

# Resources Scrutiny Commission Agenda



**Date:** Tuesday, 21 November 2023

**Time:** 5.00 pm

**Venue:** Council Chamber, City Hall, College Green,  
Bristol

**Distribution:**

**Councillors:** Geoff Gollop (Chair), Heather Mack (Vice-Chair), Mark Bradshaw, Martin Fodor, Zoe Goodman, John Goulandris, Gary Hopkins, Tim Rippington and Patrick McAllister

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**Date:** Monday, 13 November 2023



# Agenda

## 1. Welcome, introductions and safety information

Pages 4 - 6

## 2. Apologies for absence and substitutions

## 3. Declarations of Interest

To note any declarations of interest from 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 declaration of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

## 4. Minutes of previous meetings

Pages 7 - 25

To approve the minutes of the meetings of the Resources Scrutiny Commission held on 31 January and 2 February 2023 as a correct record.

## 5. Chair's Business

To note any announcements from the Chair.

## 6. Public Forum (up to 30 minutes)

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 [scrutiny@bristol.gov.uk](mailto:scrutiny@bristol.gov.uk) and please note that the following deadlines will apply in relation to this meeting:

Questions - Written questions must be received at least 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 **5.00 pm on Wednesday 15 November 2023**

Petitions and Statements - Petitions or written statements must be received at latest by 12.00 noon on the working day prior to the meeting. For this meeting, this means that petitions or statements must be received in this office at the latest by **12.00 noon on Monday 20 November 2023**

Please note: questions, petitions and statements must relate to the remit of the Resources Scrutiny Commission.



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|---|------------------------|
| <b>7. Annual business report (5 minutes)</b>                                      | <b>Pages 26 - 28</b>   |
| <b>8. Digital Transformation Programme update (30 minutes)</b>                    | <b>Pages 29 - 56</b>   |
| <b>9. Council tax base 2024/25 (20 minutes)</b>                                   | <b>Pages 57 - 63</b>   |
| <b>10. Collection Fund surplus/deficit report (20 minutes)</b>                    | <b>Pages 64 - 76</b>   |
| <b>11. Quarterly performance report (Quarter 1 2023/24) - for information</b>     | <b>Pages 77 - 92</b>   |
| <b>12. Corporate risk management report (Quarter 2 2023/24) - for information</b> | <b>Pages 93 - 111</b>  |
| <b>13. Work Programme - for information</b>                                       | <b>Pages 112 - 116</b> |

Please note: agenda item time allocations as shown above are indicative.



# 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](http://www.bristol.gov.uk).

## Public meetings

Public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

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

## COVID-19 Prevention Measures at City Hall (from March 2022)

When attending a meeting at City Hall, the following COVID-19 prevention guidance is advised:

- promotion of good hand hygiene: washing and disinfecting hands frequently
- while face coverings are no longer mandatory, we will continue to recommend their use in venues and workplaces with limited ventilation or large groups of people.
- although legal restrictions have been removed, we should continue to be mindful of others as we navigate this next phase of the pandemic.

## COVID-19 Safety Measures for Attendance at Council Meetings (from March 2022)

Government advice remains that anyone testing positive for COVID-19 should self-isolate for 10 days (unless they receive two negative lateral flow tests on consecutive days from day five).

We therefore request that no one attends a Council Meeting if they:

- are suffering from symptoms of COVID-19 or
- have tested positive for COVID-19

## 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 [scrutiny@bristol.gov.uk](mailto:scrutiny@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-notices-for-resource-services](http://www.bristol.gov.uk/about-our-website/privacy-and-processing-notices-for-resource-services)



## Bristol City Council Minutes of the Resources Scrutiny Commission

31 January 2023 at 4.45 pm



### **Members present:**

#### **Resources Scrutiny Commission:**

CLlr Geoff Gollop (Chair), CLlr Heather Mack, CLlr Mark Bradshaw, CLlr Martin Fodor,  
CLlr Zoe Goodman, CLlr John Goulandris

**People Scrutiny Commission:** CLlr Tim Kent, CLlr Christine Townsend, CLlr Kerry Bailes,  
CLlr Brenda Massey, CLlr Lisa Stone, CLlr Tim Wye

**Overview and Scrutiny Management Board:** CLlr Tony Dyer, CLlr David Wilcox

### **Cabinet members:**

CLlr Craig Cheney, Deputy Mayor and Cabinet Member for City Economy, Finance and Performance  
CLlr Asher Craig, Deputy Mayor and Cabinet Member for Children's Services, Education and Equalities  
CLlr Helen Holland, Cabinet Member for Adult Social Care and Integrated Care System  
CLlr Ellie King, Cabinet Member for Public Health and Communities

### **Officers in attendance:**

Stephen Peacock, Chief Executive  
Denise Murray, Director: Finance  
Steph Griffin, Director: Workforce and Change  
Tim Borrett, Director: Policy, Strategy and Digital  
Tim O'Gara, Director: Legal and Democratic Services  
Abi Gbago, Executive Director: Children and Education  
Richard Hanks, Acting Director: Education and Skills  
Hugh Evans, Executive Director: Adult and Communities  
Stephen Beet, Acting Director: Adult Social Care  
Johanna Holmes, Scrutiny Co-ordinator

## **16 Welcome, Introductions and Safety Information**

The Chair welcomed attendees to the meeting and drew attention to the emergency evacuation procedure.



## 17 Apologies for Absence

It was noted that apologies had been received from Cllrs Gary Hopkins, Mohamed Makawi, Tim Rippington, Sharon Scott and Mark Weston.

## 18 Declarations of Interest

There were no declarations of interest.

## 19 Chair's Business

None.

## 20 Public Forum

### Questions

It was noted that the following two questions had been submitted by Tom Merchant, Unison:

Q1. Deletion of vacant roles in teams by senior managers added to the recruitment freeze has put staff under pressure in several teams but particularly in customer-facing roles like libraries. This seems to be a fait accompli before the council has actually made a decision on cuts, does the committee think that this should be relaxed until staff consultation has been completed some time after this full council budget meeting?

Q2. At Cabinet yesterday, Cllr Asher Craig mentioned about in-house services (which I thanked her for). With the extra workstreams in the recommendations: children's homes; learning disability and autism; and cultural outreach programmes is the committee worried we are wasting in-house talent making council staff redundant when they could be utilised on these projects rather than outside providers?

The Chair commented that in the context of the budget process, it was not appropriate for the Resources Scrutiny Commission to express a direct opinion on these matters.

Points raised/noted:

1. Cllr Fodor commented that there may be an issue if the freezing of recruitment to posts led to increased workload/pressure on other members of staff.

2. Cllr Cheney advised that the recruitment freeze had been introduced in response to the in-year budget pressures. He stressed that any service redesigns/restructures would be developed taking full account of service needs.





3. The Director: Workforce and Change clarified that a total recruitment freeze had not been in place; a 'dispensation' process had accompanied the freeze whereby certain posts had been recruited to subject to the scrutiny/approval of senior management - for example, any recruitment in relation to the Growth and Regeneration directorate had been subject to approval by the Executive Director.

4. In relation to question 2, the Director: Workforce and Change advised that Human Resources would be supporting directorates in relation to service redesigns, and as part of this every opportunity would be explored to redeploy any displaced members of staff; the importance of seeking to retain experienced and committed individuals was recognised.

5. It was noted that a written reply would also be sent to Unison in relation to these questions.

***(Action: via the Scrutiny team, a written response to be sent to Unison)***

### **Statements**

It was that the following statements had been submitted:

1. Cllr Carla Denyer - topic: carbon impact assessments.
2. David Redgewell, Robbie Bentley, Gordon Richardson and Brendon Taylor - topic: comments on the proposed budget including the transport levy.

David Redgewell briefly outlined this statement - it was noted/agreed that as this statement related to the Growth and Regeneration elements of the budget, it would be appropriate for the statement to be presented at Part 2 of the meeting on 2 February, when members of the Growth and Regeneration Scrutiny Commission would be present.

## **21 Scrutiny of 2023/24 Budget Proposals (part 1)**

It was noted that the Finance Task Group had identified a number of issues/questions/areas of focus in advance of these budget scrutiny sessions. Part 1 of the meeting was accordingly structured around these areas of focus.

### **PEOPLE (Children and Education & Adult and Communities directorates):**

#### **1. Dedicated Schools Grant (DSG)**

In advance of the meeting, members had identified a key concern about the impact of very substantial pressures and significant challenges in the Early Years and High Needs blocks and how these could be sustainably resolved. The extent to which reserves were being used was a serious issue and an area of high ongoing risk for the Council. It was essential to address how a sustainable annual position could be achieved as quickly as possible

Points raised/noted:



1. Cllr Craig commented as follows:

- a. Notwithstanding the particular circumstances in Bristol, the challenge faced around DSG deficit was a national issue with serious implications for a significant number of local authorities.
- b. It was acknowledged that there had been a 7% increase for 2023/24 from government in terms of the annual DSG funding increase.
- c. In terms of the high needs block deficit, the statutory override permitted by the government allowed borrowing from other council budgets to cover the deficit, but it was fully recognised that a long-term plan was needed to achieve a sustainable solution. The statutory override effectively gave the Council a maximum of 3 years to achieve a solution and reduce the deficit.
- d. A DSG management plan was being developed, with the engagement of the Bristol Schools Forum, including a range of mitigations. This sat alongside the Delivering Better Value programme which would identify opportunities to improve outcomes for children with Special Educational Needs and Disabilities (SEND). Scrutiny would be kept informed of and consulted on the management plan (**Action: to be picked up in the context of the People / Resources scrutiny work programmes**)
- e. It was recognised that a holistic approach was also required to significantly improve inclusive practices in school/academy settings, learning from all available best practice. This was particularly important in terms of improving early interventions, recognising the context of continuing, increased demand for Education, Health and Care Plans.

2. In response to a question about whether there had been sufficient strategic focus on the DSG issue over the last decade, Cllr Craig commented that, in her view, it would have been preferable if better planning and collective action had taken place collaboratively across the 4 West of England unitary authorities 5-10 years ago.

3. In response to further questions, Cllr Craig stated that given the scale of this issue nationally, it was her view that the government needed to provide further financial assistance to authorities; the Council must also take all possible action to reduce the scale/trajectory of the deficit.

4. The Director: Finance commented that implementing the Delivering Better Value programme will be an important step in demonstrating that progress is being made; however, it was also clear that the Council was currently some way off from determining a fully sustainable plan. The Council must own the position as it is and pursue all possible mitigations and actions.

5. Given that this was a national issue, it was noted that a collective voice to government across the Council (and other authorities) will be important in relation to potentially securing additional financial assistance.

6. In noting the above, the Chair suggested that the budget report to the Full Council budget meeting should include additional narrative to highlight more fully the seriousness of the position in relation to the DSG deficit alongside reference to the action being taken/planned and mitigation measures. It was agreed that this would be actioned (**Action: appropriate additional narrative to be included in the Full Council budget report**)



7. In response to a point raised by the Chair, it was noted that the issue of the DSG deficit would continue to be highlighted in the authority's Annual Governance Statement.

8. Cllr Kent stressed the key importance of improving inclusion across mainstream school/academy provision; it was also important for the Council to provide as much specialist support and advice as possible to assist schools in achieving this.

9. Cllr Townsend welcomed the commitment of the Mayor/administration to create 450 new, specialist provision places. She stressed, however, the importance of securing effective focus on early intervention for 2/3/4 year olds. Cllr Townsend also expressed deep concern about the continuing issue (reflected for example, through the numbers of children on roll eligible for free school meals) of schools (especially secondary schools) whose cohort of children on roll were not sufficiently reflective of the characteristics of their local communities. In her view, the Council needed to set a clear vision/expectations of schools in this regard and exercise all possible levers in taking this forward.

In response to this point, the Executive Director: Children and Education commented that she was holding discussions with the Department for Education around levers available to the Council in relation to schools/academies.

10. In relation to a point raised by Cllr Townsend, the Interim Director: Education and Skills agreed to check the accuracy of the DSG equalities impact assessment which currently indicated there was not a disproportionate impact under the 'sex' protected characteristic (given that special educational needs remain more prevalent in boys than girls); also, the EQIA should take account of the carers of early years children with SEND (**Action: these points to be checked in relation to the EQIA**)

## **2. General issue - Service provision/quality of Children's Services and Adult Social Care:**

In advance of the meeting, members had identified the following areas of focus:

### **a. Savings**

- Very significant savings are proposed at a time of increased demand for some services.
- Can these savings / efficiencies realistically be delivered without impacting on service quality and effectiveness?
- Specific detail is required on how these savings will be delivered.

**b. High-cost individual care packages:** Some individual care packages continue to be very high cost (some incurring costs of £10 - 15k per individual per week through expensive, outsourced private sector provision).

- What more can be done, e.g. through 'spend to save' initiatives to deliver increased, locally based solutions and to reduce the high costs of 'out of area' placements/provision?
- Given the scale of the savings, will there be staff capacity available to develop future 'spend to save' options?
- How can improved local options be developed in collaboration with neighbouring authorities and health partners?



Points raised/noted:

1. Cllr Wye raised the issue of addressing any potential impacts of reduced staffing in relation to adult social care. In response, Cllr Holland commented as follows:
  - a. It was understandable that there were concerns about the impact of adult social care savings.
  - b. It was important to review staffing structures across adult social care to ensure they were 'fit for purpose' – as service redesign was taken forward, some staff roles may need to change as part of moving to a better service. It was important to bear in mind that in relation to adult social care, Bristol was a high spender but not necessarily a high performer across all service areas. It was essential to continue the drive to use resources as effectively as possible.
  - c. A key part of the approach was to provide services which would help people to live as independently as possible at home – apart from helping to improve the quality of individuals' lives, this had the added benefit of reducing costs when compared with the cost of care settings.
  
2. The Acting Director: Adult Social Care drew attention to the mitigations identified in the EQIA. He added that some savings would be delivered through rationalising more senior management posts. In relation to some practitioner posts, new and different ways of working would help achieve savings; there would also be an emphasis on ensuring that teams operated at safe and manageable levels. The ongoing national issues around recruitment were also recognised and would be factored into the approach being taken.
  
3. In response to questions from Cllr Mack about the feasibility of delivering savings across children's services, including foster care, without diminishing services, the Executive Director: Children and Education stressed that a service transformation programme was being developed and would be taken forward as soon as possible; this would include examining and addressing wider issues around workforce recruitment and retention. Full account would also be taken in the plans of any recommendations for improvement arising from the current Ofsted Inspection of Bristol's Children's Services.
  
4. It was noted that there was a wider corporate issue to be addressed and managed through with the Integrated Care Board and other partners in terms of reviewing tripartite arrangements, particularly in terms of ensuring a more equitable sharing of costs in relation to high cost placements.
  
5. In response to a point raised by Cllr Dyer around the issues of recruiting care staff, Cllr Holland acknowledged the importance of attracting younger adults to work in care related services, and working e.g. with the universities to increase awareness of access to care career starting points/pathways and progression opportunities; it was also important to encourage apprenticeships where possible.
  
6. It was noted that resources were potentially not always being used to best effect across organisations in cases where individuals moved jobs between providers and then undertook training which was in many ways similar to that provided through their previous employment; Cllr Holland suggested it would be beneficial from all perspectives to look to introduce a relevant accreditation/'kite' mark that was recognised across the sector - there were also best practice examples to learn from, e.g. a Somali led care provider which had reached into an inner city community to help recruit a diverse workforce. Cllr Craig drew attention to the valuable insight and opportunities being taken forward through the Bristol Race



Equality Strategic Leaders' Group in improving the diversity of employees recruited to work in the public sector.

7. In response to questions from the Chair, Cllr Holland and the Executive Director: Adult and Communities outlined details of the improved arrangements in place to actively monitor adult social care provision and related budgets. This included covering a senior management panel to ensure additional rigour for high cost placements. There was confidence that better monitoring systems were now in place with improved locality knowledge/insight and increased internal rigour and scrutiny of expenditure; all of this helped the service in responding better and more quickly to emerging issues and pressures. Work was ongoing also with providers to develop the Bristol market as this would reduce more costly 'out of area' placements.

8. It was noted that important lessons were being learnt through the Better Lives at Home programme, involving close liaison between Adult Social Care and the Housing Delivery team to help enable people to live independently whilst also reducing overall costs. The Addison Apartments development in Sea Mills was an example of the best practice provision that could be achieved.

9. In discussion, members commented that 'spend to save' options must be further explored, for example around developing extra care housing to help enable more independent lives and help reduce out of area placements.

10. It was noted that on request, scrutiny members could be given the opportunity to view the Liquidlogic IT monitoring system.

### C. RESOURCES DIRECTORATE:

In advance of the meeting, members had identified the following areas of focus:

#### 1. Savings in Legal and Democratic Services (£900k), Finance restructure (£998k), IT service (£450k):

- Can these savings/efficiencies realistically be delivered without impacting on service quality and effectiveness? Further detail is required on the impact on service levels.
- Cutting budgets in some areas appears short-sighted e.g. savings in the Mayor's/Executive office means money is being taken out of the budget but in the knowledge that the new committee governance model will require funding from May 2024. The year 2024/25 saving is therefore unlikely to be realised as funds will likely be redeployed.

Points raised/noted:

1. **IT savings:** In response to questions from Cllr Wilcox about proposed IT savings, Cllr Cheney advised that in implementing these savings, every effort would be made to mitigate any impact on service delivery. The Director: Policy, Strategy and Digital outlined further detail of the proposed IT savings which would involve reviewing all current spending on IT software and services across the council and seeking to reduce or cancel any non-essential contracts and services. An IT staff restructure would take place - at this point, staff consultation had not started but further detail could be provided in due course. In terms



of service impacts that may be necessary, this was likely to see greater emphasis on meeting purely statutory obligations and there may, for example be a need to slightly trim operational service hours (e.g. from 10 operational hours per day to 9). A digital strategic partner would also be contracted to carry out specific work, with accompanying rigorous contract/cost management.

**2. Mayor's/Executive office 2024/25 saving:** Cllrs Mack and Fodor reiterated previous concerns expressed about this saving – in their view, money was being taken out of the budget but in the knowledge that the new committee governance model would require funding from May 2024. In response, Cllr Cheney commented that at this point, there was no clear view emerging through the Committee Model Working Group about the detail of the likely future committee model; therefore, there could also be no clarity about what costs would be involved or the budget required. Cllr Cheney suggested that as the saving related to 2024/25, this would be a key consideration for the cross-party 2024/25 budget planning group that the Mayor intended to establish. Cllr Fodor suggested that it should be possible to benchmark and judge potential anticipated costs from core cities already operating without a Mayoral model.

**2. Savings in Local crisis prevention fund (£350k) and Debt collection outreach (£100k):**

- Further detail is required to enable members to assess these proposals, especially in terms of the risk of additional pressures caused to other services.

In discussion, Cllr Cheney advised that it should be possible to top-up these budgets as 2023/24 progressed through the Household Support Fund. It was agreed that this point should be clarified in the Full Council budget report (**Action: appropriate additional narrative to be included in the Full Council budget report**)

**3. Reserves:** Members had previously commented that reserves were under pressure, not just in relation to DSG, amid current and future financial uncertainty – a much more comprehensive explanation was needed generally on the rationale guiding the use/allocation of reserves.

**Other issues raised:**

**1. Bristol Waste Business Plan**

The Chair raised a concern that the Council budget would be approved at a point when the detail of Bristol Waste's Business Plan would not have been available for OSMB scrutiny, which seemed to constitute an unnecessary risk, given that the national economic situation may be impacting/placing pressure on their costs and services. His preference was that the company plans should have been approved in advance of the Budget Council meeting.

In response, Cllr Cheney advised that the Shareholder Group (attended by the OSMB Chair in an observer capacity) would be reviewing the draft Bristol Waste Business Plan on 6 February. The Director: Finance advised that the Council's budget reflected the Council's financial commitment to the companies and associated reserves and established the capital and revenue cash limits considered sufficient to meet the business needs. The companies would operate within these funding parameters for 2023/24 and business



plans would be developed within these thresholds. Further detail was included at Appendix 9 of the budget report: Long Term Investments & Shareholdings. The Director: Finance reminded members that the External Auditor had advised previously that due to the complexity of the Council budget papers and the Company business plans, they should not all be considered on the same Cabinet agenda (i.e. in January, ahead of the Budget Council meeting).

## **2. New parking charges for small district car parks**

Although noting that the Growth and Regeneration budget proposals would be scrutinised in detail on 2 February, Cllr Massey drew attention to the fact that the introduction of car park charges in Westbury-on-Trym would impact on residents from Southmead and Horfield who used that car park to access the GP surgery and local bank; the impact of these proposals on communities must be considered.

## **22 Meeting adjournment**

The meeting was adjourned at 7.22 pm (to reconvene at 4.00 pm on 2 February 2023)

**CHAIR** \_\_\_\_\_



# Bristol City Council

## Minutes of the Resources Scrutiny Commission

2 February 2023 at 4.00 pm



### Members present:-

#### Resources Scrutiny Commission

Cllr Geoff Gollop (Chair), Cllr Heather Mack, Cllr Mark Bradshaw, Cllr Martin Fodor,  
Cllr Zoe Goodman, Cllr John Goulandris, Cllr Gary Hopkins

#### Growth and Regeneration Scrutiny Commission

Cllr David Wilcox, Cllr Emma Edwards, Cllr Mark Weston, Cllr Andrew Brown (substituting for Cllr Andrew Varney)

#### Communities Scrutiny Commission

Cllr Barry Parsons, Cllr Kerry Bailes, Cllr Amal Ali, Cllr Amirah Cole, Cllr Tessa Fitzjohn

#### Overview and Scrutiny Management Board:

Cllr Tony Dyer, Cllr Brenda Massey

#### Cabinet members:

Cllr Don Alexander, Cabinet Member for Transport

Cllr Kye Dudd, Cabinet Member for Climate, Ecology, Waste and Energy

Cllr Tom Renhard, Cabinet Member for Housing Delivery and Homes

Cllr Ellie King, Cabinet Member with responsibility for Public Health and Communities

#### Officers in attendance:

Stephen Peacock, Chief Executive

Denise Murray, Director: Finance

Sarah Chodkiewicz, Head of Financial Management

John Smith, Director: Economy of Place

Pete Anderson, Director: Property, Assets and Infrastructure

Patsy Mellor, Director: Management of Place

Donald Graham, Director: Housing and Landlord Services

Johanna Holmes, Scrutiny Co-ordinator





## **23 Welcome, Introductions and Safety Information**

The Chair welcomed attendees to this reconvened meeting.

## **24 Apologies for Absence**

It was noted that apologies had been received from Cllrs Craig Cheney, Jenny Bartle, Marley Bennett, Steve Pearce, Kevin Quartley, Tim Rippington and Andrew Varney (Cllr Andrew Brown was substituting for Cllr Varney). It was noted that Cllr Cheney was contactable by telephone to clarify particular points if/as necessary.

## **25 Declarations of Interest**

There were no declarations of interest.

## **26 Chair's Business**

None.

## **27 Public Forum**

It was noted that the following statements had been submitted:

1. Cllr Carla Denyer - topic: carbon impact assessments
2. David Redgewell, Robbie Bentley, Gordon Richardson and Brendon Taylor - topic: comments on the proposed budget including the transport levy.

David Redgewell was in attendance at the meeting and presented this statement.

## **28 Scrutiny of 2023/24 budget proposals - part 2**

It was noted that the Finance Task Group had identified a number of issues/questions/areas of focus in advance of these budget scrutiny sessions. Part 2 of the meeting was accordingly structured largely around these areas of focus, together with points on other issues as raised by members.

### **A. GROWTH & REGENERATION DIRECTORATE:**

#### **1. Supported bus services/transport levy**

The Chair referred to the recent decisions taken by the West of England Combined Authority on supported bus contracts, which would see a significant reduction in the number of services that were able



to be continued (noting that the West of England Mayor did not have any precepting powers and that supported bus services were funded through the transport levy contributions made by Bristol, South Gloucestershire and Bath & North East Somerset councils as the constituent members of the Combined Authority).

Points raised/noted:

1. Cllr Alexander commented as follows:

- a. It was important to recognise that transport operators nationally continued to face a major challenge due to the shortage of bus drivers.
- b. Any action taken to increase Bristol's transport levy would effectively place a substantial additional cost on each Bristol household.

2. The Chair commented that the key objective of the Clean Air Zone was to reduce vehicle emissions; however, the current situation regarding bus service provision and reliability was likely to result in a situation that, by default, encouraged people to make some journeys by private car that they might otherwise have made by bus, thus having the effect of increasing emissions. In response, Cllr Alexander stated that whilst some supported bus services would cease as they could no longer be subsidised, some of the funding available to the Combined Authority through the Bus Service Improvement Plan was being used to fund increased frequency/reliability (and reduce journey time) on designated main commercial routes; it was hoped that this would encourage increased patronage on these routes.

