained. Improved data breach reporting for EDM's.</p> <p>Guidance on GDPR compliance and breach reporting has been published on the Council's intranet (Source).</p> <p>We have an improved PIA process and PIA register.</p> <p>Business Continuity plan has been updated to reflect new Information Governance Service (IG) Service.</p> <p>The Council provides e-learning training for new starters on data protection. Data protection staff have attended training courses to maintain up to date knowledge and expertise.</p> <p>An operational level risk register is 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. Resource has been on boarded to facilitate the continued improvement around Data Protection and ready for the Phase 2 project. This resource will also facilitate capital project support from IG.</p> | ↔  | 2                  | 5      | 10                                | <p>We have made significant progress on compliance with the General Data Protection Regulation (GDPR). We are embedding a new Information Governance team, which has brought together existing specialists into a central team to provide advice guidance and support on all related aspects in a more coordinated manner.</p> <p>We are continuing delivery of prioritised objectives to embed GDPR compliance, in this quarter we are working on:</p> <ul style="list-style-type: none"> <li>Training for offline staff.</li> <li>Reviewing procurement templates.</li> <li>Reviewing data protection policies.</li> <li>Progressing the business case for a privacy management system (with Head of Service and Director).</li> <li>Implementing a case management system.</li> </ul> <p>Targeted training for data protection champions within the Council GDPR Phase 2 project is being scoped and the mandate will be prepared before PM assigned in October.</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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|   |   |                                    | Likelihood   | Impact | Risk Rating |   | Likelihood           | Impact | Risk Rating |
| <p><b>CRR23: Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22</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 and 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 NHS 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 were developed by the DASS and ASC Transformation Team, and were 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 DASS 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 five areas of work has been approved and ASC Transformation Team is formalising an action plan built on SMART objectives.</p> <p>Five 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> <li>Monitoring and grip (debt recovery).</li> </ul> <p>Set up ASC performance transformation board, chaired by Exec Dir People and attended by CEO, Lead member ASC, DASS</p> <p>Board will monitor all transformation activities and impact on budget</p> | ↔                                  | 2  | 5      | 10          | <p>Deputy Director (Transformation) has put the following in place.</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 a 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. Additional support to scope and develop the programme will be sought should the ‘crack’ team not have the capacity to deliver.</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 Team 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>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> | Initiated audit of all council Line of Business (LoB) systems. | ↔  | 4                                 | 5      | 20          | <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>Ensure that Line of Business (LOB) systems that pose a Cyber Security, Procurement or Resilience/Recovery risk are identified and service areas understand the risks to their services.</p> | 2                    | 5      | 10          |
| Risk Owner: Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.   | Action Owner: Director, Digital Transformation.                | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation. |        |             |  |                      |        |             |

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| 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>CRR26: ICT Resilience.</b><br/>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 Business Continuity (BCP) planning and understanding of key system architecture.</li> <li>Untested Disaster Recovery (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>Some DR/BCP actions are covered by Future State Assessment (FSA)/ IT Transformation Programme (ITTP).</p> <p>We have moved critical systems to the cloud with more effective DR.</p> <p>Application audit have commenced with a view to highlighting those systems with the highest risk.</p> | ↔           | 2  | 7      | 14          | <p>We are continuing to review Disaster Recovery (DR) options for any systems which will not be moved to the cloud.</p> <p>Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning.</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.   |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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>CRR27: Capital Transport Programme Delivery</b><br/>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> | ↔           | 3                            | 3      | 9           | <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. Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels. We 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). 5 Year mapping ongoing, 2019/20 programme mapped and ongoing. 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. All schemes restarted and works progressing well. 6-month review has highlighted schemes that are behind programme and re-profiling taking place currently.</p> | 2                    | 3      | 6           |
| 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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| Corporate Risk Register as at January 12 2021 – 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>CRR29: Information Security Management System (ISMS)</b><br/>                     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.<br/>                     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> | We have worked with Information Governance Board (IGB) and ICT on introducing and/or designing an ISMS aligned to ISO 27001.<br>IG team now have an operational level risk register that is being used to track local operational risks further aligning ourselves with best practice.<br>Policies have been created, and a gap analysis conducted. Areas for improvement have been captured. | ↔  | 4                  | 5      | 20                                | Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System.<br>Plans for implementation, supported by internal audit will be built in to the 21/22 service plan. | 1                    | 5      | 5           |
| Risk Owner: Senior Information Risk Owner (SIRO).  | Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).  | Portfolio Flag: Finance, Governance and Performance. |                    |        | Strategy Theme: Our Organisation. |   |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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>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).<br/>                     Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.<br/>                     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> <li>Not enough planning applications submitted.</li> <li>Not enough permission granted.</li> <li>Inability of the housebuilding industry to deliver at this level.</li> <li>Increased uncertainty in the market due to Brexit.</li> <li>Lack of capacity within the council's delivery system and the local market.</li> <li>Insufficient housing land identified in planning documents.</li> </ul> | Established a grant funding programme to subsidise the delivery of affordable homes.<br>Introduced the Affordable Housing Practice Note.<br>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.<br>Requiring a minimum of 30% affordable housing on land released by the Council.<br>Refer to CRR18 page9 for full list of interventions. | ↔                            | 4                  | 7      | 28                                  | We are reviewing the impact of Covid-19 on Housing Association and Developer Partners delivery Programmes.<br>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.<br>Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.<br>Working Closely with Homes England to ensure additional subsidy is secured.<br>Identifying opportunities to acquire additional affordable homes off the shelf. | 3                    | 5      | 15          |
| 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. |  |                      |        |             |

