

# Overview and Scrutiny Management Board Agenda



**Date:** Thursday, 2 November 2023

**Time:** 6.00 pm

**Venue:** The Chamber - City Hall, College Green,  
Bristol, BS1 5TR

## **Distribution:**

**Councillors:** Tony Dyer (Chair), Mark Bradshaw (Vice-Chair), Geoff Gollop, Brenda Massey, David Wilcox, Martin Fodor, Steve Smith, Christine Townsend, Tim Rippington and Andrew Brown

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**Date:** Wednesday, 25 October 2023



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

## 2. Apologies for absence.

## 3. Declarations of Interest

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

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

## 4. Minutes of the previous meeting.

(Pages 7 - 12)

## 5. Chair's Business

To note any announcements from the Chair

## 6. Public Forum

Up to 30 minutes is allowed for this item

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Public Forum items should be emailed to [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 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on **Friday 27<sup>th</sup> October 2023**.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on **Wednesday 1<sup>st</sup> November 2023**.



**7. Bristol Beacon**

**(Pages 13 - 20)**

**8. City Leap**

**(Pages 21 - 38)**

**9. Q1 2023-24 Performance Report**

**(Pages 39 - 55)**

**10. Scrutiny Work Programme**

To note the work programme.

**(Pages 56 - 60)**

**11. Mayor's Forward Plan - Standing Item**

Standing item. The most recent version of the Mayor's Forward Plan as published on 9<sup>th</sup> October 2023 is included for information.

**(Pages 61 - 75)**

**12. Minutes from the WECA Overview and Scrutiny Committee - Standing item**

Standing item. Draft minutes of the most recent WECA Overview and Scrutiny Committee meeting held on 8<sup>th</sup> September 2023 is included for information.

**(Pages 76 - 80)**



# 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-notice-for-resource-services](http://www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services)



## Bristol City Council Minutes of the Overview and Scrutiny Management Board



4 September 2023 at 3.00 pm

### **Members Present:-**

**Councillors:** Tony Dyer (Chair), Mark Bradshaw (Vice-Chair), Geoff Gollop, Brenda Massey, Steve Pearce, David Wilcox, Martin Fodor, Steve Smith and Christine Townsend

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

The Chair welcomed the attendees. Health and safety information was provided.

### **2 Apologies for absence.**

No apologies were received.

### **3 Declarations of Interest**

No declarations were made.

### **4 Minutes of the previous meeting**

The minutes of the Overview and Scrutiny Management Board meeting held on 6<sup>th</sup> June 2023 were approved as an accurate record.

### **5 Chair's Business**

There was no Chairs Business.

### **6 Public Forum**



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The Public Forum was published and can be found [here](#).

Dan Ackroyd submitted three public forum questions and written responses were provided. Mr Ackroyd submitted an additional supplementary question following the response to question 1b requesting further details on ensuring accuracy. The Chair stated that queries about the accuracy of minutes should be directed to the Chair of the relevant meeting, in this instance Cllr Steve Smith acting as delegate in the place of the Lord Mayor. Where matters affected code of conduct these were to be directed to the Monitoring Officer, the Director for Legal and Democratic Services.

As a supplementary question following the response to question 1c Mr Ackroyd noted that a reason for a video of a recent meeting being set to private had not been provided. Following discussion it was agreed that this constituted a complaint and the relevant complaint processes should be followed.

**RESOLVED; That the Public Forum be noted.**

## **7 Annual Business Report**

The Head of Democratic Engagement presented the Overview and Scrutiny Management Board Annual Business Report 2023-24 for noting. This included details of membership and the Terms of Reference. Attention was drawn to the dates for scheduled meetings.

The Report was approved, including the agreement for the Call-in Committee and Chair rotation.

**RESOLVED; That the Overview and Scrutiny Management Board Annual Business Report 2023-24 be noted.**

## **8 Goram Homes Annual Report**

The Managing Director of Goram Homes presented the Annual Report, including an overview of the financial performance which had been shown to be better than predicted in the 2022-23 forecast.

A Member noted the uncertainty of the market and queried the implication of falling house prices against interest rates remaining high. The Managing Director stated that the business structure allowed for flexible responses to fluidity in the market. Factors were considered on an ongoing basis to support a dynamic position.

A Member noted that the National TOMS (Themes, Outcomes, Measures) Framework had been used to assess Social Value and asked for the individual scores and the proportion of the projects given to Social Value. The Managing Director agreed that the National TOMS scores for individual projects could be provided outside of the public meeting. Social Value would be determined at the point where a delivery partner was sought and selected.





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A Member queried the number of homes that had full planning permission. Full planning permission had been granted at the 1 Lockleaze development which comprised around 300 homes. As a relatively new organisation the remainder of the projects were progressing through the planning phase, a number of which required a two-stage planning process. The first homes built by Goram Homes were expected to be available by the end of 2023.

The Chair of the Growth and Regeneration Scrutiny Commission extended an invitation to the Managing Director to the following meeting of the Growth and Regeneration Scrutiny Commission in November 2023 as a planning item was anticipated.

A Member requested a forecast towards profitability for the future as this had previously been available, as well as a narrative on the corporation tax as it was noted that a significant proportion of the improved projections had come from both deferred tax and interest receivable. It was queried why an increase in interest receivable directed to Goram Homes was not matched by an increase in Bristol City Council's interest receivable. The Finance Director of Goram Homes noted that the interest payable to Bristol City Council was higher than planned, and suggested a separate session outside of public scrutiny to discuss the elements of the financing structure which were commercially sensitive.

