

Corporate Policy Development and Scrutiny Panel

Date: Monday, 28th March, 2022

Time: 4.00 pm

Venue: Council Chamber - Guildhall, Bath

Councillors: Karen Warrington, Winston Duguid, Mark Elliott, Andrew Furse, Lucy Hodge, Shaun Hughes, Hal MacFie, Alastair Singleton and Sally Davis

Panel Members – there will be a pre-meeting in the Aix Room at 3.30pm



Michaela Gay

Democratic Services

Lewis House, Manvers Street, Bath, BA1 1JG

Telephone: michaela_gay@bathnes.gov.uk, 01225 394411

Web-site - <http://www.bathnes.gov.uk>

E-mail: Democratic_Services@bathnes.gov.uk

Council's website: <https://democracy.bathnes.gov.uk/ieDocHome.aspx?bcr=1>

2. Details of decisions taken at this meeting can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

3. Recording at Meetings:-

The Openness of Local Government Bodies Regulations 2014 now allows filming and recording by anyone attending a meeting. This is not within the Council's control.

Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators.

To comply with the Data Protection Act 1998, we require the consent of parents or guardians before filming children or young people. For more information, please speak to the camera operator.

The Council will broadcast the images and sound live via the internet www.bathnes.gov.uk/webcast An archived recording of the proceedings will also be available for viewing after the meeting. The Council may also use the images/sound recordings on its social media site or share with other organisations, such as broadcasters.

4. Public Speaking at Meetings

The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group.

Advance notice is required not less than two full working days before the meeting. This means that for meetings held on Thursdays notice must be received in Democratic Services by 5.00pm the previous Monday.

Further details of the scheme can be found at:

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12942>

5. Emergency Evacuation Procedure

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are signposted. Arrangements are in place for the safe evacuation of disabled people.

6. Supplementary information for meetings

Additional information and Protocols and procedures relating to meetings

<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13505>

Corporate Policy Development and Scrutiny Panel - Monday, 28th March, 2022

at 4.00 pm in the Council Chamber - Guildhall, Bath

A G E N D A

1. WELCOME AND INTRODUCTIONS
2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 6.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS
4. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is **a disclosable pecuniary interest** or an **other interest**, (as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN
6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

At the time of publication no notifications had been received.

7. MINUTES (Pages 7 - 12)
8. CABINET MEMBER UPDATE

The Cabinet Member will update the Panel on any relevant issues. Panel members may ask questions on the update provided.

9. PEOPLE STRATEGY UPDATE

There will be a presentation at the meeting on this item.

10. PREPARING FOR THE FUTURE - REVIEW OF OFFICE ACCOMMODATION (Pages 13 - 24)
11. CORPORATE RISK REGISTER (Pages 25 - 40)
12. PANEL WORKPLAN (Pages 41 - 44)

This report presents the latest workplan for the Panel. Any suggestions for further items or amendments to the current programme will be logged and scheduled in consultation with the Panel's Chair and supporting officers.

The Committee Administrator for this meeting is Michaela Gay who can be contacted on michaela_gay@bathnes.gov.uk, 01225 394411.

BATH AND NORTH EAST SOMERSET

MINUTES OF CORPORATE POLICY DEVELOPMENT AND SCRUTINY PANEL MEETING

Monday, 31st January, 2022

Present:- **Councillors** Winston Duguid, Mark Elliott, Lucy Hodge, Hal MacFie, Alastair Singleton and Sally Davis

Apologies for absence: Councillors: Karen Warrington and Andrew Furse

65 WELCOME AND INTRODUCTIONS

The Chair Councillor Duguid (Vice Chair of the Panel) welcomed everyone to the meeting and read the following statement:

“Due to the ongoing Covid situation and a desire to retain a level of social distancing at Council meetings at this time, we are holding this meeting virtually. We will review this approach for any future meetings, in line with government and health guidance at that time.”

66 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Warrington and Councillor Furse sent their apologies.

67 DECLARATIONS OF INTEREST

There were none.

68 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

69 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

Ms Katherine Howells made a statement to the Panel objecting to the proposed parking charges in Midsomer Norton and Radstock. *A copy of the statement is held on the Council minute book at attached to these minutes.*

Councillor Hughes asked if Ms Howells was aware of any consultation on this proposal from the Council. Ms Howells stated that she had not.

Councillor Hodges asked if Ms Howells had any figures around her impression that the cost to enforce this proposed scheme would outweigh the income to the Council.

Ms Howells did not have full figures on this but pointed out that the costs in the report show £20k for a parking warden.

The Chair thanked Ms Howells.

70 MINUTES

The Panel confirmed the minutes of the previous meeting as a true record.

71 CABINET MEMBER UPDATE

Councillor Richard Samuel, Cabinet Member for Economic Development and Resources updated the Panel on the following:

- The City Region Sustainable Transport Strategy has involved a lot of Cabinet discussion and negotiation with WECA on the detail.
- Also an interface relating to Bath Quays – the programme is challenging in bringing together a number of funding schemes to achieve the scheme on the ground with the new bridge elements coming together between July-November this year. Invitation to tender has been issued. Construction on the Bath Quays South side is progressing well.
- Work is coming to conclusion on the 4 local High Street projects (Weston, Moorland Road, Twerton and Southdown)
- We are in the final stages of the Milsom Quarter Master Plan work.
- A lot of the above are heading to the WECA meeting in April.

72 COUNCIL BUDGET

Councillor Richard Samuel, Cabinet Member for Economic Development and Resources, Will Godfrey, Chief Executive, and Andy Rothery, Chief Finance Officer (S151), introduced the report.

Councillor Richard Samuel explained that since last bringing the draft Budget papers to this Panel on 10th January 2022, work had been done on refining the numbers but there were no significant changes. He reported that footfall figures for Bath in January had been extremely low, he explained that this shows the pressure on our High Street and also on Heritage Services (Roman Baths). The Council does need the income from its commercial and heritage estate. He stated that he is still listening to representations on the Budget proposals and still pulling together public feedback.

Will Godfrey, Chief Executive, stated that the last 18 months/2 years have seen the most difficult financial position the Council has ever faced. He explained that the foundations that have been built mean that the Council is in a relatively strong position. He added that the Budget proposals show that officers have fulfilled their responsibilities that will help deliver the Corporate Priorities. A huge amount of activity sits behind this Budget and there will be challenges but there are firm foundations.

Andy Rothery, Chief Financial Officer (S151), explained to the Panel that they have the core elements of the Budget papers and Annexes that will go on to the Cabinet meeting on 10th February and the Council on 15th February 2022. He added that we are in year 2 of a 5-year strategy and that the Budget has been significantly informed by Covid. He informed the Panel that the consultation on the Budget proposals has been more extensive this year than in previous years. There have been two sessions with this Panel and presentations at other PDS Panels along with a budget Webinar.

Panel members asked the following questions and made the following points:

Councillor Karen Walker, Chair of the Climate Emergency and Sustainability PDS Panel gave a brief outline of the comments from her Panel's meeting on 17th January 2022 regarding the Budget proposals:

'The budget is unrealistic and will put further costs on residents; more transparency is needed in the papers; there are concerns about parking charges in Midsomer Norton and Radstock; concerns about the Garden Waste Service; concerns about cuts in Street Lighting and a request for reassurance that the staffing issues in the Climate Emergency team be addressed'.

Councillor MacFie asked about the Council's reliance on external commercial income to fund the Council's base budget and if we are seeking to reduce this. He also queried the fact that BANES is the third lowest rate for Council Tax. Councillor Richard Samuel, Cabinet Member for Economic Development and Resources, explained that over many years the Council has been fortunate to have strong external income streams (eg from the Roman Baths and large commercial estate). The downside of this is that this income was greatly reduced during the pandemic. There has been some compensation, but Government support has now dropped away. The reduction in our external sources of income has been hard to wrestle with while we get back to a stable level of income. Income levels will likely not return to pre-pandemic levels for the next 3 years.

Andy Rothery, Chief Finance Officer, added that Council Tax and Core Spending Power information shows we are lower in the funding spectrum than other Councils. The reason for this is that we have always performed extremely well with commercial income. We don't want over reliance on commercial income in the future as this is also a risk – this is the transition.

Councillor Sally Davis asked about the level of confidence in the savings in the Children's budget eg. Foster Care Services. Councillor Richard Samuel stated that the projected savings had been through an internal assurance and challenge process. The officer agreed that the process had been rigorous.

Councillor Shaun Hughes stated that the speaker (Katherine Howells) had raised the issue of proposed parking charges in Midsomer Norton and Radstock and stated that her view was shared by thousands of residents. He explained that in a semi-rural area a car can be a necessity rather than a luxury. There are rises in the cost of living and to put parking charges on top adds another burden to residents. He further stated that the Council was seeking to encourage people to use their local facilities and that proposed parking charges could do more harm than good. He added that

funding set aside for the Fashion Museum (for example) did not seem more important than protecting a local facility. Councillor Richard Samuel stated that everything in the budget is draft at the moment and public reaction is being gauged. He added that the Fashion Museum funding would be Capital Budget rather than Revenue.

Councillor Hughes stated that he was pleased to hear that the proposed parking charges in Midsomer Norton and Radstock were not confirmed yet. The chair suggested that given the statement by Ms Howells, the comments by Councillor Hughes and the chair's own knowledge, through his WECA role, of Midsomer Norton and Radstock going forward that the panel could suggest to Cabinet to reconsider their car parking proposal for Midsomer Norton and Radstock. The Chair asked Panel members and a majority felt this would be appropriate (see resolution below).

Councillor Lucy Hodge asked the following questions (*Cabinet Member/Officer responses shown in italics*):

- Regarding the savings – can you explain the realigning of the borrowing requirement and how it appears in the report. *The officer explained that the saving comes from a historic capital programme profile which had built up an underspend so reflected realignment to the reprofiled programme.*
- What is 'customer services' budget spent on? *The officer stated that he would come back with further information on this.*
- Park and Ride – is the funding allocated for an extension of the contract? *The officer explained that the adjustment was due to changes in patronage.*

Councillor Mark Elliott asked for confirmation that there were no proposals to reduce street lighting. The officer confirmed that this is the case and explained that there is no planned reduction only a change in the maintenance cycle.

Councillor Hughes asked for more information on the review of the delivery of library and information services. Councillor Richard Samuel explained that post pandemic there have been changes in people's habits and how they want to interface with the Council (more concentration on online and phone service). This is not a substantial change to the Library Service.

Councillor Alastair Singleton stated that a lot of work had gone into the work on the report. He explained that he had an uneasy feeling regarding interest rates/inflation and whether this has been fully taken into account. The officer reassured the Panel that some inflation risk is embedding in the numbers, and he feels confident that the numbers are right.

