

Resources Scrutiny Commission Agenda



Date: Monday, 1 November 2021

Time: 4.00 pm

Venue: City Hall – The Chamber

Distribution:

Councillors: Heather Mack (Vice-Chair), Geoff Gollop (Chair), Mark Bradshaw, Andrew Brown, Martin Fodor, Zoe Goodman, John Goulandris, Tim Rippington and Lisa Stone

Issued by: Johanna Holmes, Scrutiny Coordinator

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Date: Friday, 22 October 2021



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

2. Apologies for Absence

3. Declarations of Interest

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

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

4. Minutes of the Previous Meeting

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

(Pages 7 - 15)

5. Chair's Business

To note any announcements from the Chair

6. Public Forum

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on Tuesday 26th October 2021.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on Friday 29th October 2021.



7. Annual Business Report

(Pages 16 - 19)

8. Council Tax Reduction Scheme (Cabinet Report)

The paper is 'to follow' and will be uploaded when the Cabinet Papers have been published on 25.10.2021

9. Budget Monitoring Outturn Report P6 (Cabinet Report)

(Resources Appendix)

This report is 'to follow' and will be published when the Cabinet papers are published on 25.10.2021.

10. Finance Task and Finish Group Update

This Paper is 'to follow' and will be published after Members have considered the 'Medium Term Financial Plan and Capital Strategy' Cabinet Report that will be published on 25.10.21.

11. Procurement - Discussion Item

(Pages 20 - 25)

12. Quarter 1 Risk Report

This report contains the Resources Directorate risks from the Corporate Risk Management Report.

(Pages 26 - 45)

13. Quarter 1 Performance Report

(Pages 46 - 60)

14. Work Programme

Discussion item.

(Pages 61 - 67)



Public Information Sheet

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

You can find papers for all our meetings on our website at www.bristol.gov.uk.

Changes to how we hold public meetings

Following changes to government rules, public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

COVID-19 Precautions at City Hall (from July 2021)

When attending a meeting at City Hall, COVID-19 precautions will be taken, and where possible we will:

- Have clear signage inviting you to check in to the venue using the NHS COVID-19 app or record your contact details for track and trace purposes.
- Provide public access that enables social distancing of one metre to be maintained
- Promote and encourage wearing of face coverings when walking to and from the meeting
- Promote good hand hygiene: washing and disinfecting hands frequently
- Maintain an enhanced cleaning regime and continue with good ventilation

COVID-19 Safety Measures for Attendance at Council Meetings (from July 2021)

To manage the risk of catching or passing on COVID-19, it is strongly recommended that any person age 16 or over attending a council meeting should follow the above guidance but also include the following:

- Show certification of a negative NHS COVID-19 lateral flow (rapid) test result: taken in the 48 hours prior to attending. This can be demonstrated via a text message or email from NHS Test and Trace.
- An NHS COVID-19 Pass which confirms double COVID-19 vaccination received at least 2 weeks prior to attending the event via the NHS App. A vaccination card is not sufficient.
- Proof of COVID-19 status through demonstrating natural immunity (a positive NHS PCR test in the last 180 days) via their NHS COVID-19 pass on the NHS App.
- Visitors from outside the UK will need to provide proof of a negative lateral flow (rapid) test taken 48 hours prior to attendance, demonstrated via a text message or email.

Reception staff may ask to see this on the day of the meeting.

No one should attend a Bristol City Council event or venue if they:

- are required to self-isolate from another country
- are suffering from symptoms of COVID-19
- have tested positive for COVID-19 and are requested to self-isolate



Members of the press and public who wish to attend City Hall are advised that you may be asked to watch the meeting on a screen in another room due to the maximum occupancy of the venue.

Other formats and languages and assistance for those with hearing impairment

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

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

Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to democratic.services@bristol.gov.uk.

The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

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

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

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



During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.
- Under our security arrangements, please note that members of the public (and bags) may be searched. This may apply in the interests of helping to ensure a safe meeting environment for all attending.
- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

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

Webcasting/ Recording of meetings

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

The privacy notice for Democratic Services can be viewed at www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services



Bristol City Council

Minutes of the Resources Scrutiny Commission

4 February 2021 at 2.00 pm



Members Present:-

Councillors: Stephen Clarke (Chair), Donald Alexander, Mhairi Threlfall, Geoff Gollop and John Goulandris

1. Welcome, Introductions and Safety Information

The Chair led welcome and introductions.

Cabinet Members in attendance:

- Councillor Craig Cheney, Designated Deputy Mayor with responsibility for Finance, Governance and Performance
- Councillor Asher Craig, Deputy Mayor with responsibility for Communities, Equalities and Public Health
- Councillor Kye Dudd, Cabinet Member with responsibility for Transport, Energy & New Green Deal
- Councillor Helen Holland, Cabinet Member with responsibility for Adult Social Care
- Councillor Helen Godwin, Cabinet Member for Women, Families and Homes (Lead Member for Children's Services)
- Councillor Nicola Beech, Cabinet Member with responsibility for Spatial Planning and City Design
- Councillor Afzal Shah, Cabinet Member with responsibility for Climate, Ecology and Sustainable Growth

Officers in Attendance:

- Mike Jackson, Chief Executive
- Denise Murray, Service Director – Finance
- Michael Pilcher, Chief Accountant
- Tian Ze Hao, Senior Finance Business Partner
- Stephen Peacock, Executive Director - Growth & Regeneration
- Jacqui Jenson, Executive Director Adults, Children and Education
- Jan Cadby, Risk Manager
- Tim Borrett, Director: Policy, Strategy and Partnerships



Also, in attendance:

- Ed Rowberry, Chief Executive at Bristol and Bath Regional Capital
- Laura Barrow, Finance Director at Bristol and Bath Regional Capital

2 Apologies for Absence

Apologies were received from Councillor Morris. Councillor Gollop attended as a substitute.

It was noted that Councillor Stevens who had previously been a Member of the Commission had now stood down as a Councillor.

3 Declarations of Interest

- Cllr Gollop stated that he was an independent director of Bristol and Bath Regional Capital and he would therefore withdraw from the meeting for the City Funds item.
- Cllr Cheney said that he was a City Council representative of the Bristol and Bath Regional Capital and he would withdraw from the discussion for the City Funds item.
- Cllr Alexander said he was a Council appointed Director of Gorum Homes.

4. Minutes of the Previous Meeting

The Committee Resolved:-

- (i) To agree the minutes of the last meeting as a correct record.

5 Action Sheet

The Committee noted the progress of actions from the previous meeting.

- There were two outstanding actions from the previous meeting regarding the Collection Fund Surplus/Deficit 2020/21 Report. The Scrutiny Coordinator said she would contact officers about this again.

6. Public Forum

A Public Forum Statement was received from David Redgewell (South West Transport Network and Railfuture Severnside) who attended the meeting and spoke to his statement. The full statement can be found here [Public Forum - Resources Scrutiny Commission 4.2.21](#)



7. Chair's Business

The Chair outlined to everyone how the meeting would be run.

8. Budget Monitoring Outturn Report P8

Michael Pilcher, Chief Accountant briefly took Members through the report and provided an overview of the current budget for the forthcoming Full Council meeting and the financial position of the Resources Directorate.

General Fund: when reporting officers had split down the cost and financial impact of pandemic from separately from ongoing base services.

- The Covid related financial impact was then estimated at £81M. This was an increase since the previous Monitoring Report and was mainly due to a loss of fees and charges, loss of income and increased expenditure.
- Non-Covid related finances; forecast £6m overspend. The Cabinet Budget Report included a request for approval for officers to draw down general reserves due to insufficient time to implement mitigating measures at this point in the year.

Ring Fenced Budgets:

- Housing Revenue Account (HRA): forecast a £3.3m underspend due to the Council not being able to undertake repairs and maintenance. There were also some pressures caused by Covid such as loss of rental income and additional costs of making the housing stock Covid secure.
- Dedicated Schools Grant (DSG); forecast a £8.6m in-year deficit predominantly in the High Needs Block which leads to an £11.4m carry forward.
- Public Health (PH) Budget was forecasting no variation with a small draw-down to cover some of the pressures within Leisure Services.

Resources Directorate: Officers previously forecast a £5.5m overspend impact from Covid. This is due to additional expenditure and income losses. And on on-going costs the Resources Directorate was forecasting a break-even position.

The Chair asked if the Adult Social Care (ASC) budget overspend had been predictable and if officers had any comment on the budging process that set the figures? Officers said that the Scrutiny Finance Task and Finish Group had raised concerns and these were also raised at a Full Council meeting. The Chair asked if the Council should not just increase the budget for this? Officers said there was a need to get balance right but that Bristol City Council was a high spending local authority (LA). Services were being transforming but this was a very difficult year. But the Council needed to continually challenge itself about reducing the costs of those services.

Councillor Holland, Cabinet Member with responsibility for Adult Social Care said there were difficult circumstance every year but they would have clearer assumptions next year. If the Council had been a high spender and provided a gold service that was one thing but she questioned that was the case. She added that she was more confident that the budget that had been set out this year portrayed a more realistic figure. But there were savings targets to reach every year.



The Executive Director for Adults, Children and Education said she agreed with what had previously been said. There were a number of initiatives being implemented such as Help to Help Your Self to support independent living and provide better outcomes for people. The Transformation Plan was very good Plan; it was achievable and they were driving real efficiencies in the system. Without Covid this year the Council would be much further along the journey. However, in the next year or so people would see a very different service evolve.

9. Budget Recommendations to Full Council

Cllr Cheney, Designated Deputy Mayor with responsibility for Finance, Governance and Performance highlighted how difficult the budget process had been this year due to lockdowns and moving from one tier to another. However, amongst many current societal problems such as redundancies and loss of incomes, they had produced a steady budget that would not involve cutting front line services. The Director of Finance provided Members with an overview and clarity of the key points within the Budget Recommendations to Full Council Report that had also been published for the Cabinet meeting on the 26th January.

The topics highlighted below refer to concerns or queries raised by Commission Members regarding the budget recommendations contained within the published report. References are made to the papers published for the Cabinet meeting (available [here](#)), and to questions submitted by Members prior to the meeting for which written responses were received from finance officers and relevant Cabinet Members. The questions and responses are also published with the minutes as Appendix A.

Capital Programme Overview

In the Cabinet meeting of 26th January 2021, the Capital Programme budget for the years 2021/22 to 2025/26, totalling £907.6 million, was discussed. This included the Housing Revenue Account and Transport Capital Programme, both of which were discussed within the Resources Scrutiny Commission (see below). It was confirmed that the Capital Programme was set within the longer-term parameters of the Medium-Term Financial Plan.

Prior to the meeting, one of the issues that was raised by members was the budgeting within the Capital Programme for the Bristol Beacon. Officers responded that the current budget for the Bristol Beacon is £48.8 million, and the Capital Programme (£907m) contains a corporate general fund contingency of £60m, intended to accommodate the potential for overruns and new cost associated with existing projects. During the meeting concerns were raised around the transparency of this project where exact figures are not yet known. Councillor Cheney, the Deputy Mayor with responsibility for Finance, Governance and Performance stated that as decisions had not yet been formally made the current planning involved provisions only. It was noted that a Scrutiny Briefing on Bristol Beacon was anticipated in the near future.

Housing Revenue Account

Members noted the forecast underspend of £3.3m on the Housing Revenue Account (HRA). Officers explained that an underspend of £6.3m had arisen due to delays in the maintenance programme caused by COVID. Combined with the forecast £3.0m spend on Covid-19 related pressures for which no



government funding had been provided, this resulted in the total net underspend of £3.3m. This will be transferred to the HRA reserve at year-end to address the backlog of repairs.

In response to member's queries, it was noted that applying a 1% uplift to current rents would increase annual revenue to the HRA by £1.1 million each year. In light of this, Members queried the decision not to increase rents. Members were concerned that there would be serious pressures on the HRA reserve in three to four years' time and suggested that in other scenarios the decision not to increase rents would have been made after consideration of efficiencies and other options first, and it was unclear how these pressures could be resolved.

This was noted by Councillor Cheney who confirmed that rent increases in future years had not been ruled out, and long-term predictions would remain speculative. However, the decision was taken as 'an ethical decision' in the context of expected wholesale redundancies and other economic vulnerabilities following the pandemic.

Transport Capital Programme

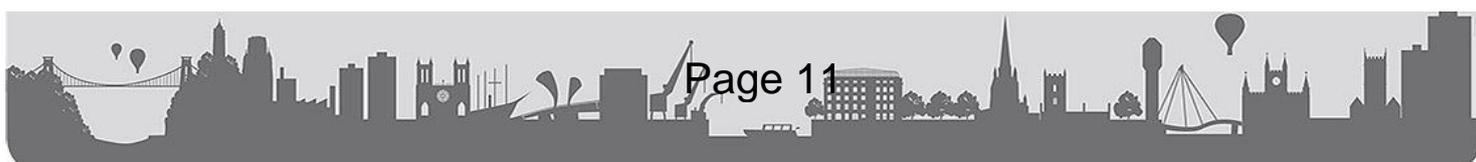
Members submitted a number of written questions regarding transport elements of the Capital Programme, particularly around allocation of maintenance funds. The responses received stated that the Capital Programme had allocated £13m to essential maintenance works. There was a significant backlog of maintenance needs and the final allocations had not yet been decided, but an indicative list was provided. The next phase of the maintenance will detail the full risk profile of each project.

Members raised a concern that the position taken around maintenance appeared to be reactive rather than proactive, noting that an Enhanced Asset Register had previously been raised as a potential way to address this, and it was asked if there were any plans in place to develop such a register. It was understood that this had not been possible for the current budget due to the necessity of prioritising need, while looking to prevention work where possible.