Corporate Risk Register as at January 12 2021 – 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><br/>                     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.<br/>                     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>Under representation of key demographics in the workforce, particularly within senior roles.</li> </ul> | <p>The Approved new Equality and Inclusion Policy (E&amp;I) 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 Black, Asian, minority ethnic and 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 presented to Full Council in June 2020, followed by a refreshed Equality and Inclusion Policy and Strategy which was approved unanimously by Full Council in December 2020.</p> <p>Submitted draft chapter submissions for the forthcoming 2021 Stonewall Index and obtained Stonewall feedback</p> <p>Invited expressions of interest from aspiring Directors, particularly those from under-represented groups, to apply for a Diverse Voices scheme that will enable participants to take part in Corporate Leadership Board meetings.</p> | ↑   | 1                  | 5      | 5  | <p>The work of mainstreaming and embedding equality &amp; inclusion is well underway. Good teamwork across Bristol City Council. The two teams with an equality &amp; inclusion focus within Policy, Strategy and Partnerships and Human Resources have now been aligned and are working closely together. 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>The disproportionate impact of Covid-19 on Black, Asian and minority ethnic groups has been recognised and is managed by a focused race equality group within the council's governance structure for managing the impacts of the pandemic.</p> <p>We are:</p> <ul style="list-style-type: none"> <li>Improving equalities analysis and consideration in changes to policy or practice as a result of Covid-19</li> <li>Carrying out community engagement to understand more about city's relationship with race equality and people's needs in recovery from Covid-19, particularly in the context of the global focus on race equality.</li> <li>Reviewing and refreshing Service Equality Action Plans for 2021/22.</li> <li>Reviewing the E&amp;I learning and development offer for employees at BCC to ensure that their E&amp;I awareness is improving throughout their employee journey.</li> <li>Identifying opportunities for positive action in recruitment and/or leadership/stepping-up opportunities for under-represented groups.</li> </ul> | 1                    | 5      | 5           |
| <p>Risk Owner: Director Policy, Strategy &amp; Partnerships.</p>  | <p>Action Owner: Director Policy, Strategy &amp; Partnership, Interim Head of Equality and Inclusion.</p>   | <p>Portfolio Flag: Finance, Governance and Performance.</p> |                    |        | <p>Strategy Theme: Our Organisation.</p> |  |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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><br/>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> <p>Updated Business Continuity Plans as part of annual service planning process to incorporate learning from 2020.</p> <p>Carried out workforce planning exercises to predict demand and manage staffing / talent pipeline.</p> <p>Developed a strategic Mayoral forward planning grid charting key stressors and threats alongside opportunities and mitigations.</p> <p>Surveyed Directors on winter pressures for 2020/21 and used the results at Corporate Leadership Board to agree areas for additional temporary resourcing or pausing of other business activities.</p> <p>Considered longer term risks and mitigations as part of annual Service Planning process for 2021/22.</p> | ↔  | 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. Whilst any resilience and business continuity planning needs to be proportionate to the level of risk both likelihood and impact, 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:</p> <ul style="list-style-type: none"> <li>Reviewing key strategies within the council's Strategic Framework to consider learning from Covid-19 and to embed resilience principles.</li> <li>Review the council's overarching ways of working and design principles, including embedding of more agile ways of working.</li> <li>Developing a Strategic Crisis Management Plan to provide high level overview document to sit above existing tactical Incident Management Plan.</li> </ul> | 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 |        |             |   |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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><br/>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 outweighing 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> | ↔                                     | 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 January 12 2021 – 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><br/>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.</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>Launched Change for Good. A multi-agency partnership sponsored by Bristol City Council, Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG CCG), Golden Key Bristol. Aim to change how agencies work together to support people with complex needs...starting with homelessness.</p> <p>Continuing to progress the One City move on project, which has clear links to above.</p> <p>BCC Submitted a successful bid to Ministry of Housing, Communities &amp; Local Government (MHCLG) next steps funding to increase the availability of supported move on accommodation for people who sleep rough.</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> | ↔                        | 4   | 5      | 20          | <p>Ongoing work with 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. Bringing on line additional supported move on accommodation funded from our successful Next Steps programme bid.</p> <p>Working with partners to progress the Change for Good initiative and associated projects.</p> <p>Continuous engagement with Homes England on supported move on options to feed into the subsequent tranches of Next Steps bid opportunities.</p> | 3                    | 5      | 15          |
| Risk Owner: Executive Director Growth and Regeneration, Director Housing.   | Action Owner: Director Housing.   | Portfolio Flag: Housing. | Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing. |        |             |   |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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>CRR39: Adult and Social Care major provider/ supplier failure</b><br/>Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p> <p>Key potential causes could be as follows.</p> <ul style="list-style-type: none"> <li>Major national care home provider goes into liquidation or starts to sell care homes.</li> <li>Major local provider/unable to meet demand due to recruitment / workforce/ or organisational issues. Major providers become financially sustainable due to economic context. (COVID-19) Additional costs and pressures on market arising from additional impact on supply.</li> </ul> | <p>Multi agency support for providers to address impact of pandemic. Regular review of supply and sustainability issues part of weekly SITREP provided by commissioning. Strong contract and performance management including quarterly corporate reporting. Financial sustainability process provides evidenced understanding of issues for strategically important providers. Work on managing market prices based on open book cost of care processes.</p> | ↔                                  | 2  | 7      | 14          | <p>Business cases reviewing appropriate investment to ensure supply key provision. Leading role in work across BNSSG re provider market. Continuing other work with providers, including use of infection control monies. Support VCSE to work alongside formal supply. Following internal audit reviewing provider collapse processes.</p> <p>This is a live issue and will be impacted by COVID outbreak. The risk will be reassessed in coming weeks.</p> | 2                    | 7      | 14          |
| 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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| Corporate Risk Register as at January 12 2021 – 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>CRR40: Unplanned Investment in Subsidiary Companies</b><br/>BCC'S investments in subsidiaries may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Business Failure due to severe Economic Recession.</li> <li>• Winding up of Bristol Energy.</li> <li>• Specific market changes e.g. recycle market, housing market, etc.</li> <li>• Legislation changes.</li> <li>• Lack of sufficient skills, knowledge and experience.</li> <li>• Covid pressures.</li> </ul> | <p>The Shareholding Group meet quarterly. Shareholding is an executive function and the governance of the Companies is delivered through the Council's shareholder group.</p> <p>Each year the Council's subsidiary companies submit a business plan to Cabinet for approval outlining their financial position and outlook and any investment required over the period of the business plan.</p> <p>The remit of the Holding Company governance arrangements have been strengthened with greater oversight and scrutiny.</p> | New  | 2   | 7      | 14          | <p>Following the Council's external auditors review of Governance arrangements for subsidiary companies an action plan is in place to improve Governance arrangements and risk management arrangements.</p> <p>This action plan is to be presented to Audit Committee on 25 January 2021.</p> | 1                    | 7      | 7           |
| Risk Owner: Chief Executive and S151 Officer.  | Action Owner: Director Finance, Director Legal and Democratic Services.   | Portfolio Flag: Finance, Governance and Performance. | Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing. |        |             |   |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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>CRR41: Long Term Major Capital Projects.</b><br/>BCC'S long-term major capital projects may require greater than anticipated investments.</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>Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) meet on a monthly basis and have an oversight and stewardship role for the delivery of the Capital Programme and investments.</p> <p>Some examples of key projects which were reviewed by CIB include Harbour Strategy, Cattlemarket Road, and now Bristol Beacon.</p> <p>The Growth and Regeneration (G&amp;R) Board meets monthly and is a strategic forum for the review and monitoring of regeneration assets and growth programmes and projects – enabling effective decision-making and ensuring alignment with the wider objectives of the Council.</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 has impacted on the 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 had resumed.</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 was initiated in April 2020 and was concluded in September 2020.</p> | New  | 4   | 7      | 28          | <p>The process of reviewing and prioritising / re-prioritising programmes and projects and other deliverables in the light of the global Covid-19 pandemic as well as assessing its impact on long-term commercial investments and major capital project delivery.</p> <p>Bristol Beacon (formerly Colston Hall) – internal and external reviews have been completed reviewing both the project governance structure and main contract arrangements. Recommendations from these reviews have been received have been considered and supported by the project sponsor and funding partners and are now being implemented. A dedicated BCC project director has been allocated to the project after a procurement process to coordinate ongoing delivery. An updated report and recommendations will be made to Cabinet in Q1 2021-22.</p> <p>Harbour Strategy: Asset Review Phase 1 has been completed. The final report will be presented to the Corporate Leadership Board. Harbour review commenced in Q2. Once this is concluded the Harbour Strategy will commence.</p> <p>Energy projects paused and subsequently restarted after the initial Covid 19 lockdown in 2020 are being reviewed in light of the new CV19 restrictions, which may result in delays. Mitigations and the risk level will be updated.</p> <p>The service is applying for various central Government grant funding schemes in order to provide capital for its projects.</p> <p>City Leap is progressing.</p> <p>Bristol City Council is entering a strategic partnership with a multi-disciplinary consultancy organisation to provide professional services expertise on Capital &amp; Infrastructure projects in Bristol.</p> | 1                    | 7      | 7           |
| Risk Owner: Executive Director Growth and Regeneration.   | Action Owner: Executive Director Growth and Regeneration and Director Economy of Place.   | Portfolio Flag: Mayor and Finance, Governance and Performance. | Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing. |        |             |  |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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><br/>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>Published in October 2020 the One City Economic Recovery and Renewal Strategy.<br/>In June 2020 published the One City Economic Renewal Statement of Intent.<br/>We have funded the core City Office staff team.</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.<br/>We have established all One City Boards.</p> <p>Aligned internal resourcing for One City Plan development with our review of Partnership Policy (see RDRR7) to ensure a joined-up approach.<br/>Established the leadership framework with a regular meeting pulse and associated governance mechanisms.<br/>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.<br/>Developed the One City Economic Recovery and Renewal Strategy.</p> | ↔                      | 3                  | 7      | 21                                | <p>One City has been integral to Covid-19 response and recovery and has been widely recognised for its value by key city partners.</p> <p>We have been working on sustainable long-term funding models and a more ambitious 'core' City Office offer and resource to maximise benefits of the One City Approach and will be taking forward these conversations with partners in the New Year.</p> <p>We continue to work on the annual update to the One City Plan alongside partners, with a new version scheduled for launch in March 2021.</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 January 12 2021 – 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><br/>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, Business Plan 20/21 and Performance Framework 20/21 through appropriate Decision Pathways. We adapted and created a Covid recovery edition.</p> <p>Re-launched and completed 'My Performance' reviews for all colleagues including annual objective setting linked to the Corporate Strategy and Business Plan 20/21. Completed six-monthly performance reviews in ITrent.</p> <p>Designed and launched an integrated business planning approach for 2020/21, linking financial planning, service planning, equality action plans, strategy alignment, risk management and performance management. We refined our process again in light of lessons learnt for 2021/22. This process was launched formally in Sept 2020 and Service Plans were completed to deadline in December 2020.</p> | ↓  | 3                  | 7      | 21                                | <p>The Corporate Strategy is well embedded and whilst capacity to deliver all outcomes is limited, there is a much greater focus on project prioritisation against the Strategy and commensurate improvements in public satisfaction year-on-year since its inception.</p> <p>We are planning to review the Corporate Strategy in 2021/22 following the Mayoral and Council elections. In the meantime we continue working with senior leaders on future ways of working and ideas for further vision-led and transformational change.</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 January 12 2021 – 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 the 'powerhouse' for South Wales and western England, which has positive momentum and was been formally launched by HM Government under the name 'Western Gateway' (Q3 19/20).</p> <p>During 2020/21 we engaged with partners around the potential for geographic expansion of WECA and made representations to partners and HM Government about priorities, governance and investment which would be sought in any potential expansion.</p> | ↑  | 3                  | 7      | 21                                | <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 are engaging with the BEIS Select Committee’s Levelling Up/Devolution Inquiry through both BCC and Western Gateway.</p> <p>We will continue to engage with WECA at strategic level.</p> <p>We will continue to engage with HM Government on devolution opportunities, following up on specific spending review asks and engagement on the development of the Western Gateway.</p> <p>We have commissioned an Independent Economic Position Statement for the Western Gateway and recruiting to Secretariat resource. We will continue to engage partners and HM Government on this project.</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. |   |                      |        |             |

