

# Growth and Regeneration Scrutiny Commission Agenda



**Date:** Thursday, 11 March 2021

**Time:** 5.30 pm

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

## **Distribution:**

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

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**Date:** Wednesday, 3 March 2021



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 4 - 5)

## 2. Apologies for Absence and Substitutions

## 3. Declarations of Interest

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

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

## 4. Minutes of Previous Meeting

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

The minutes of the meeting held on the 28<sup>th</sup> January are to follow.

## 5. Action Tracker

(Page 6)

## 6. Chair's Business

To note any announcements from the Chair

## 7. Public Forum

Up to 30 minutes is allowed for this item

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

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



**Petitions and Statements** - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by **12.00 noon on Wednesday 10th March**.

**Register to Speak** - If you would like to virtually attend the meeting to speak to your statement or ask your questions, your intention to attend must be received no later than 2 clear working days in advance. For this meeting this means that your intention to attend must be received in this office at the latest by **5pm on Monday 8th March**.

- |  |                        |
|--|------------------------|
| <b>8. Performance Report - Quarter 3</b>                 | <b>(Pages 7 - 17)</b>  |
| <b>9. Directorate Risk Report - Quarter 3</b>            | <b>(Pages 18 - 38)</b> |
| <b>10. Temple Quarter Delivery Capacity</b>              | <b>(Pages 39 - 52)</b> |
| <b>11. Strategic Transport Plans</b>                     | <b>(Pages 53 - 69)</b> |
| <b>12. Bristol Local Flood Risk Management Strategy</b>  | <b>(Pages 70 - 84)</b> |
| <b>13. Work Programme</b><br>To note the work programme. | <b>(Pages 85 - 90)</b> |



# Public Information Sheet

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

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

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

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

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

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

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

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

## Changes to Public Forum

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

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



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

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

### During the meeting:

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

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

### Webcasting/ Recording of meetings

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

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

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



**Growth and Regeneration Scrutiny Commission Action Tracker 2020/2021**

<b>Agenda Item</b>	<b>Title of Report/ Description</b>	<b>Action</b>	<b>Responsible Officer / Member</b>	<b>Action taken and date completed</b>
<b>14<sup>th</sup> September 2020</b>				
8.	Performance Report Quarter 1	BCPC434 Reduce the proportion of deaths attributed to particulate air pollution: the Q1 data wasn't available but Officers agreed to feedback any data that could be obtained from Public Health England	Strategic Intelligence & Performance Manager/ Sustainable City and Climate Change Service Manager	Officers are trying to obtain the data and will provide an up-date at the March meeting.
11.	Housing Delivery	ACTION: Officers agreed to provide further information about all housing delivery data compared with previously forecast figures for the same period after the meeting.	Head of Housing Delivery / Strategy & Enabling Manager for Housing Delivery	Members will be sent the comparative data before the 11 <sup>th</sup> March.

# Growth and Regeneration Scrutiny Commission

11<sup>th</sup> March 2021



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

**Title: Quarterly Performance Progress Report (Quarter 3 2020/21)**

**Ward: All wards**

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

**Contact Telephone Number:** n/a

## **Recommendation**

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

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

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

Of all G&R Directorate\* measures reported this quarter:

56% are on or above target

47% are performing the same or better than at the same time last year

Note that all performance indicators carry something of a “health warning” due to the impacts of Covid-19; some targets were re-profiled in Q1 to account for the significant impacts of Covid-19 and these targets will now remain for the duration of the year. However, some indicators were more adversely impacted than others during both the Q1 lockdown and subsequent “2<sup>nd</sup> wave”, so the headline figures of “% meeting target” do not give a full picture of the current situation.

Further, it is to be expected that many indicators are reporting worse outcomes than last year.



## 1. Summary

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

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

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

**Impact of Covid-19** – Many indicators are significantly affected, and some suspended; where relevant, targets were adjusted to take account of this. Some adjusted targets have been profiled to reflect significantly reduced activity in the first half of the year, so a target may not be delivering in four equal quarters. Some indicators have data but are marked as exempt from performance status for Q3 due to severe impacts. Individual details are in the management comments (Appendix A1).

“Covid-19 Recovery & Renewal” is a new section added to the [BCC Business Plan 2020-21 \(Covid-19 Recovery edition\)](#) for Q2 onwards (published Sept 2020). Formal Performance reporting looks at indicators on a quarter by quarter basis; for Covid-19 response work, other routes such as the [BCC COVID-19 data site](#) report data much more frequently.

## 2. Context

In terms of performance in Q3 for Growth and Regeneration, noting that some areas report to Communities Scrutiny Commission, progress can be summarised as follows:

### Performance summary

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

- **56% of all G&R measures** (with established targets) **are performing on or above target** (15 of 27)
  - 47% of BCC-only measures (7 of 15)
  - 67% of city-wide measures (8 of 12)
- **47% of all EDM measures** (with a comparison from 12 months ago) **have remained the same or improved** (15 of 32)
  - 47% of BCC-only measures (7 of 15)
  - 47% of city-wide measures (8 of 17)

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

Two measures (bus passengers and Park & Ride passengers) have been suspended for this year due to the impact of Covid-19 and a further 11 are annual and not yet due to be reported.



### Development of Place

- Delivery of affordable homes (BCPC425) continues to be significantly below target, although a further sixty homes were completed. We continue to work with housing delivery partners to review the likely timeline of further completions this year. It should be noted that overall there are fewer applications across all planning categories being presented for decisions.

### Economy of Place

- The three largest sites in Bristol Museums, Galleries and Archives portfolio reopened in the autumn with pre-booked visits to ensure safe and socially distanced use, but further closures were then implemented from mid-November in response to national requirements. On-line usage has increased with a strong offer of lectures and new content available.
- The Quality of Life (QoL) survey for 2020 is reported for the first time with participation in culture activities and satisfaction with outdoor events all showing a decline from 2019, which is to be expected given the impact of Covid-19 of the culture and events sector with venues closed and events cancelled.
- There continues to be a positive reduction in the number of deaths and serious injuries from road traffic incidents compared to the same reporting period of January to September 2020.
- The majority of measures for this division are annual and are not reported until year-end.

### Management of Place

- Community clear-up sessions had resumed in September 2020; although this was later than initially anticipated there was strong further engagement during q3. However it is unlikely that the revised target will be reached as most of this activity takes place in the spring and summer.
- The Quality of Life (QoL) survey for 2020 reports that there has been an increase of those with access to the internet at home in deprived areas, however there is still a four-percentage point gap compared to home access citywide.
- Most remaining measures here are annual and not due to be reported until year-end.
- Note – Bristol Waste related measures are reported to Communities Scrutiny.

### Housing and Landlord Services

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

## **3. Policy**

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

## **4. Consultation**

### **a) Internal**

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

### **b) External**

Not applicable.

## **5. Public Sector Equality Duties**

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected

characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

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

5b) Not applicable

**Appendices:**

Appendix A1: Performance Progress Update (Q3 2020/21)

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

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

**Background Papers:** None

## Growth & Regeneration Scrutiny – Q3 2020/21 Performance Summary

### OVERALL SUMMARY:

56% (15/27) PIs are on or above target  
47% (15/32) PIs are better or the same than at Q3 last year

MANAGEMENT OF PLACE		
Title	Target status	DoT
BCPC438: Increase the % of people living in deprived areas who have access to the internet at home (QoL)	On Target	↑
BCPC334: Reduce the percentage of the population living in Fuel Poverty	Above	↑
DGRC194: Numbers of citizens participating in community clear-ups per quarter	251 (no 1/4y target)	↓

DEVELOPMENT OF PLACE		
Title	Target status	DoT
BCPB124a: % of major residential planning applications processed within 13 weeks or as otherwise agreed	Below	↓
BCPC425: Increase the number of affordable homes delivered in Bristol	118 (no 1/4y target)	↓
DGRB125: Percentage of minor planning applications processed within 8 weeks or as otherwise agreed	Below	↑
DGRB126: Percentage of other planning applications processed within 8 weeks or as otherwise agreed	Above	↑

ECONOMY OF PLACE		
Title	Target status	DoT
BCPB410: Increase the number of visitors to Bristol Museums, Galleries and Archives	Well Below	↓
BCPC411: Increase the percentage of people who take part in cultural activities at least once a month (QoL)	Well above	↓
BCPC412a: Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	Well above	↓
DGRC120: Road Safety: reduce the number of people killed or seriously injured in road traffic incidents	26 (no 1/4y target)	↑

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

**Growth & Regeneration Scrutiny - Quarter 3 (1st April - 31st December 2020) Performance Progress Report**

Corp Plan KC ref	Code	Title	+/-	2019/20 Outturn	2020/21 Target	Q1 Progress	Q2 Progress	Q3 Progress	Comparison over last 12 months	Officer Notes
<b>G&amp;R - Development of Place</b>										
<b>Bristol City Council (BCC) owned performance indicators:</b>										
F11	BCPB124a	% of major residential planning applications processed within 13 weeks or as otherwise agreed	+	96.50%	92.00%	100.00%	91.3%	89.5%	↓	Just below target on major residential applications and predicted to be just below target at year end. The service hasn't been able to bring in the level of additional capacity required to deliver to the performance target due to a significant drop in income in 2020-21.
F11	DGRB124	Percentage of major planning applications processed within 13 weeks or as otherwise agreed	+	93.30%	90.00%	100.00%	90.2%	91.8%	↓	56 out of 61 applications. This compares to 66 out of 71 applications reported at this stage of the year in 2019/20.
F11	DGRB125	Percentage of minor planning applications processed within 8 weeks or as otherwise agreed	+	74.10%	79.00%	80.10%	78.0%	77.5%	↑	424 out of 547 applications. This compares to 480 out of 652 applications reported at this stage of the year in 2019/20.
F11	DGRB126	Percentage of other planning applications processed within 8 weeks or as otherwise agreed	+	81.80%	84.00%	91.80%	91.2%	91.5%	↑	1,150 out of 1,257 applications. This compares to 1,075 out of 1,337 applications reported at this stage of the year in 2019/20.
W2	DGRB419	Reduce the council's carbon dioxide equivalent emissions (in tonnes)	-	10,827 tonnes (2018-19)	Not yet set	Data not due	Data not due	Data not due	N/A	This measure is reported around early summer following the year end once final utilities bills have been received. There was a positive reduction from 2017-18 when 13,370 tonnes was reported). The long-term target for 2025 is to be carbon neutral.
<b>City Wide Performance Indicators that BCC contributes to:</b>										
	BCPC425	Increase the number of affordable homes delivered in Bristol	+	312	500	30	58	118	↓	Little has changed in terms of the impact of Covid on affordable housing completions this quarter. Our affordable housing delivery partners have completed a further 60 affordable homes in quarter 3 and are forecasting the completion of over 300 units in quarter 4. We are not confident that this is achievable given the continued impact of Covid-19 and are working to refine this with them and understand how many of these units will slip into quarter 1 of 21/22 or beyond.
F11	BCPC430a	Increase the number of new homes delivered in Bristol	+	1,498 (2018/19)	2,000	Data not due	1,332 (2019/20)	N/A	↓	The completions figure for 2019/20 is lower than expected; it had been anticipated that delivery would be maintained at similar levels to 2018-19. There is some evidence from the sector that continuing uncertainties related to Brexit have impacted on completions. However there were 12,764 dwellings with planning permission or agreed subject to s106 agreement at 31st March 2020 which is an increase from 11,066 at 31st March 2019.
W2	BCPC433	Reduce the total CO2 emissions in Bristol City (k tonnes)	-	1,471K Tonnes (2017)	1,551K Tonnes	1447.0 K tonnes (2018)	N/A	N/A	N/A	The target set in 2009 was to reduce emissions by 40% between 2005 and 2020. Therefore the target for this year (2018 data) is a 34.7% reduction from 2005. That target has been achieved with emissions reduced by 39%. A new trajectory has been set from 2020 to 2030 in line with the One City Climate Strategy Goal of Carbon Neutrality by 2030. This measure is reported at around 18 months after the end of the calendar year.
W2	BCPC434	Reduce the proportion of deaths attributed to particulate air pollution	-	5.4% (2018)	4.30%	Data not due	Data not due	Data not due	N/A	This indicator is based on Public Health England data and calculations. These show that for the last year of data (2017) the fraction of deaths attributable to pollution from particulates rose significantly reversing a general downward trend of the previous 5 years. It is based on the fraction of very small particles (<2.5 micro metres) arising from human action. The main sources of this within the city are traffic and combustion.
W2	BCPC480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	+	76.50%	80.00%	Data not due	Data not due	Data not due	N/A	For the calendar year of 2019 76.5% of monitoring sites had an annual NO2 concentration below 40µg/m3 when annualised (where necessary) and adjusted for bias and distance to relevant exposure, in accordance with Local Air Quality Management exposure criteria. This equates to 24 sites out of 102 being in exceedance of the annual 40µg/m3 limit after appropriate adjustments have been made.

Corp Plan KC ref	Code	Title	+/-	2019/20 Outturn	2020/21 Target	Q1 Progress	Q2 Progress	Q3 Progress	Comparison over last 12 months	Officer Notes
<b>G&amp;R - Economy of Place</b>										
<b>Bristol City Council (BCC) owned performance indicators:</b>										
W4	BCPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	+	1,066,787	213,400	0	11,891	28,917	↓	Bristol Archives and M Shed re-opened 8th September, and Bristol Museum & Art Gallery reopened 15th September. Visits through booking only. However sites closed again when the 2nd Lockdown started on 4/11/21 and have been closed ever since. It is unlikely that sites will reopen before Easter 2021. Despite the doors being closed there continues to be a good uptake of the on-line offers such as live events and talks, virtual exhibitions and increased subscription rates to newsletters. Website visits have significantly increased by 15% in this quarter, as well as 64% more orders from the on-line shop.
<b>City Wide Performance Indicators that BCC contributes to:</b>										
CV2	BCPC103	Black, Asian and minority ethnic-led businesses supported	+	n/a	n/a	Data not due	Data not due	Data not due	N/A	Grant funding of the Covid 19 Emergency Response for BAME led businesses and social enterprises commenced in October 2020, alongside the South Bristol Enterprise Support project which also has BAME entrepreneurs as a target group (among others). The emergency project led by BSWN was delayed commencing, due to staff recruitment until October 2020. First quarterly data will not be available until March 2021.
WC1	BCPC474	Increase the number of single journeys on Park & Ride into Bristol	+	1,687,558	n/a	n/a	n/a	n/a	N/A	Directly impact by CV-19; not be reported in 20-21
WC1	BCPC475	Increase the number of passenger journeys on buses	+	40,776,023	n/a	n/a	n/a	n/a	N/A	Directly impact by CV-19; not be reported in 20-21
WC1	DGRC120	Road Safety: reduce the number of people killed or seriously injured in road traffic incidents.	-	78	78	12	15	26	↑	This reporting period covers the calendar months January to September 2020. There were a total of 26 KSI casualties, of which 3 were fatalities. (There is no in-year target).
Page 13	DGRC476	Increase the number of people travelling actively to work by walking and cycling	+	n/a	Establish baseline.	Data not due	Data not due	Data not due	N/A	Work continues on establishing a baseline point for this measure. As a result of Covid-19 and the national lockdowns there have been major changes in working and commuting patterns which will impact on year end reporting.
	BCPC411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	+	43.30%	25.00%	Data not due	Data not due	33.4%	↓	Participation in cultural activities has been severely impacted by Covid-19 and this is reflected in both the reported result and the reduced target for 2020. Venues closed since March 2020 and whilst some reopened during the summer, this was at significantly reduced capacities. Venues shut again as the 2nd Lockdown started, and have not reopened since. There have been virtually no events and festivals in the city this year. There has been some engagement with on-line cultural events, as cultural organisations pivoted to provide cultural content.
	W4	BCPC412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	+	67.00%	25.00%	Data not due	Data not due	40.3%	↓
WOP4	DGRC428	Increase annual revenue generated from the council's investment estate	+	£142,895	£150,000	-£12,345	£16,120	£54,451	↑	These figures need to be treated with caution insofar as they relate to contractual changes under leases through rent review and lease renewal work. This is different from rent collection (which is the amount of money the Council actually receives, having issued rent demands). Rates of rent collection for the year will be significantly below the level of rent demanded by the Council as a direct result of COVID 19.
<b>G&amp;R - Management of Place</b>										
<b>Bristol City Council (BCC) owned performance indicators:</b>										
W3	BCPB335	Increase the number of households in fuel poverty receiving energy and debt advice	+	1,621	1,200	Data not due	Data not due	Data not due	N/A	Data not due to be reported.