Members noted in submitted questions that no budget had been allocated in the Capital Programme for drainage enhancements which seemed surprising given recent increases in local flooding. They received the response that the lifecycle modelling and asset assessment for drainage was not available and, in any event, this was not currently considered an immediate health & safety priority. Members queried that the lifecycle work had been previously budgeted for but not completed. Councillor Dudd, the Cabinet Member with responsibility for Transport, Energy & New Green Deal agreed to check drainage maintenance against the priority matrix.

Business Rates Retention

The papers provided outlined the recent Government announcement that Local Authorities could remain in the 100% business rates retention pilot for a further year but that a future reduction to 75% had not been ruled out as the review of Business Rates is still underway. It is unknown when these reviews will conclude, and a subsequent risk to future funding was noted. This could have a material impact on both the Bristol City Council income and the revenue funding of the West of England Combined Authority. It is proposed in the 2021/22 budget that this fund will be used to contribute to a range of one-off schemes and income shortfalls within Adult and Children Social Care and other initiatives, and 5% would be transferred to WECA for core operational activity. These streams of funding would be at risk should the Business Rates Retention Scheme not continue into 2022/23.



It was clarified that the commitment to the 100% Business Rates retention (and associated 5% funding for WECA) was part of the devolution deal, and central Government would need to consider not only the impact for the three unitary councils, but how WECA would be funded if a change to arrangements was made. Within Bristol City Council itself, the choice was made last year to de-risk the budget by using the funds gained from this sources for discrete or one-off projects to ensure that the core business as usual could continue in the event that this fund was lost.

Dedicated Schools Grant

The combined in-year forecast deficit together with a carried-forward deficit for the Dedicated Schools Grant (DSG) gives a total deficit to carry forward at the end of the year of £11.4million. Members expressed concern about this. Officers explained that this largely came from the High Needs Block and related to the cost of Special Educational Needs and Disability (SEND) provision and improvements made in completing Education, Health and Care Plans (EHCP), but there were also challenges in Early Years with a lack of Covid-19 support in this sector.

Members noted there was now an increasing deficit carried forward without a clear picture of how it would be resolved. SEND cost pressure is not just a local issue but a national issue. Officers stated that they hoped the ongoing and legacy cost issues driving these deficits would be addressed in future years by government. However, a deficit management plan (aligned with the Education Improvement Programme to improve outcomes and services and to reduce pressures in the High Needs block) was in development. There was continuous lobbying of the central government for appropriate funding. This plan will be brought to the Schools Forum and scrutinised by the People Scrutiny Commission and through other processes.

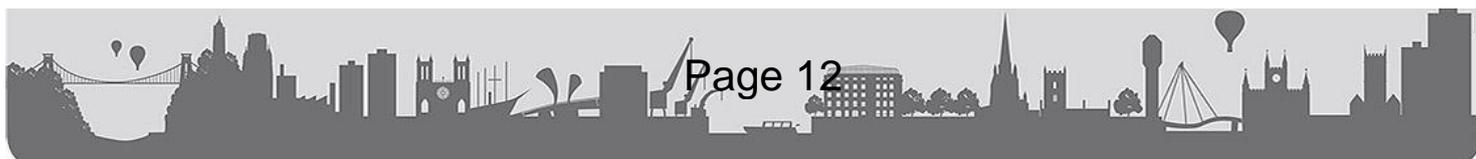
It was noted that as with many Local Authorities, we are seeing increasing deficits that exceed the overall School Reserves. A statutory override is in place to allow this to be carried forward as a liability with the view that a later deficit management plan would be implemented. Members expressed concern about this and stated strongly that there needed to be a national strategic review of funding to provide some clarity around ongoing management, particularly once the statutory override is lifted.

Adult Social Care

The papers published for the Cabinet meeting of 26th January demonstrated that Adult Social Care (ASC) shows a 2020-2021 overspend of £35.1m (including the impact of Covid) and an underlying non-Covid overspend of £7.2M.

Members queried whether the ASC overspend had been predictable (given that overspends had happened on numerous previous occasions). They queried whether this could be related to a problem with the budgeting process itself as well as the cost pressures. It was noted that the Scrutiny Budget Task Group had previously raised similar concerns over the ASC budget, which were also raised at Full Council. Officers stated that savings and efficiency targets were taken into account in budget setting, as well as provisions made in case of 'slippage' or 'optimism bias', however the pandemic had caused significant delays in implementing many of the changes that were necessary to achieve these savings. The Council was carrying out a Transformation Plan which included the continued challenge of reducing the costs of services, but the impact of COVID had affected its implementation.

Councillor Helen Holland, Cabinet Member with responsibility for Adult Social Care, was confident that the amount budgeted for this year which included some one-off funding, was a more realistic figure, but



there were savings to be made every year. She agreed that the funding situation was not sustainable, and that Bristol and many other Local Authorities required input from Central Government to help resolve the situation. The option to charge more via the council tax precept was welcomed but members noted that the precept puts the burden on local taxpayers and that in any event may not cover the total funds required. Officers said that this issue was frequently raised with the Local Government Association (LGA) and Central Government.

Members acknowledged the positive work taking place and the pressures experienced from different quarters. It was asked if a follow-up piece of 'constructive challenge' scrutiny with Resources Scrutiny or OSMB at the appropriate time would be helpful. This was welcomed by the Cabinet Member.

Company Business Plans

Members submitted a number of written questions regarding Goram Homes and other Company Business Plans. The responses received stated that the funding earmarked for Goram Homes is from the capital investment reserve and the company is required to operate within an approved funding envelope for each pipeline of activity. Goram Homes was initially approved with up to £10m potential loan facility for working capital and development investment from this reserve.

It was noted that the consideration of the Company Business Plans had been deferred, and it was confirmed that these would be considered by Scrutiny prior to consideration.

It was clarified that all funds to Goram Homes are repayable loans with interest payable (and not subsidies or grants). As the pipeline of activities to be undertaken by Goram Homes is currently in development, this fund had not yet been allocated.

It was understood from a recent OSMB meeting that a potential significant delay in an existing pipeline for a planned project had been identified, with a corresponding financial impact due to the delay. Officers stated that the potential delay in an element of the scheme would be built into the financial model, with consideration given to accelerating other pipelines as appropriate. A £3.3m loan facility for the working capital is available that has not yet been fully drawn down, and alternative pipeline activities are being discussed.

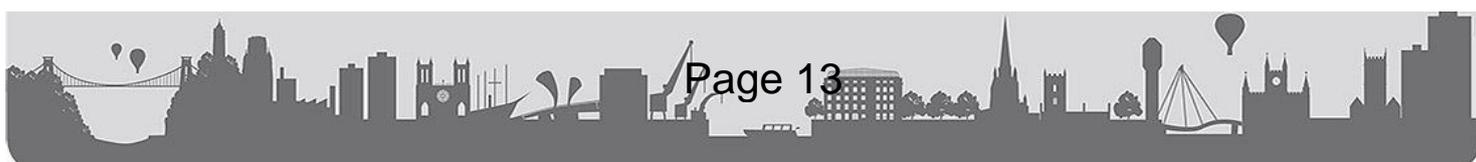
It was confirmed that the details of further projects are currently being developed, with the expectation that they would shortly be brought to Cabinet for approval. Once approved, Goram Homes will finalise and submit the company business plan.

Public Health Grant

Members queried how COVID and non-COVID related funding was separated within the Public Health budget. It was clarified that the Public Health grant related solely to non-COVID related funds. The current grant for 2020/21 was £32m but confirmation from central Government of the value of the grant for 2021/22 was awaited. The assumption had been made for budgeting purposes that this would remain the same as previous years.

10. Dedicated School Grant (DSG) 2021/22 Budget Proposals

This item was taken as part of the above Item: 9 Budget Recommendations to Full Council.



11. Housing Revenue Budget Proposals 2021-2022

This item was taken as part of the above Item 9. Budget Recommendations to Full Council.

12. Risk Report - Resources Directorate Q3

The Risk Manager briefly highlighted to Members some changes that had been made in the report such as unplanned investment and financial investment and also improvement around devolution, and deterioration around the Corporate Strategy.

The Chief Accountant provided some background and further clarification about the changes outlined above by saying that previously on the Risk Register under CRR1 - Major Capital Projects and Commercial Investments including the companies. In light of recent events and the Value for Money Review by Grant Thornton they had now split that risk into three separate components. So, the Growth and Regeneration Directorate Risk Report now contained the information about long term capital projects and the potential risks to the Capital Programme. The Resources Directorate Risk Report now contained the unplanned investments in subsidiary companies and losses associated and the financial investments.

The Director for Policy, Strategy and Partnerships then explained the changes to how devolution was reported in Risk Reports. He said this was really a technical correction on potential impacts based on the potential financial value of any further devolution deal.

The Chair thanked officers for their time.

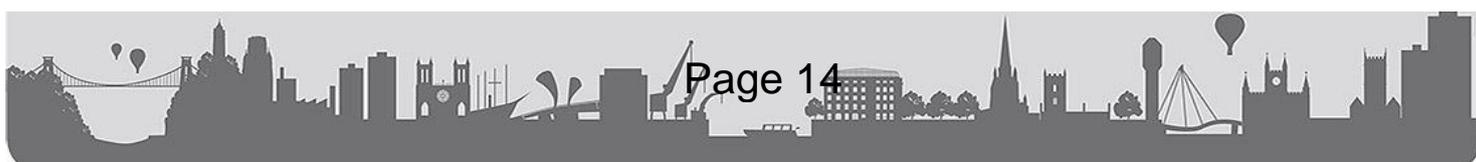
13. Work Programme

The work programme was noted.

14. City Funds Impact Report

The Chair reminded everyone at this point, that the Impact Report would be taken in open session and the Annual Report would be taken afterwards in a separate closed session.

Ed Rowberry, Chief Executive of Bristol and Bath Regional Capital and Laura Barrow, Finance Director at Bristol and Bath Regional Capital (BBRC) both attended the meeting to present information on the Impact Report and answer questions from the Commission. Members were told that BBRC is a partnership between the two local authorities and Quartet Community Foundation for the City Funds. Over the past year and as part of the response to the Covid-19 pandemic and the One City approach, £2.4m of key investments had been committed to the local social economy that was helping to create economic, community and environmental resilience in Bristol. As part of the Build Back Better approach and economic renewal it was using an investment strategy that fills a financial gap for social enterprises to solve local, social and environment challenges. As one of the first funds of its kind in the UK the Impact Fund brings together grants, volunteering and local authority support in a coordinated, placed based approach to investment.



A Member said he thought this was a remarkable initiative and he was excited about one of the tallest wind turbines in the UK being built in Avonmouth and Lawrence Weston and he was very appreciative of the investment locally.

Another Member said this was the first time she had heard of this initiative and asked if it could be explained how they were managing the return on investment? Ed Rowberry explained that the first principle was to create a sustainable and revolving funding solution. When a social enterprise takes on an investment they are taking on a repayable investment and then utilise the revenue model for example, the wind turbine has the potential to create revenue so the money comes back into the pot and revolves in that way.

The same Councillor asked what the timescales were for 'return on investment' and what methodology was being used to quantify it, for example financial and / or social impacts? Ed Rowberry said that in terms of timescales it was 10 years with a potential to extend a further two more. They offer risk tolerant grant funding and use triple bottom-line accounting to create positive social and environmental change and use the Thriving Places Index methodology.

The Chair congratulated Ed Rowberry and Laura Barrow for what he said was an aptly named an 'impact' investment fund. He said in his view the 'partnership' aspect was a key to its success and long may that continue. He asked that it be noted that there was overwhelming support from the Commission for this investment funding to continue.

15. Exclusion of Press and Public

That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of schedule 12A of the Act.

16. City Funds Annual Report

This item was held in an exempt session. The minutes for this item are therefore not publicly available.

CHAIR _____



Resources Scrutiny Commission



1st November 2021

Report of: Service Director, Legal & Democratic Services

Title: Resources Scrutiny Commission Annual Business Report 2021/2022

Officer Presenting Report: Johanna Holmes, Scrutiny Coordinator

Contact Telephone Number: 0117 90 36898

Recommendations:

1. To note the Scrutiny Commission's Terms of Reference
2. To note the Chair and Vice-Chair for the 2021/2022 municipal year
3. To note the Membership of the Commission for the 2021/2022 municipal year
4. To note the Commission's 2021/2022 meeting dates
5. To note the Commission's Task and Finish Groups for 2021/2022

1. Context and Proposal

1.1 Terms of Reference of the Commission

At its Annual Council meeting on 25th May 2021 Full Council established this Scrutiny Commission with the following terms of reference:

Terms of Reference - Overview

The role of the Commission is the overview and scrutiny in respect of the implementation of policies, decisions, performance and actions relating to the Resources Directorate with functions that include Legal, Finance, HR, ICT, Policy & Strategy, Procurement, Revenue and Benefits and Commercialisation.

To ensure that overview and scrutiny directly responds to corporate and public priorities, is used to drive service improvement, provides a focus for policy development and engages members of the public, key stakeholders and partner agencies.

To action the annual work programme set by the Overview and Scrutiny Management Board using the following framework:

1. Scrutiny of corporate plans and other major plan priorities within its remit with particular reference to those areas where targets are not being met or progress is slow.
2. Input to significant policy developments or service reviews.
3. Review and scrutiny of decisions made, or other action taken in connection with the discharge of any functions which are the responsibility of the Mayor/Executive, functions which are not the responsibility of the Mayor/Executive, and functions which are the responsibility of any other bodies the Council is authorised to scrutinise.
4. To make reports and recommendations to Full Council, the Mayor/Executive and/or any other body on matters within their remit and on matters which affect the authority's area or the inhabitants of that area and to monitor the response, implementation and impact of recommendations.
5. To work in collaboration with the Mayor/relevant Executive Member and receive updates from that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.