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| Corporate Risk Register as at January 12 2021 – 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 M9 leaders on concerted joint efforts.</p> <p>We have formed a Brexit Project Board for internal preparedness and provided fortnightly updates to all Members on preparedness work.</p> <p>We have agreed terms of reference for a Brexit Coordination Group to manage daily operations in the event of a No Deal exit.</p> | ↔  | 1                  | 5      | 5                                 | <p>Following a late 'deal' between the UK and EU we are assessing its implications, particularly around opportunities in new domestic funding programmes.</p> <p>We are engaging with partners and HM Government about funding programmes, notably the UK Shared Prosperity Fund and the proposed domestic replacement for Erasmus+.</p> <p>We continue to promote the Western Gateway as a post-Brexit opportunity to invest in the region and city.</p> <p>We are working with Core Cities and Eurocities to build partnerships across Europe and show Bristol is still open for business. In March 2020 we plan for there to be a Core Cities/Eurocities Leaders’ Summit to agree how we manage the impact of Brexit and improve bilateral city-to-city trade and investment relations.</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. |  |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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>BCC1: Flooding.</b><br/>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>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. The Strategy has used outputs from a number of key studies (which identify the risk of flooding to the city) to structure our response to flood risk management, from emergency management to flood mitigation schemes, summarised below.</p> <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>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. We undertake regular and emergency maintenance and clearing programs of gullies and culverts, especially in advance of storm warnings.</p> <p>Work has started with the Environment Agency and South Gloucestershire Council to construct new sea defences in Avonmouth and Severnside, which take account of climate change and sea level rise.</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. The leading strategic approach is to construct new defences and / or raise the level of existing defences along the banks of the river Avon. The strategy consultation closed on 20th December 2020.</p> | ↔  | 3   | 5      | 15          | <p>There is sustained resourcing and delivery of all actions in Local Flood Risk Management Strategy (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 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>• Promote minor sized schemes and green infrastructure to reduce local flood risks</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           |
| <p>Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.</p>  | <p>Action Owner: Director Economy of Place, Flood Risk Engineer.</p>   | 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 January 12 2021 – 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, and 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> <p>Established regular meetings of Brexit Lead Officers from neighbouring authorities and WECA to share approaches and best practice. (Sep 19). 'Dry run' of Brexit Coordination Group ahead of 31 October original deadline; with learning informing future arrangements as required. (Oct-19).</p> | ↑   | 2                  | 5      | 10                                       | <p>As this is an external risk, it is challenging to assess and is changing very frequently, most recently with a late-notice 'deal' announced on 24 December 2020.</p> <p>We are now assessing this deal to ascertain its impacts, which are likely to reduce but not remove threat risk. Among the known areas of residual risk are the lack of an 'adequacy' determination to continue processing data between the UK and EU; the risk of people being left behind with no recourse to public funds once the EU Settlement Scheme deadline passes; changes to border control and import/export measures impacting organisational capacity; disrupted trade affecting businesses as they struggle to adapt to new requirements whilst also managing Covid impacts.</p> <p>These risks and any other identified are being 'mainstreamed' in to the appropriate parts of the council's Risk Registers during Q4 2020/21, and scoring will be reassessed accordingly.</p> <p>We continue to:</p> <ul style="list-style-type: none"> <li>Monitoring transition developments and impacts</li> <li>Analyse the agreement with the EU and its impacts</li> <li>Continue engagement with all relevant government departments and partners to ensure sectoral/organisation risks are communicated and mitigations proactively suggested.</li> </ul> | 2                    | 5      | 10          |
| <p>Risk Owner: Chief Executive, Director Policy, Strategy and Partnerships.</p>   | <p>Action Owner: Director Policy, Strategy and Partnerships.</p>   | <p>Portfolio Flag: Finance, Governance and Performance.</p> |                    |        | <p>Strategy Theme: Our Organisation.</p> |  |                      |        |             |