Corp Plan KC ref	Code	Title	+/-	2019/20 Outturn	2020/21 Target	Q1 Progress	Q2 Progress	Q3 Progress	Comparison over last 12 months	Officer Notes
<b>City Wide Performance Indicators that BCC contributes to:</b>										
WC1	BCPC471	Improve journey time reliability during the morning peak travel period	+	n/a	Establish baseline.	Data not due	Data not due	Data not due	N/A	Work on-going to establish baseline complicated by the COVID 19 impact on traffic.
WC2	BCPC436	Improve the percentage of premises that have access to Gigabit capable full fibre	+	n/a	Establish baseline.	Data not due	Data not due	Data not due	N/A	There is no in-year target as the annual report Connecting Nations will not be published by Ofcom until December 2020, however this has been delayed. New indicator replacing previous "Improve % of premises that have access to Ultrafast Broadband"
WC2	BCPC438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	+	88.7%	92.0%	Data not due	Data not due	92.0%	↑	There has been an increase in those with access to the internet at home. Further analysis of the Quality of Life survey will be presented which will give more detail of type of access (e.g. fixed broadband, mobile broadband) as this varies across different parts of the city. Access to the internet at home has been recognised as being increasingly important during the last year as a result of Covid-19 with the extended periods of home-schooling which have been needed as well as the wider issues around social isolation.
W2	DGRC194	Numbers of citizens participating in community clear-ups per quarter	+	2,886	1,000	0	38	231	↓	Community litter picks had resumed in September 2020 but continue to be affected by the pandemic. During the last quarter 43 supported events happened in 12 different wards. 423 bags of waste were collected. The revised target reflects the reduction in planned activity at the current time. (No in-year target)
W3	BCPC334	Reduce the percentage of the population living in Fuel Poverty	-	11.7% (2017)	10.00%	Data not due	Data not due	9.80%	↑	National Fuel Poverty data is produced by Ministry for Business, Energy and Industrial Strategy (BEIS) and the data has a 2 year lag. This is based on modelled government data.



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

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

Corporate Strategy - Key Commitments

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

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



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

#### Key / further notes

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

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

# Growth and Regeneration Scrutiny Commission

11<sup>th</sup> March 2021



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

**Title:** Growth and Regeneration Directorate Risk Report Update

**Ward:** Citywide

**Officer Presenting Report:** Stephen Peacock  
Executive Director Growth and Regeneration

**Contact Telephone Number:** 07392278227

## **Recommendation**

The Growth and Regeneration (G&R) Commission are asked to consider the quarter 3 2020-21 review of the G&R Directorate Risk Report and comment on any areas of interest.

## **Summary**

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

The following represent the most key risks for G&R as at January 2021:

## **Threats**

- 1) Long Term Major Capital projects
- 2) Failure to deliver enough affordable homes to meet the City's needs
- 3) G&R failure to meet income targets as a result of COVID-19
- 4) Homelessness
- 5) Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur
- 6) Business Continuity and Council Resilience

## **External and Civil Contingency risks**

- 1) Covid-19
- 2) Flooding



## 1. Policy

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

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

- 1.3. As part of good governance, the Council manages and maintains a register of its significant risks within the Service Risk Registers (SRR) assigning named individuals as responsible officers for ensuring the risks and their treatment measures are monitored and effectively managed.
- 1.4. The Corporate Risk Report (CRR) is a critical tool for capturing and reporting on risk activity, the organisations risk profile and an integral element of the Council's internal governance and performance frameworks. The attached Directorate Risk Report sets out a summary from the SRRs which are the working documents. The data within the SRRs is used to inform the business of the threats and opportunities it faces in delivering outcomes and services to the Council. It is used to ensure the organisation operates effectively and Leadership Teams take assurance that all necessary steps are being taken to ensure the risks are managed to a level acceptable to them. The Corporate Risk Report was last reported to Cabinet on 26<sup>th</sup> January 2021 and will be reported to the Audit Committee 25<sup>th</sup> January 2021.

## 3. Consultation

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

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

- 4.1. The DRR informs the council on significant risks to the achievement of the G&R Directorate Objectives to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks. The DRR provides assurance to management and Members that the G&R significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed.
- 4.2. The DRR is an important tool in managing risk. It aims to provide an overview of the significant risks facing G&R and how they are being managed. The DRR attached to this report at Appendix A is the latest formal iteration following a review by members of the council's G&R Executive Directors Management Team (EDM) in January 2021. The risk review has included managers from across the Council.

- 4.3. The DRR was reviewed by the G&R EDM in January 2021. The directorate reports quarterly to Members, ensuring that they are aware of the critical and high level risks facing the directorate and how the council are ensuring these risks are effectively managed.
- 4.4. As strategic planning, resource management and resilience processes are strengthened; the identification, management and communication of risk to the achievement of the Council’s strategic priorities and objectives will continue to embed.
- 4.5. The DRR was developed following:
- Risk identification and assignment of a risk owner who is responsible to ensure each risk is effectively managed; current mitigations and further strategies to manage risk are in place to ensure the risk is identified and interventions planned,
  - Review by EDM to ensure risk levels are correctly identified; and tolerance risk levels where stated are acceptable.
- 4.6. The G&R Directorate Risk Report is attached at Appendix A. The register is presented in the standard format agreed by CLB and uses the risk management methodology in the Risk Management Assurance Policy agreed by Cabinet in January 2019.
- 4.7. Appendix A the risk matrix, guidance parameters used to measure likelihood and impact and the supporting scoring criteria are set out on pages 14 and 15 and will assist Members in understanding risk levels recorded in the report.
- 4.8. The DRR sets out the critical and high rated risks. All other business risks reside on the Growth and Regeneration Service Risk Registers (SRR). The G&R Directorate Risk Report (DRR) as January 2021 contains:

Threat Risks	External / Contingency Risks
<ul style="list-style-type: none"> <li>• 3 critical</li> <li>• 7 high</li> <li>• 3 medium</li> <li>• 1 low</li> <li>• 1 new</li> <li>• 2 improving</li> <li>• 1 deteriorating</li> <li>• 1 closed</li> </ul>	<ul style="list-style-type: none"> <li>• 1 critical</li> <li>• 1 high</li> <li>• 0 medium</li> <li>• 0 low</li> <li>• 0 new</li> <li>• 0 improving</li> <li>• 0 deteriorating</li> <li>• 0 closed</li> </ul>

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

#### **Critical threat risks**

There are three critical threat risks:

- GDRR1: Long Term Major Capital Projects. The risk rating being 4x7 (28) critical risk. This risk is managed within the Economy of Place Service Risk Registers.
- GDRR7: Failure to deliver enough affordable Homes to meet the City’s needs. The risk rating being 4x7 (28) critical risk. This risk is managed within the Development of Place Service Risk Registers.

- GDRR12: G&R failure to meet income targets as a result of COVID-19. The risk rating being 4x7 (28) critical risk. This risk is managed within the Directorate Service Risk Registers. This risk forms part of CRR13: Financial Framework and MTFP risk as reported in the Quarter 2 Corporate Risk Report to Cabinet December 2020.

There is one new threat risk:

- GDRR1: Long Term Major Capital Projects. The risk rating being 4x7 (28) critical risk. This risk is managed within the Economy of Place Service Risk Registers.

There is one deteriorating threat risk:

- GDRR13: Delivery of Future Parks Project. The risk rating being 3x5 (15) high risk. This risk is managed within the Management of Place Service Risk Registers.

There are two improving threat risks:

- GDRR3: Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur. The risk rating being 4x5 (20) high risk. This risk is managed within the Management of Place Service Risk Registers.
- GDRR2: Business Continuity and Council Resilience. The risk rating being 4x5 (20) high risk. This risk is managed within the Management of Place Service Risk Registers.

There is one closed threat risks:

- The risk CRR1 : Lack of long term commercial investments and major projects has been reviewed, closed and replaced by:
  - 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.
  - Unplanned Investment in Subsidiary Companies. The risk rating being 2x7 (14) high threat risk. This risk resides on the Resources Service Risk Registers.
  - Financial Investment. The risk rating being risk 2x5 (10) medium threat. This risk resides on the Resources Service Risk Registers.

All identified risks were reviewed in light of the revised scoring and set the performance for future reviews. All risks on the G&R DRR have management actions in place.

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

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

## 5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 5b) No equalities assessment necessary for this report.

**Appendices:**

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

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

**Background Papers:**

Risk Management Assurance Policy

Directorate Risk Register as at 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>GDRR1: Failure to Manage Asbestos.</b> 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>		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.		

Directorate 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>GDRR2: 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>			



Directorate 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>GDRR3: 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	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>					

Directorate 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>GDRR4: 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
<p>Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.</p>	<p>Action Owner: Director Development of Place.</p>	<p>Portfolio Flag: Housing.</p>			<p>Strategy Theme: Fair and Inclusive.</p>				

CRR8 on the Corporate Risk Report

Directorate 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>GDRR5: Tree Management.</b></p> <p>Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>The Council has 100,000 trees. Severe weather conditions and / or disease can lead to tree failure.</li> <li>Lack of maintenance of trees can result in tree failure.</li> <li>Some council trees are not being managed or inspected, increasing the chance of failure.</li> <li>Failure to carry out regular and programmed tree inspections could result in tree and limb failure.</li> </ul>	<p>The service is rolling out a new Quantified Tree Risk Assessment (QTRA) system which increases efficiency of tree inspections - raising the capacity to inspect with the same resources. Trees are being grouped and brought in to the new system and the process will continue through 2020 to 2022.</p> <p>The tree management contract has been re-tendered and a new five year contract began on 1 April 2020. The contract provides new scope to bring all trees on council-owned land in to management.</p> <p>The cost of this will be covered by the departments on whose land the trees are situated - more finance work is needed on this. One additional officer is being recruited to assess trees on land not currently proactively managed.</p> <p>The cabinet report of June 2019 proposed using the Parks reserve to pay for this post until the role can be mainstreamed into the council's revenue budget. GIS analysis work on trees is underway.</p>	↔	3	5	15	<p>Analysis continues on trees potentially at risk.</p> <p>The tree management contract has been renewed from April 1st 2020 for 5+5 and incorporates potential uplift to manage a higher number of trees in council ownership.</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
<p>Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.</p>	<p>Action Owner: Director Management of Place.</p>	<p>Portfolio Flag: Communities.</p>			<p>Strategy Theme: Our Organisation, Wellbeing.</p>				

CRR19 on the Corporate Risk Report

Directorate 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>GDRR6: Capital Transport Programme Delivery</b>                      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.				

CRR2 on the Corporate Risk Report

Directorate 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>GDRR7: 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).                      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.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Subsidy availability.</li> <li>• Insufficient land available.</li> <li>• Uncertainty in the housing market as a result of Covid-19.</li> <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>	<p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p> <p>Refer to CRR18 page9 for full list of interventions.</p>	↔	4	7	28	<p>We are reviewing the impact of Covid-19 on Housing Association and Developer Partners delivery Programmes.</p> <p>Intending to refocus the Housing Delivery Team delivery programme to de-risk sites to create a pipeline of investable development opportunities to bring forward for development once the impact of Covid-19 on the housing market are clearer.</p> <p>Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p>	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.				

CRR32 on the Corporate Risk Report

Directorate 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>GDRR8: Homelessness</b> 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.			

CRRE on the Corporate Risk Report

Directorate 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>GDRR9: Long Term Major Capital Projects.</b> 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.				

Directorate 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>GDRR10: Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone) Communication/engagement with stakeholders does not result in sufficient behavioural change.</b></p> <p>We are unable to deliver actions committed to by Mayor in the wider Clean Air Plan (excluding Traffic Clean Air Zone) - which is addressed in Management of Place service area.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Staff capacity.</li> <li>Lack of resources for implementation of new regulatory arrangements.</li> <li>Unable to secure political agreement.</li> <li>Unable to secure stakeholder buy.</li> <li>Some measures are dependent on Environment Bill later this year.</li> </ul>	<p>Research on emissions of particulate pollution has been completed.</p> <p>A communications campaign to reduce solid fuel burning has been developed, and will be deployed during the winter.</p>	↔	1	3	3	<p>Communications campaign on solid fuel burning to be delivered.</p>	1	3	3
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	Action Owner: Director Development of Place and Climate Change & Sustainable City Manager.	Portfolio Flag: Strategic Planning and City Design			Strategy Theme: Wellbeing				

Directorate 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>GDRR11: Failure to deliver the council’s Climate Change commitments impeding achievement of a carbon neutral and climate resilient city.</b>(Previously Failure to deliver Mayor’s Climate Emergency Action Plan and One City Climate Strategy).</p> <p>We are unable to deliver actions committed to by Mayor in his Climate Emergency Action Plan and/or BCC’s role in the delivery of the One City Climate Strategy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Lack of BCC resources.</li> <li>• Inability of partners and BCC colleagues to progress action on climate change due to the on-going impacts of Covid-19.</li> </ul>	<p>Key elements of the Mayor’s Climate Emergency Action Plan were progressed in 19/20 including the most significant action the development of the One City Climate Strategy.</p> <p>Existing staff capacity has been maintained through funding allocated in the Feb 2002 Council budget and additional staff capacity is planned as part of the programme.</p> <p>Climate and Ecological Emergency Programme Full Business Case has been developed - to be considered by Cabinet 3rd November 2020.</p> <p>Climate Change Team Manager and Ecological Emergency Project Manager roles appointed.</p>	↔	1	7	7	<p>Delivery of existing commitments is continuing. Key projects such as City Leap are progressing.</p> <p>Climate and Ecological Emergency Programme Full Business Case has developed for Cabinet seeking approval November.</p> <p>Climate Team Manager and Ecological Emergency Project Managers Recruited.</p>	1	7	7
Risk Owner: Executive Director Growth and Regeneration, Director Development.	Action Owner: Director Development of Place and Climate Change& Sustainable City Manager.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

Directorate 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>GDRR12: G&amp;R failure to meet income targets as a result of COVID-19</b></p> <p>COVID 19 has required services to suspend a lot of services including those which act to provide an income stream to the service, along with meeting the income targets set for the financial year 20/21. COVID 19 epidemic has had a significant impact on the economy and hence impacted on all forms of the services income streams.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Govt emergency legislation for suspension of enforcement for arrears recovery through court</li> <li>The Welfare reforms and lack of support for tenants</li> <li>Tenants suffering financial hardship/poverty/fuel and food poverty</li> <li>Loss of business / visitors</li> <li>Publics reluctance to use BCC services</li> <li>Ability for rent collection</li> <li>Ability to get services back to the operational level pre-covid this financial year</li> <li>Slow recovery</li> </ul>	<p><b>Parks</b> are working through budgets to consider how we can reduce the budget pressure for this financial year, by reviewing our expenditure, considering ways of getting income streams back on track and utilising capital and reserves.</p>	↔	2	5	10	We have already started this work and beginning to implement actions to reduce the budget pressure.	2	5	10
	<p><b>Regulatory Services</b> COVID 19 has had an impact on Licensing income due to the contraction of the Leisure sector. Some impact in Q4 19/20 but is likely to be significant in 20/21. e will be monitoring income levels through monthly forecasting. Some of the income will be deferred to later in the year as concessions have been granted to Premises Licence holders and the taxi trade deferring payment until recovery begins. However potentially the resulting slowdown in the economy could mean that some license holders leave the sector. COVID has also delayed the roll out of Alloy software that would have enabled savings to be made and the 3GS contract has not delivered income stream for BCC</p>	↔	3	3	9	Monitoring income levels. Aligning services with developing national picture re COVID. Discussed 3GS position with Director, obtained contract and discussed with relevant officers. We are working with legal and will write to contractor outlining concerns. Options under consideration including continuing with contract or bringing in house.	3	3	9
	<p><b>Traffic and Highways Car parking</b> P2 review and budget reset processes completed and expenditure savings amounting to c£380k offered up to mitigate the impact of loss of income created by the COVID 19 pandemic.</p>	↔	4	7	28	The Impact of COVID 19 on parking income will be significant in 2020/21 with a current 95% drop currently showing. It is not known how long this impact will be felt but indications are that this could create a c£5m pressure in 20/21 - ongoing monitoring of the impact is in place and Corporate Finance are aware. The P2 forecast indicated a c£11m pressure on the services revenue budget for 20/21. The P5 forecast indicated c£8m pressure on the services revenue budget for 20/21 but there are signs of recovery as the economy come out of lockdown - this will be continually monitored and reported as part of the monthly forecasting process. Central government have indicated that some support would be provided to those Councils experiencing significant income loss.	3	7	21
	<p><b>Economy of Place</b> Culture &amp; Creative Industries have begun to look at other income generating opportunities, and considered reduction in expenditure. However until we are clear on when services are going to be re-opened, when mass gatherings will be possible again and when key partners such as Levy (who deliver conferencing and food/drink on our behalf) are back in business it is difficult to assess the exact scale of the challenge.</p>	↔	4	5	20	The service is currently expected to raise in excess of £3.5 million income to balance its budgets each year. The lack of sufficient income being generated will result in reduction of service, and staff numbers, and a downgrading of the quality of product offered to communities/visitors. We are reviewing the impact of Covid-19 on income of service in short and longer term.	3	5	15
<p><b>Estate Management</b> we have been working to understand the Coronavirus financial impact on individuals has led to increased arrears and reduced income. We are seeing increased Universal Credit arrears, increased evictions.</p> <p>In the longer term the aim is for payment plans to be set up – The Govt aim is no person will lose their home because of Coronavirus.</p> <p>We have developed an action plan to support KPI impact and to improve performance, and to support Service Delivery Planning Sep/Oct 2020.</p> <p>We report monthly to H&amp;LS on action planning.</p> <p>We are developing collaborative working with support agencies continue.</p> <p>We are reviewing the recovery process in light of Coronavirus impact from letter based to phone contact and financial support sign posting.</p> <p>RentSense procured (30 June 20) - software product to support focus on income collection and targeted activity within the service - next 10 weeks implementation to take place Q3 to commence focussed activity Sign off of Income.</p> <p>Review of structure and service delivery within Rent and Financial Inclusion team. Resource paper to be presented to HSLT w/c 5/10/20</p>	↔	3	5	15	Increased risk on increasing arrears and reduction in income collection and revised approach to income management and arrears collection. Covid 19 has compounded progress which has been made in relation to arrears. Positive progress has been made with the implementing of RentSense but has been delayed. Due to server build requirements and non-compatibility with new servers due to be installed We continue to develop collaborative working with support agencies. We are in the process of implementing software product to support income collection by Q3. Recruitment in progress to strengthen team. Implementation of RentSense Software is delayed.	2	5	10	
<p>Risk Owner: Executive Director Growth and Regeneration.</p>	<p>Action Owner: G&amp;R Directors</p>	<p>Portfolio Flag: Communities.</p>			<p>Strategy Theme: Our Organisation.</p>				

Directorate 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>GDRR13: Delivery of the Future Parks Project.</b> Through the quality of life survey it has identified that certain sectors of our communities have a reduced level of access to public spaces.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Parks and Green accessibility</li> <li>• Current resources are insufficient to make an impact where required through reallocation.</li> <li>• Investment funds acquired through planning contributions are inadequate, unreliable and cannot be strategically focussed through the Area Committee CIL process.</li> <li>• No new capital funds available to invest in facilities provision</li> <li>• Population of Bristol grows having a disproportionate impact upon areas where there are areas of low green space provision.</li> <li>• Failure to secure good planning decisions for the provision of public open space</li> <li>• Lack of funds to change spaces to meet growing demands.</li> <li>• Local Plan policy does not deliver new spaces through development nor guarantee alternative investment in existing spaces.</li> </ul>	<p>The Future Parks project is being implemented and will develop opportunities to attract investment in to parks and greenspaces and is seeking to qualify and quantify the impact poor access to parks is having on neighbourhoods and communities.</p> <p>Working with City Design and Planning Policy Team to find ways to mitigate impact through changes to public realm and planning policy.</p>	↓	3	5	15	<p>We have implemented a review of the project following it being considered a Turn Around project following a review by the funder. This has required us taking on a project manager to take responsibility for the recovery of the project.</p>	2	5	10
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place	Portfolio Flag: Communities.			Strategy Theme: Our Organisation.				