3. In response to questions about the role of the Council in encouraging public behaviour change in relation to transport modal shift, Cllr Alexander advised that the administration's transport policies were geared to the reallocation of road space where appropriate and encouraging modal shift. In the longer term, his view was that public transport route segregation was desirable to ensure improved passenger journey reliability; in the meantime, the administration was implementing specific initiatives - for example, 3 reports had been submitted to the most recent Cabinet meeting on:

- Using CRSTS Liveable Neighbourhood funding to complete Streetspace and related schemes.
- Pay and display parking in district car parks.
- A combined E-scooter & E-bike on-street rental scheme.

4. It was noted that:

- a. The transport levy charge for 2023/24 remained unchanged at £10.2m (the 2022/23 level).
- b. Unitary authority levies were pooled by the Combined Authority's Transport Integration Team and managed on a regional basis.
- c. An equalities impact assessment had been carried out in connection with the recent (18 January) report on supported bus services as considered by the Combined Authority.
- d. Any proposal to increase the levy would also need to be discussed and agreed at the regional level.

5. It was noted that the Combined Authority would be deploying Demand Responsive Transport (DRT) across the region for rural and feeder services from April 2023. The Chair commented that it would be important to monitor the impact of DRT especially in light of the significant risks identified in the 18 January Combined Authority committee report. These risks had also been highlighted by WECA Overview



and Scrutiny Committee members, who had expressed concern about the reliance on an unproven DRT model. At this point, the viability of DRT as a long term solution was unknown.

6. Cllr Weston commented that, in his view, notwithstanding the increased cost to residents if an increased levy were to occur, in light of the current governance and delivery arrangements, residents were unlikely to have faith that an increased levy could be taken forward effectively.

7. Cllr Wilcox commented that some of the supported bus services to be withdrawn would impact on residents in a number of areas of the city with relatively low rates of car ownership, including Ashley, Lockleaze and Stapleton.

8. In concluding this part of the discussion, the Chair noted that whilst acknowledging the national issues in relation to bus services, there was nevertheless a general concern among scrutiny members about the impact in the next year for residents arising from the significant reduction in supported bus services. Members also flagged the importance of the Combined Authority and Bristol (and the other West of England authorities) working together effectively to tackle the longer-term challenges in relation to bus services. Members also expressed disappointment that in advance of proposals being included in committee reports, scrutiny had been given no advance information or input into discussions about the 2023/24 transport levy.

## **2. Savings in transport and highway maintenance (£1m):**

In advance of the meeting, members had identified the following areas of focus:

- Further detail is required to enable members to assess these proposals.
- Why is the option of seeking alternative income sources restricted to 2023/24? This should be ongoing?

The Director: Management of Place confirmed that seeking alternative income services would be ongoing, i.e. not confined to 2023/24. It was projected that in 2023/24, potentially up to £1m of Clean Air Zone income would be available. Under set criteria, this income could be used to support sustainable transport interventions.

## **3. Savings in City Transport discretionary activities (£940k)**

In advance of the meeting, members had identified the following areas of focus:

- Further detail is required to enable members to assess these proposals.
- Will this proposal impact on capacity available to model/develop new proposals?

Points raised/noted:

1. It was noted that the proposed savings (which included some savings in relation to bus stop maintenance, road safety and residents parking expenditure) had been assessed as deliverable by the transport/highways teams whilst continuing to maintain services, bearing in mind the overall financial challenge faced by the Council.

2. Some concern was expressed by scrutiny members that it may ultimately prove to be a false economy if bus shelters were not maintained to appropriate standards, for example in relation to lighting, as this



may deter some potential bus users. Cllr Alexander commented that the savings would be implemented carefully so that bus stop standards were maintained. The importance of not reducing the quality of the bus journey customer experience was recognised but some savings had been identified to help balance the budget.

#### **4. Savings in Sustainable City and Climate Change services (£286k):**

In advance of the meeting, members had identified the following areas of focus:

- What are the likely sources of external funding to enable this saving to be made?
- Is this proposal placing the Council's net zero carbon objectives at risk?
- Net zero objectives plus higher energy costs will mean the case for 'spend to save' is higher than before.

Points raised/noted:

1. In response to questions from Cllr Mack and other members, the Director: Economy of Place acknowledged that the level of saving (£286k) in relation to Sustainable City and Climate Change services was significant. These savings would reduce the cost of running these services; however, from discussions with the officer team, there was confidence around ability to secure longer term external funding so that the delivery of the Council's climate and carbon neutral ambitions were not impacted. Appropriate mitigation was being put in place (recognising that a proportion of the work on climate change was cross-council work) to ensure that current work streams continued.

2. Cllr Fodor suggested that it would be essential to ensure that the Climate Change team had capacity to develop the required external funding bids.

3. Cllr Dudd highlighted the focus that was being given through the Strategic Climate and Ecological Emergency Board to achieving the Council's own objective of achieving carbon neutrality as an organisation by 2025.

4. In further discussion, it was suggested that all possible 'spend to save' investment opportunities should be explored/accelerated in this area.

#### **5. Council owned companies and related issues:**

It was noted that in advance of the meeting, members had identified the following areas of focus:

- A concern was raised that the Council budget may be approved without the detail of Bristol Waste's Business Plan being available, which constitutes an unnecessary risk.
- Accountability issue: Staff will transfer from the Council as a result of the establishment of the City Leap Energy Partnership but how will the Council monitor developments if there is effectively no 'client' function'?
- The Council will still need the ability to develop energy saving proposals and higher energy costs makes this a priority.

In discussion Cllr Fodor raised issues around:

a. How the Council's client function would operate in relation to the City Leap Energy Partnership. In response to this point, it was noted that a new client function was being established.



b. (With reference to Cllr Denyer's public statement) whether there would be capacity to develop carbon impact assessments for capital projects and revenue spends. In response to this point, it was noted that working with Arcadis, an approach around a sustainable framework was being piloted across 5 projects; Resources scrutiny members would be kept updated on this.

#### **6. Savings linked to waste service charges:**

In advance of the meeting, members had identified the following areas of focus:

- Will these charges impact negatively on the Council's recycling performance?
- How deliverable is the replacement bin charge? (e.g. some bins may be damaged by crews; this can be checked by video but will incur administrative time/cost).

Points raised/noted:

1. In addition to the above, Cllr Fodor drew attention to questions he had submitted to the Cabinet on 24 January in relation to the potential impact/adverse consequences of these changes on recycling rates and fly-tipping. A number of scrutiny members also expressed their concerns on these issues and about the 'fairness' issue of charging customers for replacement bins in circumstances where bins had been damaged beyond repair by crews (in response to this latter point, it was noted that free replacement bins would be provided in circumstance where bins were damaged by crews; it was suggested that further work needed to take place with some crews in ensuring that bins were treated with greater care when placed back outside residents' homes after being emptied).

2. Cllr Dudd commented as follows:

- a. It was important to note that the changes to waste service charges were proposals at this stage. The proposed charges had been benchmarked with core cities and neighbouring authorities but would be subject to finalisation through the Bristol Waste business plan.
- b. Bristol Waste needed to examine all aspects of its operations in relation to savings and income, given the national economic situation and inflationary/market impacts.
- c. Any increase in charges would accordingly be driven by the financial/economic situation and the need for Bristol Waste to raise income; if charges were increased, careful monitoring would be required as it was acknowledged that there were potential risks around recycling participation/rates and the increased incidence of fly-tipping.

3. Whilst noting that an online process would be introduced in relation to the proposed £5 charge for Christmas tree collections after Christmas (noting that this service would continue to be free for green waste bin subscribers), and whilst also noting the approx. £20k cost of free Christmas tree collection, Cllr Edwards and other members queried whether there would in reality be a significant saving/benefit/behaviour change in overall terms if there was an adverse consequence of some trees being disposed of by fly-tipping or burning following the introduction of this charge.

4. Other issue raised in discussion about waste services:

It was flagged that there were difficulties in refuse vehicles accessing narrow streets in some parts of the city, e.g. Windmill Hill. It was noted that this issue had been alleviated to an extent due to newer refuse vehicles being narrower in design; however, solutions could continue to be explored such as mini-



recycling centres/bespoke collection arrangements for certain streets (as had been introduced previously in St Pauls) and flat blocks. Cllr Dudd suggested that new/innovative solutions could also be considered, e.g. exploring the options for communal underground bins (which, for example, were planned for implementation in Liverpool). **(Action: this item to be considered as a potential item for the Communities Scrutiny Commission work programme).**

### **7. New parking charges for small district car parks (saving of £150k):**

In advance of the meeting, members had identified the following areas of focus:

- How accurate is the £150k calculation given many of these car parks are low usage?
- Will enforcement be cost-effective?

Points raised/noted:

1. The Chair advised that (along with other ward councillors) he had submitted a statement to the Cabinet on 24 January expressing concerns about this proposal, specifically in relation to Westbury-on-Trym car park.

2. Cllr Goulandris, Massey and Weston expressed concern about the introduction of these car park charges. It was highlighted that in Westbury-on-Trym, charges would impact on local residents (and residents from Southmead and Horfield) who used that car park to access the GP surgery and local banks; the impact of these proposals on communities and local high streets must be considered. Concerns were also expressed about the impact of these charges in other areas such as Shirehampton. The impact of these changes on residents seemed disproportionate given the savings that would be achieved were small in the context of the wider budget.

3. Cllr Alexander commented as follows:

- a. It could be argued that up to this point, the Council had effectively been subsidising the provision of free car parks at these locations; maintaining these car parks came at a cost to the Council.
- b. The introduction of charges would deliver improved management of these car parks and appropriate enforcement measures would be in place, linking in with enhanced local 'yellow' line parking enforcement. Free parking for Blue Badge holders would be maintained.

4. The Director: Management of Place commented that part of the rationale for introducing car park charges was to encourage those who could to walk to their local high street shops, thus helping to free car park spaces up for those who needed to use them.

5. Whilst understanding the financial situation, the Chair suggested, with particular reference to the Westbury-on-Trym car park, that the proposals could perhaps be refined, especially in light of the age profile of the local population - for example, a free first half-hour or free first hour's use of the car park would assist those visiting the GP surgery or local shops; alternative timing of charges could also be considered on Sundays to assist congregations of the two neighbouring churches; a maximum parking time of 4 hours would assist in ensuring 'turnover' of car park space availability. In response, Cllr Alexander indicated that specific further discussion could be held around these points of detail.



6. Cllr Massey suggested that particular small district car park proposals could be paused where there were strong community interests at stake, in order to assess whether and how implementation should proceed; it was important to consider the implications for local high streets. The Chair flagged that discussions with local communities should take place in advance of any related TROs being progressed.

7. Cllr Hopkins expressed concern about the degree (and cost-effectiveness) of enforcement linked to these proposals. He also expressed concern that the introduction of these charges could lead to increased on-street car parking around some locations.

8. Whilst noting the views expressed, Cllr Parsons welcomed the broader principle of managing demand for car parking through parking charges. He was concerned that a comprehensive parking strategy for the city was required, highlighting the particular issues faced in many parts of the city with free on-street parking, especially inner-city areas which had streets crammed with parked cars on a permanent basis. In response, Cllr Alexander agreed that a wider parking strategy for the city would be beneficial but highlighted the current lack of resource available to develop this work.

9. Cllr Fitzjohn expressed the view that a new residents parking scheme(s) were needed urgently in the Bedminster/Ashton Gate area of the city.

#### **8. General concern about the need for a clear parks and green spaces plan/strategy.**

In advance of the meeting, members had identified this as an area of focus.

Points raised/noted:

1. At the suggestion of the Chair it was agreed that the parks and green spaces plan/strategy should be maintained as an item for consideration as part of the Communities Scrutiny Commission work programme (**Action: this item to be maintained as an item for the Communities Scrutiny Commission work programme**).

2. It was noted that updated parks/trees/allotments strategies were anticipated to come forward for Cabinet decisions in June.

#### **B. CAPITAL PROGRAMME**

It was noted that in advance of the meeting, members had identified the following areas of focus:

- Given the budgetary pressures, clarification is sought on the action/measures taken by the Council in relation to the governance and management of the capital programme, in response to last year's External Auditor's report.
- What action has been taken to address slippage within the capital programme and to address the inflationary impact of slippage/delay?
- What progress is being made in assessing the carbon impact of projects included in the capital programme? (see earlier related point raised under '**Council owned companies and related issues**').



At the suggestion of the Chair, it was agreed that as these were ongoing issues, they could be picked up for further detailed discussion (after the 2023/24 budget had been determined) by the Resources Scrutiny Commission (**Action: this item to be picked up as an item for further discussion by the Resources Scrutiny Commission**).

### C. SPEND TO SAVE

In advance of the meeting, members had identified that given the seriousness of the budgetary pressures, scrutiny members would like further information to assess whether the Council has maximised the potential of 'spend to save', for example, in tackling pressures in relation to adult social care and homelessness.

At the suggestion of the Chair, it was agreed that 'spend to save' updates should be picked up as an ongoing issue for further detailed discussion into 2023/24 (**Action: this item to be picked up as an item for further discussion through the Resources Scrutiny Commission work programme**).

### D. HOUSING / HOUSING REVENUE ACCOUNT BUDGET PROPOSALS 2023/24

Points raised/noted:

1. In response to questions, it was noted that in relation to the 'Waking Watch', 24 hour/7 days a week fire safety patrols were in place at 36 housing blocks where there were concerns about the EPS (expanded polystyrene) cladding. In cases where the EPS cladding could be removed within the next 12 months, the plan was to have a Waking Watch presence until the EPS cladding was removed. Where the works to remove EPS cladding were scheduled to take longer, the plan was to replace the Waking Watch with an alarm system. In the longer term, a sprinkler installation programme would be progressed across all 62 high-rise blocks with proposed costs allowed for the installation of these sprinklers over a 5-year period totalling £32.7m (subject to change depending on rates of inflation).

In discussion, it was noted that the prospect of accelerating relevant aspects of spend within this programme where possible to reduce overall costs was being kept under constant review – scrutiny members would be kept informed. Certain actions were being planned in the interests of cost-effectiveness – e.g. replacing windows whilst scaffolding was in place.

2. It was noted that scrutiny members would also be kept informed of progress in taking forward work on creating new temporary accommodation, including the use of existing properties (including council housing) and working with partners to source available properties, and therefore reduce spend on expensive and inappropriate accommodation

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At the conclusion of the meeting, the Chair thanked scrutiny members, Cabinet members and officers for their attendance and contributions through both of these budget scrutiny sessions.





The meeting finished at 6.49 p.m.



## Resources Scrutiny Commission

21 November 2023



**Report of:** Service Director, Legal & Democratic Services

**Title:** Resources Scrutiny Commission annual business report 2023-24

**Ward:** N/A

**Officer presenting report:** Ian Hird, Scrutiny Adviser

**Contact:** [ian.hird@bristol.gov.uk](mailto:ian.hird@bristol.gov.uk)

### Recommendations:

#### The Resources Scrutiny Commission is asked to note:

1. The Commission's terms of reference.
2. The Chair and Vice-Chair for the 2023-24 municipal year.
3. The membership of the Commission for the 2023-24 municipal year.
4. The 2023-24 meeting dates.

## **1. Context and Proposal**

### **1.1 Terms of Reference of the Commission**

At its Annual Council meeting on 9 May 2023, the 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.

1. 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.
2. To action the annual work programme set by the Overview and Scrutiny Management Board using the following framework:
3. 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;
4. Input to significant policy developments or service reviews;
5. 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.
6. 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.
7. 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.
8. To report to the Overview and Scrutiny Management Board on progress against the work programme and on any recommendations it makes.
9. To develop a budget review process and ensure that budget proposals are subject to rigorous challenge.

### **1.2 Membership of the Commission:**

Cllr Geoff Gollop (Chair)

Cllr Heather Mack (Vice Chair)

Cllr Mark Bradshaw

Cllr Martin Fodor  
Cllr Zoe Goodman  
Cllr John Goulandris  
Cllr Gary Hopkins  
Cllr Patrick McAllister  
Cllr Tim Rippington

### **1.3 2023-24 meeting dates**

- 5.00 pm, Tuesday 21 November 2023
- 2.30 pm, Friday 8 December 2023 - scrutiny of Council Tax Reduction Scheme review and budget consultation/proposals (part 1)
- 9.30 am, Friday 15 December 2023 - scrutiny of budget consultation/proposals (part 2)
- 4.00 pm, Tuesday 30 January 2024 - final scrutiny of budget proposals ahead of Budget Council meeting (part 1)
- 4.00 pm, Thursday 1 February 2024 - final scrutiny of budget proposals ahead of Budget Council meeting (part 2)

### **3. Legal and Resource Implications**

N/A

#### **Appendices:**

None

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

#### **Background Papers:**

- Full Council agenda papers - 9 May 2023

# Resources Scrutiny Commission

Tuesday 21 November 2023



**Report of:** Tim Borrett, Director: Policy, Strategy and Digital

**Title:** Digital Transformation Programme Update

**Ward:** Citywide

**Member Presenting Report:** N/A

## Recommendation

Note the report and the continuing progress on the Digital Transformation Programme (DTP) and its benefits tracking.

## Summary

In July 2022, Cabinet approved the Bristol City Council Digital Transformation Programme. This provided further investment to address key IT risks and continue towards a modernised simple, stable and secure digital environment which is resilient for the future. This report updates the Resources Scrutiny Commission (RSC) on its progress. The overall Programme is RAG-rated Green and aims to increase its financial benefits compared to what was anticipated when its Full Business Case was approved.

## The significant issues in the report are:

- Of its approved £17.99m budget envelope it has spent just over £7m as of November 2023, and this will increase at pace as key projects approach their delivery stage.
- Of the 13 original projects which comprised the programme at the time of its Cabinet approval, seven are complete and six are in-flight (plus one additional project (seven total) recently brought under DTP governance). The programme is operating within its approved time and budget contingencies, although some specific projects within it have exceeded tolerances and have been re-profiled. Typically, this has related to time contingency rather than financial.
- The programme aims to achieve financial benefits now worth circa £960k by the time the programme reaches maturity in FY2025-26, compared to circa £300k anticipated when the programme was approved. This may change again as projects proceed through delivery stages.

**Digital Transformation Programme status**

- As of November 2023, the overall Digital Transformation Programme is RAG-rated as Green. Of its approved £17.99m budget envelope it has spent £7.14m to date, and this will increase at pace as key projects approach their delivery stage. The programme aims to achieve financial benefits now worth circa £960k by the time the programme reaches maturity in FY2025-26, compared to circa £300k anticipated when the programme was approved. The increase in expected savings results largely from cost avoidance of circa £800k through the re-tender of the council's Networks provision. The programme further provides a range of non-financial benefits as shown in Appendix A1. Of the 13 projects which comprised the programme at the time of its Cabinet approval, seven are complete and six are in-flight. The programme is operating within its approved time and budget contingencies, although some specific projects within it have exceeded tolerances and have been re-profiled. Typically, this has related to time contingency rather than financial.

**DTP Background: Business Case & Governance**

- The programme is structured to focus on delivery of three core elements:
  - 'Contract Savings'
  - 'Must do' or 'Essential Renewal'
  - 'Enabler for Transformation'
- In totality the programme was approved and allocated the expected one-off costs of £17.99m. The July 2022 report stated the overall net savings expected were to be circa £300k from 2025/26, as most of its financial benefits need to be reinvested to fund the programme and the ongoing costs of adopting modern technologies, such as increased telephony and networks costs, which were 'must do' projects that would otherwise have become a pressure on the council's existing budget.
- It should be noted that this programme looks to achieve a specific set of projects and objectives. The programme will by no means complete the digital transformation journey that BCC and all organisations face. Continual improvement and investment in technology is required to avoid the build-up of 'technical debt' which has been problematic for the council in recent years and necessitated larger, more costly programmes of improvement work.
- The Programme is overseen by a Board, the purpose of which is to support the effective delivery of the Digital Transformation Programme projects. The current programme board structure is shown in [Appendix A1](#). Minor changes in membership have been approved by the Board during the year, reflecting changes to personnel and roles within the council.

**6. Projects within DTP:**

Project Title	Brief Description	Status at Oct 2023
Transformation Business Case (FBC)	Programme setup and planning (establishing DTP)	Complete
Windows 10 Rollout	Complete the deployment of Windows 10 devices across the organisation.	Complete
ID Management (PowerShell)	Changes to the Joiners / Movers / Leavers process – integration between the HR and ICT systems.	Closed – completed in part (Leavers and technical foundation for Joiners / Movers)
S&G Drive Migration	Moving user data off the on-premises data storage hardware into Cloud storage (primarily the council's main document management system; SharePoint)	In Progress
Website Re-platform	Move the external BCC website onto a more stable and reliable software.	Complete

Telephony Replacement	Replace telephony software and ensuring it is Payment Card Industry (PCI) compliant	In Progress
Portfolio Management Tooling	Procure and implement software to manage the portfolio of programmes and projects across the organisation	Complete
Digital Strategic Partner Procurement	Procure and embed a Digital Strategic Partner to support BCC realise its digital ambitions and objectives	Complete
Networks Improvement / Replacement	Replace end-of-life networks hardware with new technologies to support greater security and resilience across BCC buildings and schools	In Progress
End User Compute (EUC)	Enhance BCC's digital security position and leverage Microsoft subscription features.	In Progress
Third Party Contracts (ICT)	Review and negotiate chosen priority ICT department owned contracts with external supplier for annual savings including the council's Mobile Phone provider.	Complete
Channel Shift	Deliver more (and improved) functions for citizens to complete transactions online, and support the Contact Centre to make operational savings whilst improving customer experience.	In Progress
eDiscovery for Subject Access Requests	Leverage existing Microsoft subscription tools to improve information searches for Subject Access Requests.	Closed – completed in part (Implemented on MS platforms; not cost effective to implement for social care systems)
Cloud Migration	Reduction of on-premises servers and storage, reducing the need for data centre facilities within council offices	In Progress
<b>Brought under DTP Governance at later date:</b>		
Business Continuity and Disaster Recovery	Review the contingency plans and recovery process in the event that services were unavailable.	Completed in part – On Hold
Hybrid Meeting Tech and AV (subject to Cabinet approval)	Replace aging technology in the Council Chamber and Conference Hall, and implement technology to assist with new ways of working and accessibility	In Progress / On hold pending funding approval

## 7. DTP Key Achievements – at a glance

- i. Digital Strategic Partner (Fujitsu) now on board: ability to increase volume and pace of IT delivery capacity, and reduced time in commissioning new IT projects.
- ii. Windows 10 device deployment complete: Improved end user experience including reliability, productivity, cyber-security and collaboration. The old Windows 7 laptops that this project replaced were refurbished and distributed by the BCC 'Employment, Skills and Learning' service alongside Bristol Waste to support further education and help improve job prospects within local communities: this 'Digital Inclusion Scheme' has provided 2,512 laptops to date and continues to deliver around 100 laptops per month.
- iii. Core Telephony solution implemented and live: Increased operational stability and reliability of contact centre solution as first step towards the in-progress Payment Card Industry Data Security Standard (PCI DSS) solution.
- iv. PPPM Tool implemented and live: Greater efficiency in programme and project delivery.
- v. Multiple third-party contracts closed or retendered.

- vi. External website now on stable platform, reducing of number of unplanned website outages from up to 3 per annum to zero since move to platform.
- vii. e-Discovery Tool configured for Microsoft products (such as Outlook and SharePoint) resulting in improved opportunity to find sources of relevant information for Subject Access Requests, reducing manual effort and potentially reducing the number of follow up or clarification requests.
- viii. Networks hardware contract awarded to FourNet for Fortinet products. The tender significantly reduced the originally expected one-off implementation costs by circa £412k (including contingency) and projected ongoing costs by an average of circa £800k per year over the next five-year period. This cost avoidance should enable greater cashable savings to be generated by DTP as a collective in coming years, as savings originally earmarked to help contain the addition cost of a new network may instead be possible to release as cashable savings, provided projects deliver their benefits and are delivered on budget.
- ix. Cloud Migration project has been performing optimisation of the existing Azure cloud storage alongside the business case development. The project has reduced the monthly costs by £2,669 per month on the cost of running the current Azure environment.

#### 8. DTP Key Challenges overcome/lessons learned:

- i. Soon after the Digital Transformation Programme was approved the organisation implemented a 'Recruitment Freeze' in part to reduce operating costs. This left a number of projects with vacant positions causing delays until a process was established for dispensation. Projects with agreed funding were later able to attain exception.
- ii. Organisational need to reduce ongoing/operational spend resulting in a restructure within ICT. The restructure has had an anticipated impact on available resources to assist with projects; projects have realigned expectations and/or their resourcing plans.
- iii. The procurement of the Digital Strategic Partner (DSP) has been successful, however the period of embedding and establishing ways of working was not accounted for when planning the Projects that the partner would be assigned to. This resulted in the Cloud Migration project and Channel Shift project starting later than originally planned. A lead-in process and collaboration with the DSP is now better understood for DTP projects, and learnings have been used for other strategic partner procurements across the organisation.
- iv. The eDiscovery tool was unable to be configured for third party applications including that used for Adult Social Care. This was due to there being no interfaces (APIs) available at the time to facilitate an integration through to the eDiscovery tool which would ensure that all required information associated with a subject access request could be surfaced from Adults Social Care systems. A possible workaround would have resulted in high implementation and ongoing costs (costs would have outweighed the efficiency benefits gained).