Councillor Winston Duguid asked what 'vacancy turnover factor' means. The officer explained that each role has a budget and BANES has historically budgeted for 100% whereas others have built in staff turnover which we are now proposing. Councillor Mark Elliot confirmed with the officer that we are aligning the budget to the reality with regards to the vacancy rate.

Councillor Lucy Hodge asked the following questions (*Cabinet Member/Officer responses shown in italics*):

- Explanation of the Covid Contingency reserve. *The officer explained that this is a combination of one-off money. There is some roll forward of grant funding. The contingency is carved out of retained grant and topped up from the Financial Planning reserve.*
- What is the HR post referred to on the Funding Table? *Councillor Richard Samuel explained that this referred to the employment of a senior recruitment specialist which will mean we do not rely on external agencies.*

The Chair, Councillor Winston Duguid thanked the Chief Finance Officer and his team for the hard work on the Budget report.

The Panel **RESOLVED** to ask the Cabinet to:

- Take their comments into account and
- Reconsider the proposed parking charges for Midsomer Norton and Radstock.

73 PANEL WORKPLAN

Panel members noted the future workplan.

Councillor Duguid asked that an item on ADL be discussed at the next agenda briefing and added to the workplan.

The meeting ended at 5.30 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

This page is intentionally left blank

Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	28 March 2022	EXECUTIVE FORWARD PLAN REFERENCE:
		E
TITLE:	Preparing for the Future Programme – review of office accommodation	
WARD:	All [or list specific wards]	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Appendix 1 - Impact on climate change of the relocation of some of the Council's workforce from Bath to Keynsham Civic Centre		

THE ISSUE

- 1.1 This report provides an update on the Preparing for the Future Programme – office accommodation.

2 RECOMMENDATION

The Policy Development and Scrutiny Panel is asked to;

- 2.1 Note the contents of the report and the progress that has been made with the Preparing for the Future Programme.**

3 THE REPORT

Background

- 3.1 The Council has for some time been reviewing the way we work and prior to the Covid pandemic progress had been made on plans to adapt Keynsham Civic Centre to improve utilisation, create greater flexibility and enable more effective collaboration between teams and across the organisation.
- 3.2 In common with many organisations the pandemic accelerated the progress of these plans with the majority of staff working flexibly during the last 2 years. This has enabled us to consider that a blended working approach, where staff have the choice in how and where they work, is possible for the future.

- 3.3 A number of staff surveys have been undertaken since we first went into lockdown in March 2020, to include questions around the appetite for working flexibly in the future, monitoring staff wellbeing and what improvements staff would like to see in the Civic Centre. The results of these surveys have been collated and used to inform our new ways of working and the final design for the interior of the Civic Centre. A further staff survey is in circulation at the moment, the full results of which will be available in the coming weeks.
- 3.4 Some headline results were that 85% staff told us they felt confident about working flexibly in the future in comparison with 33% prior to the enforced lockdown. 84% of staff also told us that collaboration with their team and other teams, along with having team meetings were the most important reasons for coming into the office. We also had feedback from the service user group about the importance of increasing showers and cycling facilities to encourage sustainable transport to and from the Civic Centre.
- 3.5 In July 2020 the decision was taken to streamline the number of office buildings we occupy and to change the work base for the majority of staff based at St Martin's Hospital, the Guildhall, the Hollies and Lewis House to our main office building, Keynsham Civic Centre.
- 3.6 This has enabled the Council the potential to generate income and reduce operating costs through a reduction of office buildings / rationalisation of office space and capitalise on the opportunity to create revenue through the commercial letting of Lewis House.
- 3.7 This report provides an update regarding the programme and highlights the progress to date.

Keynsham Civic Centre

- 3.8 In order to accommodate around 1,500 staff across the working week the interior of the Civic Centre has been redesigned and work is now underway to create a more flexible working space, with the aim to break down silo working between services and create the opportunity for increased collaboration between teams leading to improved staff morale, well-being and productivity.
- 3.9 Feedback from staff that they value face to face time with their team and colleagues to share ideas, get advice, guidance and mutual support has been taken on board and so the redesign of the office space will provide this. It will also provide the opportunity for hybrid meetings to take place so not all staff need to be present in the same room for a meeting.
- 3.10 The redesign includes:
- A small team space for each team that want one on large open plan floors to encourage collaboration and interaction between teams, whilst maintaining confidential spaces
 - Private Teams/call booths per team space floor as well as cubicles for individuals to have quiet space and still be able to make calls (41 in total)
 - 21 meeting rooms, hybrid technology enabled, and a further 10 small one-to-one rooms

- Collaboration zones of different sizes complete with hybrid meeting technology for team meetings, one-to-ones and inter-departmental meetings to take place
- New large airy refreshment areas to replace the small “end of floor” kitchens to encourage staff to meet over coffee or lunch both, for work purposes as well as social interaction
- A dedicated learning and development suite to encourage continuous improvement and provide opportunities for development
- A large number of bookable hot desks for use in between meetings which can be booked near other team members for the day
- An inviting self-service entrance area with a waiting area and meeting tables
- Increased shower facilities to encourage a sustainable commute to work, along with a new, secure cycle rack within the building to encourage cycling to work
- Resolution of some equalities issues to include the addition of a multi-faith room, adaptations to washroom facilities as well as providing easier ways to identify floors and navigate the building

3.11 A contractor has been appointed to complete the redesign works within the agreed budget and the works started in January 2021. Whilst the work takes place staff who were using the Civic Centre as a work base have been temporarily moved to our other office buildings in Bath and Midsomer Norton.

3.12 Over the coming months there will be a series of engagement sessions to ensure staff are prepared for the new way of working once they come back to the building, with a focus on *choice*. Whilst a large majority of office based staff have told us they do want some choice and flexibility in how and where they work we know that individual circumstances, working styles, and job roles differ and will dictate how flexible staff are able to be. Managers of teams will therefore be able to discuss and agree the most suitable working arrangements for their staff, following a set of guiding principles.

3.13 The timescales for completion of the works is June 2022 and we are currently on track to achieve this date. Once the building is re-opened we will continually review and monitor the use of the different work spaces, take on board staff feedback and be flexible in our approach should some changes be required.

Lewis House

3.14 The Council continues to market floors 1,2 and 4 of Lewis House as commercial office accommodation, having initially let floors 1 and 2 to Bath University from September 2020 to 2021. Floor 3 is currently undergoing a small level of refurbishment in order to accommodate Avon and Somerset Police and a partner who will share the floor for office accommodation.

3.15 Work has also been taking place on the ground floor of Lewis House to accommodate Avon and Somerset Police Station as well as the Council’s Information and Advice Service. The Council’s work on the ground floor has now been completed and the Police started their works in January and will be

completed in April 2022, with the opening of the Police Station planned for 13 April 2022.

The Guildhall and the Hollies

3.16 Whilst the permanent work base for the majority of staff will be Keynsham Civic Centre there will be opportunities for staff to book meeting rooms and hot desks at the Guildhall in Bath and the Hollies in Midsomer Norton should that suit their needs.

3.17 The hot desks will be suitable for staff who have visits in these localities and need a touch down space in between meetings or who live close by and would prefer to use a desk there than work elsewhere.

Communication and engagement

3.18 Regular monthly communications are sent to staff to keep them updated. There is a wealth of information on our intranet page and a large number of FAQs have been published.

3.19 The Service User Group has been fully involved in developing the concept redesign plans for Keynsham Civic Centre and their views have been taken into account in the finalised designs.

3.20 We have developed a Blended Working Charter to illustrate how we will work in the future. Blended working means that staff have the best of both worlds – a choice in their working lives which complements their work and enhances their work life balance.

3.21 There will be a programme of engagement in place from March until June 2022 when the Civic Centre will be ready to be re-occupied, led by a programme manager and a number of service representatives as change champions. This will include all staff briefings, videos, team briefing packs and surveys to ensure effective communication is in place.

3.22 There is a wide range of practical guidance and advice about implementing a hybrid working model such as the [summary document](#) produced by the CIPD. It is clear that whilst there are many advantages for a hybrid / blended working approach there needs to be flexibility and agility to make changes and improvements as required. A quote from the summary pages of this document captures this well:

“Hybrid working at scale is a largely new and untested concept. Lessons about hybrid working will be quickly learned, and organisations should be prepared to adapt their approach.”

Working from our office buildings since March 2020

3.23 For much of the last two years the Government’s advice has been to continue to work from home if you are able to do so. However, in recognition that this does not suit all staff we developed an individual risk assessment process for staff who needed to return to the office for some of their working week whether for service delivery purposes, because they do not have facilities at home or to support their mental health and wellbeing.

- 3.24 We have accommodated a number of staff in Keynsham Civic Centre, the Guildhall and the Hollies who wanted to take up this offer and we continue to support staff with this whilst the redesign of the Civic Centre takes place.
- 3.25 During the periods of time when the guidance to work from home was lifted we developed team meeting spaces so that teams could start to meet up again and we implemented a hot desk booking system in the Guildhall and the Hollies. These are now in place permanently.

New technology

- 3.26 We are now embarking on the final phase of issuing laptops, having already allocated well over 1000 to staff. There have unfortunately been delays in receiving the laptops due to the global impact both on supply chain distribution and also on parts and materials but we are now confident that we have enough stock to increase the pace of and complete the rollout.
- 3.27 We are also progressing with the selection of equipment that will be used in all the meeting rooms and available in the new collaboration spaces in the future. The overall aim is to provide IT and audio/visual equipment that makes it easy to hold effective hybrid meetings (e.g. via Microsoft Teams) in the future where some staff will be in the office and others are connecting from home or elsewhere. This equipment will also be installed in appropriate meeting rooms in the other main Council offices. It is anticipated that the rollout will complete by the time staff move back into the civic Centre in June 2022.
- 3.28 Work is also well progressed on planned changes to the Condeco room booking system. Our use of this will be expanded to also include hot desks and the collaboration spaces as well as meeting rooms in the future and we will also be introducing a mobile app for Condeco to make booking these resources even easier.
- 3.29 To compliment Condeco we will also be introducing a new visitor management system in the newly designed building entrance/lobby area, to enable visitors (and staff) to self-serve when they arrive (e.g. notifying the person they are visiting that they've arrived, printing a visitor pass etc).

Summary

- 3.30 In summary:
- The redesign of Keynsham Civic Centre is underway and should be completed in June 2022
 - Communication and engagement with staff continues to be a priority and a programme of engagement will be in place before staff to return to the Civic Centre.
 - Meeting spaces and hot desks have been created across our office estate to enable teams to come together.
 - An individual risk assessment process continues to enable staff who need to work from an office building at the current time to do so.

- The laptop and new technology rollout continues with the aim to complete this by June 2022.