Directorate 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>GDRR14: Ensuring future sustainability of the Bottle Yard Studios (TBYS)</b> TBYS business will not be able to withstand drop in income from withdrawal of space affected by sound from Hengrove Park development. If Hawkfield Park is not viable, TBYS income will drop significantly with the risk it will not break even for several years.</p> <ul style="list-style-type: none"> <li>• Lack of clear governance structure makes operating a multi-million business within BCC very difficult and time-consuming.</li> <li>• Inability to hire out Tankhouse 4 Upper studio (asbestos in roof) and a large suite of office space (significant flood damage through drainage and roof issues) has resulted in a further loss of income.</li> <li>• No staff resilience to provide for leave, sickness or Covid-19</li> </ul>	<p>Regular Hawkfield Project and Strategy meetings with key colleagues established and operational.</p>	↔	3	5	15	<p>Paper going to EDM in October Briefing Paper presented to DMT by Laura Aviles/Jon Finch outlining key areas of risk to the business. Progress with Facilities Management in dealing with a range of building issues.</p> <p>10 year Business Plan in process of being commissioned that will provide business case for proposed use of Hawkfield Park (acquired in Dec '18)</p> <p>Recruitment process for new TBYS Site manager being developed Proposed staffing structure being created for submission Meeting scheduled with property services to discuss action plan</p>	3	5	15
Risk Owner: Executive Director Growth and Regeneration, Director Housing.	Action Owner: Director Management of Place.	Portfolio Flag: Housing.			Strategy Theme: Well Connected.				



Directorate 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>BCCC1: Flooding.</b> 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.						

Page 33

Directorate 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>	<p>The Council has moved at pace to change the way that it works across every Directorate and Service area:</p> <ul style="list-style-type: none"> <li>• 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
Risk Owner: CLB (For discussion at G&R EDM).	Action Owner: Director Resilience (For discussion G&R EDM).		Portfolio Flag: Corporate wide.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.			

**Threat Risk Performance Summary**

Page	Risk ID	Risk	Risk Owner	Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
				Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
7	GDRR9	Long Term Major Capital projects	Executive Director Growth and Regeneration and Executive Director Resources and S151 Officer							4x7=28	New		
5	GDRR7	Failure to deliver enough affordable Homes to meet the City's needs	Executive Director Growth and Regeneration Director Development of Place	3x7=21	New	4x7=28	↓	4x7=28	↔	4x7=28	↔		
9	GDRR12	G&R failure to meet income targets as a result of COVID-19	Executive Director Growth and Regeneration and G&R Directors			4x7=28	New	4x7=28	↔	4x7=28	↔		
6	GDRR8	Homelessness	Executive Director Growth and Regeneration Director Housing			4x5=20	New	4x5=20	↔	4x5=20	↔		
3	GDRR3	Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur	Executive Director Growth and Regeneration Head of Paid Service, Director Management of Place and Civil Protection Manager	2x7=14	↔	2x7=14	↔	3x7=21	↓	4x5=20	↑		
2	GDRR2	Business Continuity and Council Resilience	Executive Director Growth and Regeneration Chief Executive	2x5=10	↔	2x7=14	↓	3x7=21	↓	4x5=20	↑		
10	GDRR13	Delivery of the Future Parks Project	Executive Director Growth and Regeneration and Director Management of Place					3x3=9	New	3x5=15	↓		
4	GDRR4	Failure to deliver enough homes to meet the City's needs.	Executive Director Growth and Regeneration Director Development of Place	3x5=15	↓	3x5=15	↔	3x5=15	↔	3x5=15	↔		
4	GDRR5	Tree Management	Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔		
Page 35	GDRR14	Ensuring future sustainability of the Bottle Yard Studios (TBYS)	Executive Director Growth and Regeneration Director Housing					3x5=15	New	3x5=15	↔		
	GDRR1	Failure to Manage Asbestos	Executive Director Growth and Regeneration, Director HR, Workforce and Organisational Design.	2x7=14	↔	2x7=14	↔	2x5=10	↑	2x5=10	↔		
	GDRR6	Capital Transport Programme Delivery	Executive Director Growth and Regeneration Director Economy of Place	4x5=20	↓	4x5=20	↔	3x3=9	↑	3x3=9	↔		
	GDRR11	Failure to deliver the council's Climate Change commitments impeding achievement of a carbon neutral and climate resilient city	Executive Director Growth and Regeneration Director Development of Place	4x5=20	New	2x7=14	↑	1x7=7	↑	1x7=7	↔		
7	GDRR10	Failure to deliver Bristol City Council's wider Clean Air Plan. Communication/engagement with stakeholders does not result in sufficient behavioural change (excluding traffic clean air zone)	Executive Director Growth and Regeneration Director Development of Place	2x3=6	↔	1x3=3	↑	1x3=3	↔	1x3=3	↔		

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

Page	Risk ID	Risk	Risk Owner	Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
				Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
12	BCCC3	COVID -19	Executive Director Growth and Regeneration Director Management of Place	4x7=28	New	4x7=28	↔	4x7=28	↔	4x7=28	↔		
11	BCCC1	Flooding	Executive Director Growth and Regeneration Director Economy of Place	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔		

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

Page	Risk ID	Risk	Risk Owner	Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
				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		

**Risk Scoring Matrix**

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

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

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

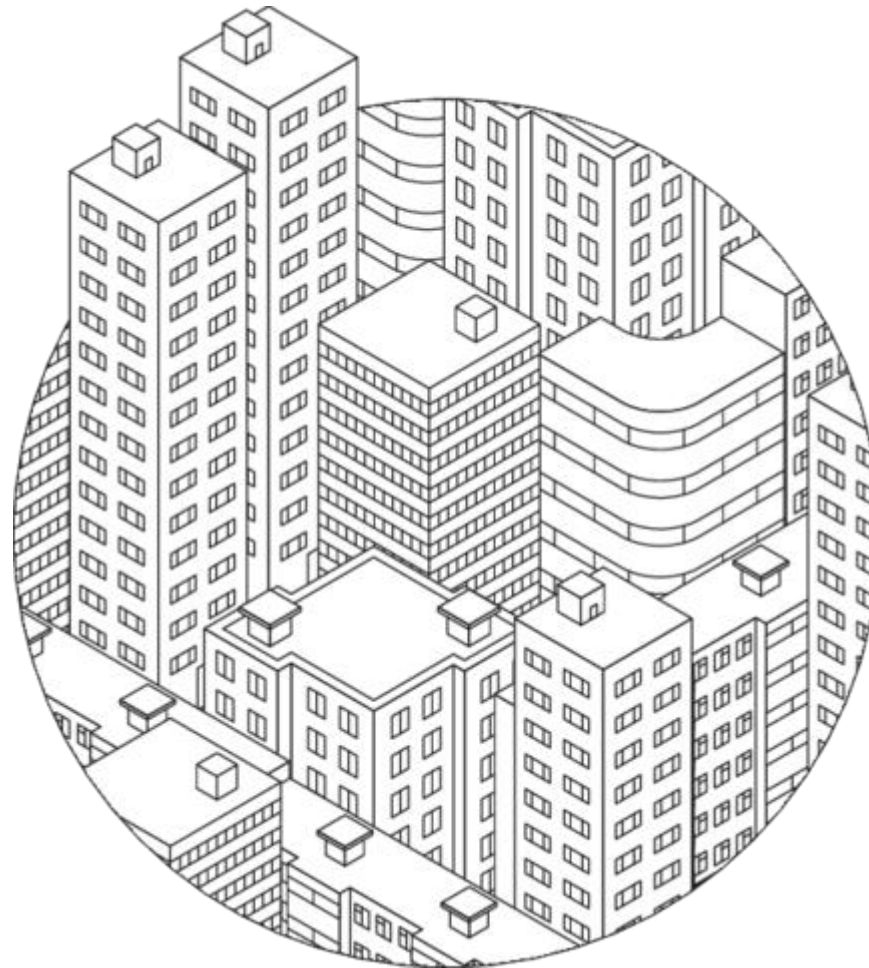
**Positive Risks (Opportunities):** Where the risk is an opportunity, a cost benefit analysis is required to determine whether the opportunity is worth pursuing, guided by the score for the matrix, e.g. an opportunity with a score of 28 would be pursued as it would offer considerable benefits for little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

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

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

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

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision.  Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area.  Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action.  Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'.  Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s).  Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage.  No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends.  No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends.  Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project.  Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation.  Dissatisfaction reported through council complaints procedure but contained within the council.  Local MP involvement.  Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council.  Dissatisfaction regularly reported through council complaints procedure.  Higher levels of local or national interest.  Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council.  Intense local, national and potentially international media attention.  Viral social media or online pick-up.  Public enquiry or poor external assessor report.



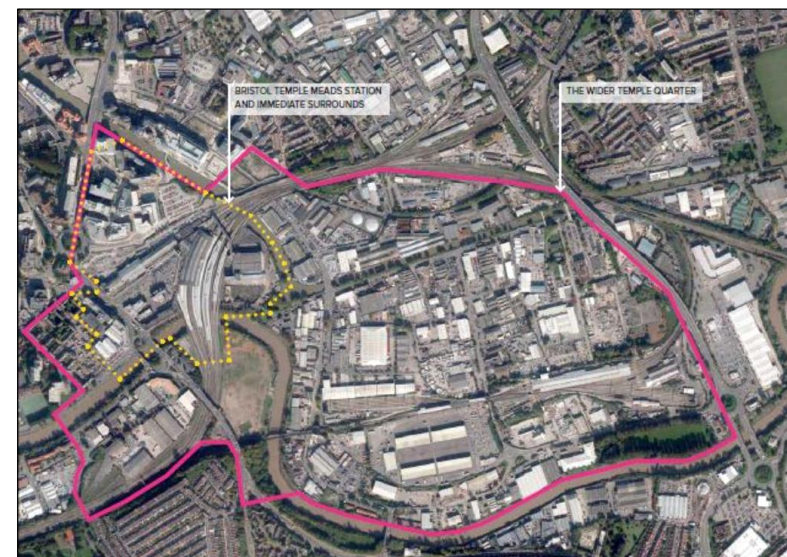
## Bristol Temple Quarter Delivery Structure Models - Case Studies

11 March 2021

# Overview

This paper summarises the Joint Delivery Team’s early work to gather insights on various delivery vehicle models adopted across the UK to promote local urban regeneration.

- Following establishment of the Joint Delivery Team for Temple Quarter, the partners – Bristol CC, WECA, Homes England and Network Tail - began a process to assess longer term options for potential delivery structures.
- To assist the partners in this process, and as a first step, a range of case studies have been collated to illustrate some approaches that other local authorities have adopted across the UK to deliver different regeneration challenges.
- The case studies fall into five broad areas:
  1. Strategic Partnerships
  2. Corporate Joint Ventures
  3. Local Authority Sponsored Companies
  4. Mayoral Development Corporations
  5. Development Corporations
- Whilst there are some overlaps between these models, they:
  - Offer an initial menu of approaches for the partners to note; and
  - There may be potential to combine different aspects when considering a future able approach for Temple Quarter.
- Any long-term delivery structure must reflect the specific requirements of Temple Quarter, land ownership, investment from public and private sources as well as the overriding objectives and constraints of the partners.





# Delivery Structures - Case Study Examples

# Strategic Partnership

## Case Study - Bournemouth Development Company

### Overview

Bournemouth Development Company (BDC) is a 50:50 partnership between Bournemouth, Christchurch and Poole Council (BCP) and Morgan Sindall Investments Ltd (MSIL).

BCP Council entered into the partnership for a number of reasons, including:

- Using council-owned land assets as a catalyst for wider regeneration around Bournemouth town centre.
- To take a holistic approach and make coordinated and strategic improvements.
- To utilise the skills and resources of the partner in conjunction with the councils own in-house team.
- To benefit from the development profit and to use this to reinvest in public spaces.

### Long Term Vision

The Bournemouth Development Company provides long-term investment through a model known as a Local Asset-Backed Vehicle.

The Council provides assets such as land and MSIL provide value-matched financial input.



# Strategic Partnership

## Case Study – King’s Cross

### Overview

In 2008, Argent, London & Continental Railways and DHL formed a joint partnership, Kings Cross Central Limited Partnership. The partnership was the single landowner at King’s Cross.

In 2016, the UK Government sold its stake to the AustralianSuper pension fund ending its direct involvement with the site after nearly 20 years. The sale attracted more than 100 expressions of interest according to LCR.

The King’s Cross Regeneration Programme involves the regeneration of a 67 acre area in central London. The site was former rail land to the north of King’s Cross and St Pancras stations characterised by contaminated brownfield land .

On completion the site will have 2,000 homes, 3.4m square feet of office space and 500,000 square feet of retail and leisure. The site has attracted the UK headquarters of Google and Central Saint Martins art college.



Page 5

# Corporate Joint Venture

## Case Study - Thamesmead Waterfront

### Overview

Peabody is the major landowner in Thamesmead town centre and has led the development of a strategic masterplan for Thamesmead Waterfront which promotes the creation of a new community of 11,500 new homes, the delivery of around 1,000,000sqft of new commercial space and the redefining of the existing town centre around a new DLR station, providing a clear identity for the area, intensifying employment opportunities and creating a valuable resource for existing residents. The full development is planned in phases over 30 years with transport infrastructure being a critical enabler to the scheme.

### The Joint Venture

In October 2017, Peabody embarked on an extensive procurement process to secure a strategic master developer/delivery partner for Thamesmead Waterfront. The procurement process reached its conclusion in October 2019, with Lendlease identified as Peabody's Joint Venture partner in a 50:50 arrangement.

### Points to Note

There are parallels with Bristol Temple Quarter given the breadth and complexity of the plans involving transport and flood protection. This JV has been established after 2.5 years work through the procurement process and will require close engagement with other public bodies including Homes England, local boroughs, the Mayor of London and Transport for London.



# Corporate Joint Venture

## Case Study - Coventry Friargate

### Overview

The Friargate masterplan was conceived by Cannon Kirk, the founders of Friargate LLP, who assembled the majority of the land required to regenerate the area around Coventry railway station. The original proposals were for a mixed use development, comprising 2.3 million sq ft of Grade A offices, two hotels and up to 400 homes.

Following the delivery a first office block, which Coventry City Council had pre-let as a new Civic Hub, development had stalled due to lack of funds to drive the scheme forward with a speculative second building.

In order to help facilitate development, the Council decided in 2018 to use some of the grant funding it had been awarded under the West Midlands Combined Authority investment programme to acquire a 50% share in a new Joint Venture Company with Cannon Kirk. This is an independent LLP company with a 50/50 share in the estate, tasked with construction, securing tenants, and marketing the scheme.

The Council is utilising its remaining grant funding as equity towards its share of development costs and is providing a loan to the JV Co with debt raised through PWLB. The intention is to use this approach to facilitate delivery of a second office building, which the JV Co could then either sell or secure additional finance against to facilitate future phases.