| Corporate Risk Register as at January 12 2021 – 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> <li>Changes in national guidelines.</li> </ul> | <ul style="list-style-type: none"> <li>The response to Covid is managed through the Outbreak Management Group, Chaired by the Director of Public Health</li> <li>The Local Engagement Board and Health protection Committee have been established</li> <li>Work to support the most vulnerable is ongoing</li> <li>Work to enforce Covid regulations is ongoing</li> <li>PPE supply chains have been stabilised and made more resilient</li> <li>Additional body storage capacity has been realised</li> <li>The organisation has established remote working practice wherever possible</li> <li>Buildings have Covid secure risk assessments in place</li> <li>3 Recovery Workstreams have been established – Community and People, Economy and Business and Organisational Change</li> <li>Recovery Objectives are being monitored and managed through EDMs</li> <li>Learning from the first wave informs our ongoing response</li> <li>As infections rise again, we have escalated internally and formed a 'Gold' Group chaired by Chief Executive.</li> </ul> | ↔                                      | 4                  | 7      | 28   | <p>We continue to work closely with Health Partners and Avon and Somerset Resilience Forum continues.</p> <p>Continued communication to partners, businesses and citizens continues.</p> <p>We continue to understand the ongoing Covid response and recovery in the context of the wider risk landscape of Brexit, winter pressures and the possibility of an unrelated concurrent emergency.</p> | 2                    | 7      | 14          |
| <p>Risk Owner: CLB (For discussion at G&amp;R EDM).</p>  | <p>Action Owner: Director Resilience (For discussion G&amp;R EDM).</p>  | <p>Portfolio Flag: Corporate wide.</p> |                    |        | <p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p> |  |                      |        |             |