#### 9. Key Challenges the Programme is facing now:

- i. **S&G Drive Migration:**  
The project requires the deletion of old and unused files, the clean-up of folder structure and file names. This can only be performed by the services across the organisation and so requires their support to perform this.



The migration itself is a challenge due to the size of the data, the number of services involved, and the complexity of file types. For context, close to 50m files are stored on S&G. No single solution is possible therefore an approach for a fully ICT/project supported migration has been agreed; this will require DTP funding to be redirected to support. A significant increase in budget has been earmarked by the programme and is pending consultation in line with Cabinet approvals. The timeline will also be significantly longer. The Full Business Case was approved at DTP Board on 17 October which detailed the plans for the first service (ICT) to be migrated.

ii. **Email Security:**

The Microsoft services available to BCC include an email security product which is being evaluated against the existing product (ProofPoint) as a means to reduce operating costs. Selection after evaluation will require senior support and consideration of risk based on the performance of the alternative toolset.

iii. **Channel Shift:**

The aims of the Channel Shift project are to reduce operating costs and increase customer experience. There are multiple ways in which the savings can be made; the project has therefore performed proof-of-concepts to establish a multi-pronged approach to the challenge. Learnings from these have resulted in a Change Request being developed to modify the scope and approach in order to best achieve the desired benefits.

iv. **Telephony and PCI compliance:**

The Telephony product implemented must be enhanced to provide greater security and compliance to the Payment Card Industry standards: The project is uncovering a greater number of services across the organisation which take card payments by phone than anticipated, and must ensure they are technologically compliant. This requires additional discovery work and may mean process redesign is needed for some or all of the services in question. This will require support from their service management and may increase project cost, but compliance is not optional. (Note: The Telephony project is only managing PCI Compliance for payments taken over the phone with a council agent. It is not managing PCI Compliance for taking payment by any other means; this is a separate distinct project that is underway managed by Corporate Finance).

**DTP Financial spend (one-off costs within the £17.99m approval)**

10. The Actual Spend (including committed spend) of the Programme was **£7,136,518** as of 01 November 2023. Some projects are in their early stages and have yet to have earmarked funding formally allocated. The rate of spend is behind what was expected at FBC approval (July 2022). This was caused by the Digital Strategic Partner being mobilised later than originally expected resulting in a later start of the Channel Shift and Cloud Migration project, and the Networks project re-tender delaying the (now reduced) hardware spend.
11. The forecasted total programme spend is **£17,378,081** (including some project contingencies). This only includes spending within the allocated programme budget. It does not include spend on projects under DTP governance with alternative funding sources. There is currently only one project in this cohort: Hybrid Meeting Tech and AV.
12. The organisation has informed the Programme Sponsor of potential shortfalls in available funding from Flexible Use of Capital Receipts. There has therefore been a request to reprofile and reduce spend where possible and reduce DTP's funding requirements within this financial year where possible. The programme is working with Finance colleagues towards releasing specific funding sources from closed projects, projects with reduced scope / reduced forecasts, and contingency where a risk-based decision can be made to do so. This may introduce additional financial risk in future should funding be released

but later needed as contingency funding. Note: £220k of DT Reserve budget has recently been released to help mitigate the council's in-year revenue budget pressures.

### DTP Financial Benefits – Net position and change since July 2022

13. The Average Net Programme Savings over MTFP lifetime as per FBC in July 2022 were £337k. The Average Net Programme Savings over MTFP lifetime as per September 2023: calculations as approved by Delivery Executive on 13 September 2023 show savings as £959,966. This is an improvement of £622,610.
14. The net average return increase is largely as a result of the Networks Replacement project following a successful tender, with lower one-off and ongoing costs. This is aided both by technology decisions made within DTP and by the council's plans to reduce its office estate.
15. Some net savings have been realised now; however, these are not material and are being used (as planned) to cover the programme's own costs. Improved maturity of savings come from financial year 2025/2026 at the point in which all DTP projects should have completed and any additional net benefit can be realised. Until this time the projected cashable savings should be treated as subject to change.

### DTP Non-financial Benefits

16. Non-financial benefits are being tracked within the programme and are aligned with the stages of the projects. A summary of benefits for closed projects can be found in [Appendix A1](#) with greater detail in [Appendix A2](#). The most significant non-financial benefits have been noted in section above, "Key Achievements – at a glance", including the capabilities of which the Digital Strategic Partner offers the organisation, and greater stability of the telephony solution ensuring that citizen calls are not interrupted by technical faults.

### Consultation

#### 1. Internal

- Head of IT Operations
- Head of Digital Strategy and Transformation
- Digital Transformation Programme Manager
- Not reviewed this paper however reviewed September 2023 Audit Committee papers of which are the same with exception to this paper having updated financial figures:
  - Cabinet Member - Finance, Governance, Property and Culture
  - SIRO (Senior Information Risk Owner) [Director: Legal and Democratic Services]

#### 2. External

Not applicable

### Appendices:

- A1 DTP Update (Programme Governance, project info, and spend to date)
- A2 DTP Non-Financial Benefits Register (extract)
- B1 Digital Strategic Partner – Account Managers comment on DTP Governance

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

#### Background Papers:

Digital Transformation Programme – Annual Update ([noted at Cabinet in September 2023](#))

Digital Transformation Programme – combined programme ([approved at July 2022 Cabinet](#))

Digital Strategy 2022-27 – ([approved at June 2022 Cabinet](#))

Digital Plans and Strategic Partner – ([approved at April 2022 Cabinet](#))

Digital Transformation Programme – 1<sup>st</sup> tranche of work ([approved at Cabinet September 2021](#))

Network & Telephony Contract extension ([approved at Cabinet July 2021](#))

# DIGITAL TRANSFORMATION PROGRAMME



## Update for Resources Scrutiny Commission

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## 21 November 2023

*Portfolio Holder: Councillor Cheney – Finance, Governance & Performance*

*Programme Sponsor: Tim Borrett – Director: Policy, Strategy and Digital*

**DIGITAL**  
TRANSFORMATION  
PROGRAMME

# Executive Summary

## Drivers – case for change:

- Critical risks – requirement to address infrastructure challenges and reduce organisation risk
- Ambition to further the digital transformation journey and maximise value from the investments in IT already made
- IT budget pressures and wider Council savings needs
- Ambition to further the digital transformation journey and maximise value from the investments in IT already made.

## Outline Scope of programme delivery:

- Overarching programme management (oversight)
- Adoption and Change Management (ACM)
- Implement various projects:
  - Windows 10 Rollout
  - ID Management (PowerShell)
  - S&G Drive Migration
  - Website Re-platform
  - Telephony Replacement
  - Portfolio Management Tooling
  - Digital Strategic Partner Procurement
  - Networks Improvement / Replacement
  - End User Compute (EUC)
  - Third Party Contracts (ICT)
  - Channel Shift
  - eDiscovery for Subject Access Requests
  - Cloud Migration
  - Business Continuity and Disaster Recovery
  - Hybrid Meeting Tech and AV (subject to future Cabinet approval)

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## Measurable Benefits targeted:

- ✓ Gross savings of £4.3m targeted (*net annual average was £0.25m from 23/24-30/31 however has improved and requires Delivery Executive approvals*)
- ✓ Reduced risk
- ✓ Simplified technology estate
- ✓ Increased resilience and cyber security
- ✓ Better able to support future transformation

## Timeline:

- July 2022 – Cabinet approved the programme Full Business Case
- July 2022 – Kicked off 3 of the 5 new projects (supported by interim partner)
- February 2023 – Kick off remaining projects (supported by Digital Strategic Partner)
- September 2023 – Annual progress update to Cabinet
- Programme closure forecast **was August 2024** (some projects may extend beyond this date however umbrella programme may not be required).

## Total Programme Cost estimates:

- Approved Budget: £17.99m
- Forecast: £17.38m

**Funding:** *Capital, Revenue Reserves, and Flexible Use of Capital Receipts.*

## Stakeholders

- Cabinet Sponsor / Portfolio Holder: Councillor Cheney – City Economy, Finance and Performance
- Programme Sponsor: Tim Borrett – Director: Policy, Strategy and Digital
- Programme Executive: Polly Thompson, Head of Digital Strategy & Transformation






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# Governance

Programme Governance overview and Terms of Reference (ToR)



# Scope of the Programme Board ToRs

-  Completed/ closed projects
-  Closing
-  On hold







## Part 1

The scope of the **Digital Transformation Board** can be broken down into two parts:

To **oversee** and **support** the effective delivery of the Digital Transformation Programme projects, including those agreed at Cabinet 14/09/21 (*previously known as DTP1*) and a suite of additional projects added and approved by Cabinet in July 2022 (*previously known as DTP2*). When combined these, have a maximum approved funding envelope of just under **£18m** (see [July 2022 Cabinet paper](#) for details). The current projects in scope of this board are:

### DTP1

(approved Cabinet Sep 21):

						
<b>Project 1</b>	<b>Project 2</b>	<b>Project 3</b>	<b>Project 4</b>	<b>Project 5</b>	<b>Project 6</b>	<b>Project 7</b>
• Windows 10	• ID Mngmt / Powershell Scripts (prev. MIM/AD)	• SharePoint (S & G drive) Migration	• Transformation Business Case shaping (FBC)	• Website Replatform	• Telephony	• Project Portfolio Management Tooling





### DTP2

(approved Cabinet July 22):

						
<b>Project 8</b>	<b>Project 9</b>	<b>Project 10</b>	<b>Project 11</b>	<b>Project 12</b>	<b>Project 13</b>	<b>Project 14</b>
• Digital Strategic Partner*	• Network Improvements	• End User Compute (EUC)	• Third Party Contracts	• Channel Shift	• eDiscovery for SARs	• Cloud Migration

**Note:** Additional projects may be added into the remit of the Programme Board – this will be based upon clear funding sources, business need and presentation of a valid business case (Mandate/Outline Business Case/Full Business Case), and should demonstrate how the work supports the Digital Strategy ambitions 2022-27. This may also include providing governance to IT/Digital projects that could benefit from the governance structure, but won't necessarily be added into the DTP programme/ business case.

### DTP Added

			
<b>Project 15</b>	<b>Project 16</b>	<b>Project 17</b>	
• Business Continuity and Disaster Recovery	• Mobile Provider	• Hybrid Meeting Tech AV (subject to Cabinet approval)	

## Part 2

To operate as an **escalation point** for the Director of Policy, Strategy and Digital in relation to any issues arising across the organisation regarding misalignment with the Digital Strategy 2022-27. In this scenario the Chair and Sponsor will advise on the resolution or route for further escalation as required. It is assumed the Director of Policy, Strategy, and Digital will invite any supporting attendees to the discussion as necessary.



\*Digital Strategic Partner: This work has also received standalone Cabinet approval in April 2022.

# Governance diagram (1/2) – Programme level and above

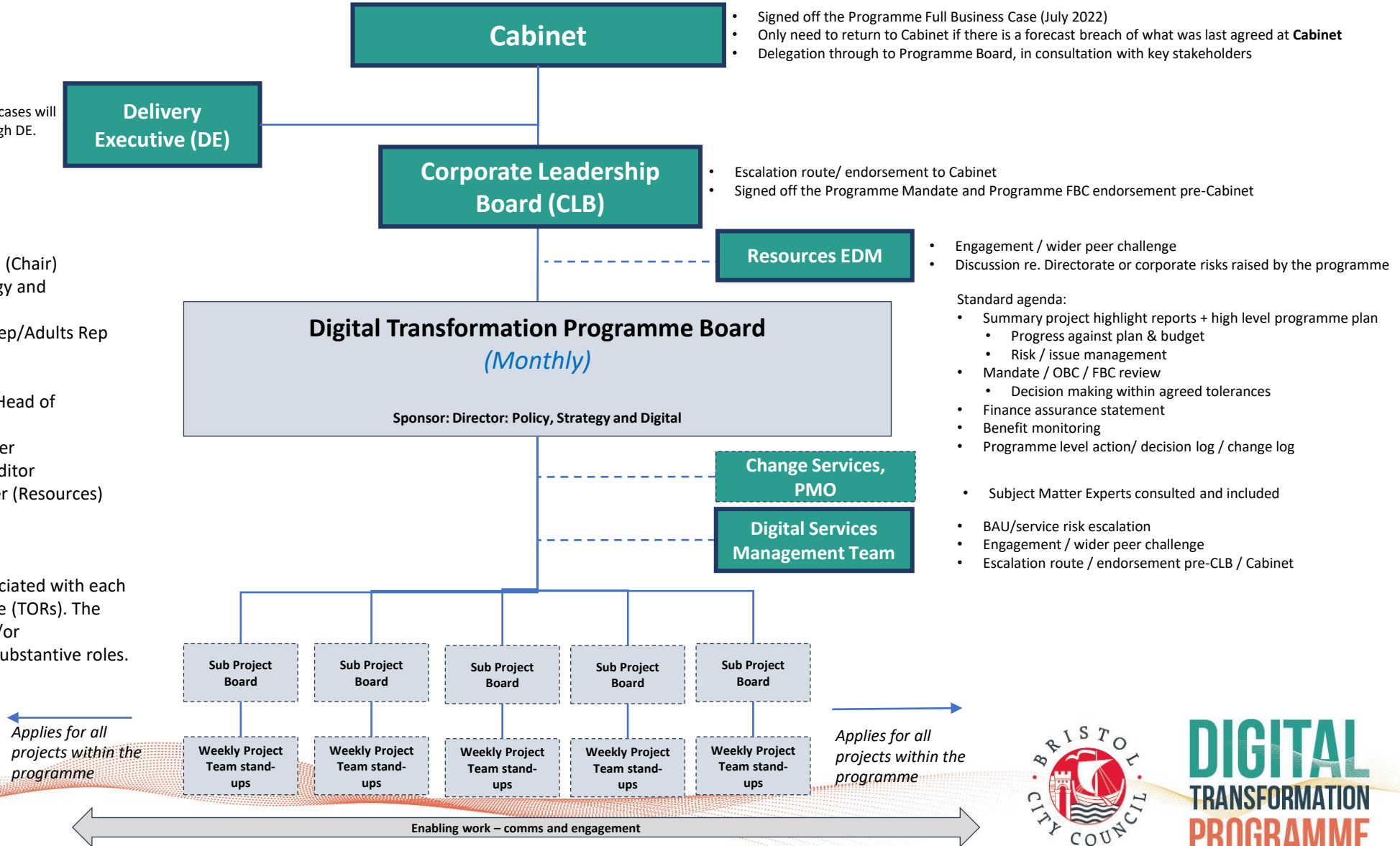
- Permanent council governance
- Temporary project governance

- Financial savings approved within business cases will have their benefit realisation tracked through DE.

## Programme Board Membership

- Sponsor: Director: Policy, Strategy and Digital (Chair)
- Programme Executive: Head of Digital Strategy and Transformation
- Suppliers: G&R Rep, Childrens & Education Rep/Adults Rep
- Supplier (BCC): Head of IT Operations
- Supplier (DSP): Account Manager, Fujitsu
- Project Executives: Head of Citizen Services, Head of Information Governance
- Corporate Finance: Resources Business Partner
- Assurance (1<sup>st</sup> line): Deputy Chief Internal Auditor
- Assurance (2<sup>nd</sup> line): Change Business Partner (Resources)
- Programme Manager

**NOTE** - Accountabilities and responsibilities associated with each board role are detailed in the Terms of Reference (TORs). The TORs do **not** supersede any accountabilities and/or responsibilities associated with any individual's substantive roles.



**DIGITAL  
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PROGRAMME**



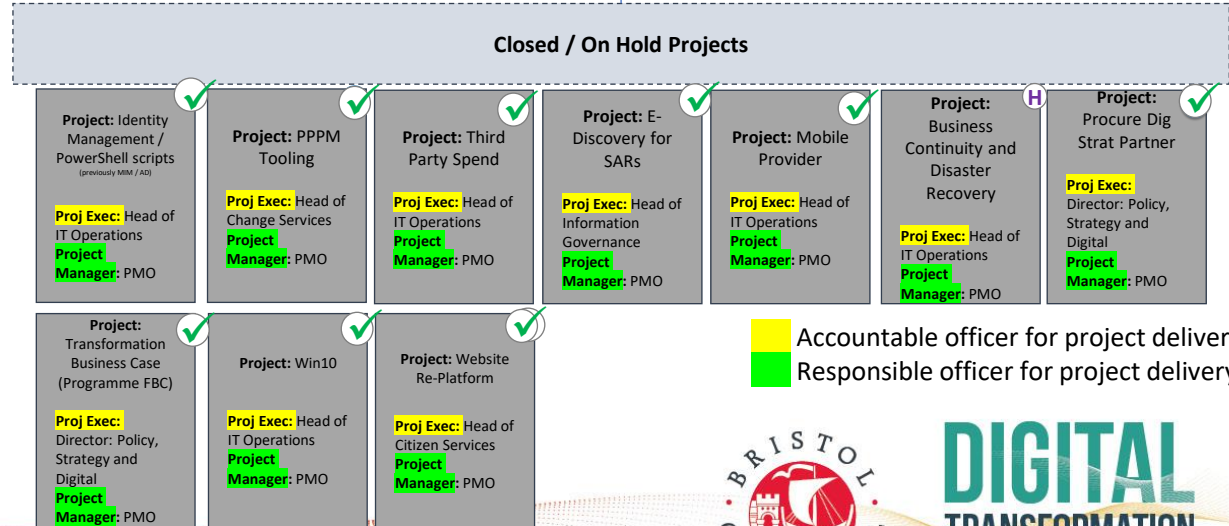
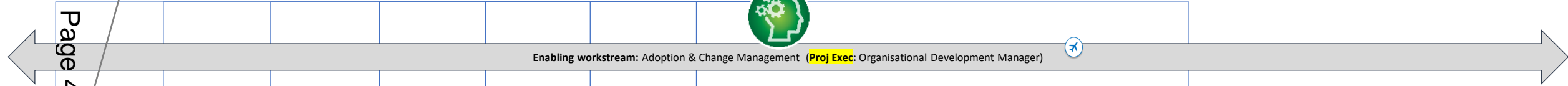
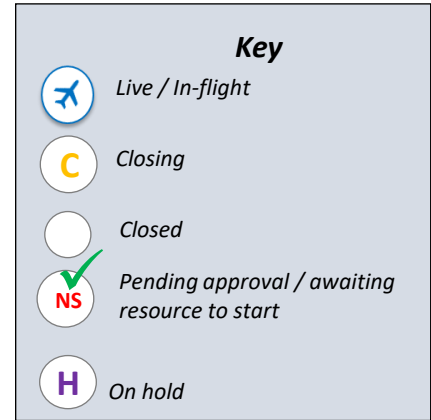
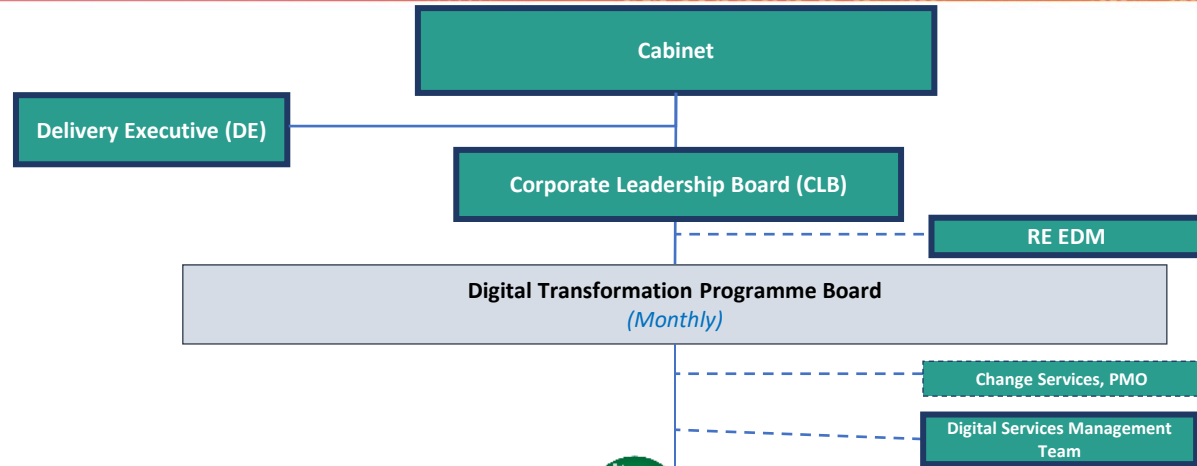
# Governance diagram (2/2) – Project level

Permanent council governance  
 Temporary project governance

### Project Board(s) Standard Membership

- Project Executive
- Supplier 'Rep'
- User 'rep'
- Project Manager

Other roles may be invited or included in Project Boards where applicable.



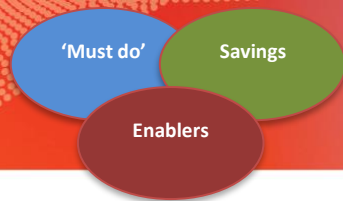
Accountable officer for project delivery  
 Responsible officer for project delivery

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# Scope of Projects



# Scope – Project Breakdown (1/3)

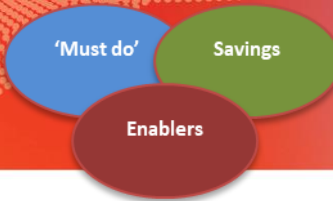


## Projects Approved Cabinet September 2021






Project (or Work package) Category Title	Category	Summary Description	Target deliverable	Outcome	Assoc. Benefits	Status
Portfolio Management Solution (Project tooling)	Enabler for transformation	To develop the requirements and procure a tool that meets BCC needs for Portfolio, programme and project management.	<ul style="list-style-type: none"> <li>A system and associated processes that support the Change function in managing the portfolio of projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Easier administration and tracking of projects and key project information</li> <li>Provide clear view of the portfolio and portfolio decisions</li> </ul>	<ul style="list-style-type: none"> <li>Consistent view of project financially and qualitatively</li> <li>More efficient data management for projects</li> </ul>	<b>Complete</b> – Delivered in Full
 Telephony	Must do	To determine options, recommend and procure new telephony system. Deliver to end users including necessary system integrations.	<ul style="list-style-type: none"> <li>New cloud based telephony system</li> <li>New contact centre handling system</li> </ul>	<ul style="list-style-type: none"> <li>Subscription based telephony system</li> <li>Integration with Microsoft Teams</li> </ul>	<ul style="list-style-type: none"> <li>Improved reliability for the contact centre</li> <li>Consolidate usage alongside MS Teams</li> </ul>	<b>In Progress (Delivery)</b> Core Telephony system implemented.
 WIN10 (Windows 10) Rollout	Enabler for transformation	Complete the deployment of Laptops and shared desktops to BCC users to replace all Windows 7 devices. Includes the deployment of applications required by recipients on their Windows 10 devices.	<ul style="list-style-type: none"> <li>Windows 10 devices as standard.</li> <li>Most appropriate devices access given recipients' role</li> </ul>	<ul style="list-style-type: none"> <li>Removal of obsolete devices and Windows 7 devices</li> <li>Improved security and features</li> <li>Consistent standard of end user devices</li> </ul>	<ul style="list-style-type: none"> <li>Improved features for collaboration, communication and productivity</li> <li>Savings from 3rd party contracts</li> <li>Simplified support</li> </ul>	<b>Complete</b> – Delivered in Full
 Website re-platform	Must do	Migrate the Council's external facing website to a new cloud based technical platform.	<ul style="list-style-type: none"> <li>New resilient platform for the council's external facing website</li> </ul>	<ul style="list-style-type: none"> <li>Fully supported, secure scalable website platform.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in website outages</li> <li>Savings from moving to an open source content management system</li> <li>Savings from a lower cost support &amp; maintenance contract</li> <li>Improved accessibility on our public website</li> </ul>	<b>Complete</b> – Partial Delivery. Remaining items taken into BAU.
 S: & G drive migration	Enabler for transformation	Migration of business data from on premise storage to Microsoft 365 cloud SharePoint and OneDrive. The project will focus on migrating business data and include housekeeping and restructure to enable collaboration for teams delivering services	<ul style="list-style-type: none"> <li>Migration of all relevant data from on premise shares to Sharepoint and OneDrive in the cloud.</li> </ul>	<ul style="list-style-type: none"> <li>Removal of the need for on premise storage to hold business data with its support needs and periodic replacements costs</li> <li>Cost reduction through better utilisation of existing M365 subscription</li> </ul>	<ul style="list-style-type: none"> <li>Cost reduction in storage hardware, software and support</li> <li>Easier to share data with improved security and access controls that will assist collaboration</li> </ul>	<b>In Progress</b> (Full Business Case stage)