### Points to Note

Even with the Council establishing a JV Co, progress to date has not been as swift as its Members would wish. That said, construction on the second office 134,000 sq ft office building was due to commence in October 2020 and a new Indigo branded 4\* hotel will start on site in Spring 2021.



# Local Authority Sponsored Company

## Case Study - Barking and Dagenham, BeFirst

### Overview

The London Borough of Barking and Dagenham created a separate development and regeneration company, BeFirst.

Be First is wholly owned by the council with the purpose of focusing on large regeneration sites across the borough.

Barking and Dagenham is at the heart of London's eastward growth, attracting a number of developers and investors. There is approximately 400 hectares of development land and BeFirst has plans to provide 50,000 high quality new homes and 20,000 new jobs over the next 20 years.

### Points to Note

The company aims to provide a stimulus to regeneration activity across the Borough and has a range of skills in the team including planners, developers and project managers who provide professional services and have expert local knowledge. BeFirst has been able to create a strong Board and hire professionals from the private sector.

Powers remain with the local borough e.g. planning and CPO. The main work areas for BeFirst include development and development management, investment funding and partnerships, land assembly, pre-planning services (including working with applicants through all stages of an application) and promotion of the local area.



Page 8 of 8

# Local Authority Sponsored Company

## Case Study – Solihull, UK Central Hub

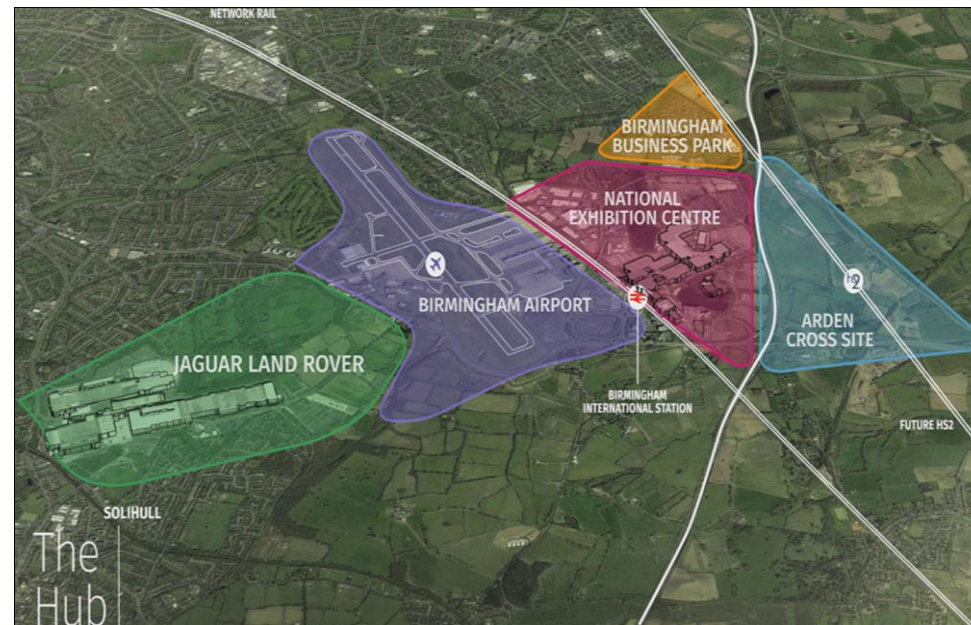
### Overview

The Urban Growth Company (UGC) was formed in 2016 and is a local delivery vehicle that acts as a catalyst for growth supported by Solihull Metropolitan Borough Council (SMBC) and the West Midlands Combined Authority (WMCA). It ensures that ambitions for the area are achieved by coordinating investment plans and growth opportunities.

The UGC is a wholly owned company of Solihull Council but with an independent board consisting of 4 non-executive members, the Managing Director and a Non Executive Chair.

The main purpose of the UGC is to unlock the potential of The Hub which is located in Solihull at the HS2 Interchange Station, which will make it one of the best connected places in the UK by rail, road and air.

A UK Central Hub Growth and Infrastructure Plan has been developed and sets out the scale of the UGC's ambition and the scope of the opportunity for the Hub for a period of 20 years and more (to 2032 and beyond). It also includes the infrastructure requirements needed to maximise the opportunity.



Page 47

# Mayoral Development Corporation

## Case Study – London Legacy Development Corporation

### Overview

The London Legacy Development Corporation (LLDC) was the original MDC established in 2012. It is responsible for the long-term planning, development, management and maintenance of the Queen Elizabeth Olympic Park and the impact it has on the local area.

The LLDC acts as the planning authority for the Park and surrounding area. LLDC's boundary cuts across parts of four London boroughs.

### Long Term Vision

The long-term vision for LLDC is to regenerate the park and surrounding area into an attractive destination in East London where people can live, work and socialise.

LLDC has a ten-year plan which sets out what they plan to do in and around the Park. Since its establishment, LLDC has overseen an extensive programme of infrastructure provision, new housing development of mixed tenures, new parks and public realm, leisure facilities as well as ongoing park operations, FM and event management. Currently, LLDC is working with UCL to build a new university campus on site together with a new culture and education district.

### Points to Note

The early arrangements for LLDC provide some useful references to potential delivery options at Temple Quarter. In 2009, when the Mayor and Government took the decision to establish a dedicated regeneration body for the Olympic Park, the approach was to establish a company limited by guarantee. The Olympic Park Legacy Company (OPLC) as it was known had two equal shareholders – the Mayor of London and the Government (whose share was split 50:50 between DCMS and the Office of the Deputy Prime Minister). A legal agreement set out the role of the company and governance arrangements. Powers such as town planning and compulsory purchase remained with local boroughs and the London Development Agency (LDA) until the MDC was formally established.

An interim board was created with shareholder representation whilst the permanent board was recruited. Executive resourcing for Day 1 was through TUPE transfer of relevant staff from the LDA covering development, infrastructure, planning and socio-economic skills. Additional resourcing including the Chief Executive was via direct recruitment.

Land was transferred to OPLC from the LDA and other land agreements with neighbouring public bodies, including local authorities, were put in place early. This was key to giving the new body credibility as the lead promoter of regeneration. Ultimately, this early Dev Co structure eased the transition to a permanent MDC structure.





# Mayoral Development Corporation

## Case Study – Stockport MDC

### Overview

The Stockport Mayoral Development Corporation (MDC) has been created to support regeneration in Stockport’s Town Centre West.

The Stockport MDC was officially launched in September 2019 by Greater Manchester’s Mayor, Andy Burnham, using his devolved powers with the full support of Stockport Council and Homes England.

The Stockport MDC is the first development corporation in England to focus on town centre regeneration. It has also secured a high profile chair, Lord Bob Kerslake, the former Head of the UK Civil Service.

### Long Term Vision

The Strategic Regeneration Framework for Town Centre West outlines a proposal for the development of up to 3,500 new homes, 1 million sq. ft of employment space as well as social infrastructure, greenspace, and public realm works.

The Stockport MDC will develop a new model for Town Centre Living that helps meet local housing needs.

### Points to Note

The Stockport MDC does not have full CPO powers which is in line with other regional MDCs. Some powers have also remained with the local authority, such as planning. The justification for this MDC was to bring strategic focus and create a brand around the town centre ambition. The MDC was still required to pass the usual parliamentary scrutiny.



Page 19

# Mayoral Development Corporation

## Case Study – South Tees MDC

### Overview

The South Tees Development Corporation (STDC) was the first Mayoral Development Corporation (MDC) outside of London. It was set up to promote the economic growth and commercial development of Tees Valley by converting the significant former industrial assets in the South Tees site area into opportunities for business investment and economic growth.

The STDC Board is chaired by the Tees Valley Mayor and supported by a board comprising 3 statutory posts and other private and public sector members. The MDC has CPO powers, but planning powers have been retained by Redcar and Cleveland Borough Council.

### Proposal

The STDC area covers c.4,500 acres of land to the south of the River Tees and includes the former SSI steelworks site as well as other industrial assets.

The STDC has a number of objectives including promoting economic development and regeneration of the South Tees Area, attracting private sector investment, improving the working environment of the Corporation area and contributing to the delivery of the UK Industrial Strategy.

### Points to Note

The MDC was created following the establishment in 2016 of an interim government body (South Tees Site Company Ltd) to manage the former steelworks site.

Since then, the MDC has placed a compulsory purchase order to secure c. 1750 acres of land holdings to provide overall co-ordination and delivery of the South Tees masterplan. The CPO was confirmed in April this year, one year after the CPO was first raised alongside private treaty negotiations.

The site has recently been rebranded as Teesworks, and the process of identifying development partners and investors has commenced.



# Development Corporation

## Case Study – Ebbsfleet DC

### Overview

Ebbsfleet Development Corporation (EDC) was set up by the Government in 2015 to accelerate the delivery of c.15,000 homes and 32,000 new jobs in Kent. Ebbsfleet is sponsored by Government to become a Garden City. It is currently the only Urban Development Corporation in the UK.

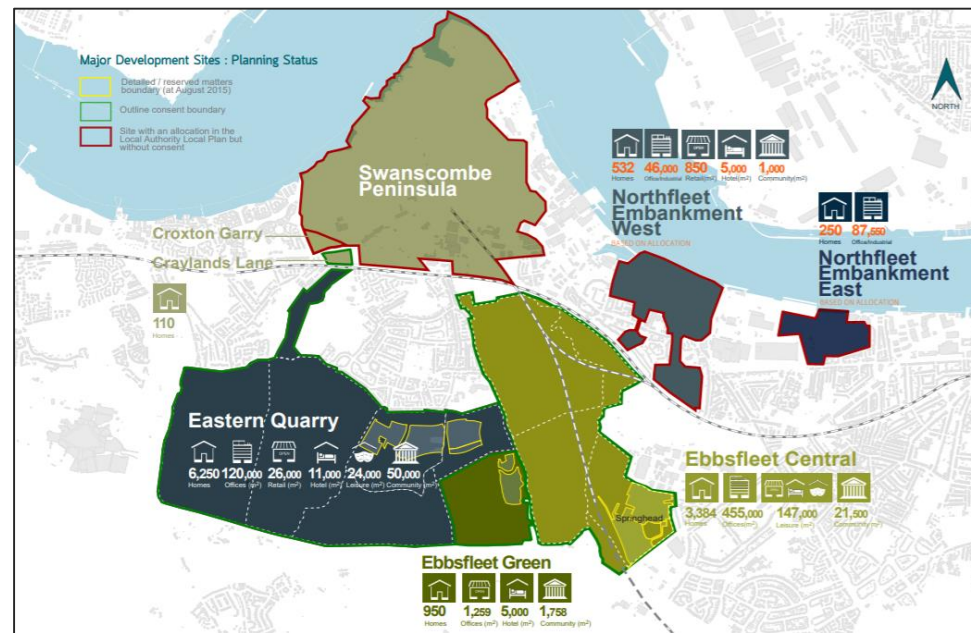
EDC is the planning authority for Ebbsfleet Garden City. Plan making powers have remained with the local authority.

### Long Term Vision

EDC is working with local authorities as well as the local community to bring forward a shared vision for the area, delivering neighbourhoods, workplaces, schools and town centres.

An Implementation Framework has been created which sets out the vision for Ebbsfleet. The EDC acts as a partner to landowners, developers and other stakeholders. It makes investment to implement the framework and accelerate delivery.

Ebbsfleet Garden City now has over 2,000 homes and approximately 5,000 new residents. The first school on the site opened in 2017 with two more scheduled to open soon.



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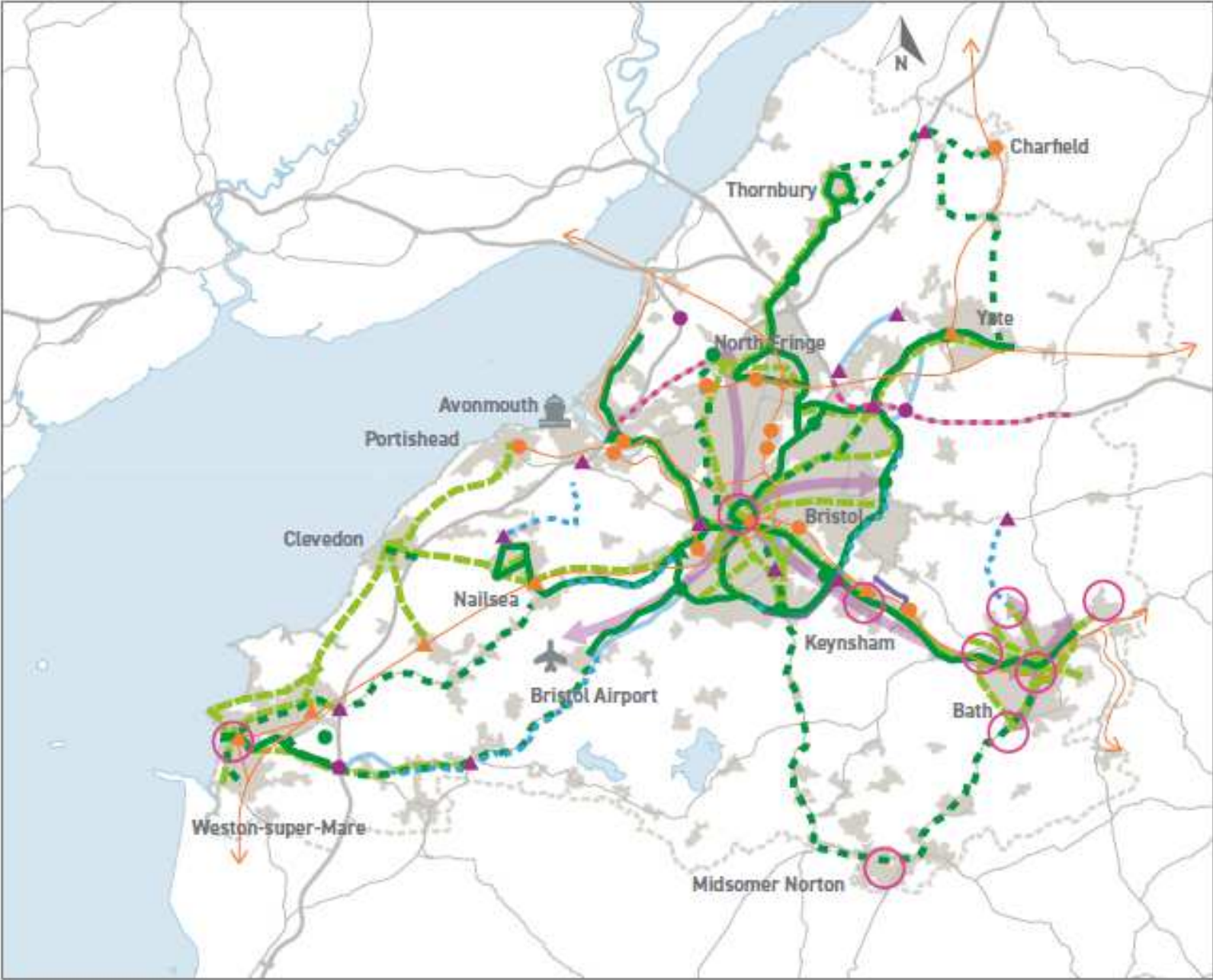
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# Strategic Transport Plans

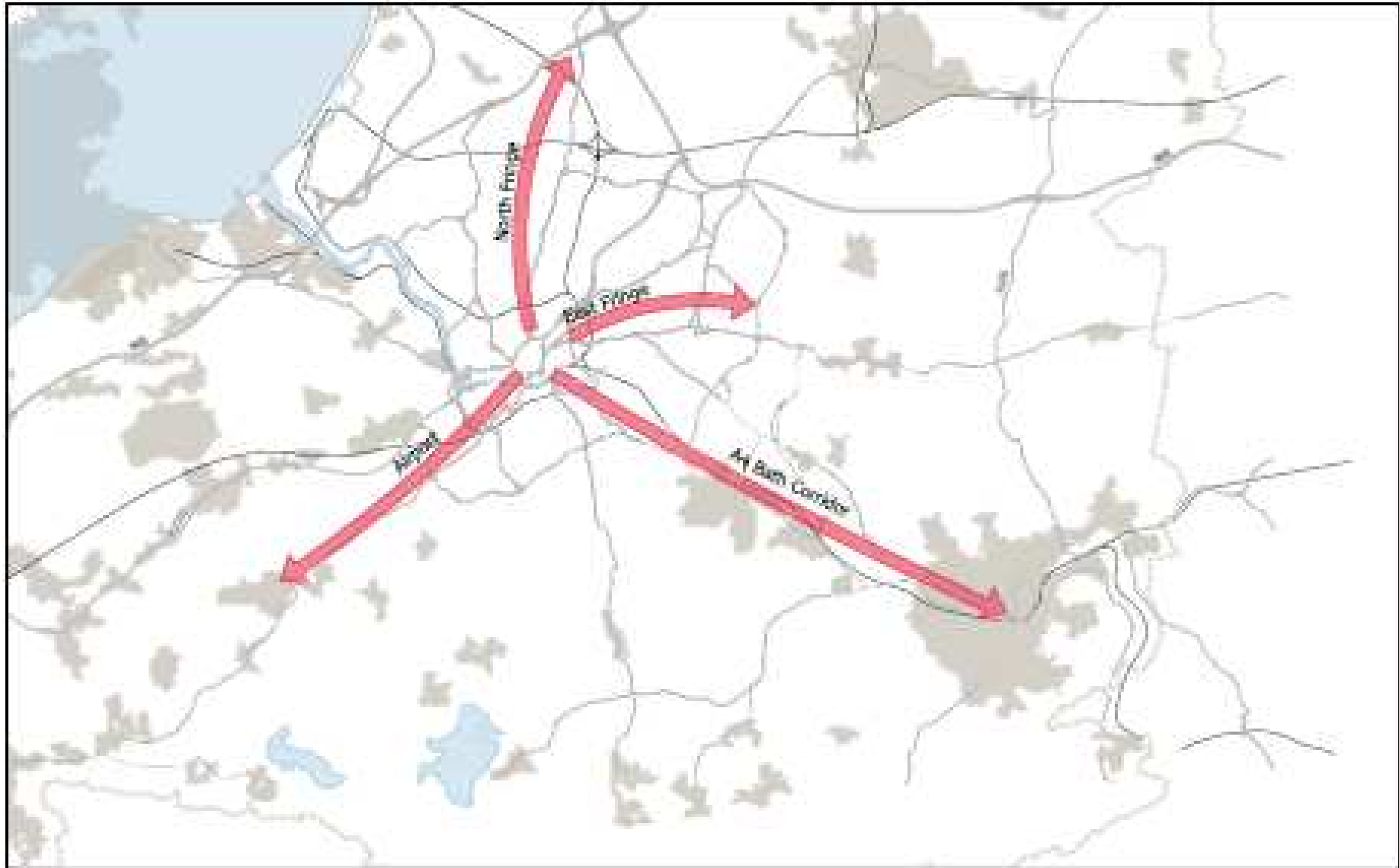
Adam Crowther  
Head of City Transport BCC