6. To report to the Overview and Scrutiny Management Board on progress against the work programme and on any recommendations it makes.
7. To develop a budget review process and ensure that budget proposals are subject to rigorous challenge.

1.2 Membership of the Commission:

- Councillor Geoff Gollop (Chair)
- Councillor Heather Mack - (Vice Chair)
- Councillor Tim Rippington (Lead)
- Councillor Zoe Goodman
- Councillor Mark Bradshaw
- Councillor Martin Fodor
- Councillor Mohamed Makawi
- Councillor John Goulandris
- Councillor Andrew Brown (Lead)

1.3 Commission Meeting Dates

- 1st November 2021, 4.00pm
- Late Jan / Early Feb Budget Scrutiny Meeting (Date TBC when budget timeline is confirmed)
- March (Date TBC)

Please Note: the Commission's Work Programme for the year can be located at Agenda Item 14.

1.4 Task and Finish Groups 2020-2021

- Finance Task and Finish Group
- Ethical and Equitable Investment Policy Working Group
- Sustainable Procurement Task and Finish Group (*please note this is yet TBC*)

2. Public Sector Equality Duties

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

must, therefore, have due regard to the need to:

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

6. Legal and Resource Implications

N/A

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

- Full Council, 25 May 2021

Strategic Procurement and Contract Management

To address councillor concerns over late cabinet notifications of contract extensions

SPSR supports service areas in bringing earlier Key Decisions in 3 ways:

1. Planning

- Attendance at DMTs to discuss pipeline of procurement activity
- Contract Management Framework/System will further support planning

2. Training and advice

- Procurement officers given training to advise on Decision Pathway
- Ongoing engagement, signposting and training for service areas
- Best value at the heart of all procurement decision making and consideration of all options

3. Consequences

- Targeted engagement to find and help fix process issues
- Internal Audit staged reviews and provided with non-compliance data as party of their assurance framework
- More structured disciplinary referral system for non-compliance with the procurement rules being developed

What does the new Contract Management Framework consist of?

Contract Classification Tool

A tool which can be used during the procurement stages, to assess the criticality of a contract, placing it into a one of four contract grades

Contract Management Handbook

A guidance document, which clearly defines how we manage contracts, roles and responsibilities of individuals and processes for mobilisation, escalation and finalisation stages

Task and Activities Schedule

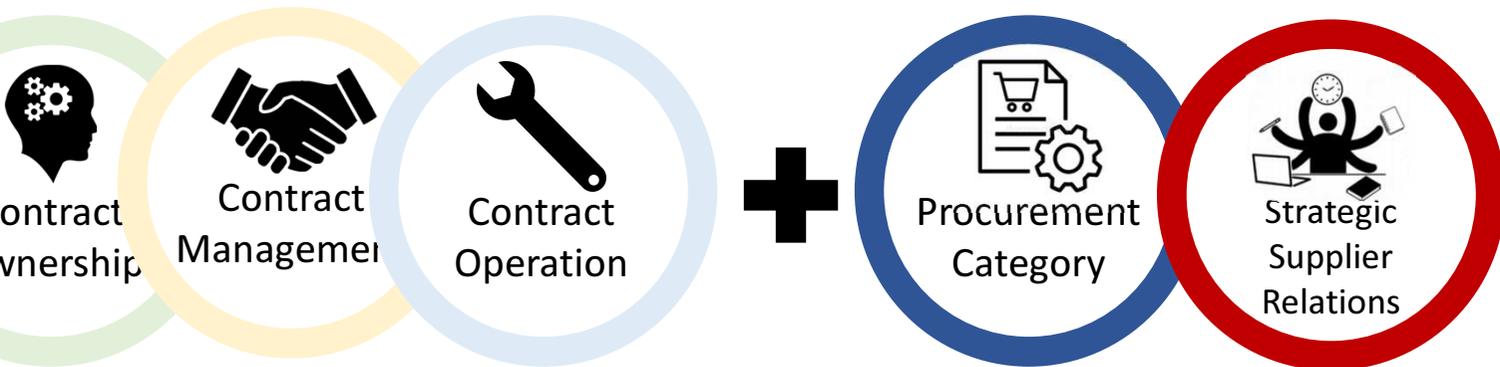
A list of mandatory and recommended activities, which must exist for each grade of contracts. These will be proportional to the risk level and value

Contract Management System

A centralised and intelligent system, to assist contract managers in prompting and automating their contract management tasks, where outcomes can be documented to enable full reporting

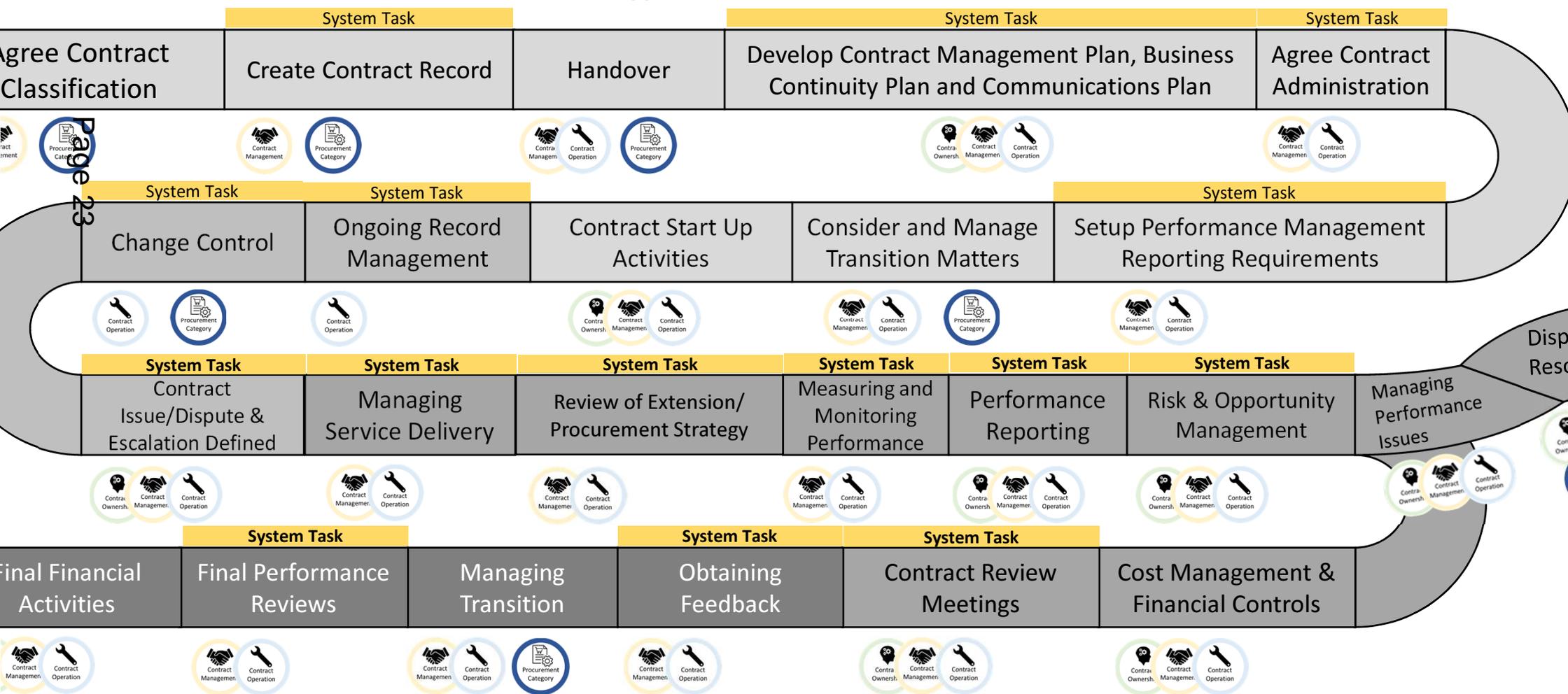


Contract Management Journey



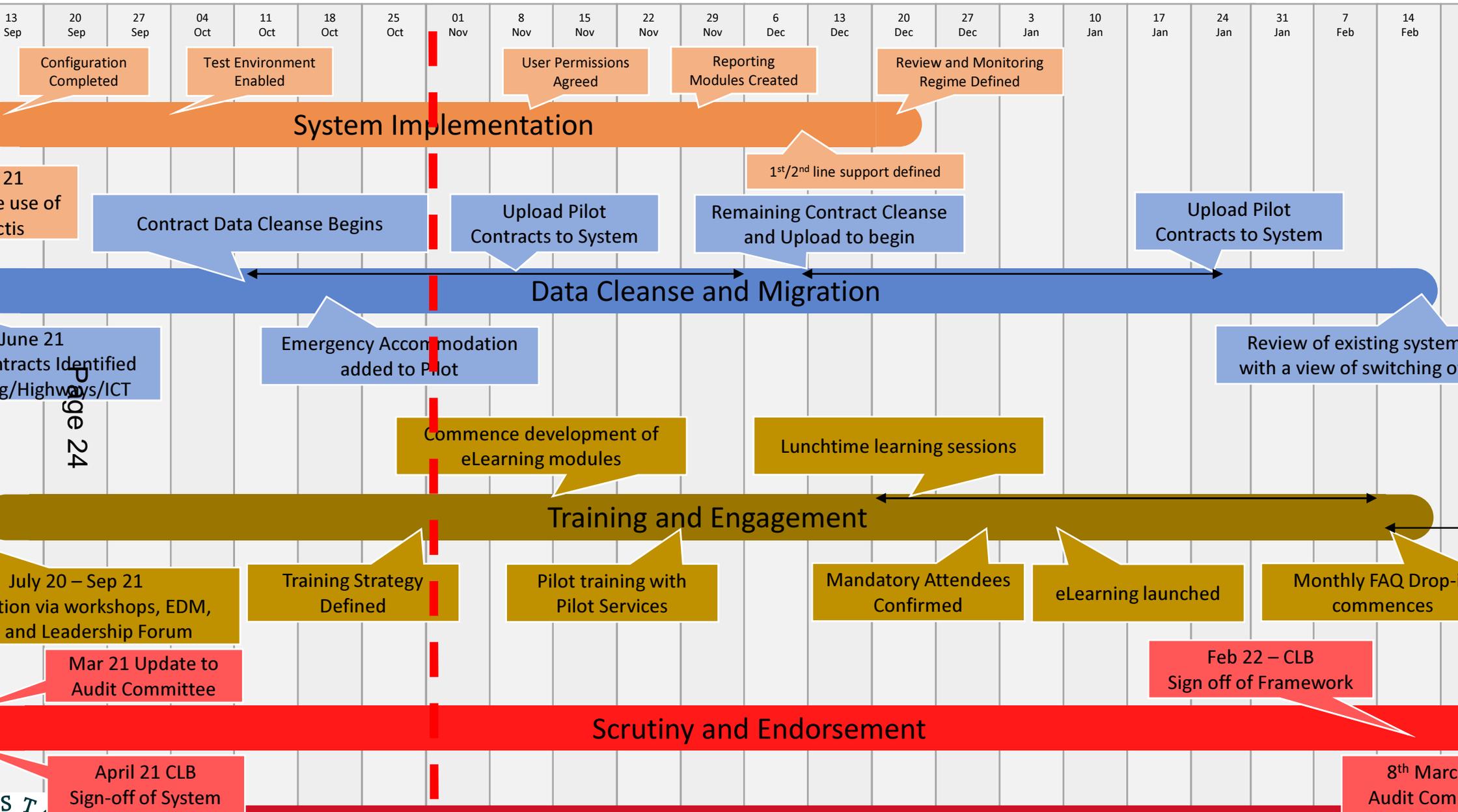
This contract timeline looks at a sample of typical tasks in the contract management journey. For more complex arrangements there are likely to be additional tasks specific to the needs of the service

Typical Contracts



Page 23

When will the new Contract Management Framework arrive?



Page 24

July 20 – Sep 21
 tion via workshops, EDM,
 and Leadership Forum

April 21 CLB
 Sign-off of System



LH2

Dates to be double checked before finalising

Lee Hannan, 21/10/21

Resources Scrutiny Commission

1st November 2021



Report of: Risk and Insurance Senior Officer

Title: Resource Risks on the Corporate Risk Management Report – Q1 2021/22

Ward: Citywide

Recommendation

For the Resources Scrutiny Commission to note the attached Resources Risks from Corporate Risk Management Report Q1 2021/22 and Appendix A – Resources risks from the Corporate Risk Report that contains a summary of Resources Risk contained within the Corporate Risk Report that went to Cabinet on 14th September 2021.



1. Policy

- 1.1. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). The Council is required to comment on the effectiveness of its arrangements in this regard. The statement must also identify any significant governance issues that may have resulted from failures in governance and risk management.
- 1.2. Risk Management is an integral part of good governance to which the Council is committed. Risk Management provides the framework and processes that enables the Council to manage uncertainty in a systematic way. As part of the Risk Management arrangements the Council reviews the Risk Management Assurance Policy on an annual basis.
- 1.3. It is considered good practice to regularly review and update the Risk Management Assurance Policy to ensure it strengthens the Council's approach to its risk management and assurance arrangements.
- 1.4. Ensuring that the Corporate Risk Report (CRR) is soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.
- 1.5. The CRR provides assurance to management and Members that the Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed.
- 1.6. The CRR is a management tool and needs regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.
- 1.7. The CRR has been prepared and presented in line with the Risk Management Assurance Policy that was approved by Cabinet in January 2019.

