

## Appendix A - Decision Making Risk Matrix To Reshape the Bath Christmas Market 2021

### Overview:

This Risk Matrix have been drawn up to identify the risks that may arise as a result of reshaping the Bath Christmas Market 2021. The assessments are grouped into generic risks i.e., those risks directly affecting council services and those which will affect organisations and sectors outside of the Local Authority.

### Assessments

This document is divided into two sections, one that refers to event delivery and one around finance and local economy. Each assessment identifies two risk ratings: one is the initial risk which assesses the impact of the decision with no controls in place, and then the residual rating indicates the outcome once the identified control mechanisms have been implemented. The effectiveness of controls is a scale from 0 to 5 which indicates how likely the stated control measures will mitigate risk. Those controls which rely on information or behavioural change only are likely to have a low score, whilst those which enact formal action, or other collective measures will score more highly.

### Outcomes

The issues around reshaping the Bath Christmas Market are defined by the following table. The likelihood of a given issue occurring from the decision is defined as follows:

<b>Probable</b>	<b>Likely</b>	<b>Possible</b>	<b>Unlikely</b>	<b>Remote</b>
The issue has happened repeatedly before and is expected again	The issue has occurred more than once before and is liable to occur again	The issue has been recorded before and could happen again	The issue not previously recorded but is conceivable	The issue is feasible, but no known instance or expectation of occurrence

Likelihood and severity combine as follows:

	Probable	Likely	Possible	Unlikely	Remote
Catastrophic	HIGH	HIGH	HIGH	MEDIUM	MEDIUM
Major	HIGH	HIGH	MEDIUM	MEDIUM	LOW
Moderate	MEDIUM	MEDIUM	MEDIUM	LOW	LOW
Minor	MEDIUM	LOW	LOW	LOW	NEGLIGIBLE
Insignificant	LOW	LOW	NEGLIGIBLE	NEGLIGIBLE	NEGLIGIBLE

**HIGH** – Action must be taken immediately to avoid reputational damage and financial losses

**MEDIUM** – Risks are tolerable but further action is necessary to mitigate reputational damage and financial losses

**LOW** – Risks are acceptable and will require continued monitoring

**NEGLIGIBLE** – No further action required

### Risk Matrix index

- A. Overall Risk Assessment
  - A1. Infrastructure and Equipment
  - A2. Contractors and Contract fulfilment
  - A3. Finance (B&NES Council event specific)
  - A4. Economic impact (Retail, Hospitality, Accommodation and Travel)

Subject	Overall Risk Assessment	
Issue	To reshape the Bath Christmas Market 2021	Ref: A

People and organisations at risk	Bath & North East Somerset Council Retail, Hospitality, and Accommodation sectors and the general public.	Severity	Major
		Likelihood	Likely

Potential Outcome	A reduction of income for the retail, hospitality, tourism, and accommodation sector due to reduced footfall and visitor numbers over the annual Christmas Market period.	Initial Risk Rating	HIGH

### Contractors and Contract fulfilment

The events sector has seen a huge decline in workforce since April of 2020. The cancellation of festivals and events has forced people to seek alternative employment. Many of those people and skills have not returned to the industry and there are shortages across the sector. There is no guarantee that contractors can provide the service level required to fulfil contracts and will need to heavily sub-contract to fulfil contracts.

Risk of harm to the public is increased significantly if the appropriate levels of trained staff cannot be provided or guaranteed. The event operates a multi-level duty of care to the public, including the welfare of vulnerable people, the protection of people and property and the risk of harm from terrorism and terror related incidents. Without assurances that appropriately trained staff can be provided for specific roles, the risk of harm to the public increases should a major incident occur, and a suitable emergency response cannot be given.

### Infrastructure and Equipment

The Christmas Market has invested in core materials and equipment in recent years but requires some items to be purchased, hired, and transported on an annual basis. Due to the very high demand of infrastructure and a lack of supply, there is no guarantee that these services will be delivered, and in some cases, hire items could be subject to increased costs. With continuing instability in the supply chain and a shortage of essential equipment, the risk of delivering essential production services and completing the build of the Christmas Market on time, and accordance with sustainable practices increases. Should supply chains fail there is a significant risk that essential production services to build, operate and dismantle the Christmas Market would be affected.