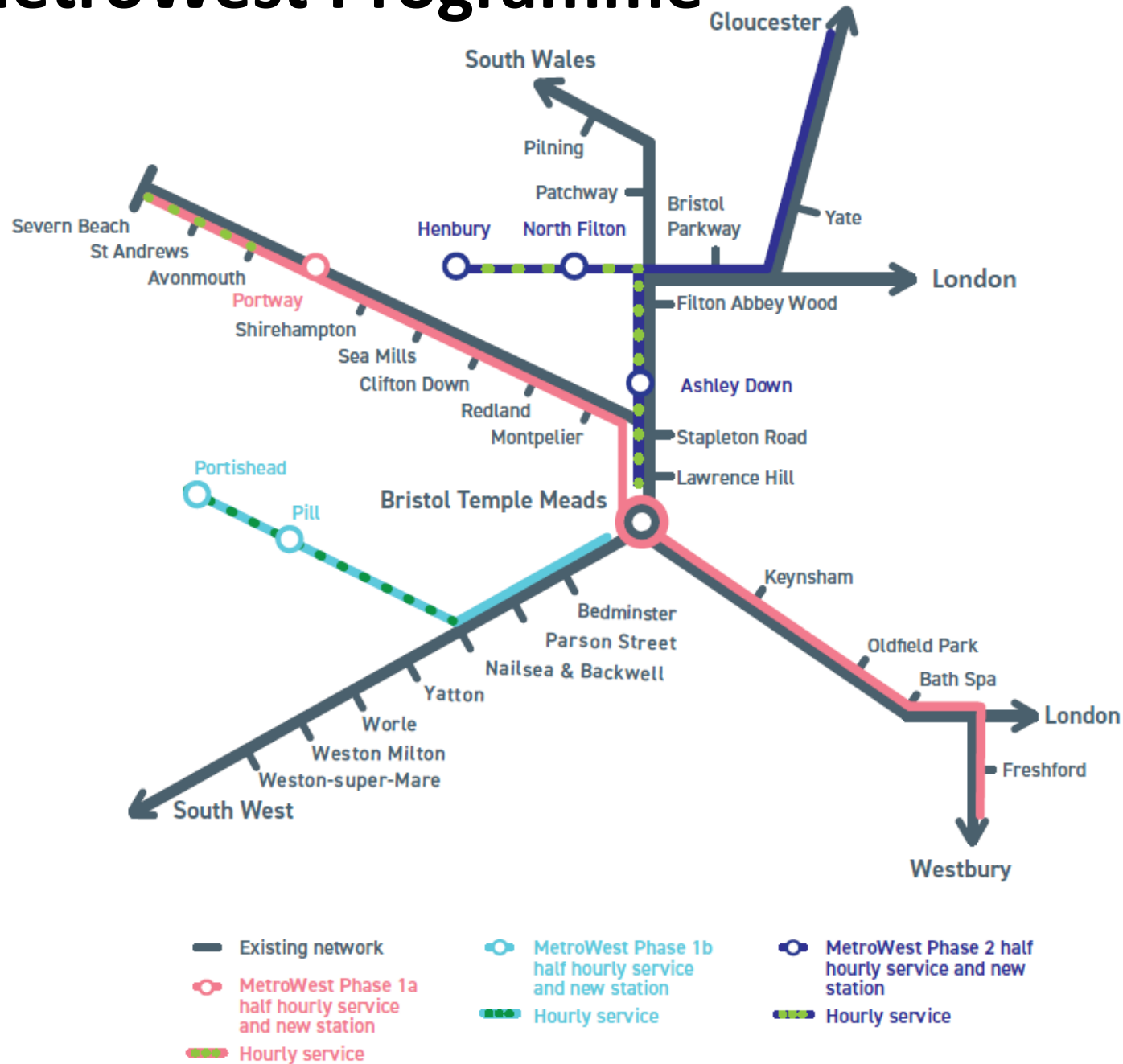
# West of England – Joint Local Transport Plan 4



# JLTP 4 Mass Transit Corridors



# MetroWest Programme





# Portway Park & Ride

Bus-based P&R Site opened 2001

580 spaces...can be expanded to 830+

Long-term aspiration to add a rail platform



# Ashley Down Station

Page 58



- Engagement end of 2020
- Construction Summer 2022
- Operational from Sep 2023

# Future Rail Development

## 10 Year Rail Development Plan

- **Existing programme 2020/25** – MetroWest, Portway, Bristol East Junction Renewal, Temple Meads Eastern Entrance
- **Potential new schemes up to 2030** – MetroWest services extension to the south, Temple Meads capacity enhancements, improve local stations accessibility, complete electrification
- Projects to develop further for delivery post 2030 – new Temple Meads platforms, further service enhancements
- Schemes that **could** come forward during 2020-2030 – potential new stations at St Anne’s and Ashton Gate

## 25 Year ‘SOBC’ – develop 25 year programme and funding strategy

- Support development of Spatial Development Strategy
- Integration with emerging Mass Transit proposals

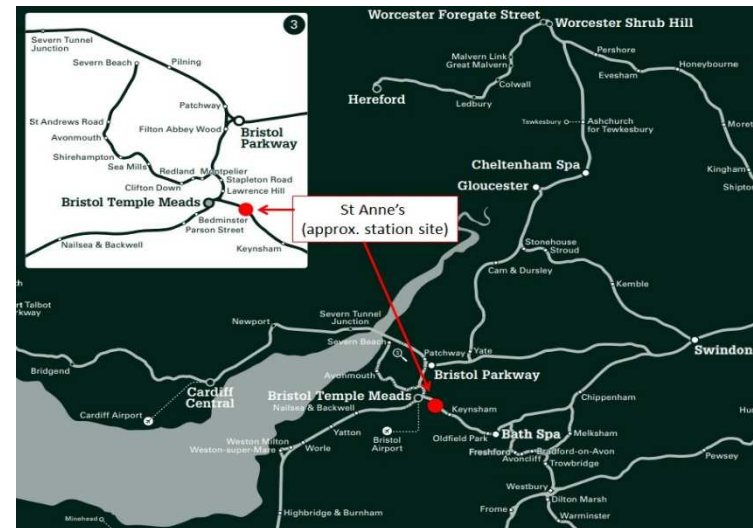


# St Anne's Station

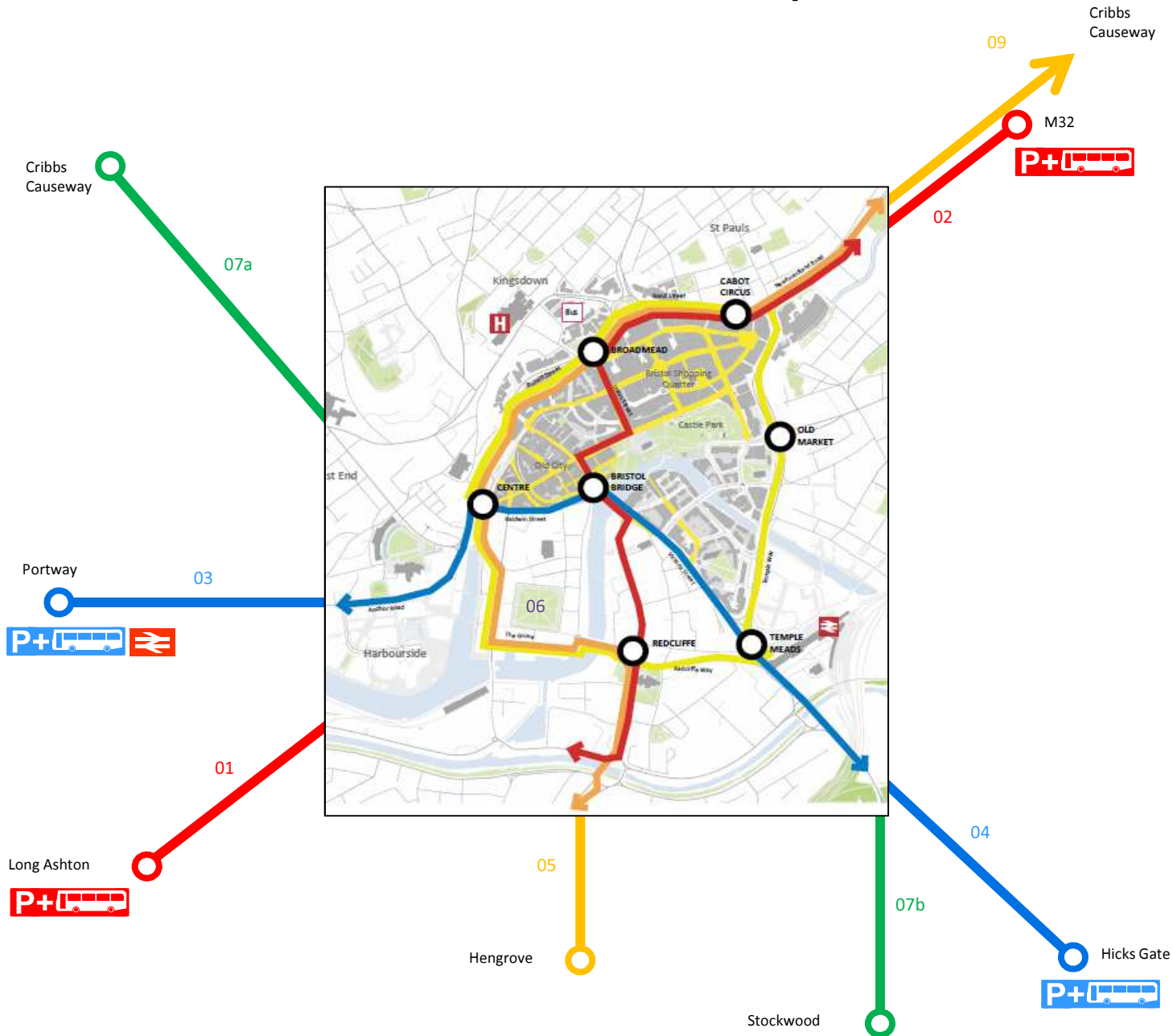
## Successful bid to government's Restoring Your Railway Ideas Fund

- £48k awarded in November towards feasibility work to assess options to re-open the station and develop a business case
- Feasibility study to commence in March and report later this year

Page 60

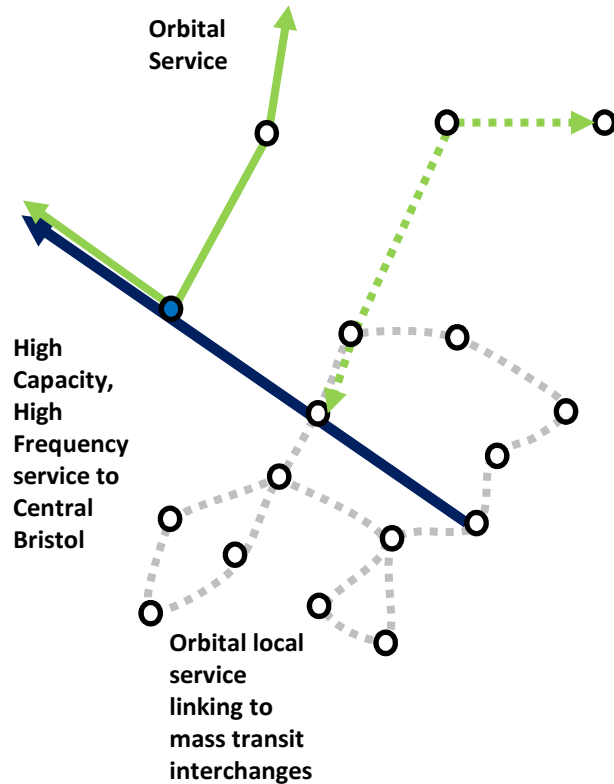


# Medium Term Public Transport Vision



# Public Transport Operations Work Package

Page 62



- High quality vehicles, zero emissions – Belfast Glider
- High quality interchange – Redcliff Hill metrobus
- Integrated ticketing
- Potential for local services to act as feeder services

# Local Links – Mobility Hubs

## Components of mobility hubs

Mobility hubs can be seen as an interface between the transport network and spatial structure of an area. Mobility hubs include a range of different components. This diagram illustrates some of the most commonly used components:

- A1: Mobility components: Public Transport**
- A2: Mobility components: Non - public transport**
- B: Mobility related components**
- C: Non-mobility & Urban realm improvement**

### A2: MOBILITY COMPONENT: SHARED MOBILITY

- Car share: back to base, one way, electric.
- Bike share: back to base, one way, electric.
- Cargo bike share, cargo bike logistics store
- Other future micro-mobility options e.g. e-scooters, moped share
- Ride sharing

### Branded pillar

Mobility hubs require a prominent sign or pillar with a common brand to make them visible to the public. The inclusion of a digital elements in a pillar can provide:

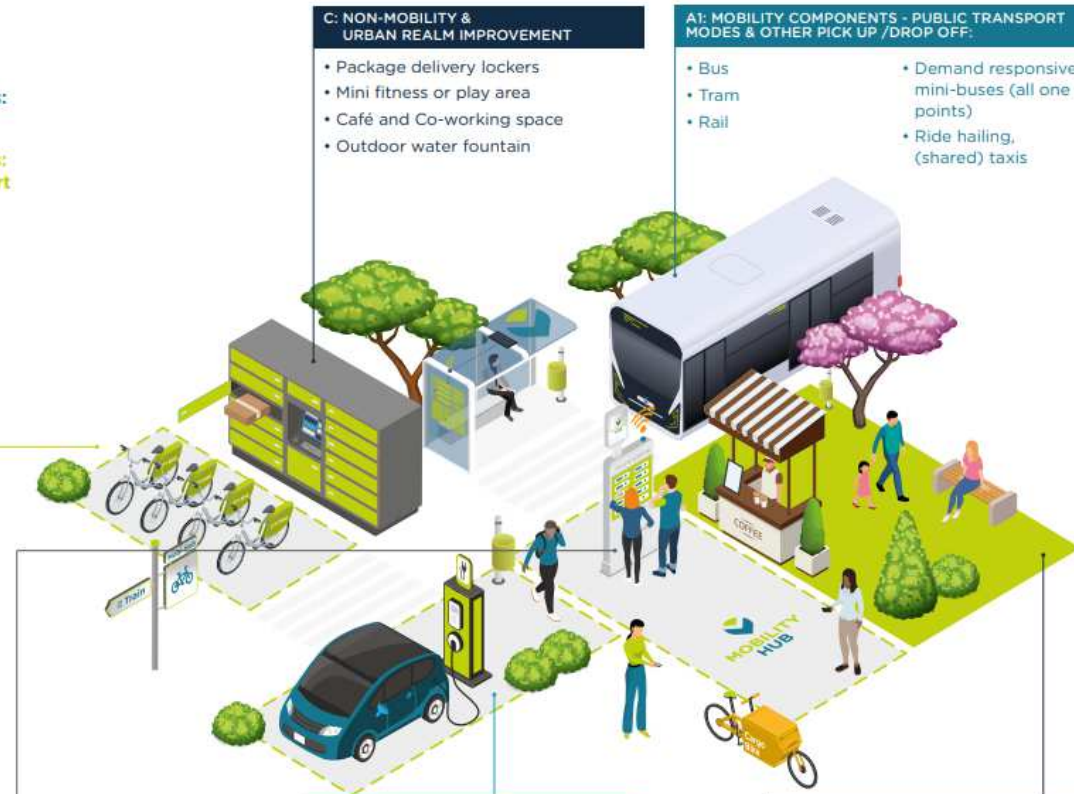
- Access to a local transport website for information on services
- A way finding option for local walking and cycling trips
- Registration and ticketing
- A journey planning service for multi-modal trips
- Customer services.