| Threat Risk Performance Summary |         |   |  | Quarter 4<br>Jan – Mar 19/20 |        | Quarter 1<br>Apr – Jun 20/21 |        | Quarter 2<br>Jul - Sept 20/21 |        | Quarter 3<br>Oct - Dec 20/21 |        | Quarter 4<br>Jan - Apr 20/21 |        |
|---------------------------------|---------|---|--|------------------------------|--------|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|
| Page                            | Risk ID | Risk  | Risk Owner   | Rating                       | Travel | Rating                       | Travel | Rating                        | Travel | Rating                       | Travel | Rating                       | Travel |
| 5                               | CRR9    | Safeguarding Vulnerable Children  | Executive Director People<br>Director Children's and Families Services   | 2x7=14                       | ↔      | 2x7=14                       | ↔      | 3x7=21                        | ↓      | 4x7=28                       | ↓      |                              |        |
| 17                              | CRR41   | Long Term Major Capital projects  | Executive Director Growth and Regeneration and<br>Executive Director Resources and S151 Officer                                  |                              |        |                              |        |                               |        | 4x7=28                       | New    |                              |        |
| 13                              | CRR32   | Failure to deliver enough affordable Homes to meet the City's needs   | Executive Director Growth and Regeneration<br>Director Development of Place  | 3x7=21                       | New    | 4x7=28                       | ↓      | 4x7=28                        | ↔      | 4x7=28                       | ↔      |                              |        |
| 35                              | CRR35   | Organisational Resilience   | Director Policy, Strategy & Partnerships   |                              |        | 3x7=21                       | New    | 3x7=21                        | ↔      | 3x7=21                       | ↔      |                              |        |
| 8                               | CRR13   | Financial Framework and MTFP  | Chief Executive and Director of Finance (S151 Officer)   | 4x7=28                       | ↓      | 4x7=28                       | ↔      | 3x7=21                        | ↑      | 3x7=21                       | ↔      |                              |        |
| 6                               | CRR10   | Safeguarding Adults at Risk with Care and support needs   | Executive Director People<br>Director Adult Social Care  | 2x7=14                       | ↔      | 2x7=14                       | ↔      | 3x7=21                        | ↓      | 3x7=21                       | ↔      |                              |        |
| 2                               | CRR4    | Corporate Health, Safety and Wellbeing  | Chief Executive and Corporate Leadership Board (CLB)<br>Director of Workforce Change   | 2x7=14                       | ↔      | 2x7=14                       | ↔      | 4x5=20                        | ↓      | 4x5=20                       | ↔      |                              |        |
| 16                              | CRR37   | Homelessness  | Executive Director Growth and Regeneration<br>Director Housing   |                              |        | 4x5=20                       | New    | 4x5=20                        | ↔      | 4x5=20                       | ↔      |                              |        |
| 13                              | CRR29   | Information Security Management System  | Senior Information Risk Owner (SIRO)   | 4x5=20                       | ↔      | 4x5=20                       | ↔      | 4x5=20                        | ↔      | 4x5=20                       | ↔      |                              |        |
| 11                              | CRR25   | Suitability of Line of Business Systems (LOB)   | Director, Digital Transformation, Senior Information Risk<br>Owner (SIRO) for Cyber Security. Service Areas for BCP/DR           | 4x5=20                       | ↔      | 4x5=20                       | ↔      | 4x5=20                        | ↔      | 4x5=20                       | ↔      |                              |        |
| 5                               | CRR7    | Cyber-Security(Previously Cyber-Attack)   | Chief Executive, Senior Information Risk Owner (SIRO)  | 3x7=21                       | ↔      | 4x5=20                       | ↑      | 4x5=20                        | ↔      | 4x5=20                       | ↔      |                              |        |
| 3                               | CRR12   | Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur | Executive Director Growth and Regeneration<br>Head of Paid Service, Director Management of Place and<br>Civil Protection Manager | 2x7=14                       | ↔      | 2x7=14                       | ↔      | 3x7=21                        | ↓      | 4x5=20                       | ↑      |                              |        |
| 13                              | CRR5    | Business Continuity and Council Resilience  | Executive Director Growth and Regeneration<br>Chief Executive  | 2x5=10                       | ↔      | 2x7=14                       | ↓      | 3x7=21                        | ↓      | 4x5=20                       | ↑      |                              |        |
| 10                              | CRR18   | Failure to deliver enough homes to meet the City's needs.   | Executive Director Growth and Regeneration<br>Director Development of Place  | 3x5=15                       | ↓      | 3x5=15                       | ↔      | 3x5=15                        | ↔      | 3x5=15                       | ↔      |                              |        |
| 10                              | CRR19   | Tree Management   | Executive Director Growth and Regeneration   | 3x5=15                       | ↔      | 3x5=15                       | ↔      | 3x5=15                        | ↔      | 3x5=15                       | ↔      |                              |        |
| 4                               | CRR6    | Fraud and Corruption  | Chief Executive and Director of Finance (S151 Officer)   | 4x5=20                       | ↓      | 4x5=20                       | ↔      | 4x5=20                        | ↔      | 3x5=15                       | ↑      |                              |        |
| 17                              | CRR40   | Unplanned Investment in Subsidiary Companies  | Director of Finance (S151 Officer)   |                              |        |                              |        |                               |        | 2x7=14                       | New    |                              |        |
| 16                              | CRR39   | Adult and Social Care major provider/<br>supplier failure   | Executive Director People<br>Director Children's and Families Services   |                              |        |                              |        | 2x7=14                        | New    | 2x7=14                       | ↔      |                              |        |
| 12                              | CRR26   | ICT Resilience  | Chief Executive, Director<br>Digital Transformation, Service Area Leads  | 2x7=14                       | ↔      | 2x7=14                       | ↔      | 2x7=14                        | ↔      | 2x7=14                       | ↔      |                              |        |
| 9                               | CRR15   | In-Year Financial Deficit   | Director of Finance (S151 Officer)   | 4x3=12                       | ↓      | 4x3=12                       | ↔      | 4x3=12                        | ↔      | 4x3=12                       | ↔      |                              |        |
| 10                              | CRR21   | General Data Protection (GDPR) Compliance   | Senior Information Risk Owner (SIRO)   | 2x5=10                       | ↔      | 2x5=10                       | ↔      | 2x5=10                        | ↔      | 2x5=10                       | ↔      |                              |        |
| 15                              | CRR36   | SEND  | Executive Director People<br>Director Education and Skills   |                              |        | 2x5=10                       | New    | 2x5=10                        | ↔      | 2x5=10                       | ↔      |                              |        |
| 11                              | CRR23   | Adult and Social Care (ASC) Transformation programme 2020/21 – 2021   | Executive Director People<br>Director Adult Social Care  |                              |        | 2x5=10                       | New    | 2x5=10                        | ↔      | 2x5=10                       | ↔      |                              |        |
| 1                               | CRR2    | Asbestos  | Executive Director Growth and Regeneration, Director HR,<br>Workforce and Organisational Design.                                 | 2x7=14                       | ↔      | 2x7=14                       | ↔      | 2x5=10                        | ↑      | 2x5=10                       | ↔      |                              |        |
| 12                              | CRR27   | Capital Transport Programme Delivery  | Executive Director Growth and Regeneration<br>Director Economy of Place  | 4x5=20                       | ↓      | 4x5=20                       | ↔      | 3x3=9                         | ↑      | 3x3=9                        | ↔      |                              |        |
| 14                              | CRR34   | Corporate Equalities  | Director Policy, Strategy & Partnership  |                              |        | 2x7=14                       | New    | 2x5=10                        | ↑      | 1x5=5                        | ↑      |                              |        |