### Finance (B&NES Council event specific)

The Christmas Market is currently showing a financial loss, this is a result of reduced income and increased expenditure. The revenue loss is in the region of £150k regardless of any risk control measures that could be implemented, this is due to annual fixed staffing and infrastructure costs.

**Economic impact (Retail, Hospitality, Accommodation and Travel)**

Bath Christmas Market attracts 400,000 visitors per year, with an estimated spend in the City of £32.5 million (2019). As well as supporting accommodation, retail and hospitality sectors, the Market provides an economic uplift to visitor attractions in the winter months.

Control measure: The current circumstances are beyond the control of Bath and North East Somerset Council. Uncertainty around the availability of trained staff and a weak supply chain nationally, means there are no immediate local control measures that can be introduced to mitigate short or long-term risks. The potential risk to public safety also remains, therefore, the residual risk rating, remains at HIGH.

Effectiveness of Controls:	0	Residual Risk Rating	HIGH
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Subject	Infrastructure and Equipment		
Issue	Instability of supply chain	Ref:	A1

People and organisations at risk	Bath & North East Somerset Council	Severity	Major
		Likelihood	Possible

Potential Outcome	Failure to deliver essential production services and complete the build of the Christmas Market on time and accordance with the suitability policy.	Initial Risk Rating	MEDIUM
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With a steep rise in events since the relaxation of Covid restrictions the supply network has struggled to keep up with the demand for materials and equipment to service the industry. The Christmas Market has invested in core materials and equipment in recent years but requires some items to be purchased, hired, and transported on an annual basis. There is no guarantee that these services will be delivered, and some hire items could be subject to increased costs.

The transportation of goods and services relies heavily on HGV and articulated vehicles, there is currently a national shortage of drivers and many industries are currently experiencing supply issues. While the Christmas Market has reduced its trucking requirements and operates from a local depot, the driver shortage must be factored into any risks going forward.

Control measure: The current circumstances are beyond the control of the council and all levels of risk are subject to change as the ongoing national crisis continues.

Effectiveness of Controls:	0	Residual Risk Rating	MEDIUM
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Subject	Contractors and Procurement		
Issue	Failed tender application and use of sub-contractors	Ref:	A2

People and organisations at risk	Bath & North East Somerset Council The general public.	Severity	Major
		Likelihood	Likely

Potential Outcome	Failure to deliver a safe and reliable service that could result in harm and injury to the public. A failure to deliver essential production services to build, operate and dismantle the Christmas Market.	Initial Risk Rating	HIGH
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The events industry has seen a huge decline in workforce since April of 2020. The cancellation of festivals and events has forced people to seek alternative employment. Many of those people and skills have not returned to the industry and there are shortages across the sector. There is no guarantee that contractors can provide the service level required to fulfil contracts and will need to heavily sub-contract to fulfil contracts.

Risk of harm to the public is increased significantly if the appropriate levels of trained staff cannot be provided or guaranteed. The event operates a multi-level duty of care to the public, including the welfare of vulnerable people, the protection of people and property and the risk of harm from terrorism and terror related incidents.

Bath & North East Somerset Council commenced a procurement exercise under the Open Procedure with the intention of awarding business to a service provider for the Security and Medical Services for the Bath Christmas Market 2021. The Contract was to cover the five-week duration of the market operations and included the requirements for SIA accredited security staff, medical staff, and coach marshals. The procurement exercise was unsuccessful.

Control measure: The current circumstances are beyond the control of the council and all levels of risk are subject to change as the ongoing national crisis continues.

Effectiveness of Controls:	0	Residual Risk Rating	HIGH
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Subject	Finance (B&NES Council event specific)		
Issue	Pressure on budgets and finance	Ref:	A3

People and organisations at risk	Bath & North East Somerset Council	Severity	Major
		Likelihood	Probable

Potential Outcome	A revenue loss in the region of £150k regardless of risk control measure, due to annual fixed staffing and infrastructure costs.	Initial Risk Rating	HIGH
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The Christmas Market is currently showing a financial loss, factors behind this loss are from reduced income and increased expenditure.