### C: NON-MOBILITY & URBAN REALM IMPROVEMENT

- Package delivery lockers
- Mini fitness or play area
- Café and Co-working space
- Outdoor water fountain

### A1: MOBILITY COMPONENTS - PUBLIC TRANSPORT MODES & OTHER PICK UP /DROP OFF:

- Bus
- Tram
- Rail
- Demand responsive mini-buses (all one points)
- Ride hailing, (shared) taxis



### B: MOBILITY RELATED COMPONENTS

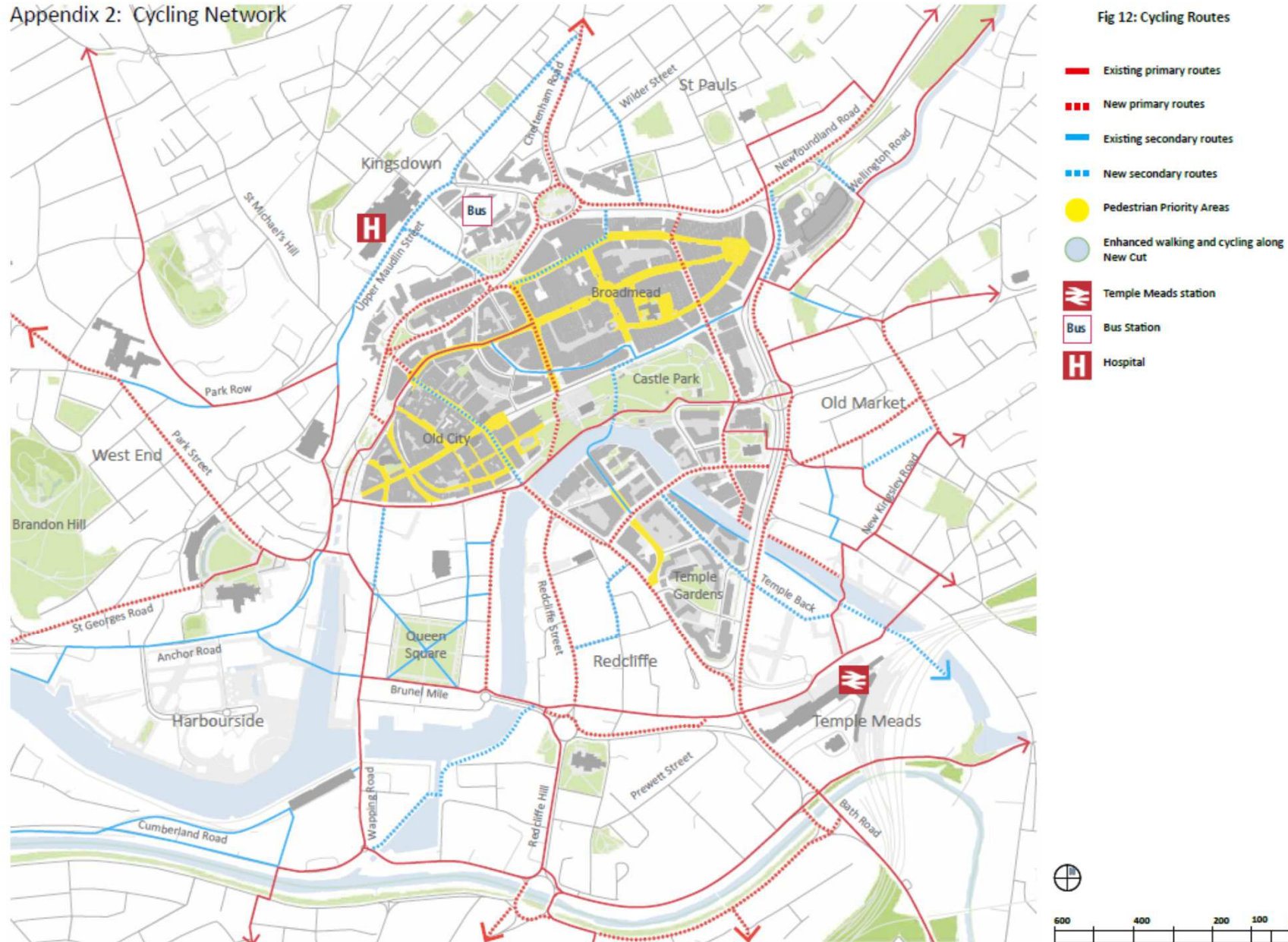
- EV car charging
- Bike parking, (Standard, covered, restricted access, EV charging)
- Bike repair, pumps
- Digital pillar, (transport info, ticketing, way finding, walk distances, local services)
- Child car seats, bike seats & trailers
- Community concierge parcel last mile delivery

### C: NON-MOBILITY & URBAN REALM IMPROVEMENT

- Improved public realm, safer crossings, step free access, road repairs, adjustments for disabilities.
- Waiting area space, covered, seating, planting, artwork, kiosks for coffee etc.
- Wi-Fi, phone charging

# City Centre Framework – Cycling Routes

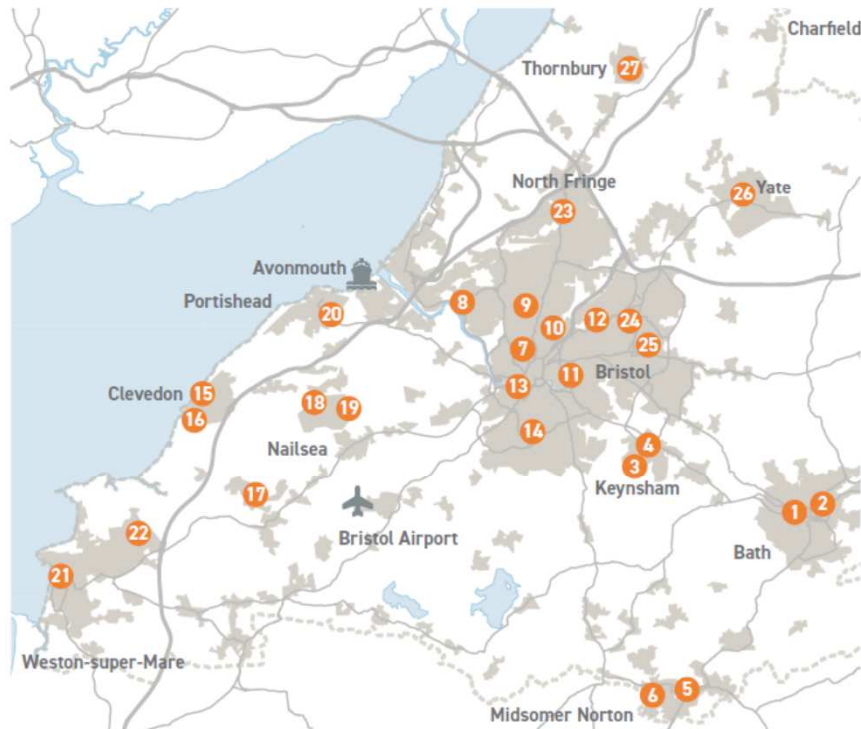
Appendix 2: Cycling Network



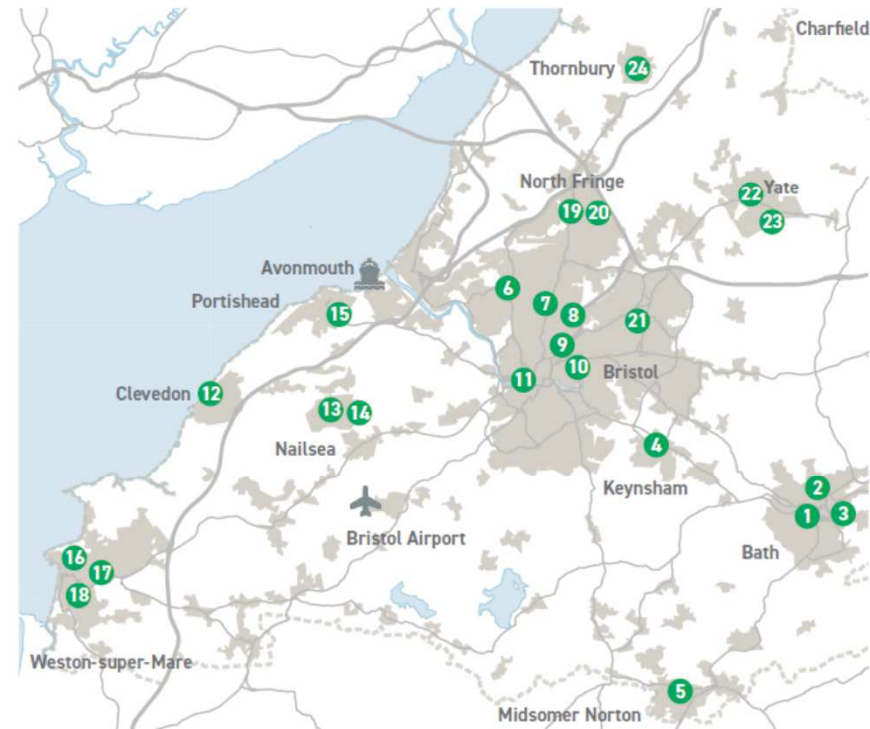


# West of England Local Cycling and Walking Infrastructure Plan - LCWIP

## Walking routes map index

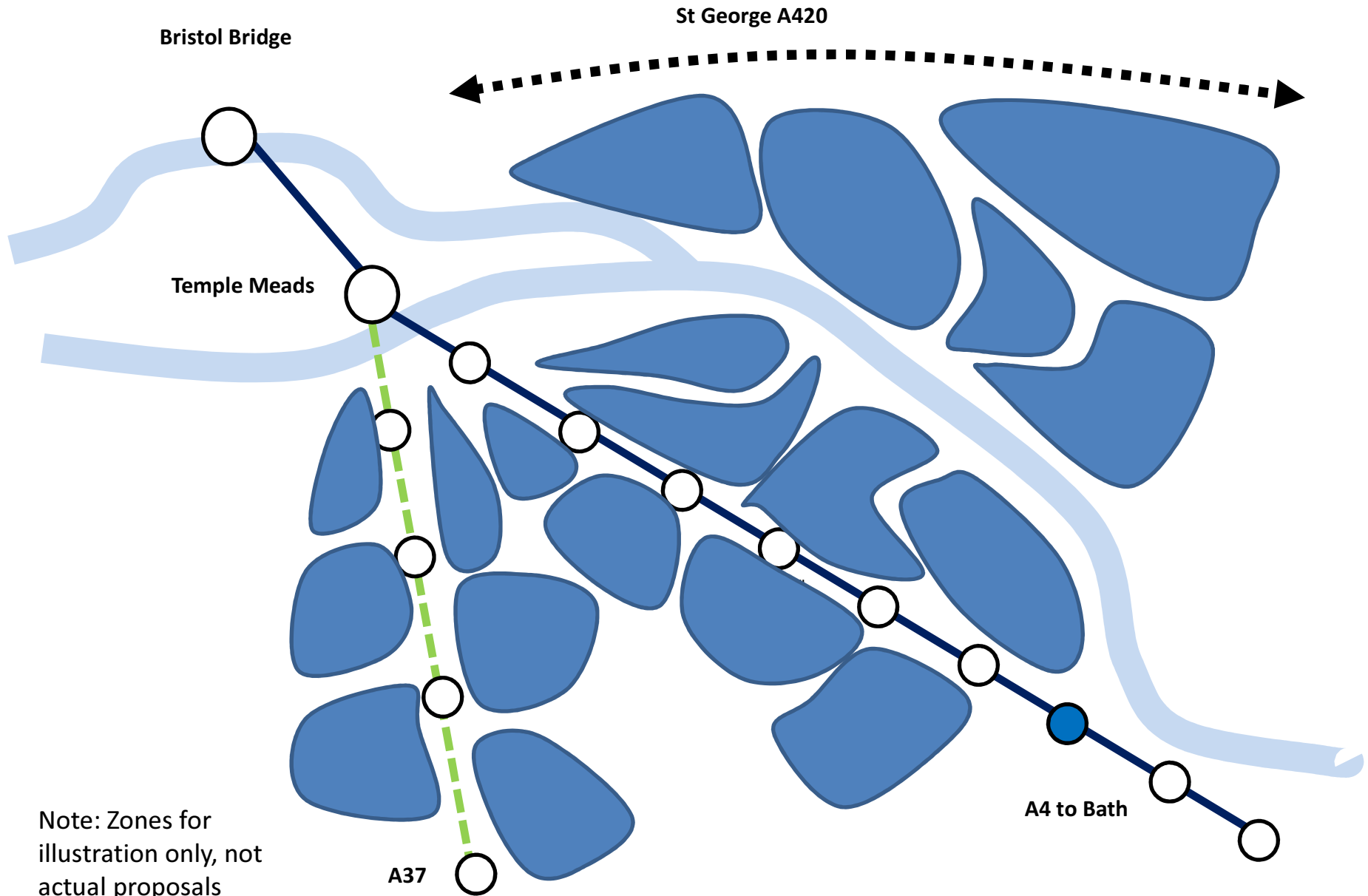


## Cycling routes map index



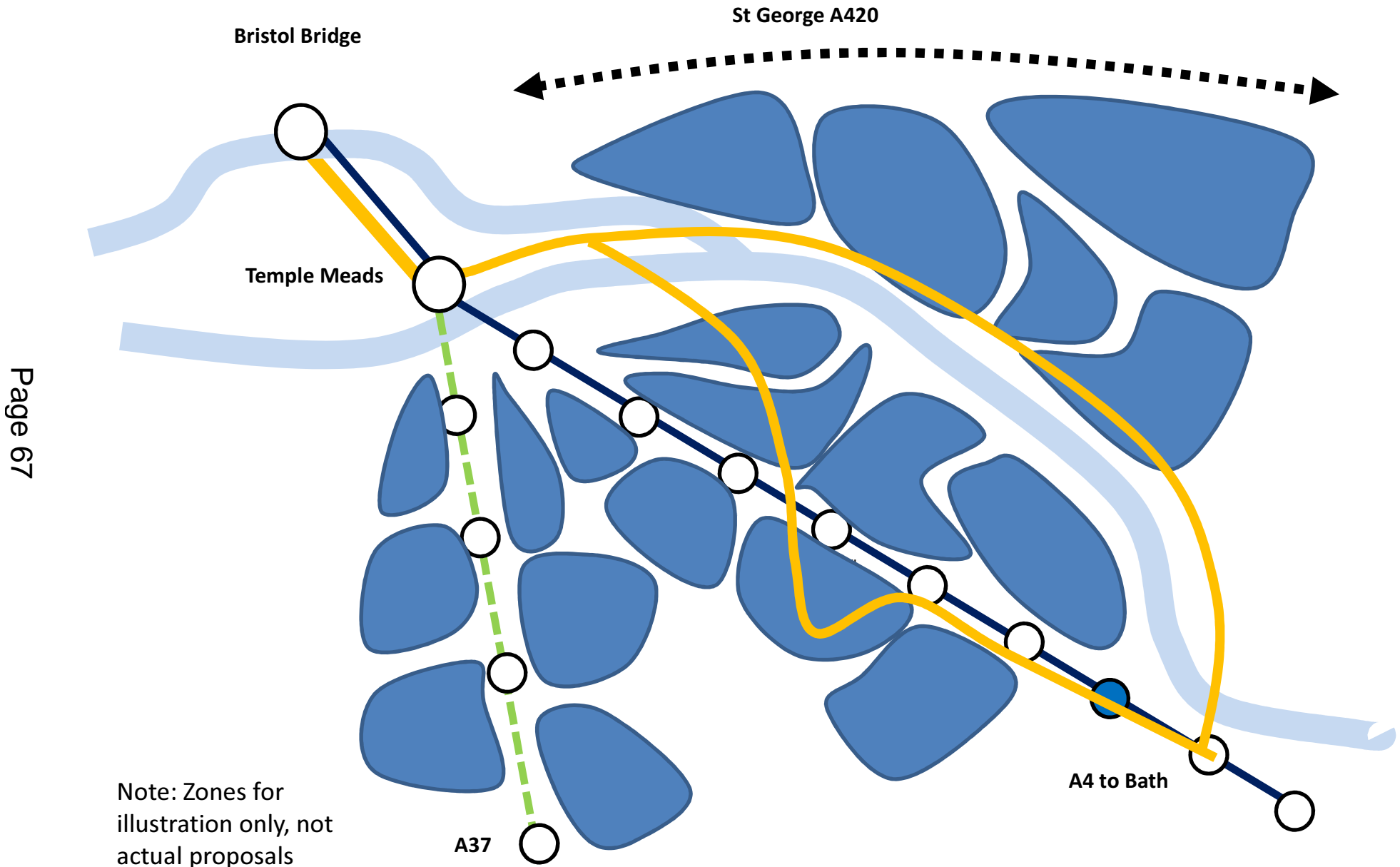
- Selection of proposed regional interventions to promote walking and cycling
- Evidence based with a number of specific proposals
- Not all schemes we would want to do, prioritises specific interventions