4 STATUTORY CONSIDERATIONS

- 4.1 Section 2 of the Health and Safety at Work Act 1974 provides a general duty on every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees. The Corporate Health and Safety Manager is part of the project team.
- 4.2 The design of the office arrangements will be flexible to ensure all appropriate infection control measures are in place in accordance with latest legislative provisions, national policy and public health advice.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

Finance

- 5.1 The project provides an opportunity to co-locate a range of council services in a single building, sharing resources and overheads while helping to enable a more joined up and collaborative approach. This co-location, together with provision of modern technology will increase flexibility and enable our workforce to tackle problems and queries as soon as they are received.
- 5.2 Work related travel has significantly reduced over the last two years with increased use of hybrid technology and we expect to see a saving of around £200,000 per annum.
- 5.3 The programme will enable reduced operating costs through a reduction of office buildings / rationalisation of office space along with the opportunity to create revenue through the commercial letting of Lewis House.
- 5.4 The capital investment for the redesign of Keynsham Civic Centre is £1.705m. The savings and income from vacating St Martins and Lewis House and the commercial letting of Lewis House are approximately £850,000 per annum, and so the pay back would be achieved in 2 years, contingent on the full letting of Lewis House. We will be doing further work to establish additional savings through supplies and services in due course.

Workforce

- 5.5 Feedback from the majority of staff is that they are keen to have a choice where they work and value the flexibility that blended working gives them. The last two years has been highly unusual with the majority of staff working from home but an analysis of labour turnover suggests that this way of working has not had a negative impact on staff retention, with staff turnover decreasing from 11.1% in 2019/20 to 7.5% in 2020/21.
- 5.6 It is not possible to fully determine the reasons for leaving as 60% of staff cited “personal reasons” as their reason for leaving and the data from exit interviews is not currently held centrally. The HR&OD team are planning to expand the “personal reasons” box to enable a fuller explanation of reasons for leaving in the future.

- 5.7 We will closely monitor any impact on workforce recruitment and retention once staff have moved back into Keynsham Civic Centre and are working in a blended way.

6 RISK MANAGEMENT

- 6.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

7 EQUALITIES

- 7.1 An Equality Impact Assessment was carried out on the Preparing for the Future Programme initially in August 2020 and an improvement plan is in place, with the document being reviewed and updated regularly. The Council's Inclusive Communities Manager is part of the council officer group leading this project and her advice and the wider team's guidance is being considered as the project develops.

- 7.2 The Equality Impact assessment is available on the Council's intranet for staff to be able to view and comment on.

8 CLIMATE CHANGE

- 8.1 Please see appendix 1 for information about the potential impact of these changes on carbon emissions.

9 OTHER OPTIONS CONSIDERED

- 9.1 If we make no changes to how we work we will have a less efficient, agile and responsive workforce who are restricted by ineffective processes and equipment.

10 CONSULTATION

- 10.1 The Chief Operating Officer and Director of People and Policy have been consulted on the contents of this report.

Contact person	Amanda George, Director of Business Change and Customer Services Tel: 07790 430827
Background papers	Preparing for the Future Cabinet report E3261
Please contact the report author if you need to access this report in an alternative format	

Impact on climate change of the relocation of some of the Council's workforce from Bath to Keynsham Civic Centre

Key Points to note:

- The Council has decreased carbon emissions from the Council estate by 66% since 2010 as shown in the 2022 annual climate emergency report produced by the Sustainability Team.
- The impact of the changes of moving some of the Council's workforce (c. 450 staff) from Bath to Keynsham is not able to be accurately measured at the present time because of the changing nature of working patterns, commuting habits and the variable nature of people's home working practices and environments. It does, however, represent an extremely small movement of people in the context of the whole area of B&NES.
- It is also not possible to predict the travel arrangements for any new tenants of Lewis House to contribute to or offset any carbon emission impact of some staff now commuting to Keynsham instead of Bath.
- It is likely, however, that considering Lewis House will have new tenants and there is no increased daily capacity at the Civic Centre there will be very little net impact on carbon emissions.
- In the absence of useful modelling certain principles have been followed to minimise any carbon emission impact.
 - Increase the capacity of the Civic Centre building across the working week to ensure the building is operating at optimal efficiency
 - Encourage sustainable travel to Keynsham Civic Centre by increasing the bicycle and shower facilities
 - Encourage the practice of blended working, enabling staff to work flexibly by providing them with the right technology and reducing travel to and from the office / meetings 5 days a week
 - Promote tax-free bicycles for work, the green car benefit scheme and the pool car scheme
 - Put in place hot desk facilities in the Guildhall in Bath so staff have a choice about where they work

Principle drivers for the relocation of some staff to Keynsham Civic Centre

- To realise the full benefits of the award-winning environmental performance of KCC so it is fully utilised
- To reduce desk space due to a change in working habits with the improvements in blended working technology and increased desire for flexibility of work
- To reduce the requirement for travel between office buildings for meetings as these can now be held virtually which will reduce the need to travel between Bath and Keynsham

- To reflect the change in working habits by completing a redesign of the interior of Keynsham Civic Centre to support a new way of working and making the best use of the available space
- To support the Council's financial pressures and release Lewis House as a significant revenue opportunity helping to limit the savings that need to be found in service areas.

Understanding the impacts of the relocation

Impact on staff

- It is clear that some staff will benefit from a shorter commute to Keynsham and some will have a longer commute than when they were based at Lewis House and it is expected that, in conjunction with their managers, staff will determine the best working option for them. This includes access to hot desks and meeting rooms in other office locations like the Guildhall in Bath and the Hollies in Midsomer Norton.
- It is not possible to predict the individual choices of how staff may use Keynsham Civic Centre in the future and therefore how often they may travel to the building – it would only be possible to gather this data following a suitable period once staff have moved back in.
- However following feedback from staff, we are improving the facilities at Keynsham Civic Centre for staff who cycle, walk or run to work to encourage sustainable travel choices.

Work related travel

- Travel between Keynsham and Bath for officer meetings will reduce as staff will no longer need to make this trip.
- Previously a significant proportion of our staff business mileage (and carbon emissions) came from inter-office face to face meetings (and return to base) on the Bath/Keynsham corridor.
- A combination of home working and hybrid meetings, more efficient office occupancy and low emission/E.V. pool cars will see those business trips, along with expenses and carbon emissions, significantly reduced.
- The table below shows the reduction since pre-Covid levels of business mileage:

Year	2019/20	2020/21	2021/22 (1 st x 3 quarters)
Business miles	805,000	402,950	309,916
Cost	£365,454	£182,609	£139,462
% difference		- 49.9%	-50% expected

- This trend is expected to continue when we open up our offices again as the miles claimed for customer facing/related journeys in 2020/21 reflect the core business travel requirement for teams such as children's and adult social services and public protection, regardless of their office base.

Travel to work

- Mapping undertaken in 2019 showed the link between staff postcodes and work locations and this indicated that there would be little net change of carbon emissions from changing our main office location to Keynsham. There were as many staff who would have a shorter journey (because they live on the Keynsham/Bristol side and are nearer to the Civic Centre than they were to the centre of Bath) as those who might have a longer journey (because they live nearer to Bath than they do to Keynsham).
- However this was only a snapshot in time and is subject to change which limits the value of any calculations on carbon emission for commuting based on workforce postcode data.
- It has been suggested that the large-scale shift towards working from home since the beginning of the pandemic has reduced the previous strong incentive for people to live close to their place of work and, in particular, to be in large urban hubs. The link below shows another article on this subject
<https://www.knightfrank.com/research/article/2021-05-05-demand-for-rural-living-drives-record-price-growth-in-prime-regional-market-as-supply-tightens>
- While there is no clear data trend about this yet it does show that Covid could well change living habits in the future and therefore trying to assess any impact now would be of limited value.
- A reduction in desk-based staff commuting to work every day will have a positive impact. If “desk” staff reduced their travel by 60% (i.e. driving to work just 2 days not 5) this would reduce tailpipe emissions significantly.
- It should be noted that reducing car commuting has other societal and individual benefits, in particular it improves air quality at the roadside, typically in more economically deprived areas, traffic casualties are reduced for vulnerable road users and more active travel improves individual health and wellbeing, which is a Council priority.
- Given the information above and the fact that Lewis House will be let to 3rd parties and continue to be in use, the change of office location for a proportion of the Council’s workforce is very unlikely to have any impact on the carbon footprint in terms of travel to work.

Carbon emissions for home working vs being in the office

- There are so many individual variables (e.g. how homes are heated, what is the source of energy used, how renewable is it etc) that it is not possible to accurately measure the impact on carbon emissions by increased homeworking.
- There appears to be no consensus of opinion on this issue at the present time with different studies showing different results. However a recent study from the Carbon Trust shows a positive impact from the change to homeworking -
<https://www.carbontrust.com/resources/the-carbon-savings-potential-of-homeworking-in-europe>

Local Economy

- The buildings in Bath will not be mothballed but let to 3rd parties so it is not anticipated that there will be an impact on the local economy from the change in Council working base.

Re-design of a relatively new building

The Council has been working with our contractors, Bray and Slaughter, to ensure that we recycle as much of building fabric that we remove as follows:

- Sympathetic removal of building fabric to ensure re-use/repurposing of hardwoods within the new design
- Recycling of carpet tiles
- Re use of glazed partitioning in new local start up business premises who will make use of the screens for their own meeting rooms
- Re-purposing existing furniture and re-upholstering where appropriate
- Re-use of desks, chairs and lockers in new developments
- Upgrading of some lighting with LED technology to provide 70% improvement in efficiency in those areas

The Council are also supporting the local economy wherever possible as follows:

- Use of local labour with a number of specialists based in Keynsham and the wider BANES area
- Electrical Contractor from Radstock
- Glazing/Curtain Walling from Midsomer Norton
- Flooring specialist sub-contractor from Bath
- Soft Strip/Demolition from Keynsham

The contractors will also be segregating any site waste to ensure the highest percentage of material is recycled.

Conclusion

- For the many reasons that have been outlined in this report it is not possible to accurately predict the impact on carbon emissions from the decision to relocate some staff from Lewis House in Bath to Keynsham.
- However, by increasing the capacity of the Civic Centre to ensure it is fully utilised to maximise the environmental benefits, encouraging more sustainable travel by the installation of better cycle facilities and increased showers, and promoting hybrid working the Council is committed to continuing to reduce carbon emissions.
- It may be possible to measure the impact of the relocation of some staff once all staff have returned to office working (June 2022), and the new way of working has been embedded, although the data would only be accurate at that moment in time. As outlined above it is anticipated the data will show a very limited impact across the whole area of B&NES.
- As the experts in this field, the Sustainability Team has been consulted about the contents of this paper and have contributed to the findings in the report.