2. Consultation

Internal - First to fourth tier managers, Extended Leadership Team, Corporate Leadership Team, Cabinet Member, Finance, Governance and Performance.

External - None

3. Context

Corporate Risk Register (CRR)

- 3.1. The Corporate Risk Report (CRR) is a key document in the council's approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision

making about business planning, budget setting, transformation and service delivery.

- 3.2. The CRR provides assurance to management and Members that Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that 'risk' by definition includes both threats and opportunities, which is reflected in the CRR.
- 3.3. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.
- 3.4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.
- 3.5. The CRR summary of risks is attached to this report at Appendix A is the latest position following a review by managers and Directors.

Summary of Resources Corporate Risks:

- 3.6. The CRR sets out the critical, significant and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the DRRs.
- 3.7. The Q1 21-22 Corporate Risk Report (CRR) as at 30 June 2021 contained the following risks that are the responsibility of the resources directorate:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none"> • 0 critical • 10 high • 1 medium • 0 new • 0 improving • 2 deteriorating • 0 closed 	<ul style="list-style-type: none"> • 0 significant • 3 high • 0 medium • 0 new • 0 improving • 1 deteriorating • 0 closed 	<ul style="list-style-type: none"> • 0 critical • 0 high • 0 medium • 0 new • 0 improving • 0 deteriorating • 0 closed

- 3.8. A summary of risks (Threat and Opportunities) for this reporting period are set out below.
- 3.9. There are no critical threat Resources risks on the Corporate Risk Report.
- 3.10. There are no improving threat risks.
- 3.11. There are two deteriorating threat risks.
- 3.12. All risks on the CRR have management actions in place.
- 3.13. It is not possible to eliminate the potential of failure entirely without significant

financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

Risk Management Framework

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

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

3.15. The risk management framework and process continues to be developed.

3.16. Upcoming plans for 2021/22 include:

- Risk data migration Q1 2021/21 and roll out of new system
- eLearning will roll out on the new Learning and Development platform which will be mandatory for key staff.
- Annual Risk Management Maturity Assessment.
- Approach to management of risk reporting to CLB.
- Reviewing and updating the Risk Management Assurance Policy.

4. Proposal

- OSMB receive and note the Risk Management update.
- OSMB review and comment upon the Corporate Risk Report (CRR) as a source of assurance that risk management arrangements are in place.

5. Other Options Considered

5.1. None necessary. Having robust risk management processes in place is a requirement of the City Council. The CRR has been developed in line with the Risk Management Assurance Policy.

6. Risk Assessment

6.1. The Risk Management Assurance Policy and the CRR will further develop risk management assessment within the City Council, and help the management of risk arrangements embed.

7. Summary of Equalities Impact of the Proposed Decision

No Equality Impact anticipated from this report.

8. Legal and Resource Implications

Legal

Not Applicable

Financial

Not Applicable

Land

Not Applicable

Personnel

Not Applicable

Appendices:

Appendix A - Corporate Risk Report Resource Risks Only

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Risk Management Assurance Policy.

Corporate risk performance summary for threat risks (Resources Risks Only)			Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21		Quarter 1 Apr – Jun 21/22	
Risk ID	Risk	Risk Owner	Rating	Travel	Travel	Travel	Rating	Travel	Rating	Travel	Rating	Travel
CRR13	Financial Framework and MTFP	Chief Executive and Director of Finance (S151 Officer)	4x7=28	↔	3x7=21	↑	3x7=21	↔	3x7=21	↔	3x7=21	↔
CRR35	Organisational Resilience	Director Policy, Strategy & Partnerships	3x7=21	New	3x7=21	↔	3x7=21	↔	3x7=21	↔	3x7=21	↔
CRR29	Information Security Management System	Senior Information Risk Owner (SIRO)	4x5=20	↔	4x5=20	↔	4x5=20	↔	4x5=20	↔	4x5=20	↔
CRR7	Cyber-Security	Chief Executive, Senior Information Risk Owner (SIRO)	4x5=20	↑	4x5=20	↔	4x5=20	↔	4x5=20	↔	4x5=20	↔
CRR25	Suitability of Line of Business Systems (LOB)	Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR	4x5=20	↔	4x5=20	↔	4x5=20	↔	4x5=20	↔	4x5=20	↔
CRR4	Corporate Health, Safety and Wellbeing	Chief Executive and Corporate Leadership Board (CLB) Director of Workforce Change	2x7=14	↔	4x5=20	↓	4x5=20	↔	4x5=20	↔	4x5=20	↔
CRR6	Fraud and Corruption	Chief Executive and Director of Finance (S151 Officer)	4x5=20	↔	4x5=20	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔
CRR40	Unplanned Investment in Subsidiary Companies	Director of Finance (S151 Officer)					2x7=14	New	2x7=14	↔	3x5=15	↓
CRR15	In-Year Financial Deficit	Director of Finance (S151 Officer)	4x3=12	↔	4x3=12	↔	4x3=12	↔	4x3=12	↔	3x5=15	↓
CRR26	ICT Resilience	Chief Executive, Director Digital Transformation, Service Area Leads	2x7=14	↔	2x7=14	↔	2x7=14	↔	2x7=14	↔	2x7=14	↔
CRR34	Corporate Equalities	Director Policy, Strategy & Partnership	2x7=14	New	2x5=10	↑	1x5=5	↑	1x5=5	↔	1x5=5	↔

Corporate risk performance summary for opportunity risks (Resources Risks Only)			Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21		Quarter 1 Apr – Jun 21/22	
Risk ID	Risk	risk owner	Rating	Rating	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
OPP2	Corporate Strategy	Director Policy, Strategy and Partnerships	4x7=28	↔	4x7=28	↔	3x7=21	↓	3x7=21	↔	2x7=14	↓
OPP1	One City	Director Policy, Strategy and Partnerships	3x7=21	↔	3x7=21	↔	3x7=21	↔	3x7=21	↔	3x7=21	↔
OPP3	Devolution	Director Policy, Strategy and Partnerships	3x5=15	↔	3x5=15	↔	3x7=21	↑	3x7=21	↔	3x7=21	↔

Appendix A: Bristol City Council – Resources Risks on the Corporate Risk Report Q1 2021/22

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR4 Corporate Health, Safety and Wellbeing. If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens, and BCC corporate body.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • If services do not have sufficient staff numbers to carry out work plans in a safe way. • If services are not able to order appropriate equipment required for staff safety. • Lack of appropriate equipment. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied • Policies are not kept up to date. 	<p>The Corporate Health, Safety and Wellbeing Team provide an integrated service to support all BCC services and monitor performance and compliance. Support Leadership and engagements with all managers, monitor and provide assurance on risk control, develop learning and development to assist with competence and monitor overall performance on HS&W.</p> <p>A new integrated Health, Safety and Wellbeing strategy has been approved by CLB along with new governance arrangements for HS&W.</p> <p>A new Fire Safety Management System has been developed and consulted on with key stakeholders. This includes a revised training programme and revised roles and responsibilities.</p> <p>A Corporate Health and Safety Monitoring System (CHaSMs) is used to provide a level of assurance on compliance across BCC. Each manager responsible for people and/or facilities are required to complete a twice-yearly submission which identifies key hazard and risk control and identify any areas of improvement and/or non-compliance. Data submissions are analysed by the Corporate H&S team and performance reports submitted to EDM's and the Corporate Health and Safety Committee. Each manager is required to develop an action plan to improve performance. The H&S team carry out monitoring and sampling of the completed returns and support managers to develop appropriate action plans.</p> <p>The Accident Incident Reporting Systems (paper based) has been moved across to SHAREPOINT. AIRs are monitored daily, and H&S Advisors follow up any actions, undertake investigations and report any RIDDORs to the HSE.</p> <p>BCC has a comprehensive programme of e-learning and personal face to face course delivery available to all directors, managers, staff, and members. The Corporate Safety Information System is in place to share with staff details of addresses which due to potential violence & aggression or police notification are considered to present risks. Benchmarking and annual reports are provided to BCC along with the annual performance report. All contracts set up with external providers include a check of their relevant Health and Safety competency. The council's audit programme monitors compliance with statutory duty and best practices. We have reviewed the Health and Safety Management arrangements and developed a (project) service development and improvement plan.</p> <p>There is a new Occupational Health, EAP and Physiotherapy provider in place (from 1st April) . The contract management is overseen by the Head of Health Safety and Wellbeing. The new provision provides an offer for Schools.</p> <p>Developed robust risk assessments and control for managing COVID-19 across all of BCC and School.</p> <p>Continue to have good engagement with Trade Unions.</p> <p>Continued to build on the relationships with our Regulators including HSE and Fire Authority. We are working with the HSE on trail blazing work related to managing risk for Electrical Safety in Highways.</p> <p>The plan for updating and revising all health and safety procedures has been drafted.</p> <p>Mental Health First Aiders has now been launched and includes Senior Manager involvement</p>	<p>↔</p>	4	5	20	<p>We have agreed in a new accident incident reporting system. A named officer has been allocated to work alongside the risk management team to pilot and implement the system which is part of the existing Risk Management Claims Reporting System.</p> <p>The new strategy is now being implemented. The strategy sets out the out a 5 Year end goal and the strategic priorities for Health Safety and Wellbeing. (Leadership and Commitment, Risk Control, Communication and Engagement, Training and Competence and Performance Management). A delivery plan supports the implementation.</p> <p>A new operating model and staff structure will be in place by June/July 2021.</p> <p>The H&S team have started to risk profile all the health and safety risks across BCC this will be used to plan and manage our work and make progress and maturity and provide better assurance at a senior level on what our H&S risk are and how well we are managing them. We continue to support the organisation to be COVID-19 secure. All buildings including schools have been given a COVID secure certificate and monitoring continues in this area.</p> <p>The health and wellbeing plan continues to support the workforce organisational strategy and key actions including reasonable adjustments training which is currently being revised with a plan to roll out to all managers during 2021/2022.</p> <p>A document plan has been developed to review all health and safety procedures to ensure they are user friendly and meet legal requirements.</p>	3	5	15
<p>Risk Owner: Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>	<p>Action Owner: Director of Workforce Change, Head of Health Safety and Wellbeing.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Appendix A: Bristol City Council – Resources Risks on the Corporate Risk Report Q1 2021/22

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR6: Fraud and Corruption. Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources. Key potential causes are:</p> <ul style="list-style-type: none"> • Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic and emergency payment environment. • Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. • Not keeping up to date with developments, in new areas of fraud. • Insufficient risk assessment of new emerging fraud issues. • Lack of clear management control of responsibility, authorities and / or delegation. • Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance with staff in key areas deployed to support the emergency response. • Under investment in fraud prevention, detection and technology. 	<ul style="list-style-type: none"> • The Council's exposure to fraud remains so we continued to use analytic tools and additional resources to perform both prepayment and post payment assurance checks. • We continued to work across the region in undertaking prepayment checks on government grants to minimise fraud losses in the region. • An audit on Cyber Security was completed and the actions arising from this review enhance our fraud and cyber controls. • We continued to participate in anti-fraud exercises including the National Fraud Initiative and have now obtained approval to join the Cabinet Office Fraud Hub to enable more frequent and regular matching of the data • A project team which is exploring viable options for a longer-term solution for a fraud hub was set up and the Project Board chaired by the Section 151 Officer started meeting in June • An independent review of our Whistleblowing arrangements gave substantial assurance on the adequacy and effectiveness of arrangements 	↔	3	5	15	We will continue to undertake post-payment checking against Covid grants to identify and investigate potential fraudulent claims. Output from the National Fraud Initiative data matching exercise will be reviewed including new reports relating to Covid grants. Work continues to improve the Whistleblowing process and awareness of it, including implementation of recommendations from the independent review. The Cabinet Office Fraud Hub will be implemented as a short-term solution to enable more frequent and regular matching of the data. Focus will be on the Bristol Fraud Hub Project with the target of completing soft market testing and finalisation of an Outline Business Case by end of Quarter 2.	3	5	15
Risk Owner: Chief Executive and Director of Finance (S151 Officer)	Action Owner: Director of Finance, Chief Internal Auditor.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR7: Cyber-Security. The Council's risk level regarding Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of investment in appropriate technologies. Reliance on in-house expertise, and self-assessments (PSN). Lack of formal approach to risk management (ISO27001). 	<p>An Information Governance Board has been established to provide oversight of information security and an escalation point to the Council's SIRO.</p> <p>The Council is using a SIRO checklist to capture and escalate cyber security risks. IG team now have an operational level risk register that is being used to track local operational risks further aligning ourselves with best practice.</p> <p>COVID-19 has brought new challenges to Information Governance including new systems and ways of working being rolled out. The team are working closely with relevant services such as ICT to ensure that Information Governance is considered in these changes. IG team now have an operational level risk register that is being used to track local operational risks further aligning ourselves with best practice.</p> <p>The IT Transformation Programme currently has plans to implement technology platforms to move the Council from file storage to document storage platforms, increase team collaboration without use of email, implement file retention policies, introduce document marking and rights management, implement data classification and improve federated search across structured and unstructured data stores.</p> <p>As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training. The Information Assurance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. The IG Team are continuing to work with ICT and Microsoft on the ITTP programme to ensure that this is done in line with industry best practice and recognised standards.</p> <p>Resources have been appointed to facilitate the improvements required as per the agreed budget. These will also be needed to support capital projects. New ITTP Tooling is being configured and refined to provide a clear picture of the threat to BCC infrastructure.</p>	<p>↔</p>	4	5	20	<p>Further technical controls are being implemented with support from ICT colleagues External Audit has been undertaken to provide assurance and help with direction of travel for mitigating activities. These are being managed by InfoSec team and reported via the IG Board. Team continue to upskill.</p> <p>Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken.</p>	1	5	5
Risk Owner: Chief Executive, Senior Information Risk Owner (SIRO).	Action Owner: Head of Information Assurance, Information Governance.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR13: Financial Framework and Medium Term Financial Plan (MTFP). Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget. Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites (in budget setting). • Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. • Brexit - the general uncertainty affecting the financial markets, levels of trade & investment. <p>Governments spending review 2020. Review of local Government funding through fair funding formula and business rates retention. Impact of Covid-19 on key income sources. Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes: The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services.</p> <ul style="list-style-type: none"> • Embedding of the new national funding formula for schools and High Needs. • Political failure to facilitate the setting of a lawful budget. • Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. • Insufficient reserves to mitigate risks and liabilities and provide resilience. • Rising inflation could lead to increased cost. • Judicial review. 	<p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Clear roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets are in place. 2021 Budget presented and approved by Council February 2021.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> • The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions. • The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial/economic risk and the adequacy of general reserves is determined as part of this exercise. • Financial Regulations and Financial Scheme of Delegation is in place. • Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered. • Changes to savings in year are monitored by delivery executive. • Planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development. • Ensuring that Bristol City Council is engaged with or receiving timely feedback from the range of Government working groups exploring future local funding. • Refreshed of the MTFP and Capital Strategy and expanded our model to take in a longer-term view. 		3	7	21	2	3	6
Risk Owner: Chief Executive and Director of Finance (S151 Officer).	Action Owner: Director of Finance (S151 Officer), Chief Accountant.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.					