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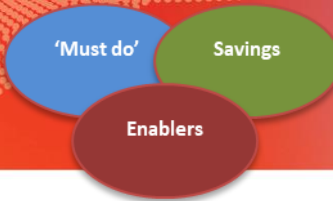
# Scope – Project Breakdown (2/3)



## Projects Approved Cabinet July 2022

Project (or Work package) Title	Category	Summary Description	Target deliverable	Outcome	Assoc. Benefits	Status
 <b>Network Replacement</b>	Must do	Renew the network technology to improve security features, performance and supportability. Critical renewal work due to existing network obsolescence and contract expiry. <b>Impact of doing nothing</b> – leave the council open to Cyber Security and reliability risks to our network. The network equipment will become unsupported and risk more frequent failures increasing maintenance and operating costs and impacting Council services	<ul style="list-style-type: none"> <li>Procurement of equipment, installation and support</li> <li>Implementation of new equipment and software</li> <li>Procurement &amp; implementation of new support &amp; maintenance contract and networks connectivity contract (currently Virgin)</li> <li>Revision of networks connectivity and related contracts (currently Virgin)</li> <li>Network Policy review</li> </ul>	<ul style="list-style-type: none"> <li>New network equipment</li> <li>New network software access licences</li> <li>Upgraded inter-site connections</li> <li>Software defined network</li> </ul>	<ul style="list-style-type: none"> <li>Reduction to organisation risk levels</li> <li>Improved availability and operating costs</li> <li>Easier to add or remove sites from the council network</li> </ul>	<b>In Progress</b> (Delivery)
<b>Digital Strategic Partner</b>	Enabler (however reflective to all categories)	Procure and implement a Digital Strategic Partner.	<ul style="list-style-type: none"> <li>Procurement of partner</li> <li>New processes/governance/client function</li> </ul>	<ul style="list-style-type: none"> <li>Long term continuity and cross project co-ordination between projects</li> <li>Flexible access to resources BCC need to deliver its projects</li> </ul>	n/a – enabler  •N/A – Enabler to provide quick access to quality support for projects	<b>Complete</b> – Delivered in Full (Awarded to Fujitsu)
 <b>Cloud Migration</b>	Savings	<ul style="list-style-type: none"> <li>Complete analysis of on premise infrastructure and applications</li> <li>Migrate remaining applications to Software As A Service, Azure or Co-located</li> <li>Release data centre space and savings</li> </ul>	<ul style="list-style-type: none"> <li>Migration of 100% remaining apps to an off-prem solution (primarily SaaS/cloud)</li> <li>If necessary deliver small Co location facility for applications that cannot migrate</li> <li>Decommission the data centres</li> </ul>	<ul style="list-style-type: none"> <li>Removal of On premise servers and storage removing the need for data centre facilities within the Bristol Offices</li> </ul>	<ul style="list-style-type: none"> <li>Reduction to organisation risk levels</li> <li>Provision of Improve Disaster Recovery for critical applications</li> <li>Savings</li> </ul>	<b>In Progress</b> – (Full Business Case stage)
 <b>End User Compute (EUC) Optimisation</b>	Savings	<ul style="list-style-type: none"> <li>Enhance Security configuration to meet NCSC 'Better' guidelines</li> <li>Complete email migration to the cloud</li> <li>Implement Cloud email security</li> <li>Deliver contract savings</li> </ul>	<ul style="list-style-type: none"> <li>Implement improved security configuration (classed as 'better')</li> <li>Complete email migration</li> </ul>	<ul style="list-style-type: none"> <li>Further leverage of the MS subscription features in Security, end point management and email</li> <li>Simplified infrastructure easier to operate</li> </ul>	<ul style="list-style-type: none"> <li>Savings</li> <li>Reduced risk of cyber attack</li> </ul>	<b>In Progress</b> (Delivery)
 <b>3rd party contract savings</b>	Savings	Deliver savings from a specific list of IT category 3rd party contracts costs which are due for renewal or have addressable spend in the next Financial year.	<ul style="list-style-type: none"> <li>Renegotiated or terminated contracts for in scope suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Reduced Annual costs</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup> party savings</li> </ul>	<b>Complete</b> – Partial Delivery. Remaining items delivered in BAU.
 <b>Channel Shift</b>	Enabler for transformation	Deliver channel shift and contact handling capabilities using D365 platform to enable the delivery of service improvements and operational savings. Target and provide Citizen online access to high volume transaction services	<ul style="list-style-type: none"> <li>Deliver channel shift functionality for citizens to use online or support to contact centre channels</li> </ul>	<ul style="list-style-type: none"> <li>High quality online experience for Citizen access to services</li> <li>Improved support and systems for Citizen Service contact staff</li> </ul>	<ul style="list-style-type: none"> <li>Reduced staffing costs (savings)</li> <li>Improved Citizen experience</li> </ul>	<b>In Progress</b> (Outline Business Case stage)
<b>SARs and e-Discovery</b>	Enabler for transformation	Rollout e-discovery tool to the newly consolidated Subject access request (SAR) team to support improved, automated efficiency of SARs responses/requests and enable savings from Common Activities.	<ul style="list-style-type: none"> <li>Training in use of eDiscovery</li> <li>Connecting information sources to support regularly submitted SARs</li> </ul>	<ul style="list-style-type: none"> <li>Good quality information search support to help complete Subject Access request</li> </ul>	<ul style="list-style-type: none"> <li>Enabler for Common Services Savings</li> </ul>	<b>Complete</b> – Partial Delivery. Reduced scope.

# Scope – Project Breakdown (3/3)



## Enabling activities

Project (or Work package) Title	Category	Summary Description	Target deliverable	Outcome	Assoc. Benefits	Status
Programme Management & Governance	Programme Enabler	<p>Overarching programme management including Governance, Risk and dependency management, Benefits tracking, reporting and exception reporting and changes.</p> <p><b>Impact of doing nothing</b> – would result in lack of co-ordinated between standalone project and reduced aware ness and action on broader risks.</p>	<ul style="list-style-type: none"> <li>In scope infrastructure and systems renewal</li> <li>Targeted savings through contract terminations, licence control and closure of data centres</li> <li>Further transformation based on leveraging and deploying additional features of the M365 and D365 platforms, delivery of channel shift.</li> <li>Training and support to council staff in use of the platforms</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and drive to achieve the Programme goals</li> <li>Effective delivery of programme outcomes through constituent projects.</li> <li>Take on the oversight and coordination of existing DTP1 projects</li> <li>Timely management of inter project issues and dependencies</li> </ul>	n/a - enabler	In Progress
Continued Adoption & Change Management	Enabler for transformation	<p>Continued investment adoption &amp; change management support to work with business based Digital Champions to embed ways of working, upskill staff and bring improved collaboration and efficiencies.</p> <p><b>Impact of doing nothing</b> – would result in lack of co-ordinated support to the roll out and embedding of the new technology platforms. Potential for colleagues to feel unsupported, reduced buy-in or up-take due to lack of communication and understanding of benefits.</p>	<ul style="list-style-type: none"> <li>Deliver comms for digital transformation work</li> <li>Deliver training and support tools</li> </ul>	<ul style="list-style-type: none"> <li>Embed new ways of thinking and utilisation of MS65 , using the digital champion network</li> <li>Align support with transformation project delivery to ensure communications and readiness planned and implemented</li> </ul>	Enabler of savings and efficiencies from ITTP and DTP investments	In Progress
Hybrid Meeting Tech and AV	Enabler for transformation	<p><b>Newly added in July 2023:</b> To procure and install fit-for-purpose hybrid meeting and audio-visual technology in City Hall (and 2S1 100TS) including the Council Chamber and Conference Hall.</p> <p>Target date April 2024 (in order to deliver before new council Committee System comes into effect).</p>	<ul style="list-style-type: none"> <li>New technology installed and supported.</li> <li>Reliable, resilient and inclusive virtual and hybrid meeting technology.</li> <li>Scalable solution (and procurement headroom) to further provision of technology to other council sites.</li> </ul>	<ul style="list-style-type: none"> <li>Improve the accessibility and effectiveness of hybrid working and meetings for everyone, and gaining efficiencies through automation.</li> </ul>	<p>Improved accessibility of workplace and public meetings; including for disabled people.</p> <p>Increased opportunities for automation (e.g. staff-free webcasting; auto-transcription / subtitling).</p> <p>Improved conferencing offer and market attractiveness.</p>	In Progress

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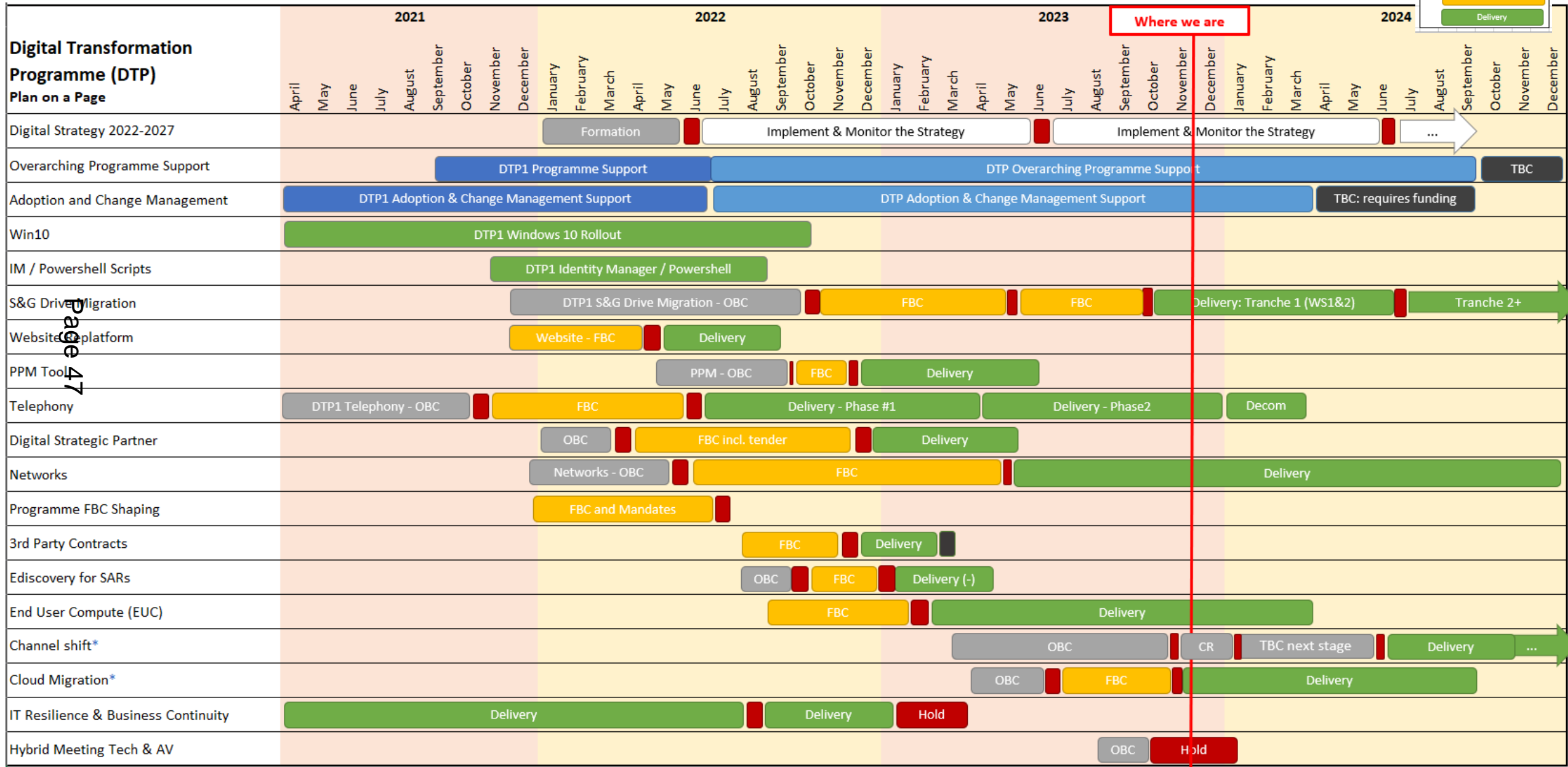
# Programme / Project Status



# Reminder: Plan on a page

Key:

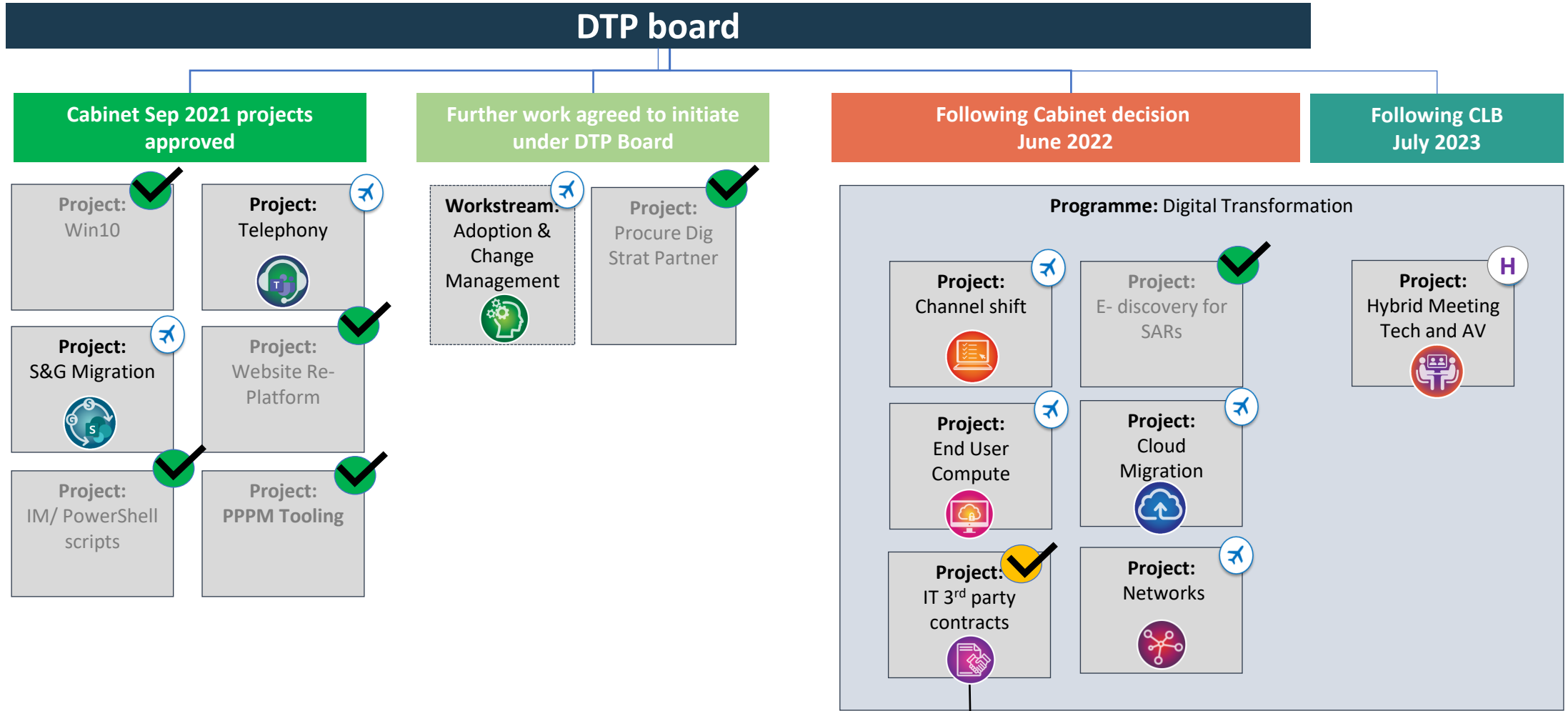
- Strategy
- Programme Support
- Outline Business Case
- Gateway
- Full Business Case
- Delivery



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# Reminder: Programme Shape

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Continuing as service-led work

In flight  
 Not started but approved  
 Closed  
 On Hold



# Open Projects – Overview



## Networks Replacement – RAG: Green

What: New hardware and process across BCC estate. Implement Software Defined Network.

Budget: £5.40m approved

Stage: Delivery

Risk/Issue: Estate Rationalisation (Property Programme)



## Channel Shift – RAG: Green

What: Decrease CSC spend, improve citizen interaction, online access

Budget: £3.66m earmarked (originally £3.67m)

Stage: OBC (approved extension for Change Request)

Risk/Issue: Change of scope and objectives for most benefit (requires Change Request); competing ideas and approaches: proved Agile project methodology in proof of concept for form development.



## Cloud Migration – RAG: Amber

What: Move servers/applications from on-prem to cloud

Budget: £1.45 earmarked (originally £1.90m)

Stage: FBC/Delivery (Workstream 2 approved for Delivery 07 Nov)

Risk/Issue: Scope change increasing costs and ownership of traded service servers; Review of DSP fixed-price costs; Azure Optimisation is reducing monthly costs now.



## End User Compute – RAG: Amber

What: ProofPoint review, improve security configuration

Budget: £663k earmarked (originally £899k)

Stage: Delivery

Risk/Issue: Planning internal technical resource (competing priorities); ongoing resource capacity; EOP progression unclear.



## Third Party Contracts (Wider Org) – RAG: TBC

What: Review existing ICT contracts across BCC

Budget: ~£58k earmarked (up to)

Stage: Pipeline (pre-Mandate) (on hold)

Risk/Issue: Resource, BAU activity



## Adoption & Change Management – RAG: Amber

What: Support BCC employees to adopt new ways of working

Budget: £438k approved

Stage: Delivery

Risk/Issue: Funding approved to March 2024; Delivery approach may not be meeting all needs, new Digital Learning Manager role requirement definition; evaluation of what the organisation needs from digital learning in development.



## S&G Drive Migration – RAG: Green

What: Move files and folders from on-premises storage to Cloud

Budget: £1.27m earmarked pending consultation (originally £461k)

Stage: Delivery

Risk/Issue: Overall delivery may be greater than earmarked budget; buy-in; skill-sets; timeline. Non-SharePoint file troubled migration.



## Telephony Replacement – RAG: Amber

What: Implement Cisco solution and MS Teams Voice, PCI compliance

Budget: £1.07m earmarked (originally £1.16m approved)

Stage: Delivery

Risk/Issue: PCI DSS ongoing funding to be confirmed; porting of phone numbers; BCC Finance team resource confirmation for technical info.



## Hybrid Meeting Tech and AV – RAG: On Hold

What: Council Chamber tech, Conference Hall AV, Meeting room tech

Budget: £85k approved (non-DTP) for OBC, FBC TBD, £1m ceiling for supplier contract pending Cabinet approval.

Stage: OBC approved pending funding confirmation

Risk/Issue: Funding source availability.

# Closed Projects – Overview

Project	Description	Closure Date	Final Spend	Financial Benefit	Benefit(s)	Objectives achieved
<b>Digital Strategic Partner Procurement</b>	To procure a Digital Strategic Partner to support BCC's Digital Transformation ambitions.	09 May 2023	£136k	N/A	Increase in volume and pace of IT delivery capacity, and reduced time in commissioning new IT projects. Increased flexibility in resourcing of IT projects.	In Full (minor handover tasks)
<b>Microsoft Identity Manager (Joiners, Movers, Leaver automated processes)</b>	To automate HR and IT processes associated with staff joining the organisation, moving roles within the organisation, and leaving the organisation.	18 August 2022	£85k	N/A	Improved Leaver process (automation).	Partial (remainder unachievable)
<b>Website Re-platform</b>	To change the technology platform which the BCC external website is built on.	18 November 2022	£257k	£87k	Reduced of number of unplanned website outages. Reduction in security risks. Improved accessibility.	Partial (remainder accepted into BAU)
<b>Windows 10 Rollout</b>	To complete the roll out of Windows 10 devices to BCC staff, workplaces, libraries and museums.	7 December 2022	£510k	N/A	Improved end user experience and reliability, and productivity. Ability for mobile working. Better and increased collaboration. Devices quicker to start up and improved performance. Improved customer satisfaction from Netloan Devices in public libraries. Alongside Bristol Waste and partners recycle and redistribute our old Windows 7 laptops to those most in need.	In Full (minor handover tasks)
<b>Third Party Contracts</b>	To review existing ICT related Contracts (not owned by the Digital Service) and cancel, re-tender or re-negotiate them to deliver savings.	11 January 2023	£37k	£40k net in main project  Side projects including mobile: £142k to date	Over £205k of benefit will be delivered from the work instigated by the project and continued under 'business as usual', following a decision to mainstream the activity.  During the formal project lifespan, £114,771 was saved but some retained contracts had inflationary and other uplifts of £74,904, so a net £40k benefit is listed.	Partial (remainder accepted into BAU) Completed: Mobile Voice and Data, SNOW Asset Management, AppCheck, McAfee In-flight: Back-up and Disaster Recovery
<b>E-Discovery for SARs</b>	To configure a tool (Microsoft Purview) which allows the organisation to quickly and automatically search for Subject Access Request information.	12 April 2023	£74k	N/A (Common Activities)	Improved opportunity to find sources or relevant information potentially reducing the number of follow up or clarification requests. Improved security and audit trail for creation of SAR responses.	Partial (remainder unachievable)
<b>Portfolio Management Tool (PM3)</b>	Procure and implement a solution of which system and associated processes support the change function in managing portfolios, programmes and projects	04 July 2023	£173k	£44k (TBC)	Reduced manual inputting and production of reporting and time recording. Greater efficiency in programme and project delivery through elimination of manual tasks.	In Full (Handover tasks to complete portfolio accepted into BAU)

# Finances



# Programme Spend – Overview

**Budget approved by Cabinet (July 2022): £17.99m**

Budget formally allocated to projects by DTP Board: £12.29m

Actual Spend/Committed Spend to date as per ABW: £7.14m

Unallocated: £5.70m

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- Note: it was advised pre-July 2022 Cabinet by CLB that the contingency was believed not to be high enough. Any high risk options that BCC may request as budget release may compound this.
- Some formal allocations may include risk budget (contingency) which are being investigated for re-profile.
- This does not include Hybrid Meeting Tech as it is not funded by DTP.

- Some projects are in early stages of which have yet to have earmarked funding formally allocated. For example: Channel Shift has £3.4m yet to be approved for use.
- Hybrid Meeting Tech not included above: £38k committed and used with the DSP.