# Liveable Neighbourhoods

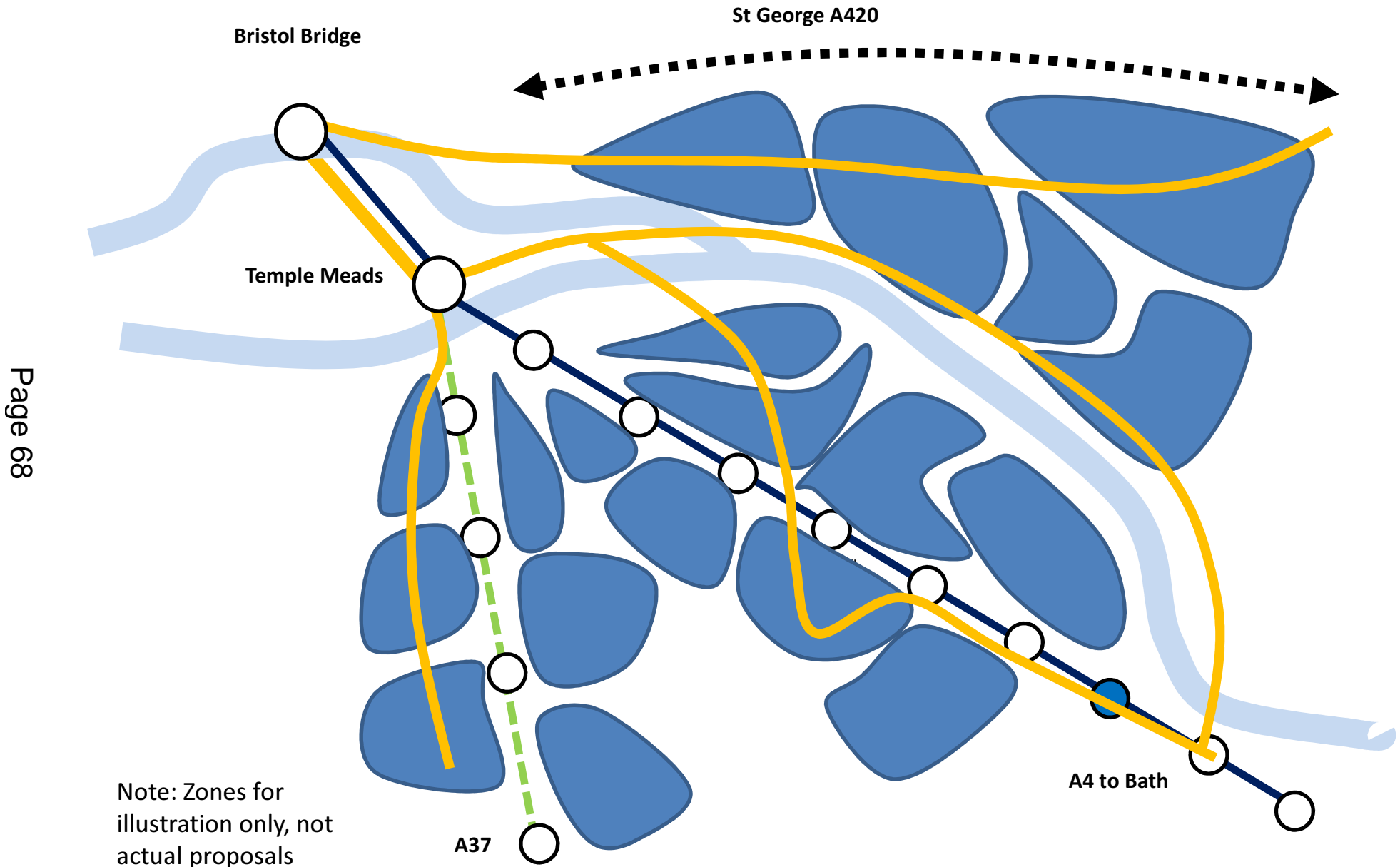


Note: Zones for illustration only, not actual proposals

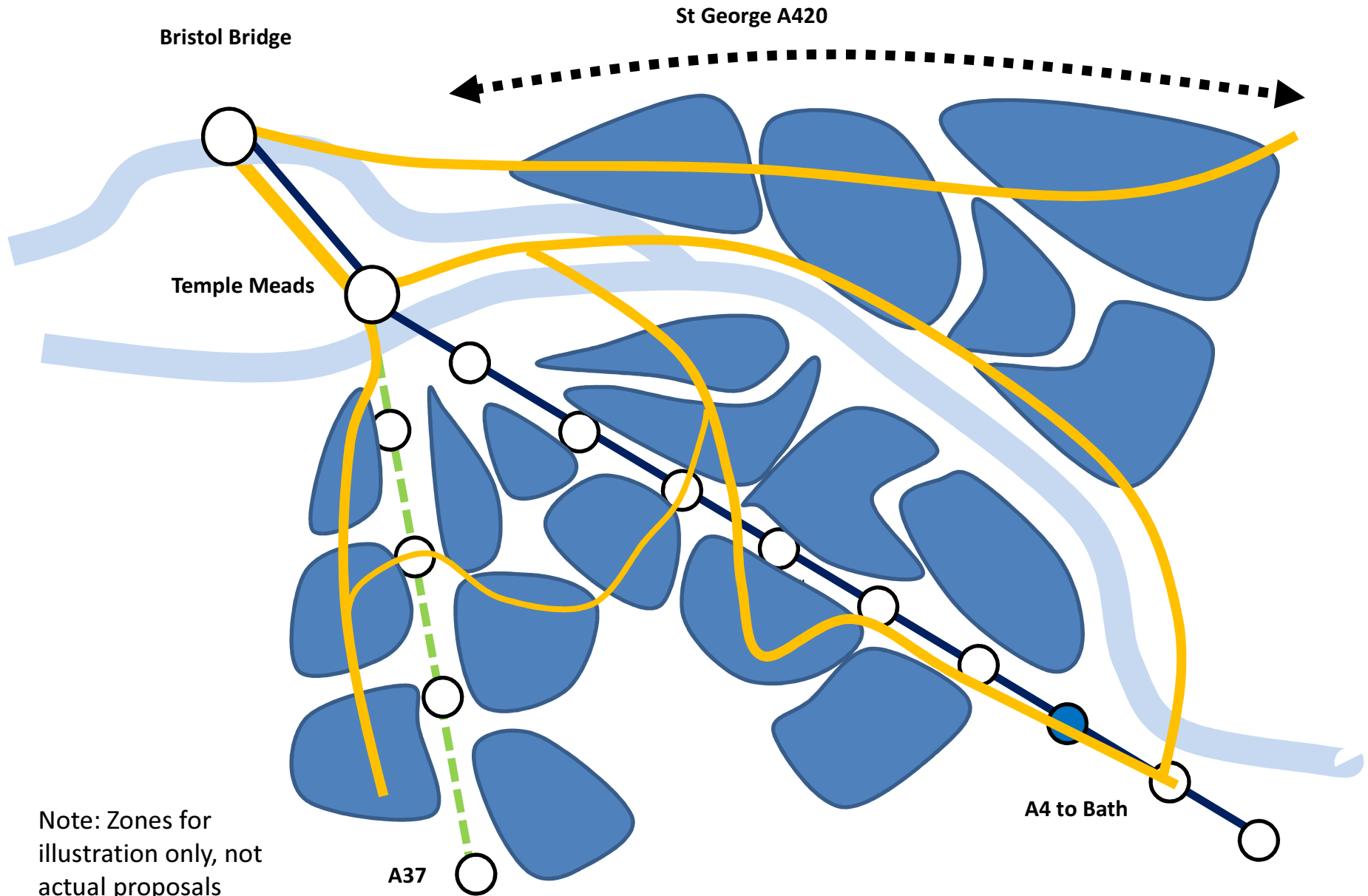
# Liveable Neighbourhoods



# Liveable Neighbourhoods



# Liveable Neighbourhoods



Note: Zones for illustration only, not actual proposals

# Growth and Regeneration Scrutiny Commission

11/03/2021



**Report of:** Executive Director - Growth & Regeneration  
**Title:** Bristol Local Flood Risk Management Strategy  
**Ward:** Citywide  
**Officer Presenting Report:** Patrick Goodey  
**Contact Telephone Number:** 0117 922 3206

## Recommendation

This report is for information. It is our annual update to G&R Scrutiny on progress with our Local Flood Risk Management Strategy. Officers are seeking Scrutiny's advice and feedback on our progress to date and next steps.

### The significant issues in the report are:

The Bristol (citywide) Local Flood Risk Management Strategy is a statutory document. It was first adopted in 2014 and was formally updated in 2017. We present an update on our Strategy every year to Scrutiny to seek their views and steer on our approach.



## 1. Context

The Bristol Local Flood Risk Management Strategy (the Strategy) sets out how the Council, as the Lead Local Flood Authority for Bristol, will manage flood risks to the city now and into the future with key partners such as the Environment Agency, Wessex Water and the Lower Severn Internal Drainage Board. The Strategy was first adopted in 2014 and was formally updated in 2017. Therefore our update this year is seeking the views of Scrutiny on our progress to date and how we can continue to engage with our communities on flood risk and resilience.

The Strategy is an Action plan to ensure delivery. The Actions help to meet five higher level Objectives, which are as follows:

1. Understand the risk of flooding to the city through flood risk assessment studies and data management
2. Manage the likelihood of flooding through flood defence schemes and maintaining our watercourses
3. Encourage communities to take action to reduce their risk of flooding
4. Encourage sustainable development through reviewing planning applications to ensure development achieves reduction in flood risks, where appropriate
5. Improve flood prediction, warning and post flood recovery by working proactively with our colleagues to improve processes in advance of a flood event

The Strategy has a particular focus on working with nature and encouraging green infrastructure to manage flood risks by slowing the flow of water. The Mayor has given a clear steer that he supports the use of green infrastructure and other methods that achieve multiple benefits, such as traffic calming and improved public realm. Officers will raise this in their presentation to Scrutiny and seek views as to how we can further encourage the implementation of such measures to help meet the challenges of the climate and ecological emergencies.

The Strategy includes Actions that relate to large scale projects – the Avonmouth Severnside Ecology Mitigation and Flood Defences project, the Bristol Avon Flood Strategy and Bedminster Green River Restoration. With the exception of the Bristol Avon Strategy (which was presented to Scrutiny before the consultation phase of the project), Officers will provide an update on ongoing projects.

A key statutory duty of the Lead Local Flood Authority is to be a statutory consultee to major planning applications for surface water drainage as well as advising on wider flood risk issues, including flood evacuation. Officers will provide an update on how we approach this duty and use it to ensure developments reduce flood risk through sustainable drainage techniques. We will also provide commentary on key regeneration sites in the city centre, such as Temple Quarter, and how we have been supporting the Local Planning Authority to review whether these sites meet policy. Officers will also provide an update on the recently produced Strategic Flood Risk Assessment (SFRA), which has been produced in-house to support the emerging Local Plan. The SFRA introduces more detailed flood mapping across the city as well as change in the way we require sustainable drainage to be included within proposed development. We will request feedback from the Commission on the SFRA.

At last years' Scrutiny update, Officers presented our plans for renewing the Strategy in line with the Environment Agency's National Flood Risk Management Strategy. The National Strategy has subsequently (summer2020) been finalised, however, the BCC refresh of our Strategy was delayed due to the impacts of COVID-19. We propose to commence the Strategy refresh in 2021/22, restrictions

depending.

The full Strategy can be found via:

<https://www.bristol.gov.uk/documents/20182/33379/Local+flood+risk+management+strategy/0ef84c1b-05a3-4a71-a6da-62fe1a14f3d4>

With a summary version available as Appendix A of this report

## **2. Policy**

Bristol City Council has a statutory duty (under the Flood and Water Management Act 2010) to develop and maintain the Local Flood Risk Management Strategy. Making the city more resilient to flooding is identified as specific actions in the One City Plan and helps us meet the requirements of the Corporate Strategy, such as the Build City Resilience Principle

## **3. Appendix A – Bristol Local Flood Risk Management Strategy - Summary**

See attached



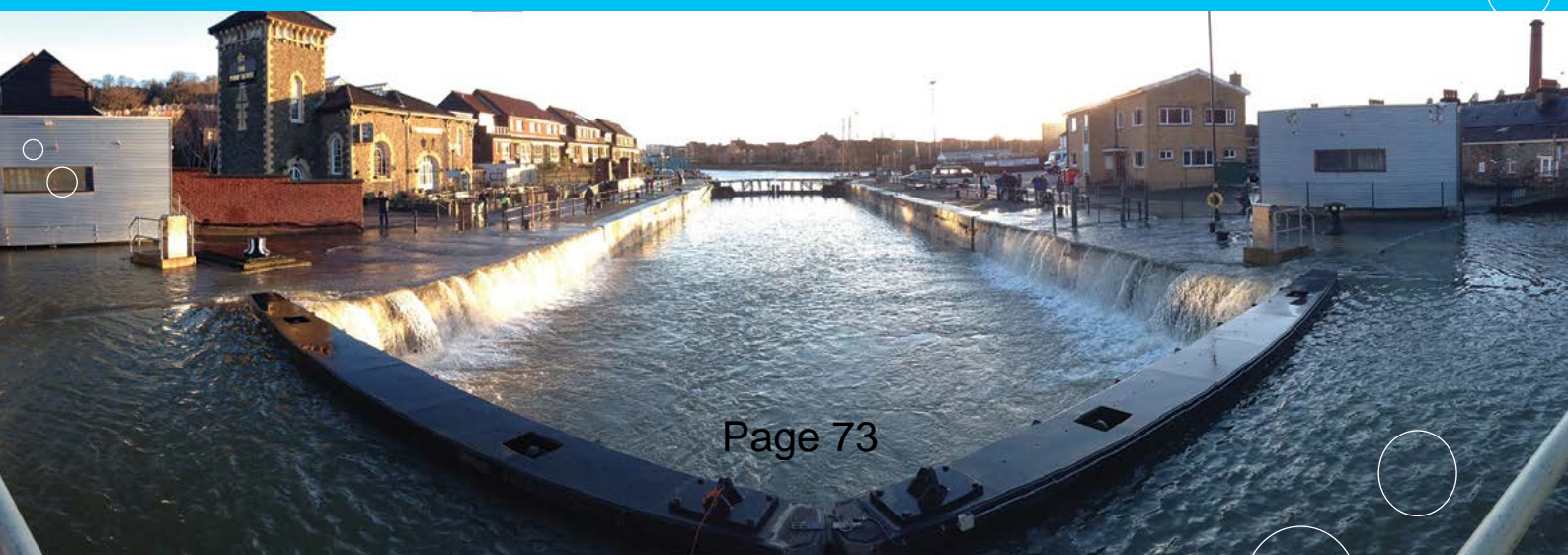
# **Bristol**

## **Local Flood Risk**

### **Management Strategy**

#### **Summary**

**February 2018**



# Introduction

The widespread flooding experienced across the UK in recent years as well as the 1968 event in Bristol demonstrates the devastating effects that flooding has on people and their homes and communities. Over the last few years, Bristol has been relatively fortunate compared to other areas of the UK. However, we have experienced a number of flood events such as the tidal flooding in 2014 and 1981 as well as the heavy rainfall events in 1979 and 1995. As the Lead Local Flood Authority for the Bristol area, an important duty for Bristol City Council is to produce and maintain a Local Flood Risk Management Strategy. The Strategy sets out our vision for managing flood risk in Bristol together with other organisations that have a role in flood risk management.

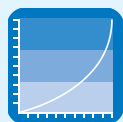
## Strategy overview

This is the first update of the LFRMS. We have made significant progress with our duties as summarised by flood risk information available via: <http://maps.bristol.gov.uk/bfrm/>. This document presents a summary of the main objectives, measures and actions that are proposed to manage and try to reduce flood risks to the people and places of Bristol. The full version of the draft strategy is available from Bristol City Council by visiting <https://www.bristol.gov.uk/policies-plans-strategies/flood-risk-strategy> or by calling 0117 922 3206. We are required by law to call the report a 'strategy'. However, our approach to the Local Flood Risk Management Strategy is to maximise delivery by ensuring it is an action plan, with specific objectives and targets that can be met to improve flood risk management in Bristol.

## Principles guiding the development of the strategy

We are keen to ensure that the strategy has a clear focus on delivering actions. Therefore it is built around an action plan of activities to be completed by us as the LLFA. However, there is a legal requirement to name the report a strategy.

### A number of key guiding principles have influenced the production of this strategy:



Flooding can never be prevented altogether – the strategy is based on assessing the risk and targeting areas at greatest risk – examining both the likelihood and consequences of a flood occurring.



It takes what's termed a 'catchment based approach' which means that actions will be agreed whilst ensuring they do not adversely affect other areas.



Working closely with communities to understand local issues and working with other authorities is essential for the success of the strategy.



Finding ways to fund activities with the support of those who directly benefit from them will be crucial to deliver necessary activities.



Sustainable management of flood risks should be sought taking account of the impact of climate change.



Multiple benefits can also be achieved, for example sustainable drainage systems can also reduce pollution of watercourses – agreed actions should maximise these opportunities.