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR15: In-Year Financial Deficit. The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy. Key potential causes are:</p> <ul style="list-style-type: none"> • A failure to appropriately plan and deliver savings. • Unscheduled loss of material income streams. • Increase in demography, demand and costs for key council services. • The inability to generate the minimum anticipated level of capital receipts. • Insufficient reserves to facilitate short term mitigations, risks and liabilities. • Interest rate volatility impacting on the council's debt costs. • Impairments in our commercial Investments are realised. 	<p>BCC's Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet. The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and the Executive continues to be captured and monitored in the reports to Cabinet. The Policy and Budget Framework provides clear guidance in relation to the approval process for supplementary funding both capital and revenue. We have continual oversight and ongoing management of the council's financial risks and deep dives in areas reported of non-containable pressures. Regular reviews have been undertaken on the level and appropriateness of the earmarked reserves and where redirections have been south reported to Cabinet.</p>		3	5	15	1	5	5
Risk Owner: Director of Finance (S151 Officer).	Action Owner: Director of Finance (S151 Officer), Chief Accountant.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.					

Appendix A: Bristol City Council – Resources Risks on the Corporate Risk Report Q1 2021/22

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR25: Suitability of Line of Business (LOB) systems. The Councils reliance on legacy systems.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of desire to change, systems. Significant transition activity leads to systems being. Expensive/complex to change. Lack of understanding of consequences of not changing systems on ICT. Lack of adherence to Procurement rules in relation to re-procurements. 	Initiated audit of all council Line of Business (LoB) systems.	↔	4	5	20	<p>IT Services continue to highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership whilst the on-going formal review continues. We continue to work with Information Assurance colleagues regarding those systems which may perpetuate a Cyber Security or Information Management risk. Ensure that Line of Business (LOB) systems that pose a Cyber Security, Procurement or Resilience/Recovery risk are identified and service areas understand the risks to their services.</p> <p>Where appropriate ensure that these risks are articulated to Risk, BCP and procurement colleagues, and to the SIRO, as appropriate.</p>	2	5	10
Risk Owner: Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.	Action Owner: Director, Digital Transformation.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR26: ICT Resilience. The Councils ability to deliver critical and key services in the event of ICT outages and be able to recover in the event of system and/or data loss.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Poor Business Continuity (BCP) planning and understanding of key system architecture. Untested Disaster Recovery (DR) arrangements including data recovery. Untested network reconfiguration to alleviate key location outage. Untested recovery schedules in terms of order and instructions. Lack of resilience available for legacy systems (single points of failure - people and technology). Services undertaking their own IT arrangements outside of the corporate approach. 	<p>Some DR/BCP actions are covered by Future State Assessment (FSA)/ IT Transformation Programme (ITTP).</p> <p>We have moved critical systems to the cloud with more effective DR.</p> <p>Application audit have commenced with a view to highlighting those systems with the highest risk.</p>	↔	2	7	14	<p>We are continuing to review Disaster Recovery (DR) options for any systems which will not be moved to the cloud.</p> <p>Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning.</p>	2	5	10
Risk Owner: Chief Executive, Director, Digital Transformation, Service Area Leads.	Action Owner: Director, Digital Transformation.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR29: Information Security Management System (ISMS) There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS. 	<p>We have worked with Information Governance Board (IGB) and ICT on introducing and/or designing an ISMS aligned to ISO 27001.</p> <p>IG team now have an operational level risk register that is being used to track local operational risks further aligning ourselves with best practice.</p> <p>Implementation training has been conducted for Information Security and Audit training has also been conducted with Internal Audit colleagues.</p> <p>Policies are signed off and roll out plan work continues as part of GDPR Phase 2 project.</p>	↔	4	5	20	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.					

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR34: Corporate Equalities. The Council does not meet its ambitions or legally required standards for good practice on equality and inclusion. The Council fails to meet its statutory duties under the Equality Act 2010.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of consistent council-wide knowledge on the Public Sector Equality Duty and how to take equalities into consideration. Gaps in available data and analysis to understand potential impacts of decision making. Compliance driven rather than understanding based on good analysis. High turnover of staff resulting in loss of knowledge/institutional memory. Institutional racism and structural inequality in the council, city, and society as a whole. Under-representation of key demographics in the workforce, particularly within senior roles. 	<p>The work of mainstreaming and embedding equality and inclusion is well underway. A recent Local Government Association Equality Framework for Local Government Peer Review identified strengths in the Council's strategic leadership on this issue and noted much good progress against its plans, but did identify a greater need to map and report activity (both Council and City-wide) together, and that more work is needed to fully embed good equality and inclusion practice systematically at an operational level across the organisation.</p> <p>The disproportionate impact of Covid-19 on Black, Asian and minority ethnic groups has been recognised and is managed by a focused race equality group within the council's governance structure for managing the impacts of the pandemic.</p> <p>We are:</p> <ul style="list-style-type: none"> Completing our annual progress reporting against our Equality and Inclusion Strategy, including a closure report for our Advancing Equality and Inclusion Action Plan 2020. This Action Plan was subject to an internal audit in Q4 20/21, providing reasonable assurance overall and substantial assurance in terms of monitoring progress. Starting programme mapping of Council and City-wide equality and inclusion initiatives and activities. Having on-going city conversations on race equality. Working on the establishment of a new Mayoral Commission for disability equality. 	↔	1	5	5	<ul style="list-style-type: none"> Implementing the recommendations from the LGA Equality Framework for Local Government, including mapping out an E&I programme in line with Corporate Strategy. Taking the Annual Report for the E&I Strategy to Full Council and publishing it - along with a completion report in the Advancing Equality and Inclusion action plan. Completing the Positive Action Toolkit. Holding Race Equality Gatherings. Holding a meeting of the Strategic E&I Governance Group. Recruiting the Chair for the Disability Equality Commission. Refreshing the Council's overall Corporate Strategy with a focus on equality and inclusion as a cross-cutting priority area. 	1	5	5
Risk Owner: Director Policy, Strategy & Partnerships.	Action Owner: Director Policy, Strategy & Partnership, Head of Equality, and Inclusion.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Appendix A: Bristol City Council – Resources Risks on the Corporate Risk Report Q1 2021/22

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR35: Organisational Resilience Emerging risks, disruptions and disturbances can threaten the operations and reputation of the Council. Acute shocks and the impact of chronic stresses result in crises which are becoming an everyday occurrence. The landscape in which the council operates is rapidly and continually changing, often unpredictably.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Environmental Hazards. • Economic and Social Change. • Geo-Political Change. • Natural Disasters. • Climate Change. • Health / Disease Risk. • Terrorism. • Cyber Crime. 	<p>Progress is being made, including running the Service/Business Planning 2021/22 process enabling longer term consideration of the risk and mitigations. However, our progress is largely offset by external factors such as the continuing Covid crisis. Corporate Leadership Board approved additional temporary staffing for under-pressure teams across December 2020 - March 2021, some of which has continued in to 2021/22 where there is available funding or mitigation to enable it to continue.</p> <p>In the past quarter we have reviewed Recovery progress and a wide evidence base as part of preparing for an update of the Council's medium term Corporate Strategy and Medium-Term Financial Plan, and we have identified a need to review business continuity planning to gain assurance on its effectiveness, ensure lessons from Covid-19 response are built in, and that in key business areas these plans are actively rehearsed.</p> <p>Plans to create a Strategic Crisis Management Plan are on hold whilst the Corporate Resilience Group is re-scoped and relaunched, enabling it to take on board Covid-19 response learning as part of developing this Plan.</p>	↔	3	7	21	<p>Response to Covid is continuing and as further easing of restrictions occurs it is possible new or additional business continuity risks or issues will emerge, such as self-isolation rates affecting front-line services.</p> <p>Business continuity plans are being reviewed and more testing of these undertaken as part of a longer-term programme to provide assurance on continuity arrangements. Given the scale of services the Council provides, this will need to be undertaken in a prioritised and targeted way.</p> <p>Work will be undertaken to prepare a new Corporate Strategy which includes design principles for the organisation and what its priorities are for the coming 3-5 years, making it central to both resilience and recovery planning as they become part of 'business as usual' within the context of the so-called 'new normal'.</p> <p>Work is also being done to reinvigorate the Corporate Resilience Group and take on-board learning from the prolonged Covid-19 response in how we manage resilience and plan for the future.</p>	2	5	10
Risk Owner: Chief Executive	Action Owner: Director Policy, Strategy & Partnerships		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Empowering and Caring, Fair, and Inclusive, Well Connected, Wellbeing			

Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level			
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	
<p>CRR40: Unplanned Investment in Subsidiary Companies BCC'S investments in subsidiaries may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to have effective corporate governance arrangements in place in one or more of the companies. • Failure to ensure the right leadership with the right skills across the Companies. • Business Failure due to severe economic downturn caused by external factors (incl. Pandemic & Brexit). • Service delivery failure as a result of specific market changes (e.g., recycle market, housing market), failure to secure planning etc. • Delivery of BE2020 wind up within financial envelope. • Legislation changes. 	<p>A Governance Review has been commissioned to consider the governance arrangements in respect of the companies and any potential amendments that may be required to the associated governance documents.</p> <p>The Terms of Reference for the Shareholding Group (SHG) have been updated.</p> <p>Audit & Risks Committee (ARC) established across the companies to review internal controls, governance and risks management and have along with the SHG overseen the establishment of a risk management framework.</p> <p>Annual business plans have been submitted for BHL, BWC and Goram Homes outlining their financial position, outlook and 21/22 investment requirements. 21/22 plans have been approved by Cabinet and delivery against plan reviewed by BHL and SHG.</p> <p>Shareholder support has been secured for key appointments and reserved matters published.</p> <p>Pandemic financial pressures are managed over the medium term for eligible response expenditure.</p> <p>Effective engagement is occurring with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance of the companies and set clear KPIs.</p> <p>Working capital facilitates (repayable loans) are in place as agreed within the relevant business plans and provision available to support the assumptions for winding up of BE2020. Cashflow are monitored in line with the agreement for requesting draw downs.</p> <p>Specialist advisors are working alongside BE2020 and BHL to finalising the windup of the company.</p>	↓	3	5	15	<p>Following the Council's external auditors review of Governance arrangements for subsidiary companies an action plan is in place to improve Governance and risk management arrangements. A number of actions are ongoing or in the process of being implemented with completion expected by October 2021. SHG will regularly review delivery of agreed actions from the governance review.</p> <p>BCC / BHL will conclude the work underway to improve the alignment of risk management arrangements and monitoring of risk – June 2021.</p> <p>ARC will report annually to BCC Audit Committee on the effectiveness of internal controls, governance and risks – in line with BCC Audit Committee workplan.</p> <p>Board Effectiveness reviews to be part of BHL annual workforce planning – ongoing.</p> <p>Business plan for Bristol Heat Network BHN is in the process of being finalised. – date TBC.</p> <p>Continued monitoring of the impact of Covid / Brexit on the business and adaptive approach being proposed for optimising emerging opportunities and mitigating pressures – ongoing.</p> <p>Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs – ongoing.</p> <p>Weekly progress review provided and regular review of assumptions, cash flow and risks – ongoing.</p>	1	7	7
Risk Owner: Chief Executive and S151 Officer.	Action Owner: Director Finance, Director Legal and Democratic Services.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Empowering and Caring, Fair, and Inclusive, Well Connected, Wellbeing.				