**DIGITAL  
TRANSFORMATION  
PROGRAMME**

Project	Status	Non-Financial Benefits	Benefits Realised	Notes
Third Party Contracts	Closed: BAU work continues	Updated clear schedules and volumes for DR and Software licence contracts	In progress	
Third Party Contracts	Closed: BAU work continues	An improved mobile telephony and data service tailored to the council's current needs	Yes	
Third Party Contracts	Closed: BAU work continues	Fully understood and tailored DR capability for on premise services.	In progress	
Third Party Contracts	Closed: BAU work continues	Simplified estate due to reduction/removal of Windows 7 and simplified licence management	Yes	
Adoption and Change Management (ACM)	Ongoing	Supporting the digital transformation projects as well as delivering various training interventions which demonstrate functionality of the new technology, including signposting to guidance and self-serve learning packages	Yes	
Adoption and Change Management (ACM)	Ongoing	Recruitment of 400+ digital champions to provide digital support with services areas	Yes	
Cloud Migration	Open	Simplifies the Council's IT infrastructure	To be delivered	
Cloud Migration	Open	Removes the tie (and cost to relocate) to offices housing data centres	To be delivered	
Cloud Migration	Open	Reduces network loads as many applications accessible directly over the internet	To be delivered	
Cloud Migration	Open	Improved overall security through moving to zero trust (i.e. users have to authenticate specifically for each interaction with a system – this is largely invisible to the user but achieved through device security measures and multi factor authentication)	To be delivered	
Cloud Migration	Open	Overall improvement in security and security issues easier to detect as the platforms provide consolidated security incident reporting	To be delivered	
Cloud Migration	Open	Quicker to deploy new and upgraded systems as not dependent on the cost of and need to install specific infrastructure	To be delivered	
Channel Shift	Open	Increase citizens' ability to engage with Bristol Council services online	To be delivered	Still relevant and likely to be listed in the OBC as a deliverable or SMART objective
Channel Shift	Open	Potential reduction in complaints regarding our online services	To be delivered	Still relevant and likely to be listed in the OBC as a deliverable or SMART objective
Digital Strategic Partner (DSP)	Closed	Increase in volume and pace of IT delivery capacity, and reduced time in commissioning new IT projects	Yes	Robust evaluation to validate and confirm the benefit
Digital Strategic Partner (DSP)	Closed	Knowledgeable and capable partner	Yes	too early in the partnership to provide robust evaluation of this benefit; will require result of initial CSAT
Digital Strategic Partner (DSP)	Closed	Increased flexibility in resourcing of IT projects	Yes	The DSP arrangement provides an additional source of resourcing whilst being non-exclusive and keeping other options open to us
Digital Strategic Partner (DSP)	Closed	Skills-share & learning opportunities for staff	To be delivered	It is too early in the partnership to provide robust evaluation of this benefit.
End User Compute (EUC) Optimisation	Open	Improves the security of BCC using secure cloud platforms	In progress	No
End User Compute (EUC) Optimisation	Open	Enables the future Digital Strategy and programme	In progress	
End User Compute (EUC) Optimisation	Open	Improving availability, resilience and DR capabilities	In progress	
End User Compute (EUC) Optimisation	Open	Simplify EUC estate to make it easier to manage	In progress	
End User Compute (EUC) Optimisation	Open	Reduction in on-prem infrastructure	To be delivered	NO
Networks Replacement	Open	Increased resilience to buildings, customers and services	To be delivered	
Networks Replacement	Open	Reduced number of IT Network outages occurring	To be delivered	
Networks Replacement	Open	Increased confidence on the security and integrity of our network	To be delivered	
Networks Replacement	Open	Compliant contracts in place to support the authority's IT network and telephony infrastructure	Yes	
Networks Replacement	Open	Reduced network management overhead allowing staff to focus efforts on continual service improvement	To be delivered	
Project Management Tooling	Closed	Reduced manual inputting and production of reporting and time recording	Yes	Formal Evaluation to take place in October 2023
Project Management Tooling	Closed	Greater efficiency in programme and project delivery through elimination of manual tasks	Yes	
S&G Drive Migration	Open	Enables an improvement to the adherence of data protection and retention policies. SharePoint enables the setting of retention policies that is not possible on the legacy on-premise drives.	To be delivered	Although S&G is not yet in delivery, the process of housekeeping files and folders on the shared drives has already started following comms to the business teams (e.g. Tim shared a message at ELM and I have been working with managers in some teams)
S&G Drive Migration	Open	Improved data storage, data security, collaboration and search facilities	To be delivered	
S&G Drive Migration	Open	Enables easier collaboration with external or 3 <sup>rd</sup> party partnerships	To be delivered	Still relevant. This is already possible for teams that already use SharePoint Online. This project will ensure that all teams (and their files) are moved to SharePoint Online
S&G Drive Migration	Open	Enables enhancement of the implementation of the eDiscovery tool for subject access requests. (The efficiency goals of the eDiscovery tool are dependent on this project.)	To be delivered	Still relevant. This project will enable to the use of eDiscovery tool by moving files and folders to the cloud (the tool can't search content on on-premise drives)
eDiscovery for SARs	Closed	Improved opportunity to find sources or relevant information potentially reducing the number of follow up or clarification requests	Yes	
eDiscovery for SARs	Closed	Greater confidence all required information is identified	Yes	
eDiscovery for SARs	Closed	Improved security and audit trail for creation of SAR responses	Yes	
Telephony Replacement	Open	Increased operational stability and reliability of contact centre solution	Yes	
Telephony Replacement	Open	Improved client satisfaction	To be determined	
Telephony Replacement	Open	Optimised contact handling and agent efficiency	In progress	
Telephony Replacement	Open	Increased speed of resolution for citizen contact	In progress	
Telephony Replacement	Open	Channel shift to new digital-first channels as part of phase 2's enhanced contact centre capability	To be delivered	Although BCC have embarked on a channel shift strategy, the Telephony project will not realise this benefit before life-cycle of the project
Telephony Replacement	Open	Reduction of BAU support provided to teams relying on contact centre solution and traditional telephony provision	To be delivered	Currently the CSC do not have a formal defined process for internal triaging of issues. The current process is for the CSC to route the issue via BCC's service desk and then onto the 3rd party support (3rd, 4th ) for resolution.
Website Replatform	Closed: BAU work continues	Reduced number of unplanned website outages from up to 3 per annum to fewer than the current level - 0 since move to platform in August 2022	Yes	
Website Replatform	Closed: BAU work continues	Reduction in security breaches related to Website from up to 1 per annum to fewer than the current level - 0 since the move in August 22	Yes	
Website Replatform	Closed: BAU work continues	Improved accessibility on our public website – Accessibility has been increased significantly and it is also easier to fix issues on the new platform	Yes	
Windows 10 Rollout	Closed	Improved end user experience and reliability	Yes	
Windows 10 Rollout	Closed	Additional features to assist office productivity	Yes	
Windows 10 Rollout	Closed	Ability for mobile working	Yes	
Windows 10 Rollout	Closed	Staff support through internal social media capabilities	Yes	
Windows 10 Rollout	Closed	Better support and increased collaboration for teams through MS Teams functionality	Yes	
Windows 10 Rollout	Closed	Reduced travel needs and costs	Yes	
Windows 10 Rollout	Closed	May assist mental health through flexible working capabilities	To be determined	

Windows 10 Rollout	Closed	Devices quicker to start up and improved performance for compute intensive work	Yes	
Windows 10 Rollout	Closed	Business users able to implement simple process support improvements for themselves (subject to checks and balances)	Yes	
Windows 10 Rollout	Closed	Desktop decommissioning via Bristol Waste BAU Process	Yes	
Windows 10 Rollout	Closed	Improved customer satisfaction from Netloan Devices in public libraries	Yes	
Windows 10 Rollout	Closed		Yes	
		<p>Digital Inclusion Scheme:</p> <p>People without digital devices, data (internet access) and basic IT skills, face significant barriers to education, training and employment, as well as in accessing services and maintaining social connections.</p> <p>The old Windows 7 laptops that this project replaced were refurbished and distributed by the BCC 'Employment, Skills and Learning' service alongside Bristol Waste to support further education and help improve job prospects within local communities; this 'Digital Inclusion Scheme' has provided 2,512 laptops to date and continues to deliver around 100 laptops per month</p>		
Windows 10 Rollout	Closed		Yes	

FUJITSU



# Appendix B: Digital Strategic Partner

## Update to Bristol City Council Resources Scrutiny Commission

12 October 2023

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BCC brought Fujitsu on board as their Digital Strategic Partner in Feb 2023. The Fujitsu team have been engaged in providing advice and guidance to the DTP stakeholders and Board, including review and feedback on the 5-year Digital Strategy and progress on Digital Strategy activities, as well as review of the Channel Strategy that is designed to provide a breadth of possible channels for citizen engagement whilst driving efficiencies within the Council.

Fujitsu have been actively engaged with the Digital Transformation projects teams and attend the monthly Programme Board meetings. The Strategic Partnership team have been able to observe the strong governance structures that are in place for management, control and assurance across the programme and see decision making in action during Board meetings. There are some recommendations for efficiencies under discussion – ensuring necessary governance gateways remain. There is some opportunity to open the doors to enable more agile ways of working, the introduction of sprint teams, and use of small proofs of concepts to test and demonstrate value before moving forward, meaning all the answers aren't all needed on Day 1. Fujitsu have found the teams to be open to discussion and transparent regarding challenges, and look forward to being able to support as a partner going forward.

**Michelle Tucker**

Government Shared Services Delivery Executive

Fujitsu





## Resources Scrutiny Commission 21 November 2023



**Report of:** Denise Murray – Director of Finance

**Title:** Council Tax Base 2024/25

**Ward: All**

**Officer Presenting Report:** Tony Whitlock – Finance Business Partner (External Reporting)

### **Recommendations:**

The Scrutiny Commission considers the Council Tax Base 2024/25 Report that will be taken at the Cabinet meeting on the 5 December 2023.

Members note the alternative tax base calculation (Appendix 1) showing the variance in the tax base should the proposed changes to the Council Tax Reduction Scheme not be approved.

The report will be to recommend the Council Tax Base for 2024/25 for approval at Full Council.

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

The number of Band D equivalent properties, net of exemptions, reductions, and discounts, in the Tax Base for 2024/25 is 135,921 an increase of 4.83% Band D equivalent properties from 2023/24.



## Policy

Bristol City Council has the power in statute to raise a tax on households in its area to pay for the provision of local services. It is designated as the Billing Authority for the area. This means that it is responsible for levying a council tax to meet its own demands and to meet the precepts of other authorities in the area. The major precepting bodies are Avon Police and Crime Commissioner and Avon Fire Authority.

## Consultation

### a) Internal

Resources Scrutiny  
Head of Revenues and Benefits - Resources

### b) External

Not applicable

### c) Context

**c.1.** Section 67 of the Local Government Finance Act 1992 (as amended) requires the Council to determine its tax base for council tax purposes each year. Properties are recorded in eight national bands by value (A to H) as determined the Valuation Office Agency. Band H taxpayers pay twice as much as those in Band D and three times as much as those in Band A. The number of properties is expressed as a number of Band D equivalent properties.

**c.2.** In accordance with regulations the Council must set a tax base for council tax purposes and notify major precepting bodies by 31 January each year.

### d) Calculation of council tax base

**d.1.** The calculation has been prepared in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012 which came into force on 30 November 2012. In October each year the Department for Levelling Up, Housing and Communities (DLUHC) requires a snapshot, which is based on the number of properties, of the Tax Base at a specified date in October, net of exemptions, reductions, and discounts. This is known as the CTB1 return. This calculates the number of chargeable properties in the city.

**d.2.** This is based on figures as of October 2023 and therefore adjustments are then based on forecast changes expected over the following 18 months for changes in the number of dwellings, changes in discounts and exemptions including those for the Council Tax Reduction Scheme. The adjusted numbers of properties in each of the eight valuation bands A to H are expressed as numbers of band D equivalents so they may be added together to produce a single figure. The table below shows the tax base and associated year on year percentage increase for the last five years.

Year	Tax Base (Budget Report)	Percentage Increase
2020/21	128,566	1.23%
2021/22	127,950	(0.48%)
2022/23	127,917	(0.02%)
2023/24	129,654	1.36%
2024/25	135,921	4.83%

#### e) Local Council Tax Reduction Scheme (CTRS)

The CTR scheme currently supports almost 33,000 households with the cost of their council tax, of which almost 23,000 are working age. However, this report assumes revisions to the scheme will come into operation from 1 April 2024. The revised scheme will be means tested and result in each working age claimant making a 17% minimum payment towards their council tax bill. It is estimated that this will affect 22,628 households, with 351 households no longer entitled to CTR. This will generate a net saving to Bristol of £3 million in 2024/25. This report assumes acceptance of the revised scheme. However, should it not be approved an alternative tax base calculation is shown at appendix 1 to this report.

Following a spike during the pandemic both working age and pensioner aged claimants have steadily fallen over the last three years. This is illustrated in the table below (October data).

Year	2019	2020	2021	2022	2023
Working Age	23,506	25,144	25,211	23,399	22,430
Pensioners	11,239	10,755	10,436	10,166	10,003
Total	34,745	35,899	35,647	33,565	32,433
Percentage increase (reduction)		3.3	(0.7)	(5.8)	(3.4)

#### f) Single Person Discounts

**f.1.** Regular reviews continue to monitor the number of properties attracting single person discounts. Currently around 32% of domestic properties are claiming single person discount. This equates to 63,984 properties. Regular data matching from the National Fraud Initiative identifies where there might be multiple occupants in properties claiming single person discount, and this helps to ensure that the Council Tax Base properly reflects entitlements to this discount. A further, more detailed review, will be carried out before the start of the next financial year. It is too early at this stage to estimate the additionality that could be derived to the tax base from this review but any benefits that arise above the collection targets will be captured in the collection fund and reported in January 25 for 2025/26 budgets.

**g) Student Exemptions**

**g.1.** Students are entitled to an exemption from paying council tax if everyone in the property is a full-time student. Alternatively, they may be entitled to a discount if some of the people occupying a property are full time students. Bristol has a large student population, and as at the end of October the status of all students has not been evidenced to the Council. It is therefore necessary to estimate the number of additional students likely to be eligible for exemptions. Any estimate to be included in the tax base will also take account of any known student related property developments. Student accommodation can take the form of either private housing (class N) or halls of residence (class M). The table below shows the number of students registered for an exemption as at 1 April each year with a projection to the end of March 2024 and March 25. Additional student exemptions are likely to reduce the tax base for 2024/25 by 2,185 band D equivalents.

Year	2020	2021	2022	2023	2024 Est	2025 Est
Class M Exemptions	1,242	1,825	1,895	2,518	3,000	3,111
Class N exemptions	7,657	7,199	7,024	7,523	7,550	7,828
Total	8,899	9,024	8,919	10,041	10,550	10,939
Percentage increase/(reduction)		1.4	(1.2)	12.6	5.0	3.7

**h) Growth**

**h.1.** In determining the Tax Base for the forthcoming year, the Council can take into account any increase in Tax Base that may arise from the completion of new properties. Given the amount of the ongoing property development across the city and, in view of this continuing trend, it is considered reasonable to allow for an element of growth in the Tax Base due to the anticipated completion of new properties in respect of known developments. In estimating the effect on the Tax Base of new properties it is prudent to assume most new properties will be in lower valuation Bands. Allowances must also be made for discounts that will apply in respect of new properties, including Council Tax Reduction discounts, and for the fact that council tax will only be payable for new properties from the date of completion rather than for a full financial year.

**h.2.** The 2024/25 estimate for growth uses information provided by the Council's Valuation and Inspection team and is based on the number of new developments in the city where work has commenced. Assumptions are then made as to whether these properties will be banded by the end of the financial year, the actual date during the year they may be banded and the number of exemptions, discounts, and Council Tax Reduction they might attract.

This underlying growth has resulted in a net 2,733 additional band D equivalents added to the 2024/25 Council Tax Base.

**i) Losses on Collection**

**i.1.** In estimating the provision for losses on collection the Council makes an estimate of debts which, after full recovery measures have been affected will be uncollectable in the longer term and

therefore recommended for write-off.

**i.2.** The on-going economic impact of the cost-of-living crisis is affecting all areas of local government. Adding to the economic impact of the COVID pandemic adversely affecting many individual's incomes, a sharp rise in living costs means council tax collection is likely to continue to be a significant challenge.

**i.3.** The collection rate for 2023/24 is likely to be around 94%, with a further 2.6% collected against arrears. During 2024/25 we expect to see an on-going recovery and for collection rates to increase. Therefore for 2024/25 the collection rate has been set at 96%. The collection of arrears is also expected to improve during 2024/25 contributing a further 2% to the forecast tax base.

**j) Calculation of the Council Tax Base**

	2024/25 Band D Equivalent Properties	2023/24 Band D Equivalent Properties
Tax Base as per attached CTB 1 Return	137,066	135,773
Adjustment due to anticipated growth	2,733	2,726
Adjustment due to changes in working age CTS claims	1708	0
Reduction due to reinstatement of existing student properties not recorded on CTB1	(2,185)	(2,021)
Other discounts and Exemptions	(627)	0
Adjusted Tax Base	<u>138,695</u>	<u>136,478</u>
LESS losses on collection 2% (5% for 2023/24)	(2,774)	(6,824)
<b>Recommended Tax Base</b>	<b><u>135,921</u></b>	<b><u>129,654</u></b>

**j.1.** This is an increase of 6,267 (4.83%) Band D equivalent properties since the last Tax Base calculation in October 2022.

**Other Options Considered**

**k)** Not applicable

**Risk Assessment**

**I)** There are a number of risks associated with estimating the amount of Council Tax collected during the year. These include;

- Difficulty in estimating Council Tax discounts and exemptions.
- Estimate of collection rates, arrears, and rate of recovery.
- Impact of the Cost-of-Living crisis

### **Summary of Equalities Impact of the Proposed Decision**

There are no proposals in this report which require either a statement as to the relevance of public sector equality duties or an Equalities Impact Assessment.

### **Legal and Resource Implications**

#### **Legal**

The tax base calculations for 2024/25 set out in this report comply with the Local Authorities (Calculation of Council tax base) Regulations 2012. The report will enable the Council to meet the requirement under the Local Government Finance Act 1992 (as amended) to determine the Council Tax base by no later than 31st January in the preceding financial year.

(Legal advice provided by Husinara Jones – Solicitor/Team Leader)

#### **Financial**

##### **(a) Revenue**

The calculation of the Council Tax Base is calculated based on data extracted from the CTB1 return completed in mid-October. This is then adjusted for fluctuations in both the housing market and the estimated effect of levels of Council Tax Support, discounts, and exemptions. The impact of each of these is set out in detail in the report. The adjusted tax base of 135,921 represents an increase of 4.83% on the base when compared with 2023/24. This is in line with MTFP assumptions.

Members should note the change in tax base should the proposed amendments to the CTRS not be approved. A revised calculation is shown at appendix 1. The adjusted tax base will then be 134,247 an increase of 3.54% on the base when compared with 2023/24.

##### **(b) Capital**

Not applicable

**(Financial advice provided by Tony Whitlock – Finance Business Partner)**

#### **Land**

Not applicable

**Personnel**

No HR Implications

**(Personnel advice provided by James Brereton – Head of HR)****Appendices:**

Appendix 1 – Revised tax base calculation

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985****Background Papers:** Working papers held in Corporate Finance**Appendix 1 Revised Tax Base Calculation**

	2024/25 Band D Equivalent Properties	2023/24 Band D Equivalent Properties
Tax Base as per attached CTB 1 Return	137,066	135,773
Adjustment due to anticipated growth	2,733	2,726
Adjustment due to changes in working age CTS claims	0	0
Reduction due to reinstatement of existing student properties not recorded on CTB1	(2,185)	(2,021)
Other discounts and Exemptions	(627)	0
<b>Adjusted Tax Base</b>	<b>136,987</b>	<b>136,478</b>
LESS losses on collection 2% (5% for 2023/24)	(2,740)	(6,824)
<b>Recommended Tax Base</b>	<b>134,247</b>	<b>129,654</b>

# Resources Scrutiny Commission

## 21 November 2023



**Report of:** Denise Murray – Director of Finance

**Title:** Collection Fund – Surplus/Deficit Report

**Ward: All**

**Officer Presenting Report:** Tony Whitlock – Finance Business Partner (External Reporting)

### Recommendations:

That the Scrutiny Commission considers the Collection Fund Surplus/Deficit 2023/24 Report that will be taken at the Cabinet meeting on the 5th December 2023.

The report will be to set the estimated Collection Fund surplus / deficit as at 31st March 2024 as required by legislation for determination by Full Council.

### The significant issues in the report are:

The total estimated deficit on the Collection Fund for 2023/24, including any brought forward balances is £5.318m. The Bristol share of this deficit, debited to the general fund in 2024/25, is £4.827m. The Bristol share of the deficit can be met from increased business rates income, including that accruing from the business rates pool. The overall financial impact is an improved position of £0.5m on the assumptions made in the MTFP.





## Policy

1. The Local Government Finance Act 1992 (as amended) requires the Council to determine the estimated surplus or deficit on the Collection Fund in respect of Council Tax by 15 January. This will enable the precepting authorities (the Police and Crime Commissioner for Avon and Somerset and Avon Fire and Rescue) to factor in their share of any surplus or deficit before finalising their precepts for 2024/25.

Similarly, following the introduction of the Business Rates Retention Scheme from April 2013, in accordance with the Non-Domestic Rating (Rates Retention) Regulations 2013, the Council must determine the estimated surplus or deficit on the Collection Fund in respect of Business Rates prior to 31 January.

## Consultation

### a) Internal

Resources Scrutiny  
Head of Revenues and Benefits - Resources

### b) External

Not applicable

## Context

4. Income from Council Tax and Business Rates are fixed at the start of each financial year. Any variations from this are realised through the Collection Fund and will now be distributed in the following two financial years. The Council is required by statute to maintain a Collection Fund separate from the General Fund. The Collection Fund accounts independently for:
  - Income into the Fund: The Fund is credited with the amount of receipts of Council Tax and (Non-Domestic Rates) NDR it collects.
  - Payments out of the Fund: in relation to Council Tax payments that are made to the Council and the two major precepting authorities (Avon and Somerset Police and Crime Commissioner and Avon Fire and Rescue). In relation to NDR payments that are made to the Council, Avon Fire and Rescue Service and WECA.

### **2023/24 estimated surplus for Council Tax**

5. For the year ending 31 March 2024 we are forecasting a surplus of £746k for the council tax element of the Collection Fund. After taking account of balances brought forward in the collection fund, this is increased to a surplus of £835k. This surplus will be distributed in 2024/25.

### Composition of Council Tax surplus 2023/24

6. The table below details the major elements making up the in-year element of the council tax surplus in 2023/24.

	£m
Increase in the number of exemptions	2.4
Increase in the number of discounts	1.6
Reduction in CTRS claims	(1.4)
Reduction in the allowance for the impairment of debts (net of the budgeted allowance of £16m)	(3.1)
Changes in Liability	(0.2)
<b>Total in-year surplus</b>	<b>(0.7)</b>

Details are set out below.

### Council Tax Reduction Scheme

7. Bristol is one of the few local authorities that implements a fully funded Local Council Tax Reduction scheme (CTRS). Over the last couple of years, the number of working age claimants have continued to drop on a month-by-month basis. Pensioner claimants have also continued to fall but at a much lower rate, almost plateauing in 2023/24.

Table 1 below shows the number of pensioner and working age claimants as at the beginning of October for each of the last five years. This on-going reduction in claimants results in an estimated saving of £1.4m in 2023/24.

Table 1

Year	2019	2020	2021	2022	2023
Working Age	23,506	25,144	25,211	23,399	22,430
Pensioners	11,239	10,755	10,436	10,166	10,003
Total	34,745	35,899	35,647	33,565	32,433
Percentage increase (reduction)		3.3	(0.7)	(5.8)	(3.4)

8. The Council has also made additional awards for cost-of-living support, fully funded by the Government. As at the beginning of October 11,279 households had received additional support totalling £767k. A total of £885k is available for distribution.

## Exemptions

9. There has been a significant increase in the provision for student accommodation during 2023/24, resulting in an increase in student exemptions over that budgeted of £2.4m. Part of this increase is in the way the Valuation Office Agency (VOA) have valued ‘cluster flats’. This is where there are several units within one property that share a kitchen – these would previously have been valued as one higher band dwelling, but each unit is now being individually assessed in a lower band. Examples include accommodation at Upper Byron Place and Print Hall 2. Table 2 below shows the number of students registered for an exemption as at 1 April each year with a projection to the end of March 2024. Class M are halls of residence. Class N are student households.

**Table 2**

Year	2019	2020	2021	2022	2023	2024 Est
Class M Exemptions	1,152	1,242	1,825	1,895	2,518	3,000
Class N exemptions	7,059	7,657	7,199	7,024	7,523	7,550
Total	8,211	8,899	9,024	8,919	10,041	10,550
Percentage increase/(reduction)		8.4	1.4	(1.2)	12.6	5.0

## Discounts

10. There is a net increase of around £1.6m in discounts forecast for year-end. predominantly from an increase in Single Person Discount (SPD). In the past, the Council has undertaken a review of SPD every two years; however, the last review was undertaken before the pandemic. Regular National Fraud Initiative data matches identify potential multiple occupants in properties claiming single person discount, which the council tax team follow up on, helping to ensure that the Council Tax Base properly reflects entitlements to this discount. The annual National Fraud Office review is now being carried out for 2023/24 and is expected to identify further reductions but trends suggest these are likely to be balanced by a further general increase in legitimate applications for single person discount.

### Losses on Collection and contribution to the provision for the impairment of debts

11. Current in-year collection rate for council tax is estimated to be 94%, in line with the budget. However, as recovery action continues there has been a significant improvement in arrears collection, resulting in a reduction of £3.1m against the budgeted contribution towards the bad debt provision of £16m. The annual allowance for the provision of debt under three years old, has also been revised downwards to pre pandemic levels.
12. Only after full investigations have been completed will debt be recommended for write-off if deemed uncollectable in the longer term. Debt written off during 2023/24 is largely due to citizens who have moved away from Bristol, and despite extensive investigation, we are unable to trace them.