**If you would like this information in another language, Braille, audio tape, large print, easy English, BSL video or CD rom or plain text please contact: 0117 922 3206 or email [flood.data@bristol.gov.uk](mailto:flood.data@bristol.gov.uk)**

## Who is involved in managing flood risk?

While Bristol is the Lead Local Flood Authority (LLFA) for the Bristol area, there are several other authorities (known as Risk Management Authorities) that have a role in managing the risk of flooding from different sources, so working together is an essential part of this strategy.

The responsibility areas of each partner are shown in the illustration below.



## Funding to manage flood risk

To implement this strategy successfully, it is important to understand and plan how to fund its delivery. There are many potential funding opportunities for all of our flood risk management activities. Our general approach to funding is as follows:

- As the Lead Local Flood Authority, we receive national funding from DCLG (through a Revenue Support Grant) to deliver our statutory duties of the Flood and Water Management Act. We use this funding for staffing resources and professional services that are needed to ensure our responsibilities and duties of the Act are met.
- Bristol City Council capital and revenue funds are used to undertake maintenance and make essential capital infrastructure improvements. These funds are primarily used to undertake duties under the 1991 Land Drainage Act and are allocated locally.
- Flood Defence Grant in Aid is administered by Defra and we bid for these funds to improve the standard of protection to existing residential properties. In 2011, Defra introduced a new approach to allocating these funds, known as partnership funding. The key change was to replace 100% funding of fewer schemes to a situation where more schemes are partially funded with the shortfall in cost made up of third party contributions to individual schemes.
- The Local Levy is a levy that is on all LLFA's that is administered by the Wessex Regional Flood and Coastal Committee that is similar to Flood Defence Grant in Aid but used to fund local projects that benefit the communities of the Wessex region.
- The Community Infrastructure Levy is allocated locally and we will bid for a share of these funds to deliver flood risk mitigation schemes as and when appropriate.
- Other funding sources such as European Union funding - in the short term, we have been successful in bidding for EU grant funding to help us implement our ambitions. We continue to seek out alternative funding sources.
- Private beneficiary funding will become a more and more important part of our funding strategy as processes for securing such funds develop. The more those beneficiaries contribute towards flood risk management activities, the less restricted we are by standards and approvals and the more activity we can undertake.

## Types of flooding

The flood risk in Bristol comes from a number of sources, which are given below in order of priority:

**1. Surface water** – rainwater that cannot enter the ground or sewers, but flows across the surface. This presents the most significant risk across Bristol, with approximately 30,000 properties being at risk of flooding, with areas of higher risk in Henbury, Southmead, Ashton and Hengrove

**2. Sewer** – flooding from underground drainage pipes and sewers, including foul sewage pipes. In an urban setting, this risk is heavily linked with surface water flooding and hence shares similar areas of higher risk with surface water flooding

**3. Tidal** – flooding from the sea. For Bristol, this is the Severn Estuary and River Avon. We estimate that approximately 1,000 properties are at risk from this type of flooding, which rises to 4,000 properties in the future, with the impacts of climate change

**4. Fluvial** – flooding from rivers, for example the Rivers Avon, Frome, Malago, Trym, Brislington Brook. A number of flood mitigation structures have been built in Bristol (for example the Malago Interceptors and Northern Stormwater Interceptor) to reduce this risk significantly

**5. Groundwater** – flooding from water held underground that rises to the ground surface. This is not believed to be a significant risk across Bristol, but there is some risk in lower lying areas such as Ashton and Avonmouth. Some localised flooding can occur from springs in areas such as Horfield, Redland, Brentry and Withywood

From previous research and studies the following list shows the areas currently at highest risk from different types of flooding. These form a priority list for larger schemes and projects. While risks are continually re-assessed, a particular focus of further work will be to understand the risk of groundwater flooding, which has historically been considered a low risk.

All are expected to increase with future climate change projections indicating increases in amounts of rainfall, river flows and sea level .

**Table 2** Priority list of areas requiring flood mitigation schemes

Flood Source	Priority Number	Area/Location	Types of Properties at risk
Tidal	1	City Centre	Commercial, residential, infrastructure
Surface water/ Ordinary Watercourses	2	Dundry Hills	Mostly residential, some schools and commercial areas
Tidal, fluvial	3	Avonmouth	Commercial, residential, infrastructure
Surface water, tidal, river, groundwater	4	Ashton	Residential, commercial and industrial
Surface water	5	Southmead	Mostly residential, some commercial
Tidal	6	St Philips Marsh	Commercial and industrial
Surface water	7	Bamfield Road	Mostly residential, some infrastructure

# Strategy outline

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In line with the Environment Agency's National Strategy, objectives have been considered from a flood risk perspective for Bristol City Council's governance area. The following pages detail:

- The National objective set by the Environment Agency
- The Local objective (how we are going to meet the national objective)
- The Measures we aim to take to meet the local objective
- The more specific Actions we propose to deliver these measures



---

## Objective 1

### National objective:

- **Understand the Risk**

### Local objective:

- **Gain a greater understanding of the flood risks posed to Bristol and its people and places**

### Measures

Much research has already been carried out but further work is needed and these measures will help prioritise areas most at risk.

- A.** Identify and prioritise local flood risks, taking climate change projections into account
- B.** Work in partnership with the risk management authorities to identify and prioritise other sources of flood risk
- C.** Learn from real-life flooding by recording and investigating events
- D.** Gather, manage and share high quality data to help understand the risk of flooding
- E.** Create and maintain the Flood Risk Asset Register to identify key flood risk assets and who is responsible for their maintenance

## Local Objective 1 - Actions

### Actions completed

Undertake Avonmouth/Sevenside flood defence study

Update and procure *Flood Risk* and Drainage Advice and Design consultancy Framework

Formulate methodology to identify *significant flood risk assets* for the *Flood Risk Asset Register*






















Install *trash screen* monitors and rain gauges

Develop the flood events records database

Publish appropriate datasets such as the *Flood Risk Asset Register* on the Council's web site

### Actions outstanding

Complete integrated Ashton *flood risk* study in partnership with EA and WW

Action No.	Action Name	Short term 2016 - 2018	Medium term 2018 - 2022	Long term 2022 onward
1.1	Complete SWMP update including Ashton <i>surface water flood risk</i> study			
1.2	Complete River Avon Tidal Flood Risk Management Strategy			
1.3	Complete Full Business Case for the Avonmouth/Sevenside Ecology Mitigation and Flood Defence scheme			
1.4	Undertake citywide <i>groundwater</i> risk assessment			
1.5	Undertake vulnerability mapping exercise using study results and enhance infrastructure resilience			
1.6	Undertake comprehensive local flood-risk asset surveys			
1.7	Update and procure the asset survey contract, ensuring national standards are met			
1.8	Utilise Confirm asset management system and transference of applicable information. Including asset inspections, issuing of maintenance work, records of visits from contractors and developing forecast spend profiles.			
1.9	Improve the recording system of <i>flood risk</i> management activities undertaken. To demonstrate clearly to other <i>RMA</i> s and the public the progress made in completion of Strategy actions and the status work carried out.			
1.10	Continue to provide <i>flood risk</i> data to BCC Civil Protection Unit to inform emergency management procedures.			
1.11	Contribute towards the completion of the Horizon 2020 RESilience to cope with Climate Change in Urban arEas (RESCCUE) project with European partners			

# Objective 2

---

## National objective:

### ■ Manage the Likelihood

## Local objective:

### ■ Actively manage flood risk infrastructure to reduce the likelihood of flooding causing harm to people and damage to society, the economy and the environment

Bristol is one of the UK's ten Flood Risk Areas so the measures suggested here seek to further reduce the risk of flooding.

- A.** Improve our flood risk management maintenance procedures
- B.** Use our understanding of flood risk in Bristol to ensure limited resources are targeted at areas of highest risk
- C.** Seek partnership working opportunities so that those that benefit from flood risk assets contribute towards their planning and management
- D.** Encourage use of green areas and waterways to reduce the risk of flooding and contribute towards wider benefits

○ The central area of Bristol is at risk of flooding from the tide, with approximately 1,000 properties at risk currently

Bristol is at significant risk from surface water flooding - approximately 30,000 properties have been identified as at risk

## Local Objective 2 - Actions

### Actions completed

Update and procure *watercourse* maintenance contract

Identify and prioritise *watercourse* structural improvement requirements


























Deliver Dundry flood alleviation scheme

Progress Sustainable Southmead water sensitive design feasibility work including Stanton Road and Trowbridge Road high risk areas

Develop process for risk based approach to highway gully maintenance and leaf clearance

### Actions outstanding

Formalise process for consulting on *RMA* led schemes to maximise inclusion of *SuDS* and green space

Action	Action Name	Short term 2016 - 2018	Medium term 2018 - 2022	Long term 2022 onward
2.1	Continue maintenance of <i>ordinary watercourses</i> and associated structures			
2.2	Implement minor land drainage works as appropriate			
2.3	Deliver Sandburrows Road flood alleviation scheme			
2.4	Deliver Bamfield flood alleviation scheme			
2.5	Deliver Henbury flood alleviation schemes			
2.6	Deliver Scotland Lane flood alleviation scheme			
2.7	Deliver Willway Street <i>culvert</i> tide flap replacement			
2.8	Formalise process for consulting on <i>RMA</i> led schemes to maximise inclusion of <i>SuDS</i> and green space			
2.9	Identify and prioritise Floating Harbour <i>flood risk</i> asset improvement requirements			
2.10	Utilise strategic board groups to identify opportunities for partnership working and funding contributions			
2.11	Follow established process for consenting works to <i>ordinary watercourses</i>			
2.12	Complete green spaces study to assess the importance of existing green spaces on <i>flood risk</i> management in the city			



# Objective 3

## National objective:

### ■ Help People Manage Their Own Risk

## Local objectives:

### ■ Increase public awareness and encourage communities to take action to manage the risks that they face

### ■ Understand communities flooding concerns and priorities, and gather knowledge based on their perception of flooding

These measures will help people understand the risks to their local area and find ways to reduce the risk of flooding themselves, as well as enabling the authorities to better understand the concerns and needs of each community.

- A.** Work with existing groups, networks and agencies to engage with communities at risk of flooding
- B.** Involve local people in flood risk management activities taking place in their community
- C.** Help communities understand the benefit of flood plans to improve community resilience and preparedness for flooding

- D.** Use a range of communication techniques to effectively reach a diverse audience

Climate change presents a significant challenge to Bristol, from an increase in occurrence of heavy rainstorms to increased sea levels. Approximately 4,000 properties are predicted to be at risk from tidal flooding in the year 2110

## Local Objective 3 - Actions

### Actions completed

Produce and publish improved *LLFA* section on BCC website

Produce and develop a community engagement activity to manage highway gullies and debris clearance

Action	Action Name	Short term 2016 - 2018	Medium term 2018 - 2022	Long term 2022 onward
3.1	Introduce proposed flood alleviation schemes to neighbourhood forums			
3.2	Identify existing groups, networks and agencies that we can use to engage with communities			
3.3	Produce programme of community engagement activities including flood plan development			
3.4	Ensure final version and future updates of local strategy are freely available to the public in a variety of formats			
3.5	Produce and develop a community engagement activity to manage highway gullies and debris clearance			

# Objective 4

---

## National objective:

### ■ Prevent Inappropriate Development

## Local objective:

### ■ Promote sustainable development that seeks to reduce flood risk and includes a consideration of climate change

These measures seek to ensure new developments are assessed for flood risk and actively contribute to reducing the risk of flooding.

- A.** Inform planning policy to ensure flood risk to new and existing developments is effectively identified and future land use is appropriately considered
- B.** Ensure sustainable drainage solutions are included in all new developments
- C.** Ensure new developments are better protected and able to withstand flooding where appropriate
- D.** Work with new developments to reduce flood risk and incorporate Water Sensitive Urban Designs to provide multiple benefits
- E.** Co-ordinate responses to planning applications in partnership with risk management authorities to ensure new developments have an appropriate and consistent regard to flood risk
- F.** Work in partnership to identify opportunities for contributions to flood mitigation schemes

Climate change presents a significant challenge to Bristol, from an increase in occurrence of heavy rainstorms to increased sea levels. Approximately 4,000 properties are predicted to be at risk from tidal flooding in the year 2110

## Local Objective 4 - Actions

### Actions completed

Formalise process for reviewing planning applications following Development Management standards

Formalise process for consultation with RMAs, City Docks and other relevant teams and authorities to seek consistency of approach and advice provided

### Actions outstanding






















Update the SFRA (see Appendix D) with results from recent studies

### Actions removed

Establish the SAB (*SuDS* Approval Body) subject to enabling Government Legislation

Implement an interim SAB approach including production of Local *SuDS* guidance, requirements and associated Planning Guidance Note. Implement drainage adoption on an optional basis with additional requirements, exclusions and charges to be determined

When established, SAB to evaluate drainage applications. Adopt, charge for and maintain those *SuDS* which SAB has duty to adopt.

Action	Action Name	Short term 2016 - 2018	Medium term 2018 - 2022	Long term 2022 onward
4.1	Follow established process on consultation of planning applications from a <i>flood risk</i> perspective.			
4.2	Implement drainage adoption on an optional basis with additional requirements, exclusions and charges to be determined.			
4.3	Inform <i>JSP</i> and <i>Local Plans</i> preparation to ensure <i>flood risk</i> is appropriately considered.			
4.4	Update the SFRA (see Appendix D) with results from recent studies.			
4.5	Ensure Flood Team involvement with, and inform distribution of <i>CIL</i> and other funding sources.			
4.6	Identify contributions to flood mitigation schemes through development management process			
4.7	Produce best practice guide to establish water sensitive urban design in Bristol			
4.8	Develop risk based enforcement procedures for auditing approved applications			
4.9	Submit comments in line with the agreed procedures and risk based approach on all Major planning applications with regards to <i>surface water</i> management and drainage. To fulfil the role of the <i>LLFA</i> as a statutory consultee.			

# Objective 5

## National objective:

### ■ Improve flood prediction, warning and post flood recovery



















## Local objective:

### ■ Improve preparedness for flood events and post flood recovery

Flooding within Bristol can never be prevented entirely. These measures seek to ensure that there is an effective response to flooding when it occurs.

- A.** Monitor and analyse warnings issued by the Environment Agency and Met Office to co-ordinate and prepare our response to extreme weather events.
- B.** Use our local knowledge and technical expertise to inform decisions made in advance of a potential flood incident.
- C.** Work with partners to support those who have been affected by flooding.
- D.** Review Lead Local Flood Authority response to flood events and identify opportunities to improve community flood resilience.

## Local Objective 5 - Actions

Action	Action Name	Short term 2016 - 2018	Medium term 2018 - 2022	Long term 2022 onward
5.1	Continue to provide advice regarding warnings issued by the Flood Forecasting Centre to the wider authority and other stakeholders.			
5.2	Undertake functions from Section 19 of the FWMA, and endeavour to investigate smaller flood incidents where appropriate.			
5.3	Identify and Undertake training to improve flood knowledge and preparedness of the LLFA team.			
5.4	Liaise and work in conjunction with colleagues in BCC who have a role to fulfil as the LLFA. To promote and co-ordinate flood response and preparedness across key teams within the authority			
5.5	Develop and promote the use of flood data to inform emergency traffic management procedures .			
5.6	Attend Environment Agency community flood plan meeting(s) to improve knowledge and help improve community flood resilience			

# 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 86		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 Charing 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>16/12/2020, 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

Page 16

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 88	<b>8<sup>th</sup> February, 2pm</b>		<b>4<sup>th</sup> February, 2pm</b>	<b>Feb 2<sup>nd</sup> and 24<sup>th</sup> (inc MQT)</b>
	Future Parks		Budget Scrutiny Meeting	2 <sup>nd</sup> - CAZ – Consultation Report
	Waste: Developing a new strategy		City Funds Annual Up-date Report	24 <sup>th</sup> - CAZ – Cabinet report
	Estate Security		Q3 Risk Report	24 <sup>th</sup> - Scrutiny Annual Report
	Community Safety Partnership Needs Analysis			24 <sup>th</sup> - Delivery of Cleaning and Security Services (part exempt)
	Q3 Risk Register			
				24 <sup>th</sup> – Bristol Beacon Cabinet Report (part exempt)
<b>March 2021</b>				
<b>8/3/2021, 2pm</b>		<b>11/3/2021, 5.30pm</b>		<b>5/3/21, 10am</b>
Public Health - update		Strategic Transport		BCC Business Plans – for noting/TBC
Alternative Learning Provision (Including Hospital Education)		Bristol Local Flood Risk Management Strategy		Draft Advertising & Sponsorship Policy
People Scrutiny Working Group Report: Response to		Temple Quarter Delivery Capacity		City Leap (exempt session)



People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
findings and recommendations				
Children In Care, Adoption and Fostering		Q3 Risk Report		Goram Homes Land Disposal Cabinet Report
Adult Care – Older People: Isolation		Q3 Performance Report		Companies Business Plans
Quarterly Performance Report				Bristol Beacon
Risk Report Q3				Review of 9 <sup>th</sup> March Cabinet Agenda
				Q3 Corporate Risk Report – information Item
				Q3 Performance Report – Information Item
				Covid 19 Update
<b>Items to be scheduled</b>				
			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)
				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