**Risk Performance Summary for Opportunity risks**

| Page | Risk ID | Risk               | Risk Owner                                 | Quarter 4<br>Jan – Mar 19/20 |        | Quarter 1<br>Apr – Jun 20/21 |        | Quarter 2<br>Jul - Sept 20/21 |        | Quarter 3<br>Oct - Dec 20/21 |        | Quarter 4<br>Jan - Apr 20/21 |        |
|------|---------|--------------------|--|------------------------------|--------|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|
|      |         |                    |  | Rating                       | Travel | Rating                       | Travel | Rating                        | Travel | Rating                       | Travel | Rating                       | Travel |
| 18   | OPP2    | Corporate Strategy | Director Policy, Strategy and Partnerships | 4x7=28                       | ↔      | 4x7=28                       | ↔      | 4x7=28                        | ↔      | 3x7=21                       | ↓      |                              |        |
| 18   | OPP1    | One City           | Director Policy, Strategy and Partnerships | 3x7=21                       | ↔      | 3x7=21                       | ↔      | 3x7=21                        | ↔      | 3x7=21                       | ↔      |                              |        |
| 19   | OPP3    | Devolution         | Director Policy, Strategy and Partnerships | 3x5=15                       | ↔      | 3x5=15                       | ↔      | 3x5=15                        | ↔      | 3x7=21                       | ↑      |                              |        |
| 19   | OPP4    | Brexit             | Director Policy, Strategy and Partnerships | 1x5=5                        | ↔      | 1x5=5                        | ↔      | 1x5=5                         | ↔      | 1x5=5                        | ↔      |                              |        |