Corporate Risk Register as at June 2021 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP1: One City Approach. The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Mayoral aspiration and widespread partner sign-up to the principle. • Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan. 	<p>As part of the response to Covid-19, a One City Approach has been used to coordinate a 'One City' response, helping to bring together leaders from key city institutions around shared priorities, using relationships developed through the work of the City Office to improve stakeholder engagement and communications.</p> <p>We have worked closely with all Boards to update the One City Plan timelines ahead of a v3 Plan launch in June 2021, and also continue to collaborate on a city-wide approach to Covid-19 Recovery. We have reviewed longer term funding and governance options and are taking forward conversations with partners in January 2021 about this.</p> <p>We have produced v3 of the One City Plan and produced our second annual report available on the One City Website from 12 June 2021. A new culture board and Children and Young People's Board have been established. Conversations have been had with all anchor institutions over funding. More formalised working arrangements with City Funds have been established. City Office continues to support the Covid 19 response and Recovery.</p>	↔	3	7	21	<p>We are working on sustainable long-term funding models and a more ambitious 'core' City Office offer and resource to maximise benefits of the One City Approach.</p> <p>We continue to:</p> <ul style="list-style-type: none"> • Set up a Partnership Board to oversee the work of the City Office and developing MOUs with wider range of partners to further formalised working arrangements. • Negotiate with partners on funding arrangements. • Create a One City Digital Board. • Produce a City Office team mandate to outline the functions of the team for partners. • Develop more detailed metrics for impacting tracking of activity. 	4	7	28
Risk Owner: Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at June 2021 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP2: Corporate Strategy. The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership, and performance frameworks.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Approved Corporate Strategy provides the foundation and direction for the organisation. 	<p>We have approved and adopted the Corporate Strategy, Business Plan 2021/22 and associated Performance Frameworks through appropriate Decision Pathways.</p> <p>Commenced work on reviewing the corporate strategy for approval of refreshed strategy during the year.</p> <p>Reviewed organisational design principles and ways of working as part of thinking ahead to a 2021/22 update to the Corporate Strategy.</p>	↓	2	7	14	<p>The current Corporate Strategy is well embedded and whilst capacity to deliver all outcomes is limited, there is a much greater focus on project prioritisation against the Strategy and commensurate improvements in public satisfaction year-on-year since its inception.</p> <p>In light of performance outturn reporting of 2020/21, the likelihood of this opportunity has been downgraded to reflect the results – which were clearly impacted by Covid-19 and pivoting our organisational focus towards managing the pandemic response and recovery.</p> <p>Overall our level of preparedness for this opportunity is reduced due to many external factors – including the pandemic, EU Exit and national policy – having changed the environment in which we work. This is a key driver to update the overall Corporate Strategy and look ahead to our needs over the next five years, which will help strengthen our level of preparedness and the likelihood of this opportunity manifesting. Work has begun on this process, including early engagement and a desktop review of evidence.</p>	4	7	28

Appendix A: Bristol City Council - Corporate Risk Report (register of risk summary)

Risk Scoring Criteria

Risk Owner: Director Policy, Strategy and Partnerships.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.
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Corporate Risk Register as at June 2021 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP3: Devolution.</p> <p>Should the potential arise for opportunities from a region’s devolving, second devolution deal that could lead to an opportunity to align the Council’s corporate priorities and strengthen regional partnership working.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Potential development of second devolution deal. 	<p>We are engaging with HM Government and WECA as well as working alongside other combined authorities and core cities on potential devolution options. There are risks that devolution takes a different turn following Covid-19 pandemic.</p> <p>There have been delays in the Government publishing its Devolution White Paper.</p> <p>We continue to monitor developments and can take advantage of opportunities when they arise.</p>	↔	3	7	21	<p>We will continue to engage with WECA at strategic level.</p> <p>We will continue to engage with HM Government on devolution opportunities, following up on specific spending review asks and engagement on the development of the Western Gateway.</p> <p>We have commissioned an Independent Economic Position Statement for the Western Gateway and recruiting to Secretariat resource. We will continue to engage partners and HM Government on this project.</p>	3	7	21
Risk Owner: Chief Executive.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

Risk Scoring Matrix

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

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

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

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

LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance

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

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

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

Resources Scrutiny Commission

1st November 2021



Report of: Performance team, on behalf of Resources Executive Director

Title: Quarterly Performance Progress Report (Quarter 1 - 2021/22)

Ward: All wards

Officer Presenting Report: Gavin Banks, Strategic Intelligence & Performance Advisor

Contact Telephone Number: N/A

Recommendation

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

The significant issues in the report are:

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

Of all Resources Directorate* measures reported this quarter:

55% are on or above target

55% are performing the same or better than at the same time last year



1. Background context

This performance progress report and appendix is part of the standard reporting arrangements around the Bristol City Council (BCC) [Business Plan 2021/22](#). The [Performance Framework](#) and reporting arrangements for 2021/22 were approved by CLB and noted by Cabinet and OSMB in Feb-March 2021.

The Key Performance Indicators (KPIs) included here are the relevant indicators for the Resources Scrutiny Commission, as listed in detail in Appendix A1; this includes Business Plan measures (coded as BP) and others agreed with Directorate leadership teams, adjusted to reflect Scrutiny areas of responsibility. A list of short definitions for each measure is in Appendix A2.

Please note: Each KPI is only reported to one Scrutiny Commission. Following a Council restructure in 2018 there is no standard management report for Communities, so the suite of KPIs for each Scrutiny Commission is based on the agreed areas of Scrutiny oversight, not on management lines of reporting.

BCC measures and City-wide measures - This year we continue to differentiate between indicators wholly owned by BCC, so are direct measures of our performance, and those where BCC is a key player but performance is dependent on other partners or factors. Indicators are listed accordingly.

Impact of Covid-19 – Covid-19 renewal and recovery has been embedded into the commitments that underpin our Business Plan and is being delivered across all areas of the council. Adjusted targets are set to take account of this, including some which appear counter-intuitive compared to last year's outturn due to Covid-19 impact (see [BCC 2021/22 Performance Targets](#)). Details for individual indicators are in the management comments (see Appendix A1).

2. Summary

In terms of performance in Q1 for Resources Scrutiny, progress is as follows:

Performance summary

Taking the available KPI results for the entire Resources Directorate* measures this quarter, and noting the BCC / City-wide differentiation:

- **55% of all measures** (with established targets) **are performing on or above target** (11 of 20)
 - All of these are BCC-only measures
- **55% of all measures** (with a comparison from 12 months ago) **are the same or improved** (11 of 20)
 - All of these are BCC-only measures

***NOTE:** These summary figures are for the full management Directorate, not necessarily for the specific indicators reported to this Scrutiny Commission (listed in the detailed Appendix below). For Resources, one KPI is reported to Communities Scrutiny so does not appear in the detailed Appendix for this report.

Service Areas:

Digital Transformation:

Performance this quarter in most areas has been noticeably improved compared to last year. 2 of the 3 metrics are showing as significantly better than target (Critical incidents reported and user

satisfaction with the service), so it would appear that the service has come through the trials of Covid working arrangements strongly. The one measure that is performing slightly worse than target is around service requests being completed within timescales. It should be noted here that outturn is improved on Q4 performance last year, alongside the volume of requests having increased during the period by 18%.

Finance:

Although general reserves at 9.17% are divergent from target (5%-6%), this does give extra scope should negative outcomes from high-risk scenarios occur. The policy on what constitutes a desirable/healthy level of reserves is being looked into as part of the MTFP, with the potential to adjust the target here in future. Continuing financial pressure caused by the Covid-19 pandemic has meant that Council Tax and Business Rates collection are both worse than at the same period last year (Q1). Performance here is expected to improve once remedial action can begin to happen again in some form (reminder letters/enforcement activity). Payment of invoices on time remains broadly static despite an increase in volume compared to last year by circa 29%, which is a positive. Finally, the timeliness of undertaking agreed management actions has dipped slightly this quarter. Work continues to be undertaken to further embed the Pentana Audit system within Services to enable the proactive monitoring of progress.

Legal and Democratic Services

There continues to be a backlog in birth registrations as these were suspended for a period last year due to Covid, however performance is now back on track to be reconciled later on in the year. Both the rate of non-statutory complaints and Freedom of Information (FOIs) requests responded to on time has improved since the same period last year, however only the complaints metric is showing as better than target. FOI responses are slightly worse than target (70%) here at 68%. The percentage of targeted income achieved by the Legal Service is showing as significantly better than target.

Policy, Strategy and Partnerships

Due to the nature of the metrics held by PSP (which are mostly annual), there was only one KPI to report on this quarter. This shows the ratio of consultation responses for the most and least deprived 20% of Bristol citizens, which although improved since the same period last year is slightly down on target. However work continues apace in PSP around co-ordinating the production of the Corporate Strategy 2021-2026. This has involved working with the Mayor, Cabinet, Corporate Leadership Board, Directors, Heads of Service, Staff Led Groups and a cross-party Member Working Group – not to mention external partners – to review and refresh our overall priorities.

Workforce and Change

The annual staff survey has been suspended for 2021/22, and is being replaced with shorter, more regular pulse surveys on topics that are relevant here and now to staff, and on which the organisation can take immediate action. This was prompted by changes in staff working during the pandemic. Performance - this quarter saw continued good improvement in sickness absence, alongside the staff turnover rate returning to its normal/desired level after a poor outturn during 2020/21. However job offers made to those living in the 10% most deprived areas of the city remains stubbornly and significantly worse than target. This is proving a challenge and could therefore benefit from some form of remedial action taking place, potentially in the form of a Performance Clinic.

3. Policy

Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data. All Business Plan KPIs contained within Appendix A1 are designed to demonstrate our progress towards the Corporate Strategy 2018-23.

4. Consultation

a) Internal

Performance progress has been presented to relevant Divisional Management Teams (DMT), Executive Director Meetings (EDM) and Cabinet Member briefings prior to the production of this report.

b) External

Not applicable.

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 5b) Not applicable

Appendices:

Appendix A1: Performance Progress Update

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

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None



Resources Scrutiny - Quarter 1 (1st April - 30 June '21) Performance Progress Report

Corp Plan KC ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Management Notes
Resources - Digital Transformation									
Bristol City Council (BCC) owned performance indicators:									
WOP2	DREB550	Reduce the number of Business Critical (P1) Incidents reported to the ICT service desk	-	17	6 (Q1)	3	↑	Gavin Arbuckle	Priority 1 Incidents remain low across the quarter, with only 1 x P1 Incident in each month. All 3 Incidents were completed within the 4 hr SLA criteria, with an average closure time of 1.95 hrs / 1 hr 57 minutes.
WOP2	DREB552	Increase the percentage ICT Service Requests completed effectively within SLA timescales (5 days)	+	77.5%	85.0%	79.9%	↓	Gavin Arbuckle	The number of New Requests recorded in Q1 was 4,159, which is an increase of 18% on the same Quarter in 2020/21 (3,516 Requests). Average for the Quarter, 79.9% fulfilment within 5 working days SLA which is slightly below the target of 85%.
WOP2	DREB554	Increase the % users scoring the IT Services as good or above following incident or service request	+	93.0%	90.0%	97.9%	↑	Gavin Arbuckle	Performance is showing as well above target for Q1, which is a positive reflection on the IT service being delivered across the Council business units, whilst circumstances around the Covid-19 pandemic continue to have an impact on colleagues working environments. Average for Q1, 2021/22, 190 satisfaction survey returned, 4 negative responses, 97.9% average satisfaction rate.
City Wide Performance Indicators that BCC contributes to:									
WC2	BPC438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	+	92.0%	92.0%	n/a	n/a	Simon Oliver	This forms part of the Digital Inclusion agenda set by the One City Digital Board, and will be delivered through large-scale Digital Place and smaller-scale Council initiatives. Currently, we have a pilot project delivering broadband into high-rise buildings, plus the promotion of discount schemes currently available via broadband/mobile providers. We are looking longer-term for potential opportunities to provide subsidised access to broadband using Council assets to our tenants and the wider communities.

Resources - Finance

Bristol City Council (BCC) owned performance indicators:

WOP4	BPB501b	Forecast level of Bristol City Council general financial reserves	+	9.57%	5%-6%	9.17%	↑	Denise Murray, Mike Pilcher	The current general reserve balance is currently £35.6m against an on-going base budget of £388.8m, this represents 9.17%. This is higher than current policy, however is better than being below. The policy is being reviewed as part of the medium term financial plan with respect to appropriate level of reserves considering the higher risk context in which local government now operates. Whilst there are significant risks to balancing the in-year budget it is expected at quarter 1 these will be managed by services with no requirement to drawdown on the general reserve.
WOP4	BPB502	Increase the percentage of invoices paid on time	+	85.95%	86.0%	84.57%	↓	Denise Murray, Martin Smith	Performance levels at the end of Q1 are less than 1.5% below target. Contributory factors include; an increase in volume of invoices compared to last year by 29%; a noticeable increase in the percentage of invoices paid against retrospective orders of 32.4% this month. The performance for manual payments continues to be below target (77%) whilst automated payments has increased slightly and remain steady (95%). Additional resource is being brought into the team to bring staffing up to establishment which we hope will have a positive impact on this KPI over time. (KS)
WOP4	BPB503	Council Tax collected as a percentage of budgeted collectible debit	+	95.20%	27.39% (Q1)	26.70%	↓	Martin Smith	Council Tax collection for June 2021 is 0.69% behind target, equivalent to a deficit of £1.98m, an increase of £878k on last month's deficit of £1.1m. The debit has seen an increase of £3.39m since annual billing - exemptions are at their lowest in June/July, and we will see the debit reduce in the coming months as the student exemptions are allocated. However there will still be a considerable shortfall on collection, projected currently at closer to £1m as at end of June. All recovery currently remains on hold; once this resumes we can expect higher levels of payment but also notification of changes that have previously been unreported, the impact of which cannot be ascertained at present. We plan to send 'soft' reminders in due course and will signpost citizens to financial support if they need it.
WOP4	BPB504	Non-domestic rates collected as a percentage of budgeted collectible debit	+	92.24%	18.2% (Q1)	18.40%	↓	Martin Smith	Business rates collection for June 2021 is 0.2% above target, equivalent to a surplus of £0.45m. The debit has seen a decrease of £14m since annual billing due to the award to some businesses of the expanded Retail, Hospitality & Leisure (RHL) discount. We estimate that a further 1800 businesses are still to apply which will reduce the debit further. All recovery currently remains on hold; once this resumes we can expect higher levels of payment but also notification of changes that have previously been unreported, the impact of which cannot be ascertained at present. The future impact of recovery, the anticipated large liability changes for RHL discount and the unknown ability of businesses to recover from the pandemic make it difficult to predict the year end position at this stage in the year.
WOP4	BPB505	Percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	+	52.0%	52.2%	n/a	n/a	Niotia Ferguson, Lee Hannan	This is an annually reported KPI. Initiatives in FY21/22 to promote the use of SMEs for delivering contracts include: - Prompts for officers placing sub-£25k contracts to ensure they have considered local SMEs - Reviewing standard tender processes and documentation to ensure they are proportionate and SME-friendly. This will include consulting stakeholders such as the Federation of Small Businesses
WOP4	DREB422	Percentage of agreed management actions implemented within agreed timelines	+	92.0%	90.0%	84.0%	↑	Alison Mullis, Simba Muzarurwi	The slightly below target performance can be attributed to lack of proactive monitoring and reporting by operational management. Internal Audit are working with EDMs and DMTs to ensure that the process of using Pentana Audit to monitor and report progress is embedded as part of performance management. In addition, Internal Audit are working with the Pentana Audit vendor to develop an automation process for alerting action owners when their actions are due for implementation. In the interim Internal Audit through their client engagement model will increase their support to management to ensure that those priority areas requiring implementation are highlighted and effectively monitored.