## Calculation of the council tax debt impairment provision

Year	Arrears	Percentage Provided	Provision
	£'000		£'000
To 14/15	208	100%	208
2015/16	255	100%	255
2016/17	547	100%	547
2017/18	957	100%	957
2018/19	1,510	100%	1,510
2019/20	3,072	100%	3,072
2020/21	5,703	100%	5,703
2021/22	9,995	80%	7,996
2022/23	14,572	65%	9,472
2023/24	10,284	45%	4,628
Write off	(2,013)	100%	(2,013)
<b>Total</b>	<b>45,091</b>		<b>32,335</b>
Provision opening balance 1.4.23			24,473
Written off in year			(5,000)
Total remaining in provision			19,473
Required as above			<u>32,335</u>
<b>Additional required to top up provision</b>			<b>12,862</b>
Budgeted Provision for 2023/24			(16,004)
<b>Reduction in budgeted requirement 31.3.24</b>			<b>(3,142)</b>

**Distribution of the Council Tax Surplus**

13. The estimated surplus is distributed to the major precepting authorities in proportion to the current year's demands and precepts on the Collection Fund. A detailed determination of the estimated Council Tax Collection Fund surplus for 2023/24 is shown in Appendix A. The allocation of the estimated surplus to each of the major precepting authorities, is summarised below:

Council Tax	2023/24 £'000
23/24 (Surplus)/Deficit	(746)
(Surplus)/Deficit brought forward	(89)
<b>Total (Surplus)/Deficit C/fwd</b>	<b>(835)</b>
Apportionment of Surplus	
Bristol City Council	(712)
Police and Crime Commissioner for Avon & Somerset	(94)
Avon Fire Authority	(29)
	(835)

### 2023/24 Estimated Surplus for Non-Domestic Rates (NDR)

14. Since 2017/18 Bristol has been piloting 100% retention of business rates. Only authorities with signed devolution deals were eligible to participate in a pilot: the pilot for the West of England (WoE) therefore includes Bath & North East Somerset Council (B&NES), Bristol City Council (BCC), South Gloucestershire Council (SGC) and the West of England Combined Authority (WECA). The 100% pilot gives the WoE the opportunity to retain 100% of any business rates growth.

### Composition of the Business Rates in-year deficit for 2023/24

15. The table below details the major elements making up the business rates in-year deficit for 2023/24.

	£m
Adjustments to the net liability	3.4
Increased income into business rates pool	4.5
Reduction in the allowance for the impairment of debts (net of the budgeted allowance of £5m)	(5.6)
<b>Total in -year (Surplus)/Deficit</b>	<b>2.3</b>

16. The net reduction in in-year liability is the result of the very late revaluation of industrial units by the VOA, between completion of NNDR1 and billing. The increase in business rates attributable to the pool of £4.5m is as the result of the revaluation of a large recycling centre. Of the sum, £3.75m is a backdated payment, the balance in-year.
17. Any estimated surplus/deficit is distributed in accordance with the 100% Business Rates Retention Pilot Agreement between the West of England authorities, so 94% Bristol City

Council, 5% WECA and 1% Avon Fire and Rescue. Provision has also been made within the collection fund for an outstanding historic payment due to the Government. This provision does not impact on our preceptors.

18. The detailed determination of the estimated NDR Collection Fund Deficit for 2023/24 is shown in Appendix B and the allocation of the estimated deficit to the relevant precepting authorities is summarised in the table below.

Business Rates	2023/24
	£'000
2023/24 (Surplus)/Deficit	2,295
(Surplus)/Deficit brought forward	2,250
<b>Total (Surplus)/Deficit C/fwd</b>	<b>4,545</b>
Apportionment of Deficit	
Bristol City Council	5,240
West of England Combined Authority	279
Avon Fire Authority	56
Central Government	(1,030)
	4,545

19. The business rates income which each billing authority collects is determined by reference to local rating lists maintained by the Valuation Office Agency. These lists are subject to variation between revaluations because of physical changes (either to the property or the locality) and appeals. The amount of business rates income collected by billing authorities therefore varies year on year. The main factors affecting this year's business rates income are outlined below.

#### **Losses on Collection and contribution to the provision for the impairment of debts**

20. The current in-year collection rate for business rates is broadly on target at 96.5% by year-end. However, as businesses recover from the impact of the pandemic and recovery action continues there has been a significant improvement in arrears collection, resulting in a reduction of £5.6m against the budgeted contribution towards the bad debt provision of £5m, effectively enabling the provision to be significantly reduced. The annual allowance for the provision of debt under three years old, has also been revised downwards to pre pandemic levels.

Year	Arrears	Percentage Provided	Provision
	£'000		£'000
To 14/15	49	100%	49
2015/16	41	100%	41
2016/17	85	100%	85
2017/18	454	100%	454
2018/19	752	100%	752
2019/20	1,216	100%	1,216
2020/21	1,777	85%	1,510
2021/22	3,682	60%	2,209
2022/23	1,671	55%	919
2023/24	8,800	40%	3,520
Write off debt	(2,500)	100%	(2,500)
<b>Total</b>	<b>16,026</b>		<b>8,255</b>

Provision opening balance 1.4.23	13,313
Written off in year	(4,481)
Total remaining in provision	8,832
Required as above	<u>8,255</u>
<b>Additional required to top up provision</b>	<b>(577)</b>
Budgeted Provision for 2023/24	(5,003)
<b>Reduction in budgeted requirement 31.3.24</b>	<b><u>(5,580)</u></b>

### Business Rates Appeals

21. The Council is required to provide for potential appeals from its business rates income. Calculations for the provision are based upon the Valuation Office Agency ‘Settled and Outstanding’ proposals at end March reports. These reports show all appeals that have been lodged for each authority against the 2010, 2017 and 2023 lists. This includes those which were agreed, dismissed, withdrawn or are still outstanding. The 2010 and 2017 lists are closed, so new appeals can be lodged against these. This list is analysed into “types” of appeal. The average success rate and the percentage reduction in rateable value for those appeals which were successful is considered along with the potential for the backdating of any appeals decisions and the estimated annual cost was then adjusted by the ratings multiplier for the relevant year. Local intelligence is used alongside statistical modelling to inform decision making.
22. As at the end of 2022/23 the appeals provision stood at £26.0m, including the preceptors share. As this is a significant amount this provision is reviewed against valuation lists on a

quarterly basis and is compared to that of both our nearest neighbours and similar sized authorities nationally. The Government recommends that 3.7% of net rates should be set aside in the provision to cover potential, and yet unknown, appeals relating to the 2023 list. This amounts to an annual sum of £8.2m.

23. Activity for the first six months of 2023/24 seems have slowed to a degree with successful appeals amounting to £2.8m by the end of September. This is expected to reach £6.6m by the end of the year. This will be further reviewed at year-end, when the provision will be adjusted as required. The impact on the provision is shown in the table below.

Appeals Provision	£m
Opening balance 1 April 2023	26.0
Budgeted increase to the provision	8.2
Appeals to 1 October 2023	(2.8)
Additional to 31 March 2024	(3.8)
<b>Balance as at 31 March 2024</b>	<b>27.6</b>

#### Bristol's share of the total surplus on the collection Fund for 2024/24

24. Bristol City Council's share of the total deficit on the collection fund, debited in 2024/25 is as follows.

	2023/24 £m
Council Tax	(712)
Business Rates	5,240
Total	4,528

#### Other Options Considered

25. Not applicable

#### Risk Assessment

There are risks associated with estimating the amount of Council Tax and Business Rates collected during the year. These include,

- The volatility of business rates appeals. Once settled the Council may have to settle several years business rates from a single year's income. This is a significant financial risk as the Council is now required to fund 94% of any award. Furthermore, the Government have yet



to set out clear proposals as to how the appeals process will be dealt with going forward.

- Changes to the rateable values of very large business properties such as power stations, hospitals and large office blocks can have a material effect on business rate collection.
- Business Properties switching between rating lists. This can include large cross boundary properties switching from one list to another or joining the central list.
- Difficulty in estimating Council Tax discounts and exemptions, including the take-up of the Council Tax Support Scheme.
- Cost of Living crisis on employment and businesses on collection rates and Council Tax Reduction Scheme.

### **Summary of Equalities Impact of the Proposed Decision**

There are no proposals in this report which require either a statement as to the relevance of public sector equality duties or an Equalities Impact Assessment

### **Legal and Resource Implications**

#### **Legal**

This report enables the Council to comply with the requirements of the Local Government Finance Act 1992(as amended), to determine the estimated surplus or deficit on the Collection Fund in respect of Council Tax prior to 15 January. This is so that the precepting authorities (the Police and Crime Commissioner for Avon and Somerset and Avon Fire and Rescue) can take into account their share of any surplus or deficit before finalising their precepts for 2024/25.

The report also enables the Council to comply with the requirements of the Non-Domestic Rating (Rates Retention) Regulations 2013, to determine the estimated surplus or deficit on the Collection Fund in respect of Business Rates prior to 31 January.

**(Legal advice provided by: Husinara Jones – Solicitor/Team Manager)**

#### **Financial**

##### **(a) Revenue**

The total estimated deficit on the Collection Fund for 2023/24, including any brought forward balances is £4,740m. The Bristol share of this deficit debited to the general fund in 2024/25 is £4,528m. However, for Bristol, this can be met from additional business rates income including an increased share from the business rates pool, carried forward into 2024/25. Therefore, the overall financial impact is an improved position of £0.5m on the assumptions made in the MTFP.

##### **(b) Capital**

None

**(Financial advice provided by Tony Whitlock – Finance Business Partner)**

**Land**

Not Applicable

**Personnel**

No HR Implications

**(Personnel advice provided by James Brereton – Head of HR)**

**Appendices:**

Appendix I – Estimated Council Tax Collection Fund Account 2023/24

Appendix II – Estimated Non-Domestic Rates Collection Fund Account 2023/24

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

**Background Papers: Working papers held in Corporate Finance**

		ESTIMATED COUNCIL TAX COLLECTION FUND ACCOUNT				
2019/20	2021/22		2022/23	2022/23	2023/24	
Actual	Actual		Estimate as per Surplus/Deficit Report	Actual	Estimated Outturn	
£'000	£'000		£'000	£'000	£'000	
		<b>Income</b>				
(255,560)	(283,272)	Council Tax Income (in year liability)	(298,290)	(295,969)	(317,678)	
		<b>Expenditure</b>				
		<b>Precepts</b>				
214,730	236,197	Bristol City Council	243,198	243,198	258,801	
27,662	30,862	Police	32,133	32,133	34,514	
9,510	9,779	Fire	9,971	9,971	10,755	
		<b>Bad and Doubtful Debts</b>				
5,347	12,942	Losses on Collection	11,950	9,540	12,862	
<b>257,249</b>	<b>289,780</b>	<b>Total Expenditure</b>	<b>297,252</b>	<b>294,842</b>	<b>316,932</b>	
<b>1,689</b>	<b>6,508</b>	<b>(Surplus)/Deficit for the year</b>	<b>(1,038)</b>	<b>(1,127)</b>	<b>(746)</b>	
(2,192)	5,321	Accumulated surplus/deficit Bfwd (Actual)	8,841	8,841	(2,049)	
2,198	(2,988)	Distribution of prior years estimated surplus/deficit	(9,763)	(9,763)	1,960	
1,689	6,508	(Surplus)/Deficit for the year	(1,038)	(1,127)	(746)	
<b>1,695</b>	<b>8,841</b>		<b>(1,960)</b>	<b>(2,049)</b>	<b>(835)</b>	
			BCC	Police	Avon Fire	Total
		In year( surplus)/deficit	(636)	(84)	(26)	(746)
		Residual prior-year (surplus)/deficit	(76)	(10)	(3)	(89)
		<b>Total Estimated (Surplus)/Deficit at the end of 23/24 for distribution in 24/25</b>	<b>(712)</b>	<b>(94)</b>	<b>(29)</b>	<b>(835)</b>



# Resources Scrutiny

## 21 November 2023



**Report of:** Gavin Banks, Performance Improvement Advisor

**Title:** Quarterly Performance Report (Quarter 1 2023/24)

**Ward:** All wards

**Officer Presenting Report:** Gavin Banks, Performance Improvement Advisor

**Contact Telephone Number:** 0117 9220000

### Recommendation

That Resources Scrutiny note the progress to date against delivering relevant Priorities in the 7 Themes of the BCC Corporate Strategy 2022-27 and Business Plan 2023/24, and that Scrutiny members note areas of specific interest or concern to review progress with relevant Managers or Directors.

### The significant issues in the report are:

In addition to Theme Summary reports for each of the 7 Themes in the BCC Corporate Strategy, this enhanced approach to performance reporting now includes a **Performance Dashboard** for each Scrutiny Commission, with all Performance Metrics and Actions at:

[2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)

NB This new interactive Power Bi tool replaces the previous pdf data appendices.

For Resources Scrutiny, of the overall Performance Metrics and Actions reported this quarter:

- **90%** of Business Plan Actions are currently **on track or better** (9 of 10)
- **46%** of Business Plan Priority Measures (with targets) are **on or better than target** (6 of 13)
- **N/A** of all City Outcome Measures (with data & targets) are **on or better than target** (0 of 0)



## 1. Background context

Performance reporting is based on the Bristol City Council (BCC) [Corporate Strategy 2022-27](#). This report and appendices provide the relevant Performance Measures from the [Business Plan 2023/24](#), as approved by CLB in March and noted by Cabinet in April 2023. Key points of note:

**Performance Dashboard** - All Performance Metrics and Actions are at: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#); this new interactive Power Bi tool is replaces the previous pdf appendices (follow the links to view by individual Scrutiny Commissions).

**Thematic Performance Clinics** - As per the [Performance Framework 2023/24](#), reporting is primarily through Thematic Clinics which focus on overall Performance for each of the 7 Business Plan themes and address specific Performance Improvement issues. Appendix A2 contains all 7 Theme Summary reports.

**Business Plan Actions** – Performance reporting includes progress of the Business Plan Actions as well as Performance Metrics. This allows much more focus on delivery of the Business Plan Priorities.

**Business Plan Priority Metrics / City Outcome Measures** – Performance reports include **Business Plan Priority Metrics** (mainly quarterly measures for the Business Plan Priorities; metrics the council has direct responsibility over so measure council performance) plus **City Outcome Measures** (mainly annual indicators on the Corporate Strategy themes and overall ‘health of the city’; outcome-focused measures that are slow moving, with long-term targets).

**Targets** – Any Targets which require explanation, such as appearing counter-intuitive compared to last year’s outturn, are noted in [BCC 2023/24 Business Plan Performance Measures and Targets](#).

## 2. Summary

### Overall Performance summary:

Taking the available Performance Metrics and Actions for this quarter, as relevant to the Resources Scrutiny remit:

- 90% of Business Plan Actions are currently on track or better (9 of 10)
- 46% of Business Plan Priority Measures (with targets) are on or better than target (6 of 13)
- N/A of all City Outcome Measures (with data & targets) are on or better than target (0 of 0)

### Key Points of focus:

The Resources Scrutiny Commission has Performance Metrics and Actions in 3 of the 7 Themes. This is made up of the following: **4** in Economy and Skills, **1** in Homes and Communities and **24** in Effective Development Organisation.

**Note:** some Metrics are annual and are not updated in Q1.

Key points of note for this Scrutiny Commission from relevant Themes are below, plus

- all data on Actions, Performance metrics and City Outcomes (for each Scrutiny Commission remit) are in Appendix A1: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#) full Thematic Summary reports are included in Appendix A2

Theme 2 - Economy & Skills:

- **BPPM506** - *Increase the level of Social Value generated from procurement and other Council expenditure* is showing as significantly better than target at £6.014M. This figure is almost at the same level as the year-end figure for the previous year (£6.06M), so progress this time is incredibly positive and much better than anticipated.
- The Action (**P-ES5.3**) to *replace our corporate call centre telephony platform to help improve online services and give people more ways to access our services* is behind schedule. The Avaya contact centre solution has now been replaced by Cisco WebEx and further work is underway on the channel strategy and project, but the approach has been reviewed and subsequently amended and we are therefore behind the original timeline at present.

Theme 5 - Homes and Communities:

- **BPPM537** - *Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens* – is showing as significantly better than target at 0.82. This remains close to the ultimate target of 1 (i.e. parity in response rates from areas of high and low deprivation). Current performance is due to an atypical combination of low response rates in the year to date and one survey (the advertising policy research survey with UoB) for which responses from deprived areas dominated.

Theme 7 - Effective Development Organisation (EDO):

- There are **9** Business Plan Actions within EDO listed from the Resources Directorate, with all currently showing as ‘on target’. This is pleasing, however:
- There are **10** Priority Measures in EDO with current data listed for the Resources Directorate, with **4** showing as ‘**Significantly Worse Than Target**’. These are:
  1. **BPPM522** - Reduce the average number of Council working days lost to sickness (W&C)
  2. **BPPM516** - Increase the percentage of Corporate FOI requests responded to within 20 working days (L&DS)
  3. **BPPM528a** - Increase the % of BCC staff who live in the 10% most deprived areas (of those living in Bristol) (W&C)
  4. **BPPM529** - Increase the % of young people (16-29) in the Council’s workforce (W&C)

Further details of these and other KPIs and Actions can be found on the [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)

**3. Policy**

Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data and reporting through the BCC Decision Pathway.

All Business Plan performance metrics and actions contained within Appendix A1 are designed to demonstrate our progress towards the BCC Corporate Strategy 2022-27.

#### 4. Consultation

##### a) Internal

Performance progress has been presented to relevant Divisional Management Teams (DMT), Thematic Performance Clinics, Executive Director Meetings (EDM), Corporate Leadership Board (CLB) and Cabinet Board prior to the production of this report.

##### b) External

Performance progress is also presented publicly to Cabinet.

#### 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: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)

Appendix A2: All 7 Theme Summary reports

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

Background Papers: None



# Children & Young People Theme Summary Report

Qtr 1 (01 Apr '23 – 30 Jun '23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

**Report of the Lead Director: Fiona Tudge** [Director Children, Families & Safer Communities]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
92% on schedule or better (11 of 12)	43% on target or better (3 of 7)	50% on target or better (1 of 2)	
<b>Direction of Travel</b>			
N/A	75% improved compared to 12 months ago (3/4)	100% improved compared to 12 months ago (2/2)	

## 1. Theme Actions / Priority Metrics performing well:

- BPPM247 - **Increase the percentage of Family Outcomes achieved through the Supporting Families programme** – Working with families to achieve identified outcomes had improved over the previous year and remains performing well in 2023/24.

## 2. Theme Actions / Priority Metrics that are of concern:

- BPPM200 -**Increase the percentage of children in care that have a full time suitable education provision**– this is a new measure this year that for the first quarter is performing slightly below target
- BPPM213 – **Reduce incidents of serious violence involving children and young people** – this is only performing worse than target by 0.5 so is close to target but performing slightly below
- BPOM201 - **Percentage of audited children's social work records rated good or better** – Performance as at 31 March '23 (reported with a 3 month data lag) has been amended from 70% to 54% following moderation and is now below target

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- Children education summary
- To continue to deliver existing action plan for low-income families; this is cross cutting.

**Post-Clinic note** – data for 1 Priority Metric (audited children's social work records ratings) was corrected after the Clinic discussion, changing from above target to well below. This is noted for Q2 review.

## 4. Lead Director Comments:

There was a discussion to ensure a narrative is added to measures to ensure an understanding of the context.

Discussed measures within education and clarity gained regarding what the measures are telling us and how they evidence impact.

For Q2 thematic meeting, Education colleagues to provide additional information on the education measures and have a focussed session on these metrics.

Update to be provided on measures:

- BPOM201 – Percentage of Audited children's social work records rated good or better.
- BPPM225e – Increase the percentage of final EHCPs issued within 20 weeks excluding exception cases.

**Fiona Tudge [Children & Families Service]**

**Date of Thematic Performance Clinic**

7/8/23

# Economy & Skills Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

Lead Director: Christina Gray [Director Communities & Public Health]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
75% on schedule or better (9/12)	50% on target or better (4/8)	50% on target or better (2/4)	
<b>Direction of Travel</b>			
N/A	50% improved on 12 months ago (3/6)	67% improved on 12 months ago (2/3)	

## 1. Theme Actions / Priority Metrics performing well:

- BPPM270 – **Increase experience of work opportunities for priority groups** – This measure is well above target for Q1 at 1,845 and is performing significantly better than this time last year (718)
- BPOM269 - **No of adults aged 19+ who progress from all employment support activities into employment or better** – Outputs from employment support programmes have shown strong growth this quarter including Future Bright and WE WORK for Everyone
- BPPM506 – **Increase the level of social value generated from procurement and other council expenditure** - £6014k generated in Q1, already well over half of the annual target.

## 2. Theme Actions / Priority Metrics that are of concern:

- BPPM266 - **Increase % of adults with learning difficulties known to social care who are in paid employment** – significantly below target at 3.6%. KPI data currently being reviewed to understand the detail better.
- BPPM263a – **Reduce the % of young people aged 16-17 who are NEET/Not Known** - significantly below target and increase in NEET/Not Knowns compared to Q1 last year. This increase is expected annually and the team are currently contacting year 12's who may need support in applications for next year.
- PES3.2 – **Deliver high quality cultural activity that celebrates Bristol and attracts local, national and international audiences** – Visitor numbers across museums are rebounding to pre-Covid levels but still tracking behind. City events experience issues with cancellations mainly due to rising costs. This impacts visitor numbers.

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The performance clinic was attended by a senior analyst along with service managers from Education & Skills and Adult Social Care (ASC), in order to focus on the metric “**Adults with learning difficulties known to social care who are in paid employment**”.
- It was noted that responsibility for this metric has moved from Employment, Skills & Learning to Adult Social Care for the current reporting year, and that it is part of a national stat return so data source and methodology cannot be changed.
- Following the last review of this action (in Q4 2023-23) work is ongoing to clean up the data to ensure that it is a correct reflection of the indicator which is focused on adults with a learning difficulty who are in receipt of longer-term ASC support who are in paid employment.

- This information may be in Care Act Reviews rather than recorded in the main ASC data system. There are around 1,000 adults in in this cohort, not all of whom will be able to work and others who may be in education or training.
- It was agreed more analysis of the cohort is needed to give clearer indication of the number who are available/interested in work.
- It was also noted that further work is needed to understand progress issues on the action re “**delivering cultural activity that celebrates Bristol and attracts visitors**”; to be a focus for Q2.

**4. Lead Director Comments, inc summary of Theme rating:**

Following the last review of the “Adults with learning difficulties known to social care who are in paid employment” metric at the Q4 E&S Clinic, significant work has been ongoing to improve the data quality to ensure it is a correct reflection of the relevant cohort, and to provide additional insight on those service users.

Also, a separate indicator is being developed by Employment, Skills & Learning colleagues to record and reflect progress made in access to education, skills and work for people with a learning difficulty who are not in receipt of ASC longer term support. It was agreed to keep this action under review.

**Christina Gray** [Director Communities & Public Health]

**Date of Thematic Performance Clinic**

2 Aug 2023

# Environment & Sustainability Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc. summary from lead Director.

**Lead Director: Pete Anderson** [Director Property, Assets and Infrastructure]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
87.5% on track or better (7/8)	100% on target or better (4/4)	100% on target or better (1/1)	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	75% improved compared to 12 months ago (3/4)	0% improved compared to 12 months ago (1/1)	

## 1. Theme Actions / Priority Metrics performing well:

- **BPPM542** – the amount of untreated waste landfilled has been very low this quarter due to the Energy Recovery Centres in Avonmouth being available to receive waste for the full period.
- **BPPM545** - Fly-tip clearances were significantly lower in May compared to the same period last year, which is why this measure is currently showing as significantly better than target.
- **P-ENV3.2** - The expansion across the city of the commercial waste improvement project continues apace and is on schedule. Phase 3 is now completed (Stapleton Road) - we are now moving into Phase 4 - Gloucester Road corridor to city centre.

## 2. Theme Actions / Priority Metrics that are of concern:

- **P-ENV2.2** – Developing an ecological and green infrastructure investment plan is showing as behind schedule. This is due to the lack of appointment to the Ecological Emergency Co-ordinator role who is to lead this work. The project has therefore yet to start.

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The Clinic was postponed due to Director leave – rescheduled for 7<sup>th</sup> Sept.

## 4. Lead Director Comments, inc summary of Theme rating:

It is heartening to see all but one of the associated metrics and actions for the Environment & Sustainability theme being either on track (actions) or better than target (metrics). Recruitment of an Ecological Emergency Co-ordinator should help with bringing our one 'behind schedule' action back on track next quarter. Details of the specifics on all the associated measures can be found in Appendix B.

**Pete Anderson** [Director Property, Assets and Infrastructure]

**Date of Thematic Performance Clinic**

7 September 2023

# Health, Care & Wellbeing Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

**Lead Director: Mette Jakobsen** [Director Adult Social Care]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
100% on track or better (7/7)	43% on target or better (3/7)	Data not yet due	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	71% improved compared to 12 months ago (5/7)	Data not yet due	

## 1. Theme Actions / Priority Metrics performing well:

- All of the published actions (100%) for this theme are presently on schedule.
- 5 of the performance metrics (71%) are better than Q1 in 2021/22.
- 3 of the performance metrics (43%) are better than the Q1 target:
  - increase the percentage of service users (aged 18-64) receiving Tier 3 (long term care) at home or tenancy [snapshot]
  - increase the percentage of service users (aged 65+) receiving Tier 3 (long term care) at home or tenancy [snapshot]
  - Increase % of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'

## 2. Theme Actions / Priority Metrics that are of concern:

- Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services
- Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services
- Number of service users (aged 18-64) in Tier 3 (long term care) [Snapshot]
- Number of service users (aged 65+) in Tier 3 (long term care) [Snapshot]

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- **Deliver actions to address Food Equality along with key partners to address food inequality in the city.**
  - The Food Equality Plan production was overseen and approved by Cabinet Members and the Health & Wellbeing Board. The actions in the plan were co-produced by the people of Bristol, including Train more food educators / map food support settings / pilot community-led Food Justice Networks.
  - Feeding Bristol and the Public Health Team will produce an annual report on food equality in Bristol.
- **Work with partners across the Integrated Care System, NHS and VCSE sector to develop an Integrated Care strategy.**
  - As at Q1 the Integrated Care Strategy has been completed and endorsed by all partners at the Integrated Care Partnership Board and the action was marked as "On Track". The reality is that each partner will be taking the strategy to each of their governance forums for information, for Bristol this will be presented to Cabinet in September '23.