This page is intentionally left blank

Bath & North East Somerset Council	
Meeting:	Corporate Policy Development & Scrutiny Panel
Meeting:	28 th March 2022
Title:	Risk Management – Overview of Arrangements
Ward:	All
An open public meeting	
List of attachments to this report: Appendix 1 – Risk Management Framework Appendix 2 – Risk Management Group Horizon Scanning	

1 THE ISSUE

- 1.1 This report provides an overview of the Council's risk management arrangements to assist in understanding of Members roles in delivering on the Council's priorities.
- 1.2 The Council's Corporate Audit Committee has responsibility within its terms of reference for overseeing the risk management framework of the Council.

2 RECOMMENDATION

The Corporate Policy, Development & Scrutiny Panel is asked to:

- 2.1 Consider the implementation of the council's risk management framework and feedback any thoughts and observations to further develop good practice.

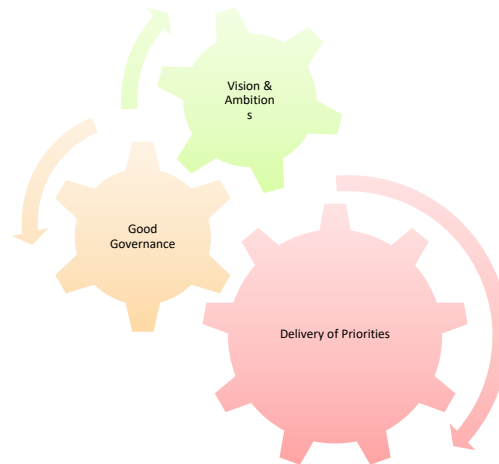
3 THE REPORT

- 3.1 The Corporate PDS panel requested a report on the Council's risk management arrangements. This paper sets out the framework for how the Council approaches risk management and provides detail on organisational practice.

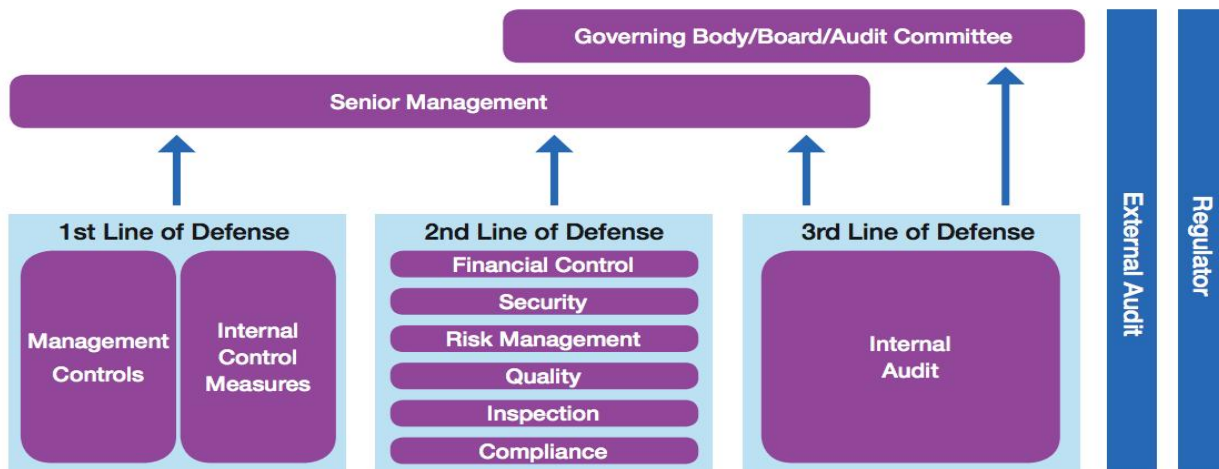
Context – Risk Management Framework (Appendix 1)

- 3.2 Our strategy to manage risk recognises that both taking and accepting more risk is part of modern service delivery. However in accepting more risk we will do this in both a transparent and informed way to achieve the best results for citizens and customers.
- 3.3 Therefore we want to promote an approach that focusses on the effective identification and management of risks to ensure the council is focussed on minimising adverse impacts and maximising benefits within the delivery of its objectives throughout all of its services.
- 3.4 Active risk management is an integral component of our local code of corporate governance which is designed to help us achieve our aspirations, priorities and outcomes to deliver the Council's Vision.

This strategy therefore expects that we focus on taking the right actions to address risks and opportunities both in a transparent way and based on evidence.



- 3.5 This Strategy is designed to support Officers and Members in delivering on the Council’s plans and operational objectives.
- 3.6 Our detailed approach to risk management is further explained and outlined in Appendix 1 which is our Risk Management Toolkit.
- 3.7 Risk Management forms the second line in the ‘Three Lines of Defence Model’ protecting our organisation. We do this in a sensible and proportionate way to actively manage risks down the risk matrix in terms of their potential impact on the organisation.



		LIKELIHOOD				
		Rare	Unlikely	Possible	Likely	Almost Certain
IMPACT	Catastrophic					
	Major					
	Moderate					
	Minor					
	Negligible					

4 EMBEDDING RISK MANAGEMENT

- 4.1 The council uses a range of national and local intelligence sources to inform and support risk identification, analysis and evaluation. The Cabinet Office provides guidance on national threats and risk. The council is a member of Avon & Somerset Local Resilience Forum (ASLRF) whose role is to plan and prepare for emergencies, aligning national and sub-regional risk management practices. The ASLRF has a standing risk working group and has supported Covid response and recovery arrangements. The Cabinet Office updated national risk assessment is due to be published in summer 22. Other intelligence sources include outputs from external audits, statutory returns, national and regional benchmarking, organisational and service data. All these inform our knowledge and understanding of organisational risk.

Covid Risk Management

- 4.2 Following the onset of Covid the Chief Executive put in place recovery and renewal arrangements. Senior leaders and officers were seconded from their substantive roles. The recovery group focused on internal matters such as financial management, adult social care, IT/digital and our estates. The council's business continuity arrangements were stood up. The business continuity group is chaired by the Chief Operating Officer and is comprised of critical service managers. This forum has been very effective at sharing intelligence and resources. The renewal arrangements were externally focused and supported the recovery of our town and city centre centres and local retail hubs. The recovery and renewal groups have now stood down, the business continuity group continues to meet. A Covid risk register was developed with Corporate Management Team/Heads of Service and was reviewed on a regular basis.

Business As Usual

- 4.3 Risk Management is an important part of the business and service planning process. We do this through the use of existing management processes so that they are both integrated and proportionate. To help support this we have established a Risk Management Steering Group chaired by the Chief Operating Officer.

The core of the work of this group focusses on the following -

- Oversight of Risk Management activity on behalf of Corporate Management Team including our Risk Management Strategy and associated processes
- Cyclical review of the following:
 - A) Corporate Risk Register
 - B) Major Project Risk Registers
 - C) Directorate Risk Registers
- Standing Review at each meeting of the following -
 - Council stage 2 and Ombudsman complainants
 - Reportable H & S Accidents & HSE reported incidents
 - Legal Challenges inc Employee Tribunal cases
 - Level of Insurance claims and high value cases
 - Security & Data Breaches/Incidents
 - Audit Reports for Limited or No Assurance Opinions
- Review national and regional trend data and benchmarking information
- Horizon Scanning and future planning

To give examples of how we assess and discuss elements of this, **Appendix 2** details an overview of our horizon scanning, which is used this to influence day to day decision making. At the last Risk Management Group (January 22) it was agreed that staffing matters (including recruitment), supply chains and long term impact of Covid on our most vulnerable communities required greater consideration and risk analysis.

Corporate Risk Register (CRR)

- 4.4 The twenty three risks on the CRR are currently being reviewed with Directors. The CRR identifies themes, service area/director/officer leads and describes the risks and mitigation. The inherent, residual and risk change is also captured. The twenty three CRR risks are structured around the following themes:

Partnership Working	Resource Management
Local Economy	Transformation
Housing	Digital Data & Technology
Infrastructure	Procurement
Climate Emergency	Business Continuity
Transport & Climate Change	Workforce Resilience
Safeguarding	Health and Safety
Social Care	Emergency Management
Corporate Governance	

- 4.5 The CRR contains a number of high residual risks, see table below. It should be noted that the CRR is currently being reviewed and a short commentary is provided next to these high risks.

	Risk	Commentary
1	<i>Partnerships</i> – that we do not maximise our influence and the opportunities to deliver continued economic growth, skills and secure funding	
2	<i>Economic Plan</i> - we do not ensure that our plan delivers a cohesive economic strategy to support employment, economic growth across the area and reduce inequalities	Updated Economic Plan commissioned and draft due early 22/23.
3	<i>Housing</i> - we do not deliver sustainable solutions to the housing needs of the wider community and that we do not meet our targets for affordable and social housing	CRR to be updated to reflect current development programme
4	<i>Climate Change</i> – that the council does not adapt its own operations to reduce the impacts of climate change and provide leadership to reduce carbon emissions	CRR to be updated to reflect the extensive work to deliver on the Climate Emergency Action Plan (year 2)
5	<i>Financial</i> – risk that we are unable to set a medium term financial strategy (MTFS)	Robust financial planning Q3. MTFS signed off by statutory officers and approved by Council on 16/2/22

	Risk	Commentary
6	<i>Children's Social Care</i> - we are unable to meet the increased costs of looking after children with complex needs in a sustainable way whilst safeguarding the most vulnerable	A comprehensive transformation programme has commenced in children's social care and a £2m corporate contingency for social care has been established
7	<i>Business Continuity</i> – risk that cumulative impacts of Covid, Brexit, Winter pressures and concurrent emergencies reduce the ability of our workforce to maintain critical and expected service delivery	Business continuity group remains in place. Council Risk Management Group monitoring risk. ASLRF planning and horizon scanning activity. Directors engaging through various professional networks

Next Steps

- 4.6 The CRR review will be finalised during Q4. At present we do not have a full set of Directorate risk registers and Directors have been asked to either update or put in place a register for their directorates. A priority for Q1 2022/23 is to pull risk registers into one location (Corporate, Directorate and Major Projects). The updated CRR will be incorporated into the council's 'Integrated Reporting Framework'. The updated risk registers will be shared with Corporate Management Team and Cabinet Members. Covid; our public health team is currently conducting a 'look back and look forward' review. The outcomes will ensure that we retain good practice and that we have resilient plans in place to enable us to respond to a resurgence, a variant or increases in seasonal infections. Internal audit colleagues are undertaking due diligence to ensure the 2022/23 planned audit programme reflects the risks identified in the CRR.

5 STATUTORY CONSIDERATIONS

- 5.1 The council has statutory duties to plan and prepare for emergencies under the provisions of the Civil Contingencies Act 2004.

6 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 6.1 There are no direct implications arising from this report.

7 RISK MANAGEMENT

- 7.1 This report details the council's approach to risk management.

8 EQUALITIES

- 8.1 Equalities impacts are considered and integrated into risk registers.