**Risk Performance Summary for External and Civil Contingency risks**

| Page | Risk ID | Risk      | Risk Owner   | Quarter 4<br>Jan – Mar 19/20 |        | Quarter 1<br>Apr – Jun 20/21 |        | Quarter 2<br>Jul - Sept 20/21 |        | Quarter 3<br>Oct - Dec 20/21 |        | Quarter 4<br>Jan - Apr 20/21 |        |
|------|---------|-----------|--|------------------------------|--------|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|
|      |         |           |  | Rating                       | Travel | Rating                       | Travel | Rating                        | Travel | Rating                       | Travel | Rating                       | Travel |
| 21   | BCCC3   | COVID -19 | Executive Director Growth and Regeneration<br>Director Management of Place | 4x7=28                       | New    | 4x7=28                       | ↔      | 4x7=28                        | ↔      | 4x7=28                       | ↔      |                              |        |
| 20   | BCCC1   | Flooding  | Executive Director Growth and Regeneration<br>Director Economy of Place    | 3x5=15                       | ↔      | 3x5=15                       | ↔      | 3x5=15                        | ↔      | 3x5=15                       | ↔      |                              |        |
| 20   | BCCC2   | Brexit    | Chief Executive<br>Director Policy, Strategy and Partnerships.             | 3x7=21                       | ↓      | 3x7=21                       | ↔      | 3x7=21                        | ↔      | 2x5=10                       | ↑      |                              |        |

**Corporate risk performance summary for closed / de-escalated risks**

| Page              | Risk ID | Risk   | Risk Owner   | Quarter 4<br>Jan – Mar 19/20 |        | Quarter 1<br>Apr – Jun 20/21 |        | Quarter 2<br>Jul - Sept 20/21 |        | Quarter 3<br>Oct - Dec 20/21 |        | Quarter 4<br>Jan - Apr 20/21 |        |
|-------------------|---------|--|--|------------------------------|--------|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|
|                   |         |  |  | Rating                       | Travel | Rating                       | Travel | Rating                        | Travel | Rating                       | Travel | Rating                       | Travel |
| Closed / replaced | CRR1    | Long Term Commercial Investments and Major projects Capital Investment | Executive Director Growth and Regeneration, Executive Director Resources and Section 151 Officer |                              |        |                              |        |                               |        | 3x7=21                       | Closed |                              |        |

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**Risk Scoring Matrix**

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

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

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

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

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

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

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

| Impact Category   | Impact Levels 1 to 7   |  |  |   |
|---|--|--|--|---|
|   | 1  | 3  | 5  | 7   |
| Service provision   | Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.   | Noticeable and significant effect (positive or negative) on service provision.<br>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.<br>Effect may require considerable /additional resource but will not require a major strategy change.  | Extremely severe service disruption. Significant customer opposition. Legal action.<br>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'.<br>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).<br>Significant long-term disability / absence from work.   |
| Programme / Project Management<br>(Including developing commercial enterprises) | Minor delays and/or budget overspend but can be brought back on schedule with this project stage.<br>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.<br>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.<br>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.<br>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.<br>Dissatisfaction reported through council complaints procedure but contained within the council.<br>Local MP involvement.<br>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.<br>Dissatisfaction regularly reported through council complaints procedure.<br>Higher levels of local or national interest.<br>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.<br>Intense local, national and potentially international media attention.<br>Viral social media or online pick-up.<br>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 136                         |                                 | 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 2pm</b>            | <b>15/10/2020 10.30am</b>       |   |                               | <b>5/10/2020 3pm</b>  |
| Annual Business Report           | Annual Business Report          |   |                               | Bristol Energy – Position Statement                         |
| Public Health Update             | Homelessness Support            |   |                               | Clean Air Zone - Update                                     |
| Update on Mental Health Strategy | Moving Forward Together         |   |                               | Corporate Risk Report                                       |
| Performance Report               | Performance Report              |   |                               | Finance Task Group - Update                                 |
| Risk Report                      | Risk Report                     |   |                               | Call In Chairing Arrangements                               |
|                                  |                                 |   |                               | Cabinet Reports, 6 <sup>th</sup> October                    |