- **Develop and implement a Damp and Mould action plan.**
  - Damp & Mould does not occur because of lifestyle (cooking / drying clothes / showering) it goes deeper into the design of the property and as a landlord we have a duty to ensure the safety of our tenants, in our 27,000 homes.
  - The plan is to move away from being a reactive landlord and fixing issues and become a proactive landlord and prevent the issue of Damp & Mould occurring in the first place.
  - In June '23 cabinet approved the plan for an external company to be commissioned to carry out house condition surveys, with the aim of completing surveys of 40% of council homes from Autumn '23 - Autumn '24.
  - The Damp & Mould Policy gives a framework to remove the onus from tenants and back to us, as the landlord; with better record keeping & data analysis, training & awareness of staff and improved communications of the issue
  - At present the Damp & Mould policy is awaiting formal approval / sign-off by the council.
  - Following policy approval, it may be a good idea to include Social Workers (as well as Housing staff) in future awareness training.

#### 4. Lead Director Comments, inc summary of Theme rating:

There has been a lot achieved in the first three months of the year, with some actions completed and some to be completed or near completion by the end of 2023. Pleasingly all actions were reported at 30 June '23, as 'On Track' and most notably the action around creating a shared Integrated Care Strategy has been completed and published at: [Our Strategy - BNSSG Healthier Together](#)

Whilst 4 performance indicators are showing 'Below Target', 71% of the priority performance metrics are better than Q1 in 2021/22. The 4 x KPIs that are presently 'Below Target' are within my Directorate, Adult Social Care, and the position is being closely monitored.

There was contrasting performance across the Health, Care & Wellbeing Theme in Q1, but on balance the Theme is judged to be "On Schedule" for where we expect it to be.

**Mette Jakobsen** [Director - Adult Social Care]

#### Date of Thematic Performance Clinic

7 August 2023

# Homes & Communities Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 [Business Plan](#), inc summary from lead Director.

**Lead Director: Donald Graham** [Director Housing and Landlord Services]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
92% on track or better (12/13)	64% on target or better (9/14)	100% on target or better (3/3)	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	57% improved compared to 12 months ago (8/14)	50% improved compared to 12 months ago (1/2)	

## 1. Theme Actions / Priority Metrics performing well:

- Community work continues to perform above target (citizen clean-ups, community engagement).
- People enabled to live independently through home adaptations (939), above target (850).
- 474 households were moved into settled accommodation – significantly above the Q1 target (275).
- 142 private sector dwellings were returned to occupation against at Q1 target of 75.
- Highest recorded consultation response rate from 20% most deprived areas when compared to 20% least deprived areas.

## 2. Theme Actions / Priority Metrics that are of concern:

- Average re-let times are now 105 days (75 days in Q1 2022-23), rising for 4 consecutive quarters.
- Energy efficiency home installations are significantly behind target.
- Homelessness prevention is improved on 2022-23 Q4, but behind the Q1 target (352 households compared to a target of 388).
- The number of households in Temporary Accommodation (1,323) is within target but has continued to increase for an 8th consecutive quarter.
- Housing delivery (including affordable) is above target for Q1, but expected to slip as the year progresses.

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The shift in council policy to focus on using council properties for Temporary Accommodation (TA) to reduce the spend on private property means the nature of voids is changing, increasing the amount of work required on TA properties and reducing the resource available for non-TA properties. Issues with the mobilisation speed and capacity of the new contractor framework have added to the backlog. Improvement is not expected to be seen until Q3. Focus is now on:
  - Reducing the number of void properties that need major work before re-let by improving tenancy audit numbers and information flow between Repairs and Estates.
  - Agreement with additional contractors to take on small numbers of void properties as well as repair work from end of Q2.
  - Working on both the backlog and new properties (rather than just the oldest properties) to improve the average turnaround times.
- Energy efficiency upgrades and low carbon heating for low-income households living in the worst quality, off-gas grid homes from the Home Upgrade Grant 2 scheme delivered by City Leap is on target for household sign-up numbers following increased marketing and a BBC Points West item.

Contractors are in place to do the work and it is expected that figures will be improved on Q1 performance but still behind target in Q2.

**4. Lead Director Comments, inc summary of Theme rating:**

The Theme is judged to be “On Schedule” overall with most actions and metrics on track or better than target. The two metrics discussed at the clinic are performing significantly worse than their targets. Given the council focus on reducing the spend on Temporary Accommodation and the capacity of contractors, void performance is not expected to improve until at least Q3.

**Donald Graham [Director Housing and Landlord Services]**

**Date of Thematic Performance Clinic**

7 Aug 2023



# Transport & Connectivity Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 [Business Plan](#), inc summary from lead Director.

**Lead Director: Patsy Mellow** [Director Management of Place]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>On schedule</b>
88% on track or better (7/8)	0% on target or better (0/1)	67% on target or better (2/3)	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	0% improved compared to 12 months ago (0/1)	67% improved compared to 12 months ago (2/3)	

## 1. Theme Actions / Priority Metrics performing well:

- The Enhanced Partnership with WECA and bus operators in place and the board sitting regularly to oversee decision making.
- **BPOM 475** Bus passenger numbers are continuing to increase and are 110,000 above the Q1 target (although still 15% below pre-pandemic levels).
- The Cumberland Road, Redcliffe Bridge and Goal Ferry works programmed to complete in August.

## 2. Theme Actions / Priority Metrics that are of concern:

- **BPOM 474** Park and Ride passenger numbers have stagnated in Q1
- **TC1.1** Mass Transit Strategic Outline Business Case is now due in October 2023, delayed from June

## 3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

Park and Ride numbers are not expected to return to pre pandemic levels. However, improvements are expected following:

- Increase in the metro bus M2 frequency from every 20 minutes to 15 minutes in April 2023
- Improvement in Long Ashton P&R journey times following August completion of the Cumberland roadworks
- WECA Park & Ride promotion campaign and re-branding of Stage Coach vehicles
- New, free birthday month bus travel scheme which aims to change people's habits.

Transport projects

The A4 scheme is going out to consultation this month but may be re-baselined and progressed in the next CRSTS (City Region Sustainable Transport Settlement) period. The M32 project has cohesion and momentum and is moving forward, following previous delays which were a result of taking time to identify the right solution. The A37/4018 projects have some elements progressing more quickly than anticipated and some are slower. City Centre – looking at elements that can be accelerated and discussions with First Bus are now happening following previous delays with a proposal to go to Cabinet in September. The Bedminster Green project in on time and budget. Hartcliffe and Hengrove Metrobus improvements are next to be considered.

**Post-Clinic note** – data for the 1 Priority Metric (number of people killed or seriously injured in road traffic incidents) was provided after the Clinic discussion had taken place. However, this data is an interim BCC estimate of road traffic injuries as we are still awaiting the actual data from Avon & Somerset Police due to ongoing issues with the Police data reporting system.

**4. Lead Director Comments, inc summary of Theme rating:**

**BPOM 474 Increase the numbers of park and ride Journeys into Bristol:** As well as the points raised above the team also highlighted that they are in discussion with WECA assessing how we shape the offer to be user friendly for off peak journeys, currently the focus in on commuters.

**TC1.1 Mass Transit Strategic Outline Business Case is now due in October 2023, delayed from June:** There is a rebasing exercise underway that will be complete by the end of August that will then go WECA & DfT for agreement

**Patsy Mellow [Director Management of Place]**

**Date of Thematic Performance Clinic**

10 Aug 2023

# Effective Development Organisation Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc. summary from lead Director.

**Lead Director: Tim Borrett** [Director Policy, Strategy and Digital]

Actions	Priority Metrics	City Outcomes	Overall Progress
<b>Performance</b>			<b>Behind schedule</b>
100% on track or better (12/12)	36% on target or better (4/11)	No metrics reported on during Q1	
<b>Direction of Travel</b>			
Not relevant for Q1 (comparison is in-year)	50% improved compared to 12 months ago (5/10)	N/A for Q1	

## 1. Theme Actions / Priority Metrics performing well:

- **BPPM515** - *Reduce the % of complaints escalated from Stage 1 to Stage 2* is showing as significantly better than target, however it should be noted that a high number of Waste and Clean Air Zone cases, which account for 40% of the overall number of complaints received, don't tend to escalate past the initial complaint stage. However, this is still a notable improvement from last quarter.
- **P-EDO5.1** - *Preparing the organisation for its change to a committee model of governance* is progressing well. The next phase of activities will focus on rewriting relevant parts of the Constitution and managing external partnerships. In addition, a 2024 Steering Group of officers has been established to prepare the organisation for the changes ahead (meetings pulse, staff training, public information etc.).
- **P-EDO2.3** – *The restructure and redesign of our corporate support services to deliver ambitious savings targets that help address our budget challenge* is on track to deliver. Many restructures are complete or in-flight, including Policy, Strategy and Communications (complete); Digital Transformation (completion in Q2); HR (completion in Q2/3) and Finance (completion in Q2/3).

## 2. Theme Actions / Priority Metrics that are of concern:

- **BPPM516** - *Increase the percentage of Corporate FOI requests responded to within 20 working days* is showing as significantly worse than target. It is likely that stretched resources, a lack of understanding of the requirements of FOI handling or applicable exemptions, and a culture of deprioritisation of such requests are key factors that exist in certain parts of the organisation.
- **BPPM529** - *Increase the % of young people (16-29) in the Council's workforce* remains significantly worse than target. Recruitment of young people is a long-standing priority for the Council, as it is for the public sector more generally. We continue to market entry level jobs (including apprenticeships) and are committed to exploring other avenues through which this disparity can be addressed. An increased focus on apprenticeships and career progression opportunities is hoped to attract a greater number of younger people applying to work at the council.
- **BPPM522** - *Reduce the average number of working days lost to sickness (BCC)* – while there has been a slight improvement this quarter for the first time in two years, this remains significantly worse than target. The level of sickness is predominantly down to an increase in long-term sickness cases. Recent work with HR to provide targeted support to managers to help them manage sickness absence cases is having an impact which we expect to see being maintained. This support includes drop-in advisory sessions and specialist advice and support for areas with high sickness levels.

### 3. Key points discussed at Thematic Performance Clinic, inc. next steps:

Key points discussed at the Thematic Clinic, plus any next steps:

The Clinic discussed changing elements of the Performance Reporting Framework to include:

- Piloting a 2 hour 'CLB style' quarterly performance meeting. This would include compliance issues from central areas of the business – such as FOI, Procurement, Information Governance, Audit etc. – alongside a session on one or two identified issues from across the Authority that would benefit from a discussion in the round with senior leaders.
- A proposal was also made to pause the quarterly Thematic performance clinics for Q2 23/24 to create capacity to run this pilot. These would be replaced to some degree by the lengthened CLB style session described above.
- The Power BI performance dashboard would be available to Members as well as senior officers at an early stage each reporting period. This should go some way in addressing previously raised concerns around the length of time it takes for Members to have oversight of performance. The clinic also agreed proposing a more rigid deadline for managers when compiling quarterly results and an accelerated 'decision pathway', to bring quarterly performance reporting in-step with other quarterly reports.
- It should be noted that this new approach is subject to agreement with the CEO and Cabinet Member, and if approved would be implemented for Q2 reporting.

### 4. Lead Director Comments, inc. summary of Theme rating:

Overall progress is reported as behind schedule for Q1, although encouragingly all Actions are on track. Some metrics are persistently behind target, and as noted in last quarter's report there are both capacity and cultural reasons for this. With new management objectives now rolled out in the organisation to set standards for this, and with a potential new approach to reviewing key corporate health and compliance measures at CLB to be trialled next quarter, there should be a continuing focus on ensuring that core fundamental tasks (such as answering FOIs, paying invoices on time, and responding to complaints) are not deprioritised. Senior leaders and other managers should seek to challenge pockets of culture where compliance may be portrayed as coming at the expense of service delivery. If there are any areas where this is a true risk, the senior leaders should discuss this overtly and make a conscious, recorded decision at CLB or EDM about what to prioritise, ensuring that Cabinet Members are consulted and that the decision is reported to Members and communicated to colleagues. It should be noted that many challenging areas of performance, such as FOI, are statutory requirements and therefore should not be considered suitable for being deprioritised.

**Tim Borrett, Director: Policy, Strategy and Digital**

**Date of Thematic Performance Clinic**

1 August 2023

# Resources Scrutiny Commission

## 21<sup>st</sup> November 2023



**Report of:** Risk and Insurance Senior Officer

**Title:** Resource Risks on the Corporate Risk Management Report – Q2\_2023/24

**Ward:** Citywide

**Officer Presenting Report:** Risk and Insurance Senior Officer

### Recommendation

For the Resources Scrutiny Commission to note the attached Resources Risks from Corporate Risk Management Report Q2 2023/24 and Appendix A – Resources Directorate risks from the Corporate Risk Report that contains a summary of Resources Risk contained within the Corporate Risk Report that went to Cabinet on 7<sup>th</sup> of November 2023.



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## **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**

- 2.1 Internal - First to fourth tier managers, Extended Leadership Team, Corporate Leadership Team, Cabinet Member, Finance, Governance and Performance.
- 2.2 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 Q2 Resources risks is attached to this report at Appendix A is the latest position of resources corporate risks 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 Q2 23-24 Corporate Risk Report (CRR) as at 7<sup>th</sup> November 2023 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"> <li>• 0 critical</li> <li>• 8 high</li> <li>• 2 medium</li> <li>• 0 new</li> <li>• 2 improving</li> <li>• 1 deteriorating</li> <li>• 0 closed</li> </ul>	<ul style="list-style-type: none"> <li>• 0 significant</li> <li>• 1 high</li> <li>• 0 medium</li> <li>• 0 new</li> <li>• 0 improving</li> <li>• 0 deteriorating</li> <li>• 0 closed</li> </ul>	<ul style="list-style-type: none"> <li>• 0 critical</li> <li>• 0 high</li> <li>• 0 medium</li> <li>• 0 new</li> <li>• 0 improving</li> <li>• 0 deteriorating</li> <li>• 0 closed</li> </ul>

- 3.8. A summary of risks (Threat and Opportunities) for this reporting period are set out below (please see Appendix A for more information on the Resources corporate risks and their management)

**Improving Risks**

There are two improving threat risk:

- 3.9. CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure: The risk rating has improved from 4\*7 = 28 Critical to 3\*7 = 21 High due to processes and controls in place to enable the MTFP and budget to be developed and approved are robust.
- 3.10. CRR49 – Potential Impact of Weak Workforce Resilience: The risk rating improved 5\*4 = 20 High to 3\*3 = 9 Medium as the internal controls in place are effective; and targeted work is in place to support services at a higher risk around workforce resilience.

**Deteriorating Risks**

- 3.11. CRR4 – Possible failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework: The risk rating increased from 5\*2 = 10 Medium to 5\*3 = 15 High following a

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review of the current approach to managing some key areas of health and safety risks, including those in Property and the new Building Safety Act.

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.

#### **4. Proposal**

- Resources Scrutiny Commission review and comment upon the Appendix A – Resources risks from the Corporate Risk Report 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 – Q2 Corporate Risk Report Resource Risks 2023-2024

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

##### **Background Papers:**

Risk Management Assurance Policy.



# Appendix A – Resources Directorate Corporate Risk Register Q2 2023-2024 as at September 2023



## Threat Risk Performance Summary

Risk	Page Number	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)
CRR4 – Possible failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework		10		10		10		15	
CRR6 - Potential threat of Fraud and Corruption		15		15		15		15	
CRR7 - Potential Cyber Security Issues		20		20		20		20	
CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure		28		28		28		21	
CRR15 – Possible In-Year Financial Deficit		21		28		21		21	
CRR25 - Possible Suitability of Line of Business (LOB) Systems Issues		20		20		20		20	
CRR26 - ICT Resilience May Not Be Effective		14		14		14		14	
CRR29 - Information Security Management System (ISMS) May Not Be Effective		10		10		10		10	
CRR40 - Potential Threat of Unplanned Investment in Subsidiary Companies		20		20		20		20	

# Appendix A – Resources Directorate Corporate Risk Register Q2 2023-2024 as at September 2023



Risk	Page Number	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)
CRR49 – Potential Impact of Weak Workforce Resilience		20 		20 		20 		9 	

## Opportunity Risk Performance Summary

Risk	Page Number	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)
OPP01 - Possible Impact of One City Approach		21 		21 		14 		14 	

## Risk Trend Key

Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

Appendix A – Resources Directorate Corporate Risk Register Q2 2023-2024 as at September 2023



**Threat Risks**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR4 – Possible failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework.</p> <p><b>Description:</b> To deliver an effective management framework in place to ensure that the workplace and work environment is free from health and safety hazards. The framework the Council will use to achieve this is based on the Health and Safety Executives guidance Managing for Health and Safety (HSG65) 'Plan, Do Check Act' approach. The framework will apply to all employees who work at the Council whether on a permanent or temporary basis, Schools, contractor's agency staff visitors and other parties who have a business relationship with BCC.</p>	<p style="text-align: center;"><b>Deteriorating</b></p> <p style="text-align: center;">↓</p>	<p style="font-size: 24pt;"><b>15</b></p> <p>Likelihood = 3 Impact = 5</p>		<p style="font-size: 24pt;"><b>10</b></p> <p>Likelihood = 2 Impact = 5</p>		
<p><b>Risk Causes:</b> 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 shown risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied. Policies are not kept up to date.</p> <p><b>Risk Consequences:</b> Risk of injury Staff, visitors, contractors, citizens.; Risk of injury to our tenants. Staff put under undue pressure leading to staff taking sick leave or leaving the organisation. Risk of legal action/penalties against the Council and individual managers, including possibility of Corporate Manslaughter. Impact on the reputation of the City Council. Lack of compliance with Health and Safety policies and safe practices, due to pressures of work or lack of training. Reputational damage</p> <p><b>Risk Owner(s):</b> Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>						
		<b>Existing Controls</b>	<b>Mitigating Actions</b>			
		<b>Control</b>	<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
		<ol style="list-style-type: none"> <li>Governance Arrangements</li> <li>Health Safety and Wellbeing Strategy</li> </ol>	Review Health and Safety Procedures	March 2024	20%	
		<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p> <p><b>Summary of Progress:</b> The current approach to managing some key areas of health and safety risks including those in Property and the new Building Safety Act has increased the level of likelihood from unlikely to likely. This is a combination of fines for non-compliance by the regulator (HSE) and personal injury to our employees. The new governance arrangements will provide better scrutiny, decision making and assurance at CLB to where responsibilities and accountabilities in key areas are currently unclear.</p>				
		<p><b>Strategic Theme:</b> Our Organisation</p>				


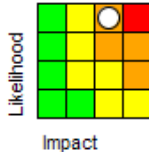
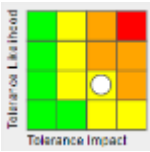
Appendix A – Resources Directorate Corporate Risk Register Q2 2023-2024 as at September 2023



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR6 - Potential threat of Fraud and Corruption</p> <p><b>Description:</b> Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p>	<p><b>Constant</b></p>	<p><b>15</b></p> <p>Likelihood = 3 Impact = 5</p>		<p><b>6</b></p> <p>Likelihood = 2 Impact = 3</p>	
<p><b>Risk Causes:</b> Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic and current cost of living increases. Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement. 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. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response. Under investment in fraud prevention and detection technology and resource.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
<p><b>Risk Consequences:</b> Losses to fraud under emergency measures is inevitable. Potential increase in financial losses due to increase in scams. Failure to prevent or detect acts of significant fraud or corruption could result in financial loss for the Council. Reputational damage could be suffered if fraud occurs.</p>	<ol style="list-style-type: none"> <li>1. A dedicated Counter Fraud and Investigation team - BCC has a dedicated Counter Fraud and Investigation team with varied skills.</li> <li>2. Audits - Internal Audit reviews will sometimes include an assessment of fraud controls.</li> <li>3. Continued use of analytic and additional resources to perform payment checks. Pre-payment checking of Covid support grants continue, including bank account validation, Company House checks, duplicate claim checks and IP address checks.</li> <li>4. National Fraud Initiative (NFI) fraud hub App - The NFI/Cabinet Office Fraud Hub is in use, with a limited number of datasets uploaded.</li> <li>5. On-going improvement plan for Whistle-blowing -</li> <li>6. Participation in anti-fraud exercises - BCC takes part in the biennial Cabinet Office National Fraud Initiative exercise, the annual Council Tax Single Persons discount exercise and have been involved in pilot exercises of data matching with HMRC/Covid grants.</li> <li>7. Planned programme of proactive fraud detection and prevention work - BCC Counter Fraud team develop an annual programme of planned work based on known and increasing fraud risks.</li> <li>8. Whistleblowing procedure - New internal procedure developed. HR advisor assigned to each Whistle-blow.</li> <li>9. Increased the use of technology and data analytics - Increased use of tools, data analytics and other sources of data to prevent and detect fraud.</li> </ol>	<p>Fraud Risk Assessments</p> <p>Fraud Reviews (New)</p> <p>Fraud Prevention Strategy (New)</p> <p>Working with other Councils (New)</p> <p>Partnership Working (New)</p>	<p>Nov 2023</p> <p>March 2024</p> <p>Nov 23</p> <p>March 2024</p> <p>March 2024</p>	<p>30%</p> <p>0%</p> <p>40%</p> <p>30%</p> <p>0%</p>	
<p><b>Risk Owner(s):</b> Chief Executive and Director of Finance (S151 Officer).</p>	<p><b>Summary of Progress:</b> - The likelihood of fraud against Local Authorities is inherently high and whilst prevention of fraud is key, there will always be a risk of fraud occurring. Whilst the current score remains the same, we have secured additional resources to prioritise fraud prevention initiatives that will see the risk score go down once these are completed. As a result, the risk tolerance has been reduced to reflect the council's low appetite of risk. Current key initiatives are focused on: developing a fraud prevention strategy; developing a process to ensure fraud risk is considered in service planning; working with services to ensure full fraud risk assessments are developed and maintained for key fraud risk areas; promoting the fraud hub with a view to expansion across other Local Authorities in the Southwest and other possible partners. In addition, improving confidence and support of Whistle-blowers by a revision of the policy and other improvements.</p>				
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>					
<p><b>Strategic Theme:</b> Our Organisation</p>					

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR7 – Potential Cyber Security Issues</p> <p><b>Description:</b> The Council's risk level in regard to Cyber-security is higher than should be expected.</p>	<p><b>Constant</b></p> 	<p><b>20</b></p> <p>Likelihood = 4 Impact = 5</p>		<p><b>10</b></p> <p>Likelihood = 2 Impact = 5</p>	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>• Lack of investment in appropriate technologies.</li> <li>• Reliance on in-house expertise, and self-assessments (PSN).</li> <li>• Lack of formal approach to risk management (ISO27001).</li> <li>• Historic lack of focus.</li> </ul> <p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>a. Information security incidents resulting in loss of personal data or breach of privacy / confidentiality.</li> <li>b. Safeguarding data breach impacting on safety of vulnerable child or adult.</li> <li>c. Risk of breaching the regulations and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover, enforced by the Information Commissioners Office on behalf of the European Union. d. Increased litigation. e. Reputational damage.</li> </ul>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Phishing attack exercises - 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.		1. Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken	Dec 023	90%
	2. Targeted Training of employees – The Information Governance 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. developed by IG and ICT Teams				
	3. Technical controls		2. Implement audit actions with oversight by IG Board	Dec 2023	90%
4. Security team training					
<p><b>Risk Owner(s):</b> Chief Executive, Senior Information Risk Owner (SIRO).</p>					
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress.</b> Work on technical controls is going, and SIEM implementation continues. External SMEs are supporting Information Governance and IT colleagues. Full review of cyber position due towards the end of this year alongside further audit work to gain assurance on progress.</p>				
<p><b>Strategic Theme:</b> Our Organisation</p>					