Factors behind a reduction of income are:

- A reduction in chalets to create a more socially distanced event space.
- A reduction of rents to assist traders who had lost the ability to trade during Covid
- A lower uptake from stallholders generally due to increased risk around public health and the increase in duration of event.
- A large increase in specific requests for short term lets and the zone two area resulting in over subscription.
- Removal of sponsor generated income due to business uncertainty

Factors behind an increase in expenditure are:

- Increase in sub-contracted services due to staff shortages.
- Shortage of kit, and equipment across the U.K events sector. A sudden high demand with limited supply.

Control measure: **Although detrimental to the brand and reputation of the event:**  
To scale down or remove elements of the event that do not affect the safety or security of the public or staff.

To reduce significantly or remove completely entertainment and performance areas.

To significantly reduce décor, installations, and lighting effects.

Effectiveness of Controls:	3	Residual Risk Rating	MEDIUM
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Subject	Economic impact (Retail, Hospitality, Accommodation sectors)		
Issue	Removal of event that provides significant draw to the city	Ref:	A4

People and organisations at risk	Bath & North East Somerset Council. Retail, Hospitality, and Accommodation sectors.	Severity	Major
		Likelihood	Probable

Potential Outcome	A reduction of income for the retail, hospitality, and accommodation sector due to reduced footfall and visitor numbers over the annual Christmas market period.	Initial Risk Rating	HIGH
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To operate and run the Bath Christmas Market in 2021 between mid-November and mid-December for a duration 25 days. To incorporate the elements of the 2020 Bath at Christmas campaign and work in partnership with various external organisations to deliver both cultural and festive activations and events. Bath Christmas Market is ranked in the top 10 in Europe. It attracts 400,000 visitors per year, with an estimated spend in the City of £32.5 million (2019). As well as supporting accommodation, retail and hospitality sectors the Market provides an economic uplift to visitor attraction in the winter months.

**Control measure:** To replace the Bath Christmas market with a medium to large scale festive event working in partnership with, Bath BID, Bath Festivals, and a local artisan market provider called Bath at Christmas.

Bath at Christmas is a series of events installations and activities, including - theatrical and comedy performances, live and recorded music, food and craft concessions, retail promotions and animation of empty shops. These events and activities will be taking place across central Bath over the festive period, from Thursday 25<sup>th</sup> November until Sunday 2<sup>nd</sup> January 2022, with highlights over the five weekends. The events and activities will take place against a backdrop of colour and light, incorporating

decoration and animation of empty shops and other city centre historic features and green spaces.

Access to the event is free to members of the public. Members of the public are able to access the activations at a number of locations around the footprint and circulate without restriction to all areas.

Some of Bath's most iconic buildings will come to life with festive illuminations and while the Bath Christmas Market will not be taking place in its traditional form, its spirit will be celebrated with roasted nuts and mulled wine from the vendor who attended the very first Christmas market selling from a pitch in Stall Street.

Each day we will have live incidental music in Kingston Parade, Abbey Green, Bath Street and Milsom Street as well as roaming street performers connecting the south and north of the city. Residents and visitors can soak up the festive atmosphere and purchase goods from vintage vehicles and a mulled wine bicycle stand. The BANES Council festive street illuminations will be a feature throughout the city streets and the traditional Christmas tree will be located in Abbey Churchyard.

Bath at Christmas will provide a stimulating backdrop of events and activities to encourage the communities of Bath and beyond to enter the city at Christmas time, to shop, dine and socialise but with consideration to the current government Covid-19 public health guidelines.

The aims:

- To support local business by encouraging people to spend money in the city –at restaurants, shops, and hotels where relevant.
- To encourage people living and working in Bath, and those living regionally (within a 40-mile radius) to do their Christmas shopping in Bath.
- To encourage locals who may usually feel unable to use the city centre during the Christmas market period to rediscover the city's festive atmosphere.
- To showcase the city's festive atmosphere –Christmas lights, music, entertainment and portray Bath as a nice, atmospheric place to do your Christmas shopping
- To showcase the breadth of festive events and activities in the city including in-store or in-restaurant promotions and campaigns

Effectiveness of Controls:	3	Residual Risk Rating	MEDIUM
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