| People Scrutiny Commission  | Communities Scrutiny Commission                        | Growth & Regeneration Scrutiny Commission | Resources Scrutiny Commission   | Overview & Scrutiny Management Board |
|---|--|---|---|--------------------------------------|
|   |  |   |   | 2020                                 |
| <b>November 2020</b>  |  |   |   |                                      |
|   |  |   | <b>30/11/2020</b>   | <b>2/11/2020 3pm</b>                 |
|   |  |   | Annual Business Report  | Scrutiny Working Groups - Feedback   |
|   |  |   | Council Tax Reduction Scheme and Council Tax Base Report (OSMB invited to participate in this item) | Advertising & Sponsorship Policy     |
|   |  |   | Collection Fund - Financial Surplus/Deficit Report  | <b>30/11/2020 3pm</b>                |
|   |  |   | Finance Monitoring Report (P7)  | Covid-19 update - Information Item   |
|   |  |   | Community Bank  | Clean Air Zone (CAZ) Update          |
|   |  |   | Risk Report   | City Leap                            |
|   |  |   | Performance Report Q2   | Performance Report Q2                |
| <b>December 2020</b>  |  |   |   |                                      |
| <b>14/12/2020, 10am</b>   | <b>7/12/2020, 5pm</b>                                  |   |   |                                      |
| Public Health Update; focus on the impact of Covid-19 on BAME communities | Decarbonisation of Residential properties              |   |   |                                      |
| People Scrutiny Working Group Findings                                    | HMO's / Licensing                                      |   |   |                                      |
| Review of SEND Evidence Day Findings and Recommendations                  | Wildlife Management – conversation with Cabinet Member |   |   |                                      |
| Secondary School Placements and Oasis Temple Quarter School               | Performance Q2   |   |   |                                      |
| Quarterly Performance Report  |  |   |   |                                      |
| <b>January 2021</b>   |  |   |   |                                      |
|   |  | <b>6<sup>th</sup> January, 3pm</b>        |   | <b>25<sup>th</sup> January, 6pm</b>  |
|   |  | Extraordinary Meeting (WECA)              |   | Companies Business Plans             |

| People Scrutiny Commission                                    | Communities Scrutiny Commission             | Growth & Regeneration Scrutiny Commission           | Resources Scrutiny Commission          | Overview & Scrutiny Management Board                                |
|---|---|---|--|---|
|   |   | <b>28th January 5.30pm</b>                          |  | Covid-19 update - Information Item                                  |
|   |   | Temple Quarter Member Working Group – Chairs Report |  |   |
|   |   | Temple Island – Information Paper                   |  |   |
|   |   | City Centre Framework                               |  |   |
|   |   | Western Harbour Update                              |  |   |
|   |   | Capital Programme Strategic Partner                 |  |   |
|   |   | Q2 Performance Report – For Information             |  |   |
|   |   |   |  |   |
| <b>February 2021</b>  |   |   |  |   |
| Page 138  | <b>8th February, 2pm</b>                    |   | <b>4th February, 2pm</b>               | <b>Feb – 2nd and 24th</b>   |
|   | Future Parks                                |   | Budget Scrutiny Meeting                | 2nd - CAZ – Consultation Report                                     |
|   | Waste: Developing a new strategy            |   | City Funds Annual Up-date Report (TBC) | 24th - CAZ – Cabinet report (separate meeting to item listed above) |
|   | Estate Security                             |   | Risk Report TBC                        | 24th - Scrutiny Annual Report                                       |
|   | Community Safety Partnership Needs Analysis |   |  | 24th Delivery of Cleaning and Security Services (TBC)               |
|   | Q3 Risk Register                            |   |  | 24th - Advertising & Sponsorship Policy                             |
|   |   |   |  | 24th - Corporate Risk Report (Q3)                                   |
|   |   |   |  |   |
| <b>March 2021</b>   |   |   |  |   |
| <b>8/3/2021, 2pm</b>  |   | <b>11/3/2021, 5.30pm</b>                            |  | <b>March - TBC</b>  |
| Public health update  |   | Strategic Transport Plans (details TBC)             |  | BCC Business Plans - TBC  |
| Alternative Learning Provision (Including Hospital Education) |   | Local Rail / Metrowest (details TBC)                |  |   |
| People Scrutiny Working                                       |   | Temple Island                                       |  |   |

| People Scrutiny Commission                             | Communities Scrutiny Commission  | Growth & Regeneration Scrutiny Commission   | Resources Scrutiny Commission             | Overview & Scrutiny Management Board  |
|--|--|---|---|---|
| Group Report: Response to findings and recommendations |  |   |   |   |
|  |  | Q3 Risk Report  |   |   |
| Children In Care, Adoption and Fostering               |  | Q3 Performance Report   |   |   |
| Adult Care – Older People: Isolation                   |  |   |   |   |
| Quarterly Performance Report                           |  |   |   |   |
| Risk Report Q3   |  |   |   |   |
|  |  |   |   |   |
| <b>Items to be scheduled</b>                           |  |   |   |   |
| Page 139   | <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 (March TBC) | IT Transformation Programme (TBC)         | Covid Recovery Plans – Cabinet reports for information only unless items for discussion |
|  |  |   | Commercialisation and Innovation          | HSID review – postponed until further notice.   |
|  |  |   | Legal Services Strategy (progress update) | Bristol Energy (21/22 TBC)  |
|  |  |   |   | Corporate Risk Report (TBC)   |
|  |  |   |   | Corporate Performance Report (TBC) for information only                                 |
|  |  |   |   | City Leap   |
|  |  |   |   | Heat Networks - TBC   |
|  |  |   |   |   |

| <b>Health Scrutiny</b>  |                                      |
|---|--------------------------------------|
| <b>Subject</b>  | <b>Date</b>                          |
| <b>Joint Overview &amp; Health Scrutiny Committee (JHOSC)</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> </ul>                          | 15 <sup>th</sup> March 2021, 11.15am |
| <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>• Public Health Update</li> <li>• Health Scrutiny Working Group Report – Response from the Clinical Commissioning Group Governing Body</li> <li>• Drug and Alcohol Strategy</li> <li>• The Priory; Banksy Ward update</li> </ul> | 25 <sup>th</sup> February 2021, 2pm  |