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Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p><b>Risk Title:</b> CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure</p> <p><b>Description:</b> Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p>	<p><b>Improving</b></p>	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>	<p>Likelihood Impact</p>	<p><b>14</b></p> <p>Likelihood = 2 Impact = 7</p>	<p>Likelihood Impact</p>
<p><b>Risk Causes:</b> Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites. Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. The general economic uncertainty affecting the financial markets, levels of trade &amp; investment Local Government finance settlement from spending review. Continued Impact of Covid-19 on key income sources. Inadequate budgeting &amp; budgetary control/Financial Settlements &amp; 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. 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. Impact of Adult Social Care reform and sufficient funding available to meet increased cost</p> <p><b>Risk Consequences:</b> Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provides services and the council's reputation locally and nationally in terms of investor confidence. That the budget is unlikely to reflect council priorities and objectives. That the budget may not adequately resource pressures and increases in demand. That the budget includes savings which are not deliverable. That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience. Negative impact on front line services. A negative opinion from external audit. Secretary of State intervention.</p>	<p><b>Existing Controls</b></p> <p><b>Control</b></p>		<p><b>Mitigating Actions</b></p> <p><b>Action Title</b></p>		
	<p>1. Budget Preparation, Setting and Budget Accountability Framework - 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.</p> <p>2. Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth</p>		<p><b>Due Date</b></p> <p><b>Progress</b></p>		
<p><b>Risk Owner(s):</b> Chief Executive and Director of Finance (S151 Officer).</p>					
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> There has been further discussion on the likelihood during the preparation of the deep dive exercise for Audit Committee and given the ongoing uncertainties nationally and globally this is felt to remain likely, rather than unlikely. Please refer to deep dive report to Audit Committee September 2023.</p>				
<p><b>Strategic Theme:</b> Our Organisation</p>					

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Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p><b>Risk Title:</b> CRR15 – Possible In-Year Financial Deficit</p> <p><b>Description:</b> The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p>	<p><b>Constant</b></p>	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>	<p>Likelihood Impact</p>	<p><b>6</b></p> <p>Likelihood = 2 Impact = 3</p>	<p>Likelihood Impact</p>
<p><b>Risk Causes:</b> 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. Response to inadequate SEND inspection in 2019, Increased demand for EHCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
<p><b>Risk Consequences:</b> The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p>	<ol style="list-style-type: none"> <li>BCC Financial Framework - 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.</li> <li>Deep Dives on non-containable pressure areas - We have continual oversight and ongoing management of the council's financial risks and deep dives in areas reported of non-containable pressures.</li> <li>Ensuring engagement at local, regional and national level - in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long-term financial planning and strategic planning. Policy and Budget Framework -</li> <li>Re-assessment of service delivery risks and opportunities and risk and other reserves - We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves.</li> <li>DSG - Detailed Management Plan Based on DfE Framework - A detailed Management Plan is in development, using the DfE's recommended framework - The deficit and development of the plan was discussed with the DfE in Spring 21. The DfE were not requesting a formal submission at this time.</li> <li>DSG - Early Years Block Task and Finish Group; Vacancy Freeze to manage budget overspend</li> </ol>		DfE Deliver Better Programme	Dec 2023	60%
			Appropriate Finance Resourcing Improvement (New)	March 2024	50%
			Robustness of Monitoring and Delivery of Savings (New)	March 2024	50%
<p><b>Risk Owner:</b> Director Finance (CFO S151)</p>					
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p> <p><b>Strategic Theme:</b> Our Organisation</p>	<p><b>Summary of Progress:</b> At P5 there are significant items being highlighted on the risk and operations log and there are some deep dive actions now required to assure actions around these. Therefore, subsequent to P4 where recovery actions were in place there is now increased likelihood once more around this risk.</p>				

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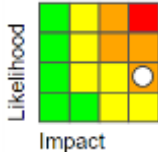
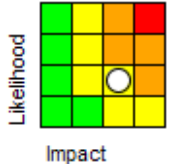


Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR25 – Suitability of Line of Business (LOB) Systems</p> <p><b>Description:</b> The Council has reliance on legacy software systems which cause a number of risks due to; 1. Supportability from internal IT resource 2. The supportability of the hardware utilised 3. Lack of alignment to strategy and therefore a blocker to Digital Transformation 4. Within an appropriate support contract 5. Legacy data used for current work (GDPR) 6. Lack of Information (Cyber) Security controls 7. High cost where alternative core Council solutions exist</p>	<p><b>Constant</b></p>	<p><b>20</b> Likelihood = 4 Impact = 5</p>		<p><b>10</b> Likelihood = 2 Impact = 5</p>	
<p><b>Risk Causes:</b> Sovereignty within service areas, and a lack of motivation to change. Cost of transition. Lack of knowledge of which systems are problematic and the impacts of these. Lack of understanding of impact. Lack of ownership from Information Asset Owners. Lack of documentation pertaining to software systems and ownership of strategy. Cost avoidance of replacing systems. This is seen as an IT problem, not one for the software system owners.</p> <p><b>Risk Consequences:</b> Lack of resilience and continuity in event of an incident/failure High-cost applications without appropriate support. Inability to improve service delivery through digital transformation. May feed into Information (Cyber) Security risks.</p> <p><b>Risk Owner(s):</b> Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.</p> <p><b>Portfolio Flag:</b> Finance, Governance and Performance</p> <p><b>Strategic Theme:</b> Our Organisation</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Auditing of all councils Line of Business (LOB systems)		Channel Shift Project - Review legacy line of business systems with the view to rationalising and replacing either by building on existing internal platforms such as dynamics or via procurement of new products and better utilisation of functionality.	February 2028	0%
	2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership				
	3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.				
<b>Summary of Progress:</b>		Extensive mapping of LOB contracts undertaken and plans underway to commission updated cyber-sec review incl. risks/vulnerabilities in LOB systems. LOBS-specific risks should be identified and assessed individually on a case-by-case basis by the service areas in the council which own and use them.			




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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR26 – ICT Resilience May Not Be Effective</p> <p><b>Description:</b> 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><b>Constant</b></p> 	<p><b>14</b></p> <p>Likelihood = 2 Impact = 7</p>		<p><b>10</b></p> <p>Likelihood = 2 Impact = 5</p>	
<p><b>Risk Causes:</b> 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>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
<p><b>Risk Consequences:</b> Inability to deliver services</p>	<p><b>Control</b></p>	<p>1. Connection to BCC systems protections - With the majority of staff working from home, connection to our systems is vital and the main route is via VPN. We have tested alternative access which can be used. 2 factor authentication was tested as a back door which allows non-BCC pcs to login to Microsoft office 365.</p> <p>2. Highlight to service areas vulnerable applications - Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning.</p> <p>3. Moved critical systems to the cloud with more effective DR.</p>	<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
<p><b>Risk Owner(s):</b> Chief Executive, Director, Digital Transformation, Service Area Leads.</p>	<p>1. Resilience workshops for most critical systems - Workshops are in progress to review and improve resilience for our most critical systems including Adult and children’s social care, Revs and Bens and Housing</p> <p>2. Supplier run order in the event of multiple system outage - our disaster recovery supplier has a run order in the event of a major outage involving multiple systems.</p> <p>3. Weekly testing of individual systems restore - The restore of individual systems is tested weekly on a rotational basis</p>	<p>1. Project to move Shared Drives to Cloud</p> <p>2. Removal of legacy hardware from estate</p>	<p>November 2023</p> <p>November 2025</p>	<p>55%</p> <p>50%</p>	
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> Risk level remains unchanged, but work is progressing on key areas, including projects within the Digital Transformation Programme to increase resilience by moving more of our estate to Cloud-based services. However, gaps including failover testing and the need for a wider organisational project on BC/DR are still present.</p>				
<p><b>Strategic Theme:</b> Our Organisation</p>					

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR29 - Information Security Management System (ISMS) May Not Be Effective</p> <p><b>Description:</b> 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><b>Constant</b></p> 	<p><b>10</b></p> <p>Likelihood = 2 Impact = 5</p>	<p>Likelihood Impact</p>	<p><b>5</b></p> <p>Likelihood = 1 Impact = 5</p>	<p>Likelihood Impact</p>
<p><b>Risk Causes:</b> Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</p>	<b>Control</b>		<b>Mitigating Actions</b>		
			<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<ol style="list-style-type: none"> <li>Guidance and awareness campaigns supported by regular phishing campaigns. Comms and awareness being delivered to raise awareness to colleagues around the risk of Cyber incidents and how good Information Security practices (including adherence to policies) will help minimise the likelihood of these occurring</li> <li>Security Team Training</li> <li>Meta Compliance tool online to track compliance/engagement of policies</li> </ol>		<ol style="list-style-type: none"> <li>Continue roll out of Policies with oversight from ICGB Information Governance Tool</li> <li>Implement Audit Actions with oversight by IG Board</li> </ol>	<p>December 2023</p> <p>December 2023</p>	<p>90%</p> <p>90%</p>
<p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>Information security incidents resulting in loss of personal data or breach of privacy / Confidentiality.</li> <li>Safeguarding data breach impacting on safety of vulnerable child or adult.</li> <li>Risk of breaching the regulations, and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover.</li> <li>Increased litigation.</li> <li>Reputational damage.</li> </ul>					
<p><b>Risk Owner(s):</b> Senior Information Risk Owner (SIRO).</p>					
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> No change to current score. Policy work complete, just working through approval and publishing. This is being aligned with both the new corporate policy work, and internal collaboration with IT policies that overlap. Staff awareness is the focus next, alongside the continuous improvement needed to be fully aligned to ISO27001. Work is still ongoing, limited number remaining. Lack of resources within both InfoSec and ICT is causing delays</p>				
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					


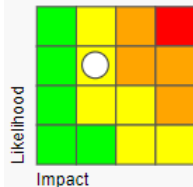
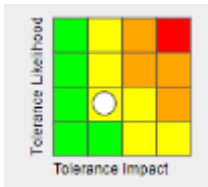
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR40 – Potential Threat of Unplanned Investment in Subsidiary Companies</p> <p><b>Description:</b> There is a risk that BCC'S investments in subsidiaries may require greater than anticipated capital investment.</p>	<p><b>Constant</b></p>	<p><b>20</b> Likelihood = 4 Impact = 5</p>		<p><b>6</b> Likelihood = 2 Impact = 3</p>	
<p><b>Risk Causes:</b> 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 &amp; Brexit). Service delivery failure as a result of specific market changes (e.g., recycle market, housing market, volatility in gas and electric market prices, delays in timing of come from customer heat network connections), failure to secure planning etc. Delivery of BE2020 wind up within financial envelope. Legislation changes. Cyber Security - risk that key systems are compromised and that sensitive data is stolen Failure to develop and grow commercial trading activities</p> <p><b>Risk Consequences:</b> - Financial Loss - Reputational damage to the council - Impact to service provision provided by subsidiary companies</p> <p><b>Risk Owner(s):</b> Chief Executive and S151 Officer.</p> <p><b>Portfolio Flag:</b> Finance, Governance and Performance</p> <p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Audit and Risk Committee - Supports on issues of risk, control and governance		No actions		
	2. Board Effectiveness Reviews to be annual workforce planning				
	3. Continued monitoring of the impact of External issues such as COVID on the business and adaptive approach being proposed for optimising emerging opportunities and mitigating pressures				
4. Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs					
5. Shareholding Group					
6. Weekly progress review provided and regular review of assumptions, cash flow and risks					
<p><b>Summary of Progress:</b> Assessment remains the same. Potential Financial loss/ need to fund BWC likelihood of this remains high indicated from forecasts received from BWC driven by increased costs from pay negotiations with the unions and other inflationary pressures.</p>					


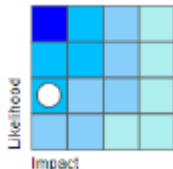
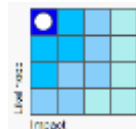
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR49 - Potential Impact of Weak Workforce Resilience</p> <p><b>Description:</b> A lack of workforce resilience or capacity to provide statutory services and achieve strategic aims and objectives</p>	<p><b>Improving</b></p> 	<p><b>9</b></p> <p>Impact 3 = Likelihood= 3</p>		<p><b>6</b></p> <p>Impact=3 Likelihood = 2</p>		
<p><b>Risk Causes:</b> Failure to recruit – particularly in specialist areas where the market is highly competitive COVID-19 impact in labour market and workforce sickness High levels of staff turnover High staff sickness levels Ineffective prioritisation of workloads</p> <p><b>Risk Consequences:</b> Key services fail – inability to meet service demands Statutory and/ or regulatory obligations are not delivered Strategic priorities and aims are not delivered. The council becomes unfocused, and demand led. Increasing levels of sickness absence Higher staff turnover and loss of talent HSE/Legal action Reputational damage Poor customer satisfaction leading to complaints and requests for compensation</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>			
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
	<ul style="list-style-type: none"> <li>• Agreements in place with employment businesses for the supply of contingent workforce; agency and statement of works</li> <li>• Promotion of apprenticeships and internal progression opportunities</li> <li>• Regular and close review of management information (through HR Dashboards and leavers survey) to monitor turnover, staff starters/exits to enable targeted actions to be taken</li> <li>• Stress risk assessments, supporting attendance policy, occupational health advice and Employee Assistance Programme are in place to minimise the incidence and length of sickness absence. A refreshed stress risk assessment has been developed through consultation with trade unions and staff led groups and is due for launch in December 22.</li> <li>• Support for managers with future workforce planning and succession planning, with bespoke action plans to target diversity and skills gaps</li> <li>• Consideration of impact of cost of living and winter pressures, encouraging take up of booster and flu jabs and review the facilities available in the workplace</li> </ul>		<p>Workforce Strategy is currently being refreshed and will have workforce resilience and wellbeing as a primary theme</p>	<p>March 2024</p>	<p>75%</p>	
<p><b>Risk Owner(s):</b> Chief Executive, Director of Workforce and Change</p> <p><b>Portfolio Flag:</b> City Economy, Finance &amp; Performance</p> <p><b>Strategic Theme:</b> Our Organisation</p>	<p><b>Summary of Progress:</b> The likelihood has been re-assed to Likely, and the impact re-assessed to Moderate. This is because the internal controls in place are effective and targeted work is in place to support services at a higher risk around workforce resilience.</p>					



## Opportunity Risks

Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> OPP01 - Possible Impact of One City Approach</p> <p><b>Description:</b> The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p>	<p><b>Constant</b></p> 	<p><b>14</b></p> <p>Likelihood = 2 Impact = 7</p>		<p><b>28</b></p> <p>Likelihood = 4 Impact = 7</p>	
<p><b>Risk Causes:</b> 1. Mayoral aspiration and widespread partner sign-up to principles</p> <p>2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
<p><b>Risk Consequences:</b></p> <p>1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities which already have partner buy-in</p> <p>2. Potential to make financial and efficiency savings and/ or deliver better services and/ or reduced demand for service, reducing costs whilst improving citizen outcomes. Update April 2020: 3. Relationships already built can accelerate communication, collaboration and effective delivery of a coherent plan for the city's recovery from Covid-19</p>	<p>1. V3 One City Plan Produced - 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.</p>		<p>Set up Partnership Board</p>	<p>September 2023</p>	<p>80%</p>
<p><b>Risk Owner(s):</b> Director Policy, Strategy and Partnerships.</p>					
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> Good engagement with Committee Member Working Group about One City but awaiting future session to confirm the group's view about the model, which will be influential.</p>				
<p><b>Strategic Theme:</b> Our Organisation</p>					



Risk Scoring Matrix

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

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

# Appendix A – Resources Directorate Corporate Risk Register Q2 2023-2024 as at September 2023



## 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.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends.  No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends.  Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project.  Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation.  Dissatisfaction reported through council complaints procedure but contained within the council.  Local MP involvement.  Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure.  Higher levels of local or national interest.  Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention.  Viral social media or online pick-up.  Public enquiry or poor external assessor report.

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**Bristol City Council - Scrutiny Work Programme 2023 / 2024 (Formal Public Meetings)**

<b>People Scrutiny Commission (PSC)</b> Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	<b>Health Overview &amp; Scrutiny Committee (HOSC) (Sub-Committee of PSC)</b> Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	<b>Communities Scrutiny Commission (CSC)</b> Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	<b>Growth &amp; Regeneration Scrutiny Commission (G&amp;RSC)</b> Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	<b>Resources Scrutiny Commission (RSC)</b> Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	<b>Overview &amp; Scrutiny Management Board (OSMB)</b> Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
<b>July 23</b>					
<b>August 23</b>					
<b>September 23</b>					
<b>27.9.23, 6pm</b>		<b>14.9.23 5.00 pm</b>	<b>28.9.23 5.30pm</b>		<b>4.9.23, 3pm</b>
Annual Business Report		Annual Business report	Annual Business Report		Annual Business report
CQC Update		Parks funding	WECA / BCC Infrastructure Update (Transport)		Report from Climate Change Working Group
SEND Update: Standing Item		Parks and Green Spaces Strategy pre-consultation update (including Allotments and Food Growing Strategy)	Strategic CIL (Community Infrastructure Levy)		Quarter 4 Corporate Performance Report
Adult Social Care Transformation Programme Update: Standing Item		Update on Tree and Woodland Strategy	Temple Quarter Update		Latest Corporate Risk Report
Children and Education Transformation Programme Update: Standing Item		Quarter 4 Performance Report	Quarter 4 Performance Report		Goram Homes
Q4 Performance Report			Quarter 1 Risk Report		Mayor's Forward Plan – standing item (will be included for each meeting)
Adoption West Annual Report (noting only)					WECA Forward Plan / WECA Scrutiny minutes – standing item (will be included for each meeting)
<b>October 23</b>					
	<b>11.10.23 4.30pm</b>				
	Healthwatch Updates (Standing Item) To include: <ul style="list-style-type: none"> <li>Menopause services in Bristol</li> <li>'Local Voices' report</li> </ul>				
	Access to Dentistry				
	Strengthening hospital discharge processes (reducing number of patients classed as 'no criteria to reside')				

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<b>People Scrutiny Commission (PSC)</b> Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	<b>Health Overview &amp; Scrutiny Committee (HOSC) (Sub-Committee of PSC)</b> Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	<b>Communities Scrutiny Commission (CSC)</b> Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	<b>Growth &amp; Regeneration Scrutiny Commission (G&amp;RSC)</b> Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	<b>Resources Scrutiny Commission (RSC)</b> Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	<b>Overview &amp; Scrutiny Management Board (OSMB)</b> Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
	<i>(Possible joint item with PSC)</i>				
	Update from ICB: Winter Resilience Framework engagement with local primary and community services				
	Update on stroke programme from ICB/NB NHS Trust (Information Paper)				
<b>November 23</b>					
		<b>20.11.23 5.00 pm</b>	<b>27.11.23 5.30pm</b>	<b>21.11.23 5.00 pm</b>	<b>2.11.2023, 6pm (TBC)</b>
		Library services – focus on innovation report/lessons learnt and library utilisation/ opportunities for co-location	High Streets update Including Business Improvement Districts (BIDS)	Annual business report	Quarter 1 Performance Report
		Community Resilience Fund	Bristol Local Flood Risk Management Strategy (Statutory Item)	Digital Transformation programme progress update	Bristol Beacon
Page 113		Welcoming Spaces update	Bristol and Avon Flood Strategy	Collection Fund surplus/deficit report	City Leap
		Update on community toilets scheme	Planning Service Update	Council Tax base report	
		Quarter 1 Performance Report	Quarter 1 Performance Report	Quarter 1 Performance Report	
<b>December 23</b>					
<b>6.12.23, 6pm</b>	<b>7.12.23 4pm</b>			<b>8.12.23 &amp; 15.12.23</b>	<b>04.12.23</b>
Learning Disability Update	Healthwatch Updates (Standing Item)			8.12.23 - 2.30 - 5.30 pm: CTRS review and scrutiny of 24-25 budget proposals/consultation (part 1);  15.12.23 - 9.30 am - 12.30 pm: scrutiny of 24-25 budget proposals/consultation (part 2)	Transformation programme overview
Direct Payments and Community Care	Children's Health: <ul style="list-style-type: none"> <li>Child and Adolescent Mental Health Services (CHAMS)</li> <li>Hospital Education</li> </ul>				
SEND Update: Standing Item	Autism Spectrum Disorder (ASD) Assessments - Sirona Care & Health – Autism Assessment Criteria				
Adult Social Care Transformation Programme Update: Standing Item					

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Children and Education Transformation Programme Update: Standing Item					
Quarter 1 Performance Report					
<b>January 24</b>					
				<b>30.1.24 4.00 pm</b>	
				Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 1	
<b>February 24</b>					
<b>19.2.24,</b>	<b>7.2.24, 4pm</b>	<b>27.2.24 5.00 pm</b>	<b>26.2.24 5.30pm</b>	<b>1.2.24 4.00 pm</b>	
Permanent Exclusion, Suspensions and the Inclusion Hub	Healthwatch Updates (Standing Item)	Community Safety Partnership annual report	Culture. (to include Cultural Investment Programme (CIP))	Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 2	Companies' – performance
Extra-Familial Harm	Health Improvement Teams - To include Dementia Care	Community Asset Transfers update	Strategic Transport Update, to include: <ul style="list-style-type: none"> <li>• Strategic Corridors</li> <li>• Liveable Neighbourhoods</li> <li>• Active Travel</li> </ul>		Scrutiny Annual Report
'Transitions' (education to employment) Inquiry Day: Outcome and Action Plan		Progress on Ecological Emergency	Growth & Regeneration Capital Programme Update		
SEND Update: Standing Item					
Adult Social Care Transformation Programme Update: Standing Item					
Children and Education Transformation Programme Update: Standing Item					
<b>March 24</b>					
<b>April 24</b>					
					BCC Business Plan and performance framework
					Companies Business Plans

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<b>Provisional / To be scheduled</b>					
	Quality Accounts: Sirona; AWP; NBT; UHBW; SWAS (April-May 24)		Property Programme (Transformation Programme)	Corporate Performance reports	Clean Air Zone Early closed briefing followed by joint public session with G&R and Health.
			Major regeneration projects: <ul style="list-style-type: none"> <li>• Western Harbour (TBC – watching brief)</li> <li>• Frome Gateway (TBC – watching brief)</li> </ul>	Corporate Risk reports	Corporate Performance reports
				Finance Monitoring reports and quarterly savings monitoring reports	Corporate Risk reports
				Integration of carbon assessment alongside financial business cases/carbon impact of Capital Programme – joint with G&R	Transformation programme overview
Page 115				Implementation of the new Procurement strategy; Procurement Bill / procurement waivers; Implementing social value policy across strategies and procurement	Relationship with WECA / WECA scrutiny (informing work planning)
				Corporate debt/arrears report – mid-year report	One City Plan refresh
					Clean Air Zone – Enforcement (TBC)
<b>Other Scrutiny Activity</b>					
Adult Social Care Transformation Programme Scrutiny Workshops		Housing & Landlord Services Task Group: <ul style="list-style-type: none"> <li>• Adaptive Homes</li> <li>• Housing IT System</li> <li>• Housing Allocation</li> <li>• Temporary Accommodation</li> <li>• Refugees</li> <li>• Fire Safety</li> <li>• Decent Homes (damp and mould)</li> <li>• Decarbonisation</li> </ul>	Parking Strategy (including Workplace Parking Levy) – Working Group or Inquiry Day	Finance Task Group – 24/25 budget preparation and MTFP; first meeting July – financial outlook; regular meetings from August/September (joint sessions where necessary, e.g. with People Scrutiny). To include (autumn): Council Tax Base report; Collection Fund surplus/deficit report	Workshop – Scrutiny Handover
Children and Education Transformation Programme Scrutiny Workshops		Waste ID (note – to be linked in with OSMB): <ul style="list-style-type: none"> <li>• Future policy</li> <li>• Collection methodology</li> </ul>			
'Transitions' Inquiry Day					
<b>Member Briefings</b>					

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Fostering / Adoption (All Member Briefing)	Issues relating to Black women/BAME communities, their pregnancies and known poor health outcomes. (Further info TBC in August)	Houses in Multiple Occupancy		Public Health grant & budget – joint with Health – to be included as part of Finance T&F work	City Leap progress
Teen Pregnancy (to include reference to Youth Homelessness). Joint with Health.	Update from AWP (Avon and Wiltshire Partnership) on Riverside CAMHS inpatient unit.			Cyber security and business continuity / financial risk – with Audit (Nov/Dec)	Equalities and Inclusion Strategy
Family Hubs	Update from BNSSG ICB / locality partnerships – Community mental health framework up-date (written update or briefing)			Approach to performance data	Bristol Waste Update
Ofsted Improvement					

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<b>Bristol, North Somerset &amp; South Gloucestershire - Joint Health Overview &amp; Scrutiny Committee (BNSSG - JHOSC)</b>	
<b>Agenda/s TBC</b>	<b>Date/s TBC</b>
Integrated Care Strategy - BNSSG Integrated Care Board (ICB) <i>TBC if JHOSC or HOSC</i>	
To include:	
<ul style="list-style-type: none"> <li>Up-date on Strategy &amp; Delivery</li> <li>Forward Plan</li> <li>Role of integrated Care Partnership (ICP) and Integrated Care Board (ICB)</li> </ul>	
BNSSG ICB – approach to tackling geographical health inequalities and local planning ( <i>timing and details TBC</i> )	
Update from BNSSG ICB / locality partnerships – Community mental health framework (plus potential briefing).	