Resources - Legal and Democratic Services

Bristol City Council (BCC) owned performance indicators:

WOP2	BPB518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	+	86.0%	85.0%	85.3%	↑	Ben Hewkin	Q1 performance reflects a continuation of the council's consistent and stable handling of its complaints. The Customer Relations Team will continue to offer complaint handling training, iCasework system support and guidance. Corporate target increased from 80% to 85%; Complaints received in Q1 - 1,720; Complaints answered on time - 1,468; Complaints not answered on time – 252; Performance 85.3%
WOP4	DREB211	Legal Services - % of targeted income achieved	+	134.0%	25% (Q1)	58.0%	↓	Nancy Rollason	Performance is above target for Q1 and likely to continue - this is mainly due to internal recharges for capital and other projects.
WOP4	DREB212	Legal Services agency spend as % of total salary bill	-	22.0%	22.0%	21.0%	↓	Nancy Rollason	Agency spend continues to be better than target. The aim is to only have agency staff where is a specific need that will be funded but we are also seeing an increase in demand/volume of BAU work in some areas that require a longer term solution.
WOP2	DREB213	% of births registered within 42 calendar days	+	41.0%	50% (Q1)	62.0%	↑	Yvonne Dawes	3039 births registered this quarter 1159 over 42 days. Backlog from the pandemic and RON system issues have impacted on the timeliness of birth registrations, however we are significantly better than our target for Q1. Continued progress should be seen throughout the year.
WOP2	DREB214	% of deaths registered within 5 calendar days	+	76.0%	80.0%	72.0%	↓	Yvonne Dawes	838 deaths registered this quarter with 231 over 5 days. RON system (National Registration On Line computer system) issues and delays received MCCD's (Medical Certificate of Cause of Death) from GP surgeries have impacted on the timeliness of registrations.
WOP2	DREB226	Increase the percentage of Corporate FOI requests responded to within 20 working days	+	66.0%	70.0%	68.0%	↑	Ben Hewkin	Even though performance is slightly worse than target, it is up from 62% during the same period last year. Work continues to improve processes whilst centralisation work is ongoing. <i>(Target for 2021/22 was revised based on advice from the Information Commissioner's Office on setting realistic targets).</i>

Resources - Policy, Strategy & Partnerships

Bristol City Council (BCC) owned performance indicators:

WOP1	BPB530	Increase the satisfaction of citizens with our services (QoL)	+	47.4%	48.5%	n/a	n/a	Guy Collings	This has been on a positive trajectory in recent years and the measure is updated annually through the Quality of Life survey. This response covers the whole range of council services and every interaction with any citizen by any service area can impact the outturn. Results for 2021/22 will be available in Quarter 3 2021/22.
WOP2	DREB533a	Increase % of all Equality Action Plan actions reporting expected progress (or better)	+	76.0%	80.0%	n/a	n/a	Hilda Bertie	All service area Equality Action Plans for 2021-22 now include workforce related actions, and at least one action relating to race equality. The Council's recently published E&I Annual Progress Report 2020-21, including the findings of an independent LGA peer review and the results of the 2020/21 Advancing Equality and Inclusion Action Plan, shows the significant recent progress made in our equality and inclusion objectives: https://www.bristol.gov.uk/people-communities/equalities-policy
WOP4	BPB636	Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	-	1.91	1.86 (Q1)	1.91	↑	Sophie Shirt, Jon Toy	This PI is slightly worse than target. There has been sustained improvement in the value of this measure since 2017, and the target for 2021/22 is for further improvement each quarter. However, the value of this PI can vary significantly in year, because it is influenced by the number of surveys and nature of the proposals each quarter (some subjects attract more responses overall and/or from different demographics). In Q1 2021/22 there were no in-scope surveys (city-wide surveys with more than 500 responses) due to the pre-election period. This PI is a rolling annual measure and therefore remains at the same level as Q4 2020/21. PIs for surveys open during Q2 will be included in the Q2 report. These include the future of the Colston statue engagement, which is targeting high response rates and responses from less heard communities.

City Wide Performance Indicators that BCC contributes to:

WC4	BPC533	Increase the percentage of people who feel they can influence local decisions (QoL)	+	21.1%	22.6%	n/a	n/a	Sophie Shirt, Jon Toy	This measure is reported annually (in quarter 3). The 2020/21 value (21.1%) showed a significant improvement on the 2019/20 outturn. (18.1%). This measure may be influenced by a range of factors of which consultation and engagement activity is one. Ongoing work which should contribute to improving this PI includes preparation of a Consultation and Engagement Strategy and exploration of how deliberative processes can be embedded to help citizens' shape the council's decisions.
WOP4	DREC633	Increase the % of people who think that the Council provides Value for Money (QoL)	+	32.0%	34.0%	n/a	n/a	Guy Collings	This has been on a positive trajectory in recent years and the measure is updated annually through the Quality of Life survey. This response covers the whole range of council services and every interaction with any citizen by any service area can impact the outturn. Results for 2021/22 will be available in Quarter 3 2021/22.

Resources - Workforce & Change

Bristol City Council (BCC) owned performance indicators:

WOP3	BPB522	Reduce the average number of working days lost to sickness (BCC)	-	7.6 days	8 days	7.8 days	↑	Mark Williams	<p>Sickness in Q1 has seen an increase from 7.6 days in Q4 (2020/21) to 7.8 days. When excluding COVID-19 sickness (4,067 days lost) from the calculation average days lost decreases to 7.1.</p> <p>We are working with our new service provider on integrating occupational health, employee assistance and physiotherapy provision to support our employee health and well-being priorities. The Council continues to take preventative measures to reduce sickness absence through our revised Workforce Strategy. Workforce sickness trends continue to be regularly monitored through the HR Dashboard by senior leaders.</p>
WOP1	BPB523	Maintain appropriate staff turnover	-	6.8%	10%-15%	11.3%	↑	Mark Williams	<p>The annual rate of turnover in Q4 (2020/21) was 6.8% and has increased to 11.3% in Q1 (2021/22). The turnover rate has nearly doubled compared to the previous quarter after maintained low levels due to the impact of CV-19. The number of leavers has jumped from 461 to 744. A healthy staff turnover ratio is between 10%-15% which enables fresh skills, ideas and experience to be incorporated into the workforce. Covid had resulted in a huge reduction in staff leavers as future economic certainty was unknown.</p> <p>The Council remains at the forefront of the response to the COVID-19 pandemic in delivering vital services to communities. The Council has had to be flexible in how we deploy staff. This has increased capacity in high demand services and filled gaps in services caused by the pandemic. As a direct result we saw a reduction in staff turnover as we sought to multi-skill and redeploy staff to support demand rather than depend upon additional temporary recruitment including; casual and agency.</p>
WOP2	BPB524	Increase the percentage of staff with a completed annual appraisal	+	new KPI	75.0%	n/a	n/a	John Walsh, Mark Williams	<p>We took a light touch approach to performance reviews last year due to colleagues focusing on Covid response or redeployed to other work to keep essential services running, although managers were encouraged to continue regular conversations with their employees.</p> <p>We are running a pulse survey in July to ask staff about the frequency and quality of conversations with their manager about performance and development needs, and will use this data as a baseline (to be provided during Q2 reporting).</p>
WOP4	BPB528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	+	4.7%	6.5%	4.8%	↓	Mark Williams	<p>The percentage of job offers being made to employees in the most deprived areas has increased slightly to 4.8% in Q4 from 4.7% in Q4. During Q1 there has been a small increase in job offers made, however recent Vacancy Management processes introduced in June 2021 have meant that the numbers of jobs being advertised has reduced compared to previous quarters.</p> <p>Recruiting managers are now utilising a new diversity dashboard to measure the diversity of their services. Our recruitment service is also providing specialist advice to Hiring Managers who have an under-representation of diversity in their workgroups.</p>

WOP3	DREB242	Percentage of top earners who are women	+	54.0%	56%	53.7%		Mark Williams	The percentage of female top earners continues its decline (down from 55.6% 12 months ago). There were 473 employees categorised as "top earners" in this quarter. 254 were female; 219 were male.
WOP3	DREB525	Reduce the gender pay gap	-	4.26%	3.75%	n/a	n/a	Mark Williams	<p>A report on the analysis, trends and progress on actions from the Councils Gender, Race, Disability and LBG pay gaps was shared at HR Committee on 22 July 2021. We have worked with our Equalities and Inclusion Team on closing our pay gaps through actions outlined in our Equality and Inclusion Annual report and Workforce Strategy, these actions include;</p> <ul style="list-style-type: none"> - Positive changes to recruitment and selection processes and policy to improve diversity and address gaps - Service level workforce and succession as part of the annual service planning cycle - New HR diversity dashboard in PowerBI and succession planning tools and are asked to identify and address diversity and pay gaps - The of a new monthly Pay Gap Report in PowerBI is going to be created allowing us to have real time information about the councils pay gaps - Created a Talent development steering group has been established to shape a programme to nurture talent and help colleagues develop their careers - We have set new stretching organisational targets for 2021/22 - Led the development and production of the city's first ever Race Equality H.R. data product - Stepping UP, the Council's flagship Diversity Leadership Programme and multi-award-winning initiative - As well as a number of Equality and Inclusion initiatives are being re-launched across the Council including Reverse Mentoring, Positive Action Initiatives and a review of the current Equality and Inclusion learning and development offer for Council Employees
WOP3	DREB526	Reduce the race pay gap	-	9.8%	7.5%	n/a	n/a	Mark Williams	Narrative as above

Progress Key
Significantly better than target
Better than target
On Target
Worse than target
Significantly worse than target

Improvement Key	
↑	Direction of travel IMPROVED compared to same period in the previous year
=	SAME as previous same period in the previous year
↓	Direction of travel WORSENE D compared to same period in the previous year

[Corporate Strategy - Key Commitments](#)

Empowering & Caring	
EC1	Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.
EC2	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.
EC3	Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.
EC4	Prioritise community development and enable people to support their community.
Fair & Inclusive	
F1	Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
F2	Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.
F3	Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.
F4	Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
Wellbeing	
W1	Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.
W2	Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.
W3	Tackle food and fuel poverty.
W4	Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
Well-Connected	
WC1	Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
WC2	Make progress towards being the UK's best digitally connected city.
WC3	Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.
WC4	Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.
Workplace Organisational Priorities	
WOP1	Redesign the council to work effectively as a smaller organisation.
WOP2	Equip our colleagues to be as productive and efficient as possible.
WOP3	Make sure we have an inclusive, high-performing, healthy and motivated workforce.
WOP4	Be responsible financial managers and explore new commercial ideas.