9 CLIMATE CHANGE

- 9.1 The risks associated with climate change are captured in the CRR. Further in depth is required to assess potential impacts upon our own operations.

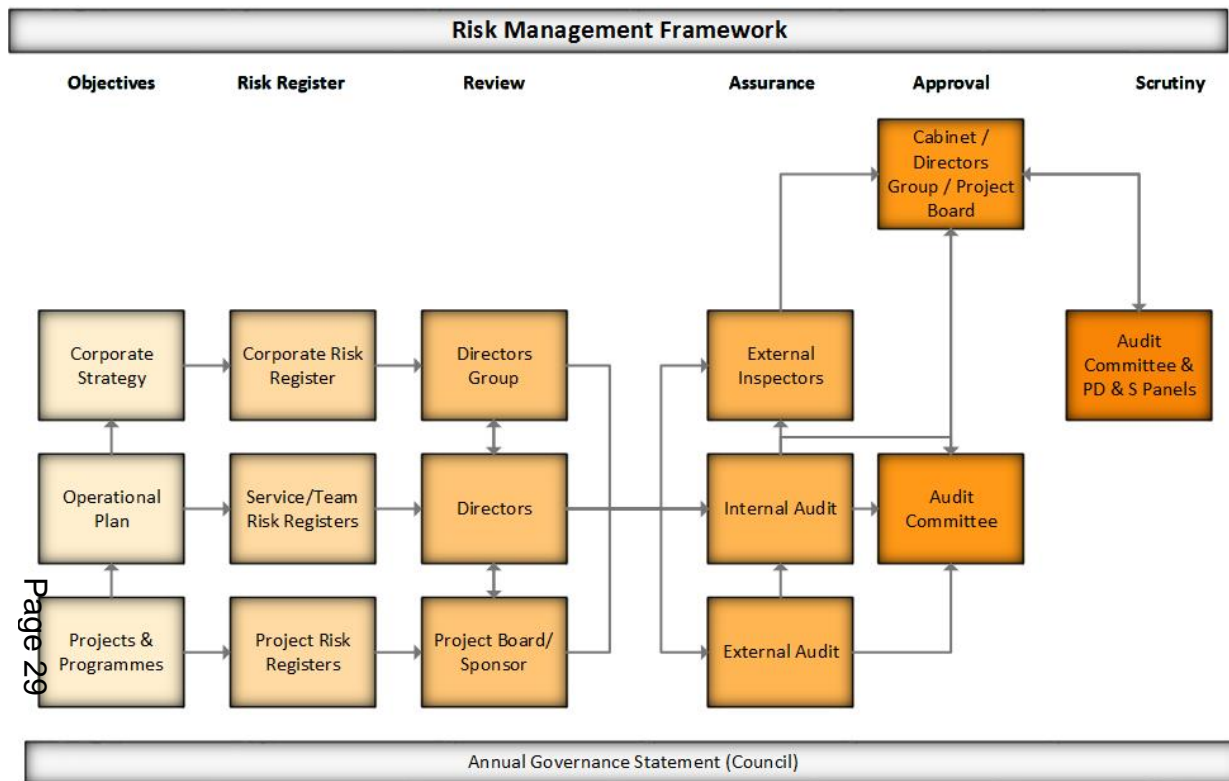
10 OTHER OPTIONS CONSIDERED

- 10.1 An update on our risk management arrangements was requested by the Panel

11 CONSULTATION

11.1 The report is an information and update report and has been consulted with the Council's Chief Operating Officer and S151 Officer.

Contact person	Will Godfrey – Chief Executive officer Mandy Bishop – Chief Operating Officer Jeff Wring – Service Director – Commercial & Governance
Background papers	Corporate Risk Register Risk Management Group papers
Please contact the report author if you need to access this report in an alternative format	

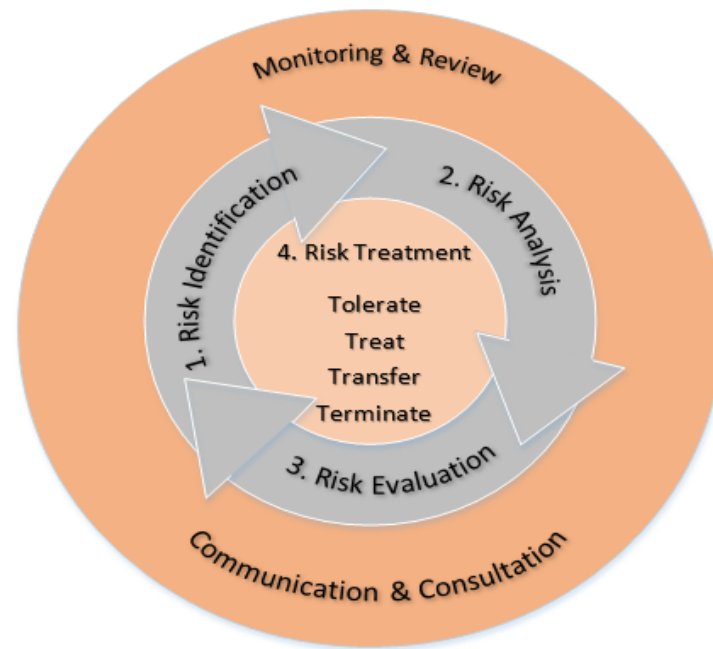


The Risk Management Framework sets out the approach for implementing the Risk Management Strategy and integrating risk management into the culture and working practices of the organisation and its partners.

To work effectively the risk management framework requires: -

- Commitment from the Cabinet (Council), Corporate Audit Committee, Directors & Management Teams.
- Assignment, acceptance and adoption of roles & responsibilities
- Allocation of appropriate resources for providing support and advice.

Risk Management Process



The risk management process is a constant process of identification, analysis & evaluation. On a regular basis (monthly / quarterly) teams should consider and review what might impact service delivery. Annually teams should review business plans, considering new initiatives / priorities and consider related risks.

Risk Registers

To assist the risk management process and to document the risk management cycle - risk registers are used / maintained. An important role of the register is to document the identification, assessment (analysis / evaluation), risk treatment and monitoring /view process. Two risk register templates using an Excel Spreadsheet format have been adopted.

- The first template is recommended for use by Services / Project Teams. This template uses three separate 'Worksheets' and enables more detailed actions to be recorded for monitoring purposes.
 - The first worksheet is used to document and assess the risks,
 - the second worksheet records actions (risk treatment), responsibilities and timescales, and removed text
 - the third worksheet is used to simply record all known 'Action Owners' which assists in the completion of the Action Plan.
- The second template is the Council's Risk Register 'Lite' version which enables a simplified approach but still requires risks to be documented and current status based on action implementation being recorded.

It is a requirement that those services or functions formally identified as Council 'critical' services for Business Continuity purposes adopt the more detailed risk register template.

Risk Identification

It is the responsibility of Officers and Members to ensure risks are identified ("everyone is a risk manager"). It is essential that risks are accurately described recording the key elements:

Cause	If/As a result	As a result of snowfall,
Event	Then/ There is a risk that	There is a risk that staff cannot get to work,
Implication	So/ Which will result in	Which will result in being unable to provide key services to residents.

Categories of risk

- Reputational Risks
- Political Risks
- Economic Risks
- Social Risks
- Customer/Citizen Risks
- Technological Risks
- Legal Risks
- Legislative/Regulatory Risks
- Environmental Risks
- Partnership/Contractual Risks
- Financial Risks
- Physical Risks

Risk Analysis & Evaluation

The measurement of risk is calculated by assessing:

- **IMPACT** – if the risk occurred
- **LIKELIHOOD** – of the risk occurring

Each defined risk will be scored by assessing the 'Impact' on a scale of one to five and multiplying this figure by the score for 'likelihood' (also gauged on a scale of one to five). This 5 x 5 scoring matrix has been adopted by the majority of public sector bodies and is consistent with the national model adopted within the Emergency Services. The product of this calculation of impact and likelihood is a "**Risk Score**", which can range from a minimum of 1 to a maximum of 25.

Assessment of Likelihood

1	Rare	0 – 5% chance of occurring
2	Unlikely	6 – 20% chance of occurring
3	Possible	21 – 50% chance of occurring
4	Likely	51 – 80% chance of occurring
5	Almost Certain (Highly Likely)	81 – 100% chance of occurring

		Likelihood					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
Impact	5	Critical	5	10	15	20	25
	4	High	4	8	12	16	20
	3	Medium	3	6	9	12	15
	2	Low	2	4	6	8	10
	1	Negligible	1	2	3	4	5

Risk Management

The aim of the risk management process is to **Actively Manage** risks down the risk matrix in terms of their potential impact on the organisation from "Red to Amber" & "Amber to Green". When risks have been initially assessed and ranked within their relevant zones, there are four strategy options that are available. These options are often referred to as the 4 T's:

- Treat** - Take direct action, reduce the level of risk to an acceptable level.
- Tolerate** – Decision taken not to implement any additional controls
- Transfer** – Transfer the risk to another organisation by way of contractual agreement.
- Terminate** – Serious risk that the addition of controls or modifications does not reduce risk to acceptable level. At this stage withdrawal from the activity should be considered.

Risk Monitoring & Review

Monitoring & review of risks and related actions plans will be carried out using the established forums (Performance Development Review meetings, 1:1 Performance Meetings, Team Meetings, and Management Meetings). It will be for Directors and Managers to agree the best way to communicate and consult on the maintenance of the risk management process. The Council's Internal Audit function will review risk management and the maintenance of internal control frameworks through their work.

Assessment of Impact

		Service/Operational	Assets	Legal Obligations	Project	Duty of Care – Clients & Staff
1	Negligible	Minimal disruption not impacting on an important service which can be resolved in less than a day	Up to 1% of budget	Litigation, claims or fines, Services up to £10k, Corporate £25k	Minimal impact to project / slight delay less than 1 week	Minimal or no impact on the Services Safeguarding or Duty of Care requirements.
2	Low	Brief disruption of important service area Service disruption 1 day	1% to 5% of budget	Litigation, claims or fines, Services up to £25k, Corporate £50k	Minimal impact to project / slight delay less than 2 weeks	Consideration needs to be given to Safeguarding or Duty of Care requirements but unlikely to have an adverse impact on meeting overall requirements.
3	Medium	Major effect to an important service area Service Disruption 2-3 Days	6% to 15% of budget	Litigation, claims or fines, Services up to £50k, Corporate £100k	Adverse effect on project / significant slippage 3 weeks – 2 months	There are Safeguarding or Duty of Care issues that may have an impact on meeting overall requirements.
4	High	Complete loss of an important service area Service Disruption 3-5 Days	16% to 25% of budget	Litigation, claims or fines, Services up to £125k, Corporate £250k	Significant impact on project or most or most of expected benefits fail / major delay 2 – 3 months	Significant impact on meeting Safeguarding or Duty of Care responsibilities.
5	Critical	Major loss of service, Service Disruption 5+ Days	More than 25% of budget	Litigation, claims or fines, Services up to £250k, Corporate £500k	Complete failure of project / extreme delay 3 months or more	Not meeting legal responsibilities, placing individuals at risk.

What is a Risk?

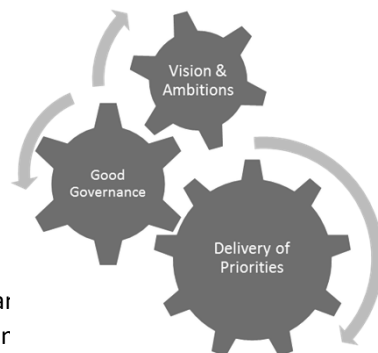
A Risk is an event or series of events which will adversely affect the ability to meet objectives – in part or in full. A risk can also be the failure to take advantage of opportunities to optimise the achievement of objectives.

Effective Risk Management forms a key aspect of assurance and governance for an organisation. Risk Management is widely recognised as one of the '2nd Lines of Defence' alongside; Financial Control; Security; Quality/Performance Management; Inspection; & Compliance. Organisations which can demonstrate and operate under a structured and active risk management approach are far more likely to be able to focus upon their key priorities and outcomes and, in doing so, take informed and robust decisions.

An effective risk management strategy and toolkit will therefore help to successfully support the Council's priorities, strategies and plans.

Page 39

Risk management is an important component of delivering 'Good Governance'.



The toolkit aims to improve and maintain the integration of risk management into the culture and working practices of the organisation and its partners. It sits alongside the Risk Management Strategy which sets out the Council's risk management objectives and how these will be achieved and the milestones to be met when embedding risk management. The strategy is subject to an annual review to ensure that it remains up to date and continues to reflect the Council's approach to risk management.

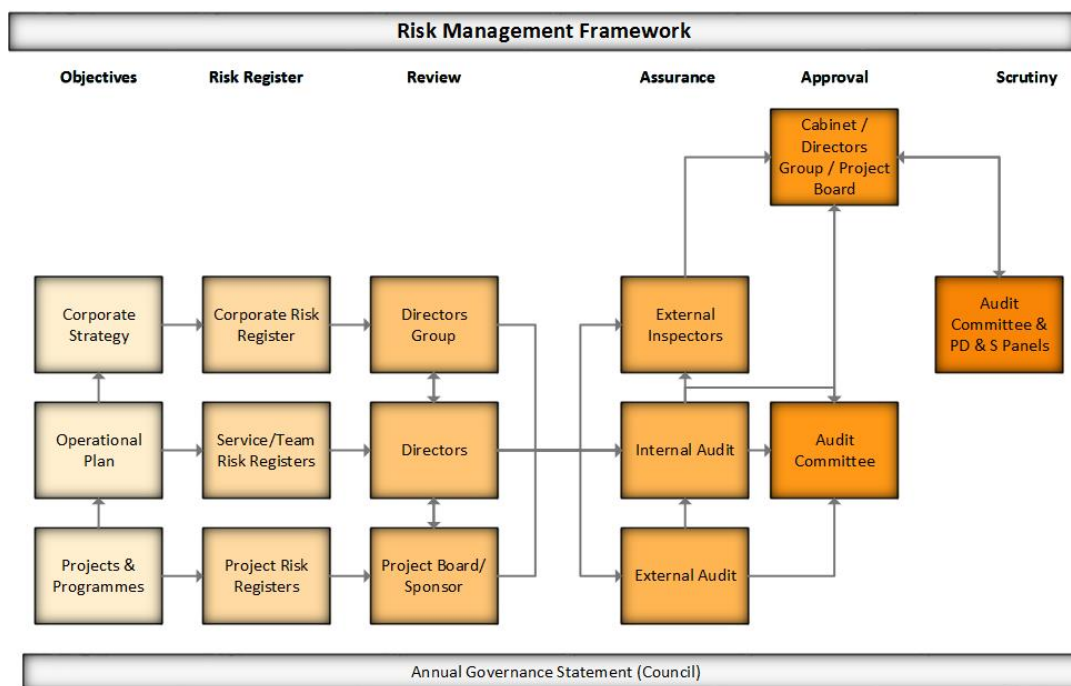
The objective of the toolkit is to explain the approach to risk management and outlines the risk management framework by which the organisation can view, manage and respond to risk, both threats and opportunities, in a robust, systematic and documented way.

The benefits gained in managing risk and opportunity are improved strategic, operational and financial management, continuity of knowledge and information management processes, improved statutory compliance, meeting best practice and ultimately improving the services we deliver.

The Risk Management Framework sets out the approach for implementing the Risk Management Strategy and integrating risk management into the culture and working practices of the organisation and its partners.

To work effectively the risk management framework requires: -

- Commitment from the Cabinet (Council), Corporate Audit Committee, Directors & Management Teams.
- Assignment, acceptance and adoption of roles & responsibilities
- Allocation of appropriate resources for providing support and advice.



Roles & Responsibilities

Cabinet & Elected Members

- Oversee the effective management of risk throughout the Council and its partnerships, and gain an understanding of its benefits, ensuring officers develop and implement an all-encompassing approach to risk management.

Corporate Audit Committee

- Provide independent assurance of the risk management framework and associated control environment, independent scrutiny of the Council and partners financial and non-financial performance, and oversee the financial reporting process.

Directorate Management Teams

- Gain an understanding and promote the risk management process and its benefits, oversee the implementation of the risk management strategy and agree any inputs and resources required supporting the work corporately.

Directors

- Ensure that the risk management process is promoted, managed and implemented effectively in their service areas within the organisation. Liaising with external agencies to identify and manage risk. Disseminating relevant information to service managers and officers.

Service Managers

- Raise awareness, manage and implement the risk management process effectively in their service areas, recommending any necessary training for employees on risk management. Incorporating risk ownership through the appraisal scheme with employees and share relevant information with colleagues in other service areas.

Officers

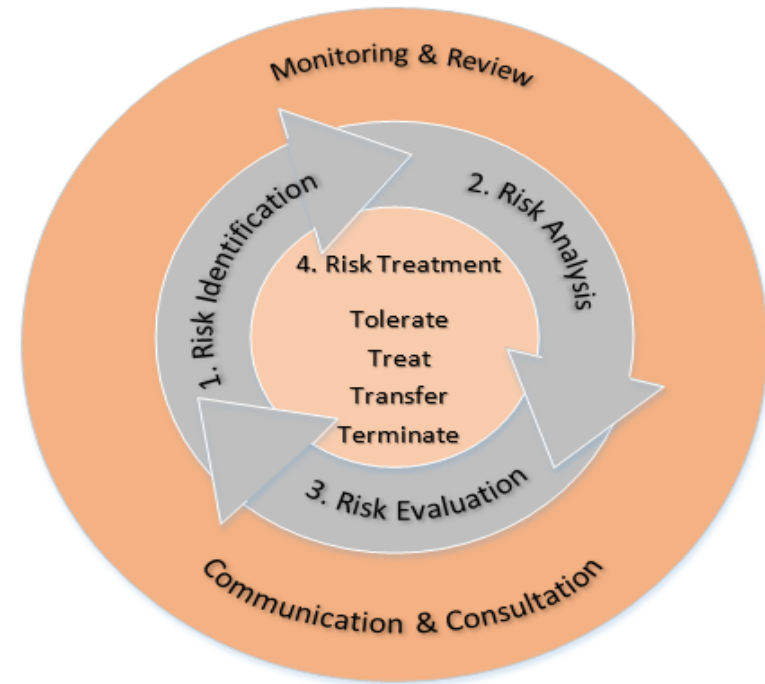
- Manage risk effectively in their jobs, liaising with their line manager to assess areas of risk in their job. Identify new or changing risks in their job and feed these back to their line manager.

Internal Audit

- Challenge the risk management process, including the identification and evaluation of risk and provide assurance to offices and members on the effectiveness of controls.

Risk Management Process

The risk management process is a planned and systematic approach. The stages of the process are shown below.



1. Risk Identification <i>Describing the risks and recording them in risk registers.</i>	2. Risk Analysis <i>Estimating the likelihood and impact of risks</i>
3. Risk Evaluation <i>Ascertain whether the risks are within the organisations "Risk Appetite"</i>	4. Risk Treatment <i>Actions to reduce the likelihood or impact of the risks to a level which is acceptable</i>

Risk Management Toolkit – Risk Registers

To assist the risk management process and to document the risk management cycle - risk registers are used / maintained. An important role of the register is to document the identification, assessment (analysis / evaluation), risk treatment and monitoring /view process. **Two risk register templates using an Excel Spreadsheet format have been adopted. It is a requirement that those services or functions formally identified as Council 'critical' services for Business Continuity purposes adopt the more detailed risk register template.**

- **The first template is recommended for use by Services / Project Teams.** This template uses three separate 'Worksheets' and enables more detailed actions to be recorded for monitoring purposes.
 1. The first worksheet is used to document and assess the risks,
 2. the second worksheet records actions (risk treatment), responsibilities and timescales, and removed text
 3. the third worksheet is used to simply record all known 'Action Owners' which assists in the completion of the Action Plan.

Below is an example of a completed line of a risk register, further explanations on how to complete each section can be found on page 2 of this document. The risk is recorded with a **Cause, Event & Implication**.

Nr	Description <small>Sort in Nr. Order</small>	Date Entered on Register	Likelihood					Impact					This Period	Periods Ago			Current Status of Actions	Commentary on Current Status of Action Plans
			1	2	3	4	5	1	2	3	4	5		1	2	3		
			L	M	H			L	M	H								
R01	Due to an event / incident, e.g. significant snowfall, staff cannot get to their normal place of work potentially resulting in an inability to provide services to residents / clients / visitors.	01-Jan-19			3						4		12				On Target	As Business Critical Service - Discussions with the councils BC lead and meeting booked in to develop service plans.

The risk is then also copied to the action plan, to detail the status of each of the risks.

Unique ref no	Nr	Risk Description (Copy from 'Risk Register' Worksheet)	Action	Management Action	Action Owner	Implement By?	Implementation Status
R01.1	R01	Due to an event / incident, e.g. significant snowfall, staff cannot get to their normal place of work potentially resulting in an inability to provide services to residents / clients / visitors.	01	Informal or formal Service / Team Business Continuity Plan (formal BCP for specified critical services) to include mitigations for such an event / incident	J Bloggs	01-Apr-19	On Target
			02				

- **The second template is the Council's Risk Register 'Lite' version** which enables a simplified approach but still requires risks to be documented and current status based on action implementation being recorded.