Defintions and reporting timescales for Performance Indicators

2020/21 Resources: Digital Transformation

PI ref	Measure	Frequency/period reported	Method of calculation
Bristol City Council (BCC) owned performance indicators:			
DREB550	Reduce the number of Business Critical (P1) Incidents reported to the ICT service desk	Quarterly (Cumulative)	This counts the number of Priority 1 (business critical) incidents. Effectively, the number of calls allocated by the service desk categorised as a Priority 1 incident. These are defined as incidents that: Affects frontline services to the public or over 100 users, or is a BCC agreed critical application.
DREB552	Increase the percentage ICT Service Requests completed effectively within SLA timescales (5 days)	Quarterly (Cumulative)	This measures the requests for IT services that are delivered within a timely manner. (Number of Service Requests fulfilled within SLA defined timescale): A Service Request is defined as provision of a Service Catalogue item. The currently defined SLA is delivery within 5 days of request. The calculation: (Number of service requests completed within SLA defined timescale / Total number of service requests) x 100
DREB554	Increase the % users scoring the IT Services as good or above following incident or service request	Quarterly (Snapshot)	This measures if the IT Services are delivered in a manner that is appreciated by our customers and recognised as adding value, by carrying out random surveys following an incident report.
City Wide Performance Indicators that BCC contributes to:			
BCPC438	Increase the percentage of people living in deprived areas who have access to the internet at home (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

2020/21 Resources: Finance

PI ref	Measure	Frequency/period reported	Method of calculation
Bristol City Council (BCC) owned performance indicators:			
BCPB501b	Forecast level of Bristol City Council general financial reserves	Quarterly (Snapshot)	The level of general reserves (which is the £20m) as a percentage of the net General Fund Budget – and shouldn't fall under 5%. (a/b)*100, where: a= General reserve b= Net revenue budget
BCPB502	Increase the percentage of invoices paid on time (BCC)	Quarterly (Cumulative)	This measures the percentage of undisputed invoices for commercial goods and services paid to external contractors and suppliers during the year by the authority within mutually agreed terms or 30 days if such terms do not exist, as a percentage of all such invoices paid by the authority in the year. Authorities may exclude invoices sent to schools and paid from delegated school budgets if they wish. Time starts from the date the authority (not the payment section) receives the invoice.
BCPB503	Council Tax collected as a percentage of budgeted collectible debit	Quarterly (Cumulative)	This measures the percentage of the estimated net collectable debit for council taxes net of benefit. Against the total receipts council taxes; net of refunds granted in respect of the present year only.
BCPB504	Non-domestic rates collected as a percentage of budgeted collectible debit	Quarterly (Cumulative)	This measures the percentage of the estimated net collectable debit in respect of non-domestic. Against the total receipts of non-domestic rates, net of refunds granted in respect of the present year only.
BCPB505	Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	Annual	This PI measures the percentage of Bristol City Council's overall procurement expenditure committed to SME's. The aim is to support BCCs policy to ensure that SMEs have the opportunity to bid for and win council contracts. The calculation is: (SME procurement spend / Total procurement spend)*100.
DREB422	Percentage of agreed management actions implemented within agreed timelines	Quarterly (Cumulative)	Each piece of audit work has an overall conclusion of the residual level of risk to the Council of the area that has been audited. This residual level of risk can be: minimal, moderate, significant or of concern. This indicator includes all significant or of concern risk reviews. Within each audit report is an action plan that contains recommendations for improvement for the area that has been audited. Each recommendation has its own risk rating of High, Medium or Low. This indicator measures: · for audit work which has concluded the overall level of risk to the Council is either 'significant' or 'of concern' (eg higher than the acceptable moderate level of risk to the Council) · the % of high and medium risk accepted recommendations (eg low risk recommendations are not included in the indicator due to their lower priority) that have been either implemented by Directorate staff or for which non implementation has been escalated through management in line with Internal Audit Escalation Procedure A measure of effectiveness of internal audit work and the level of improvement to the control framework

2020/21 Resources: Legal and Democratic Services

PI ref	Measure	Frequency/period reported	Method of calculation
Bristol City Council (BCC) owned performance indicators:			
BCPB518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	Quarterly (Snapshot)	The percentage of stage 1 non-statutory complaints that were respond to within 15 days.
DREB211	Legal Services - Income vs Target	Quarterly (Cumulative)	This measures how Legal Services is performing against its income target. Income includes: 3rd party income (LICO, S106), Public Bodies Income, School Income and External project work against prescribed cost centres. The calculation is: (Total income (cost centres) / Total income budget)x100 (using Cost Centres: 14359, R9102, R9107, R9143, R9607, R9621)
DREB212	Legal Services agency spend as % of total salary bill	Quarterly (Cumulative)	this measures how much Legal Services spend on agency costs as a percentage of total salary bill. All salary budgets are included, inc. Service Director. The formula is: (a = Agency costs / b = Total Salary spend)x100
DREB213	% of births registered within 42 days	Quarterly (Snapshot)	There is a legal requirement that a live birth be registered within 42 days. This is calculated by (X = % of births registered within 42 days/% of all births registered) x 100
DREB214	% of deaths registered within 5 working days	Quarterly (Snapshot)	There is a legal requirement that a death is registered within 5 days (where there is no involvement by the Coroner This measures Percentage of deaths (that do not involve the Coroner) registered within 5 working days.
DREB226	Increase the percentage of Corporate FOI requests responded to within 20 working days	Quarterly (Snapshot)	The percentage of Corporate Freedom Of Information (FOI) requests responded to within 20 working days of receipt.

2020/21 Resources: Policy, Strategy & Partnerships

PI ref	Measure	Frequency/period reported	Method of calculation
Bristol City Council (BCC) owned performance indicators:			
BCPB530	Increase the satisfaction of citizens with our services (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BCPB636	Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	Quarterly (Snapshot)	Ratio of the consultation response rate per 10,000 citizens from people living in the 20% least deprived parts of the city (quintile 5) and the response rate from the 20% most deprived areas (quintile 1). Calculated as the mean of responses for all city-wide consultations with 500 or more respondents, which closed during the year ending in the reporting quarter.
DREB533	Increase % of service areas with an action plan to address equality gaps, issues and priorities	Quarterly (Snapshot)	This measures the compliance of Service Areas in respect to the production of an Equalities Action Plan, showing compliance with Corporate standards in respect to equality gaps, issues and priorities. The calculation is (Number of Service Areas completing an EAP / Number of Service Areas) x100
City Wide Performance Indicators that BCC contributes to:			
BCPC533	Increase the percentage of people who feel they can influence local decisions (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
DREC633	Increase the % of people who think that the Council provides Value for Money (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

2020/21 Resources: Workforce & Change

PI ref	Measure	Frequency/period reported	Method of calculation
Bristol City Council (BCC) owned performance indicators:			
BCPB522	Reduce the average number of working days lost to sickness (BCC)	Quarterly (Rolling year)	This performance indicator measures the levels of sickness each quarter is reported on a 'rolling year' basis and the last quarter will reflect the whole year's performance - The quartley reports are presented: <ul style="list-style-type: none"> • 2019/20 Q1 will report the 1 Jul 18 - 30 Jun '19 figure • 2019/20 Q2 will report the 1 Oct '18 - 30 Sept '19 figure • 2019/20 Q3 will report the 1 Jan '19 - 31 Dec '19 figure • 2019/20 Q4 will report the 1 Apr '19 - 31 Mar '20 figure
BCPB523	Maintain appropriate staff turnover	Quarterly (Cumulative)	This measures staff turnover by considering the numerator as the total number of leavers; including those who retire, or leave involuntarily due to dismissal or redundancy over the period; and the denominator as the average total number of staff employed over the period. The aim is to keep the level at between 10-15%
BCPB524	Increase the percentage of staff with a completed annual appraisal	Annual	This indicator is based on figures for the latest performance lifecycle (i.e. at least one face-to-face appraisal must have taken place in that 12 month period), and calculated using headcount of staff eligible for a performance review. Apply to permanent and temporary staff only. Casual staff (i.e. those not employed on a regular basis but when a particular need arises) and those employed by outside contractors (e.g. private companies), are not to be counted.
BCPB528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	Quarterly (Snapshot)	To measure the percentage of employment offers made to people living in the 10% most deprived areas. This includes all positions advertised and offers made through iTrent (Bristol City Council's HR system) within the reported period, including Apprentice positions.
DREB242	Percentage of top earners who are women	Quarterly (Snapshot)	To calculate this indicator, authorities should take the top 5% of earners in the authorities excluding all staff in schools maintained by the authority. Authorities should report on the percentage of women in the top 5% of earners. Where there are a number of employees on the same salary, straddling the 5% point, all should be included.
DREB245	Increase the % of colleagues who would recommend the council as a good place to work	Annual (Staff Survey)	Using the staff survey, this measures the percentage of respondents (colleagues) reporting that they would "recommend the council as a good place to work" [counting those who chose 'strongly agree' or 'agree' as a percentage of all responses to the question]
DREB525	Reduce the gender pay gap	Annual	The gender pay gap shows the difference between the average earnings of men and women. This is expressed as a percentage of men's earnings e.g. women earn 15% less than men. The calculation is: $(A-B)/A * 100$ A is the mean hourly rate of pay of all male full-pay relevant employees. B is the mean hourly rate of pay of all female full-pay relevant employees. The result is expressed as a percentage.
DREB526	Reduce the race pay gap	Annual	The race pay gap shows the difference between the average earnings of BME and White British. This is expressed as a percentage of White British earnings e.g. BME earn 20% less than White British. The calculation is: $(A-B)/A * 100$ A is the mean hourly rate of pay of all White British full-pay relevant employees. B is the mean hourly rate of pay of all BME full-pay relevant employees. The result is expressed as a percentage.

Bristol City Council - Scrutiny Work Programme 2021 / 2022 (Formal Public Meetings)

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
July 2021				
19 th July, 5pm				12 th July, 5pm
Annual Business Report				City Leap
COVID-19 Update				Consultation and Engagement Strategy
Response to the independent review of Bristol's policies and actions for people with learning difficulties and autism				Clean Air Zone
Response to the Bristol Alternative Learning Provision review report				Performance Report Quarter 4 2020/21
School Places Provision				
Performance 20-21 Q4				
August 2021				
September 2021				
				20th Sept, 1pm
				Scrutiny Work Programme
October 2021				
				18th October, 2pm
				Corporate Strategy

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Corporate Performance Report Q1 (substantive discussion)
				Corporate Risk Report Q1
				Work Programme (including decarbonisation)
November 2021				
	23 rd November, 5.30pm	16 th November, 5pm	1 st November, 4pm	
	Annual Business Report	Annual Business Report	Annual Business Report	
Page 62	Q1 Performance Report	Affordable Housing Delivery plan	Finance Task Group - Update <ul style="list-style-type: none"> • MTFP • Capital Strategy 	
	Q1 Risk Report	Liveable Neighbourhoods <i>(potential Joint item with CSC)</i>	Council Tax Reduction Scheme (CTRS) (Cabinet Report)	
	Waste Strategy Action Plan – short update paper	High Streets Recovery	Procurement – discussion item only	
	Parks and Open Spaces Item: A) Parks and Open Spaces Strategy B) Future Parks	Q1 Performance Report	Finance Monitoring Report (Standing Item)	
	Leisure Investment Plans	Risk Report	Q1 Performance Report	
			Q1 Risk Report - information item only	
			Budget Timeline (Summary of dates)	

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
			Scrutiny Work Programme	
December 2021				
13th December, 5pm				
Recruitment and retention – social care				
Sufficiency of placements – children’s homes, foster carers.				
Contextual Safeguarding – development.				
Performance (Q2)				
January 2022				
Page 63		Date TBC	Late Jan / Early Feb (TBC)	
		Temple Quarter/Temple Island	Budget Scrutiny Meeting <ul style="list-style-type: none"> • Capital Programme • HRA • Dedicated Schools Grant (DSG) 	
		Western Harbour		
		Property Strategy and Community Buildings Usage		
February 2022				
	Early Feb - Date TBC			w/c 7th February 22
	Community Buildings Usage / Community asset transfers / facilities / sports facilities			Companies Business Plans

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
	Waste Strategy Action Plan			
	Libraries			
	Area Committees (TBC)			
March 2022				
7 th March, 10am	March / April Date TBC		TBC	Date TBC
Adult Social Care – Independent Living, Maximising Independence		Highways Maintenance	Council Tax Reduction Scheme (CTRS) – potential further scrutiny March and May 2022	BCC Business Plans – potentially include Recommendations of Citizens’ Assembly
Transition between child and adult social care		River Avon Flood Strategy	<ul style="list-style-type: none"> • Council Tax Base • Collection Fund; Financial Surplus/Deficit Report (or Jan / Feb budget meeting) 	Scrutiny Annual Report to Full Council
Sir Stephen Bubb Report – review and further response		Bristol Flood Risk Strategy (Statutory)		One City Plan
Written Statement of Action (SEND) – Progress				
Performance (Q3)				

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
April 2022				
Provisional items / to be scheduled				
Dedicated Schools Grant – to link into the Finance task & Finish Group – w/c 6 December	Ecological Emergency Action Plan	Spatial Development Strategy	Finance Monitoring Reports (Standing Item)	
LGA Peer Review – Child protection and children in need. Outcome and response.	Private landlords / rents / licensing (TBC) Potentially include: <ul style="list-style-type: none"> Housing Options Homelessness Prevention 	Strategic Transport Plans	Capital Spend against the Budget (end of year)	
Inclusive Mainstream Educational Practice – Possible Task & Finish group (March / Apr)	Keeping Bristol Safe Partnership (Keeping Communities Safe)	Parking strategy and management of parking – Possible inquiry day to include wider transport issues.	Quarterly Performance Reports	Delivery of net zero carbon by 2030
	Housing Revenue Account (HRA) <i>(Possible Joint with G&RSC)</i>	Bristol Beacon	Twice Yearly Risk Reports	Twice Yearly Risk Reports
	Liveable Neighbourhoods (potential Joint item with G&RSC)	Carbon reduction	Digital Transformation Programme (DTP) March TBC	Quarterly Performance Reports
			Commercialisation & Income Generation	Standing Items: <ul style="list-style-type: none"> Forward Plan

People Scrutiny Commission	Communities Scrutiny Commission	Growth & Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				<ul style="list-style-type: none"> • Work programme • WECA- JS Minutes
				Clean Air Zone – note Government approval for the Clean Air Zone is expected soon and an update to OSMB will be provided as soon as possible once it's available.
				Trans Equality Policy (approx. Jan 22)

Health Scrutiny	
Topic	Date
Health Scrutiny Committee (Sub-Committee of the People Scrutiny Commission)	
Children's Mental Health and Child and Adolescent Mental Health Services	Meeting 1 – 6 th December, 10am
Community Mental Health Framework	
Suicide Prevention	
Health Inequalities	Meeting 2 – 14 th March, 10am
Healthy Eating	

NHS Dentists	
NHS waiting lists; access to planned health care (and to review of findings and recommendations of 2020 Working Group Report) (Note – to include availability of services and comms etc (see original WP list)).	
CCG Strategic Estates Plans	
Joint Health Overview & Scrutiny Committee (JHOSC)	
Stroke Programme – substantial variation	Monday, 15 November, 10.30am
Integrated Care System (tbc)	