Number	SERVICE / TEAM RISK DESCRIPTION (Description of 'event' & 'implication')	RISK OWNER	Likelihood					Impact					CURRENT RISK STATUS	PERIODS AGO			COMMENTARY ON ACTION PLAN (e.g. actions implemented /outstanding; implementation of actions to timescales)
			1	2	3	4	5	1	2	3	4	5		1	2	3	
			Score					Score									
1	Due to an event / incident, e.g. significant snowfall, staff cannot get to their normal place of work potentially resulting in an inability to provide services to residents / clients / visitors.	J Bloggs			3							4	High				Informal or formal Service / Team Business Continuity Plan (formal BCP for specified critical services) to include mitigations for such an event / incident

Risk Identification

It is the responsibility of Officers and Members to ensure risks are identified ("everyone is a risk manager"). It is essential that risks are accurately described recording the key elements:

Cause	If/As a result	As a result of snowfall,
Event	Then/ There is a risk that	There is a risk that staff cannot get to work,
Implication	So/ Which will result in	Which will result in being unable to provide key services to residents.

Categories of risk

- Reputational Risks
- Political Risks
- Economic Risks
- Social Risks
- Customer/Citizen Risks
- Technological Risks
- Legal Risks
- Legislative/Regulatory Risks
- Environmental Risks
- Partnership/Contractual Risks
- Financial Risks
- Physical Risks

Risk Analysis & Evaluation

The measurement of risk is calculated by assessing:

- **IMPACT** – if the risk occurred
- **LIKELIHOOD** – of the risk occurring

Each defined risk will be scored by assessing the 'Impact' on a scale of one to five and multiplying this figure by the score for 'likelihood' (also gauged on a scale of one to five). This 5 x 5 scoring matrix has been adopted by the majority of public sector bodies and is consistent with the national model adopted within the Emergency Services. The product of this calculation of impact and likelihood is a "Risk Score", which can range from a minimum of 1 to a maximum of 25.

Assessment of Likelihood

1	Rare	0 – 5% chance of occurring
2	Unlikely	6 – 20% chance of occurring
3	Possible	21 – 50% chance of occurring
4	Likely	51 – 80% chance of occurring
5	Almost Certain (Highly Likely)	81 – 100% chance of occurring

		Likelihood					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
Impact	5	Critical	5	10	15	20	25
	4	High	4	8	12	16	20
	3	Medium	3	6	9	12	15
	2	Low	2	4	6	8	10
	1	Negligible	1	2	3	4	5

Risk Management

The aim of the risk management process is to **Actively Manage** risks down the risk matrix in terms of their potential impact on the organisation from "Red to Amber" & "Amber to Green". When risks have been initially assessed and ranked within their relevant zones, there are four strategy options that are available. These options are often referred to as the 4 T's:

- Treat** - Take direct action, reduce the level of risk to an acceptable level.
- Tolerate** – Decision taken not to implement any additional controls
- Transfer** – Transfer the risk to another organisation by way of contractual agreement.
- Terminate** – Serious risk that the addition of controls or modifications does not reduce risk to acceptable level. At this stage withdrawal from the activity should be considered.

Risk Monitoring & Review

Monitoring & review of risks and related actions plans will be carried out using the established forums (Performance Development Review meetings, 1:1 Performance Meetings, Team Meetings, and Management Meetings). It will be for Directors and Managers to agree the best way to communicate and consult on the maintenance of the risk management process. The Council's Internal Audit function will review risk management and the maintenance of internal control frameworks through their work.

Assessment of Impact

		Service/Operational	Assets	Legal Obligations	Project	Duty of Care – Clients & Staff
1	Negligible	Minimal disruption not impacting on an important service which can be resolved in less than a day	Up to 1% of budget	Litigation, claims or fines, Services up to £10k, Corporate £25k	Minimal impact to project / slight delay less than 1 week	Minimal or no impact on the Services Safeguarding or Duty of Care requirements.
2	Low	Brief disruption of important service area Service disruption 1 day	1% to 5% of budget	Litigation, claims or fines, Services up to £25k, Corporate £50k	Minimal impact to project / slight delay less than 2 weeks	Consideration needs to be given to Safeguarding or Duty of Care requirements but unlikely to have an adverse impact on meeting overall requirements.
3	Medium	Major effect to an important service area Service Disruption 2-3 Days	6% to 15% of budget	Litigation, claims or fines, Services up to £50k, Corporate £100k	Adverse effect on project / significant slippage 3 weeks – 2 months	There are Safeguarding or Duty of Care issues that may have an impact on meeting overall requirements.
4	High	Complete loss of an important service area Service Disruption 3-5 Days	16% to 25% of budget	Litigation, claims or fines, Services up to £125k, Corporate £250k	Significant impact on project or most or most of expected benefits fail / major delay 2 – 3 months	Significant impact on meeting Safeguarding or Duty of Care responsibilities.
5	Critical	Major loss of service, Service Disruption 5+ Days	More than 25% of budget	Litigation, claims or fines, Services up to £250k, Corporate £500k	Complete failure of project / extreme delay 3 months or more	Not meeting legal responsibilities, placing individuals at risk.

Risk Management Toolkit - Decision-Making Process

Why is Risk Management Important in Decision Making?

Corporate governance requires that risk management be integral to policy, planning and operational management. Applying risk management processes will help strategic decision makers make informed decisions about of policy decisions and service delivery options.

Decision makers need to be satisfied that the risks and opportunities related to proposals are fully considered. It is important that all those involved in the decision-making process have consciously analysed the proposal.

In addition to the decision maker obtaining a level of assurance that proposals requiring a decision has been subject to a robust risk assessment, it is an important principle of good governance that the decision making process can be subjected to effective scrutiny (Accountability). Decision makers can be held accountable for decisions internally by for example: - Full Council, Statutory Officers, Overview & Scrutiny Panels and externally by Government Inspections, the Local Government Ombudsman and members of the public & press (via Freedom of Information requests). They will want to see that the decision and the information used to make the decision are documented and accessible, i.e. the decision is 'informed' and 'transparent'.

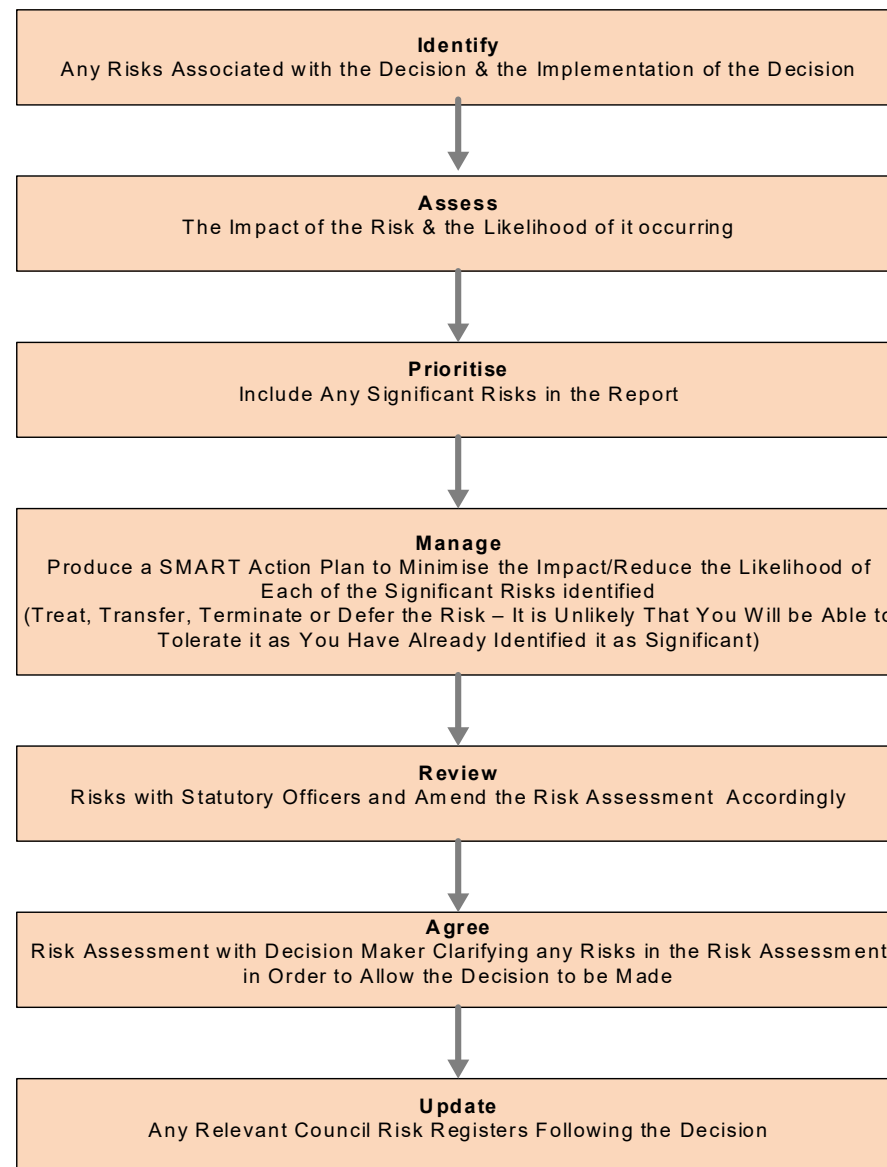
How is Risk Management Incorporated into the Council's Decision-Making Process?

The principles of risk management relating to decision making are the same as for any other risk management process. The diagram below outlines the process.

Cabinet and Committee report templates include a section 'Risk Management'. The section requires the report author to record 'significant' risks identified after carrying out a risk assessment. The risk assessment must record the risks related to taking the proposed actions / recommendation(s), i.e. the risks of implementation, and the risks of not taking the recommended action.

Any opportunities flowing from the proposal will be recorded in the 'Report' section of the report template.

How do you Assess Risks Related to a Decision?



What is the purpose of the risk assessment?

The risk assessment:

- Demonstrate that all significant risks related to the decision have been considered.
- Provides evidence that the decision maker has been provided with sufficient information about risks in terms of probability and impact
- Explain how the risks will be managed.

What will the risk assessment record?

The risk assessment should record:

- Risks that may arise if the decision is **not** taken.
- Risks that may arise if the decision **is** taken.
- Actions that will be taken to manage each risk documented if the decision is taken.

Who needs to be involved in compiling the risk assessment?

- Report Author
- Head of Paid Service (Chief Executive)
- S151 Officer (Chief Financial Officer)
- Monitoring Officer (Head of Legal & Democratic Services)
- Cabinet Member (including Leader)
- Director

Who needs to be involved in compiling the risk assessment?

The report author will take the lead in compiling the risk assessment using a template.

The report author in consultation with the appropriate Director(s) should review the report and the risk assessment.

The report and risk assessment will be made available to the Statutory Officers: -

- Head of Paid Service
- The Chief Finance Officer/ Section 151 Officer
- The Monitoring Officer

Statutory Officers Responsibilities

Statutory Officers or their nominated deputies will amend the risk assessment and identify risks that should be considered 'significant' and be recorded in the 'Risk Management' section of the report.

Cabinet Member Responsibilities

The Cabinet Member responsible for the decision should review the risk assessment and ask the following questions:

- Are there other risks related to the decision which have not been identified and assessed?
- Do they agree with the assessment of the risks that have been documented?
- Do they agree that the recorded actions to manage the documented risks are adequate?

Does every report require a Risk Assessment?

It is the responsibility of the report author to ensure that the risk assessment is sufficient for its purpose.

Do all risks in relation to the proposal have to be recorded?

The risk assessment should be proportionate to the decision being made. The report author and others involved in the risk assessment process should consider the impact of the risk when deciding whether it should be recorded or not. If the impact is negligible or low then it is reasonable that the risk is not recorded.

Will the Risk Assessment be available to the public?

The risk assessments will be held centrally and will not be automatically accessible to the public. However, risk assessments will be subject to the normal rules of disclosure under the Freedom of Information Act 2000 and other relevant legislation.

Service / Business Planning & Budget Setting

One of the keys to successfully embedding risk management is ensuring that it is explicitly linked to business planning. In a properly embedded process, remedial action should take place to mitigate those risks which managers believe are insufficiently controlled, i.e. where the residual risk exceeds the target risk.

Effective management of risks can only be achieved through the effective management of resources. Where control weaknesses are identified which create an unacceptable exposure to risk, resources should be allocated to 'plugging the gap'. This can take a variety of forms, depending upon the nature of the risk, the existing controls, and magnitude of the exposure.

Currently on an annual basis each Directorate will undertake a robustness of estimates and adequacy of resources review. This process feeds into the s151 Report to the Council on the robustness of estimates and the adequacy of reserves. As part of the process key risks are considered and actions documented.

Those controls currently in place may require strengthening, or new ones may need introducing. For example, it could be that an ICT solution is required to improve efficiency or enable additional monitoring; or possibly the feasibility of the service being provided by a partner instead of directly by the Council. These examples have a cost, some of which may be financial, some of which may have an opportunity cost. As a result, it is important that managers retain flexibility in their service and financial planning to enable developing risks to be managed. The converse may also apply; the risk process could identify risks which are over-controlled. Savings may be achieved by reducing the control environment, saving money and / or enabling the re-direction of staff to other areas to improve service delivery.

The relevant Service / Team/ Project risk register should be used to record business planning risks and actions planned / taken possibly including a description of the source of funding to strengthen controls. The result will be a concise analysis of the nature of the risk exposure, the response to the problem and the financing of the solution. Where budget variances occur as a result of the additional expenditure, the risk management documents can provide a concise and robust explanation to support this.

Business plans should be updated based on the results of risk assessments undertaken. Risk management should not be viewed in isolation, but should be used as an important tool to inform the business planning process. What we learn now should help us identify what we will do in the future, how we will achieve it, and the problems we may encounter. This will ensure that the risks and mitigations identified are considered and included in subsequent plans. The benefit will be that business plans are as relevant and accurate as possible, and contribute effectively to the achievement of objectives and the delivery of the outcomes required.

Business Continuity

Good Business continuity management within the Council involves detailed planning to help maintain the most critical services provided in the event of an interruption until it returns to "Business as Usual".

Within any risk register there will be many risks that could have a major impact on service delivery. It is, however, not always possible to mitigate these risks, therefore it is important that the service examines these risks in detail in advance, and develops a Business Continuity plan, which can be used to enable services to continue should an incident occur. An example of this could be where staff are unable to access offices due to an event such as adverse weather, fire or a flood.

Those services assigned 'Critical' status will need to operate to an agreed minimum acceptable level until business as usual has resumed. A plan needs to be developed to enable a plan of action to be implemented with minimum delay.

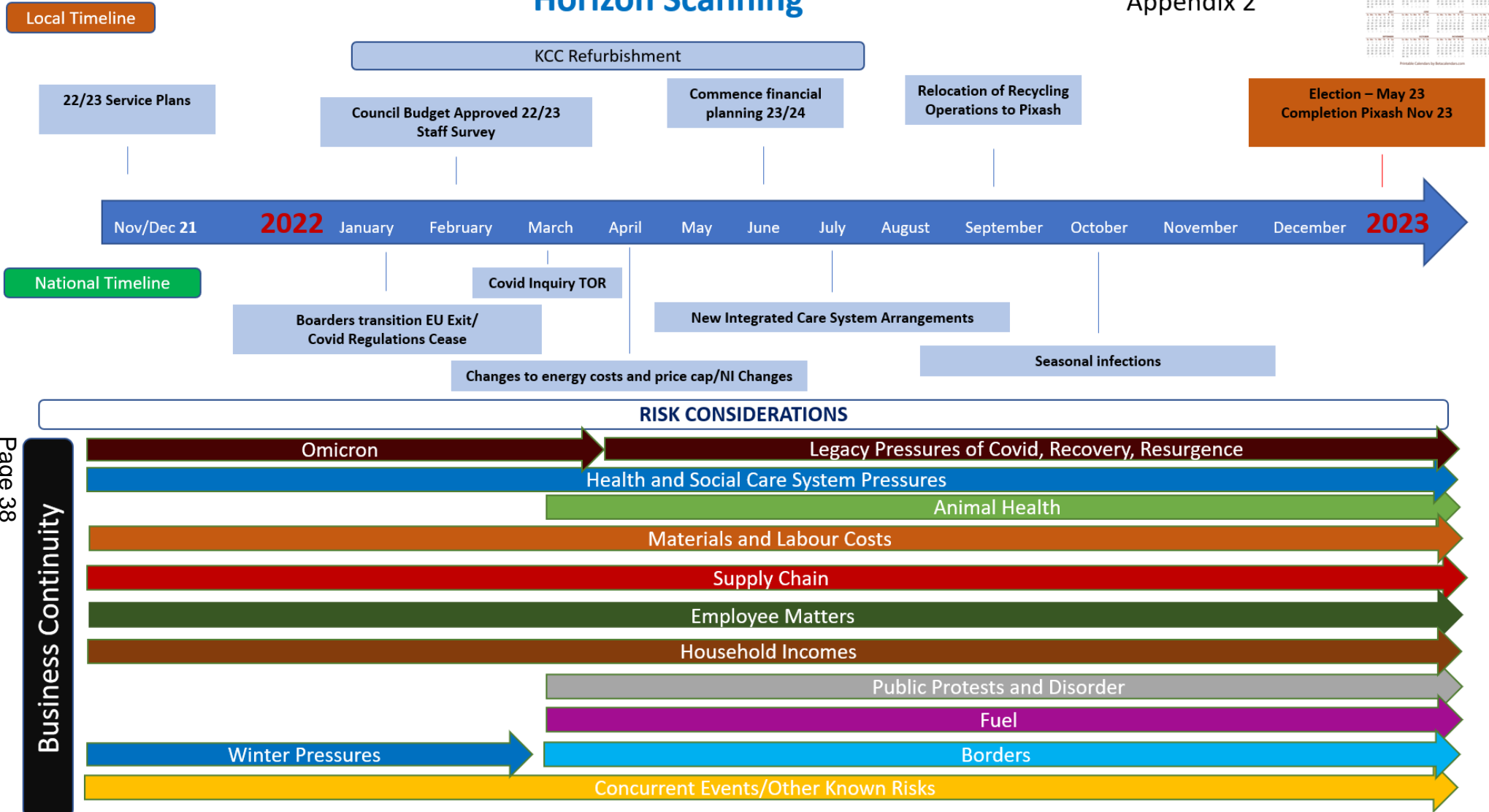
The business continuity plan needs to be developed in advance of an incident, because often with a little forethought many of the more serious consequences of an incident can be mitigated. This plan will be generic in so far as the basic information that it contains can be used to cover many different risk eventualities. As a service provider, continuity of service is vital for our customers and clients.

The Council has appropriate business interruption insurance in place to cover the cost associated with a major incident

Horizon Scanning

Appendix 2

2022



CORPORATE POLICY DEVELOPMENT AND SCRUTINY PANEL

This Forward Plan lists all the items coming to the Panel over the next few months.

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and can be seen on the Council's website at:

<http://democracy.bathnes.gov.uk/mgPlansHome.aspx?bcr=1>

The Forward Plan demonstrates the Council's commitment to openness and participation in decision making. It assists the Panel in planning their input to policy formulation and development, and in reviewing the work of the Cabinet.

Should you wish to make representations, please contact the report author or, Democratic Services . A formal agenda will be issued 5 clear working days before the meeting.

Agenda papers can be inspected on the Council's website.

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
28TH MARCH 2022				
28 Mar 2022	Corporate Policy Development and Scrutiny Panel	People Strategy Update	Cherry Bennett, Amanda George Tel: 01225 47 7203,	Director of People and Policy
28 Mar 2022	Corporate Policy Development and Scrutiny Panel	Preparing for the Future - Review of Office Accommodation	Amanda George	Director of People and Policy
28 Mar 2022 Page 40	Corporate Policy Development and Scrutiny Panel	Corporate Risk Register	Mandy Bishop Tel: 01225 39 4019	Chief Executive
21ST APRIL 2022				
	Corporate Policy Development and Scrutiny Panel	Commercial Property Estate	Andy Rothery Tel: 01225 477103	Chief Finance Officer (S151)
	Corporate Policy Development and Scrutiny Panel	ADL Business Plan	Andy Rothery Tel: 01225 477103	Chief Finance Officer (S151)

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
	Corporate Policy Development and Scrutiny Panel	Performance Management Reporting	Steve Harman Tel: Mob: 07530263207	Chief Operating Officer
9TH MAY 2022				
9 May 2022	Corporate Policy Development and Scrutiny Panel	Customer Service Standards	Amanda George	Director of People and Policy
9 May 2022	Corporate Policy Development and Scrutiny Panel	Customer Complaints Process	David Langman Tel: 01225 477013	Director of People and Policy
11TH JULY 2022				
11 Jul 2022	Corporate Policy Development and Scrutiny Panel	Emerging Digital Data	Jeff Wring Tel: 01225 477323	Chief Operating Officer
11 Jul 2022	Corporate Policy Development and Scrutiny Panel	Procurement Policy Annual Update	Richard Howroyd Tel: 01225 477334	Chief Finance Officer (S151)
26TH SEPTEMBER 2022				

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
ITEMS TO BE SCHEDULED				
	Corporate Policy Development and Scrutiny Panel	Parish Charter	Dave Dixon	Director of People and Policy
The Forward Plan is administered by DEMOCRATIC SERVICES: Democratic_Services@bathnes.gov.uk				