A Member noted the work undertaken around the Construction Skills Academy and queried how attendees were targeted. It was clarified that attendees were coordinated by the College of Bristol. The Head of Communications for Goram Homes had worked with Partners in Bristol, a College of Bristol subsidiary, and stated that outreach had taken place with referrals received from local job centres.

The WECA brief for Education and Skills was discussed. The Chief Executive noted there may be work for Officers to consider how to support joined up working between WECA, Bristol City Council and council commissioned entities around education and skills opportunities for groups such as care leavers.

A Member asked if the Skills Academy could be replicated in South Bristol where the College of Bristol and Advanced Construction Hub were based. This was confirmed.

The issue of the selection of locations for projects was raised. Sites were driven by land availability from the council. The Managing Director welcomed suggestions from Members should they become aware of potential sites.

The arrangements around risk and audit were queried. A new Non-Executive Chair of audit and risk had been appointed and the value of this was noted. Work had been undertaken on integrating a performance management system that linked risks, objectives and key performance indicators. It was expected that OSMB would have the opportunity to examine performance more closely with the planned scrutiny of the Goram Homes business plan.

The risk around construction costs was raised. Costs were being assessed as stable but dependent on a number of complex factors. The relationship with national partners supported a comprehensive search for the best price points to drive down cost position. It was also added that local labour was prioritised and more local community led developments were planned.



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The Goram Homes representatives were thanked for the report and discussion.

**RESOLVED; That OSMB note the Goram Homes report.**

## **9 Report of Climate Change Working Group**

Councillor Grant presented the Climate Change Working Group (CCWG) report to OSMB with a view to approving submission to Cabinet.

The CCWG was created to examine Bristol City Council progress toward the target of Net Zero by 2030. Thanks were directed to the Officers involved in supporting the Working Group.

Attention was drawn to the recommendations regarding governance of future work as the recommendation to extend the term of the Working Group through 2023-24 had not been unanimously agreed.

It was agreed to submit the report to Cabinet. The Chair noted that this would be submitted for the Cabinet scheduled for October 2023 rather than September 2023 in order to allow Cabinet Members sufficient time to read the report and allow for further discussion.

In terms of extending the term of the CCWG, the resourcing of future meetings was raised as a concern. It was noted that OSMB and Scrutiny had a full workload, and it was agreed for a discussion of the Scrutiny Work Programme for 2023-24 year to be held at the next OSMB Leads meeting in order to consider this. The intention for the Environment and Sustainability Policy Committee to undertake this work from May 2024 was also highlighted. Varying viewpoints from Members were put forward.

The cross-cutting nature of the issue was discussed, with consideration that all Policy Committees could potentially have an impact on the Net Zero target. The importance of ensuring alignment was agreed.

The Chair proposed that following the submission of the report to Cabinet that the OSMB Leads be convened to consider the options around the future work of the Working Group. This was agreed.

Cllr Grant and the Working Group were thanked for their work and the report.

**RESOLVED; That OSMB recommend that the Climate Change Working Group report be submitted to Cabinet for October 2023, and; that a meeting of the OSMB Leads be arranged to consider available resources and options for future work.**

## **10 Quarter 4 Performance Report**

The quarterly Performance and Corporate Risk Reports were brought to OSMB for noting with the intention that the relevant sections be brought to individual Scrutiny Commissions for more detailed assessment. They were discussed as a joint item.



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Members were reminded that prior notice should be given around a line of questioning in order to ensure that the relevant Officers could be present to address. Where this was not possible questions would be taken away as actions.

A Member noted the presentation of percentages as on or above target, and the implication this had for the reader.

*Following the meeting Performance Officers provided the following comment:*

- *The actual number 'on target' is minimal so the Performance team focused on "on or above target". Whilst this could be displayed as on or below, in terms of aspiring to achieve it seemed sensible to present it as shown. The reader can deduce that if 55% are on or above target then 45% are below.*
- *The Performance Team would be open to displaying it however the reader would find helpful, but the issue had been previously discussed and agreed to leave as shown.*

It was queried how the risks within the Risk Report were segregated, and whether this supported the identification of the highest priorities. The Chief Executive stated that improvements had been made in the previous 12 months, and the way risk was calibrated was consistent across the report. There was a recognition that all items had an individual risk score.

It was noted that the amount of narrative provided was inconsistent, which should not be the case at year end. It was not always clear why a position had changed, as indicated by the arrows.

*Following the meeting Performance Officers provided the following comment:*

- *The amount of narrative in text boxes does vary according to the officer completing it. In some cases it may not merit a lengthy response whereas in others there would be more detail by way of explanation. There is no hard and fast rule, although the Performance Team do provide guidance on how to write Management notes. However, as noted, by Q4 all metrics should have content.*
- *Overall only 5 metrics did not have narrative, but all 5 were in the Children & Young People Theme. As noted by the Chief Executive, this is being raised by the Performance Team with relevant colleagues in Children & Education.*
- *Most boxes without "arrows" were Actions, which are in-year only, and most Performance metrics do have arrows to show whether that KPI is doing better or worse than the year before. However, if the metric is new or changed from the year before, or data was not reported the previous year, there is no arrow to show change. As it happens the Children & Young People Theme had multiple metrics impacted by these issues, partly due to reduced reporting of Education and Public Health data the year before (due to Covid restrictions). Apologies this was not clear why the arrows were missing on those metrics.*

A Member noted a lack of progress against Transport items. It was agreed that specific questions could be directed to the relevant Cabinet Member or Officer, and brought to the Growth and Regeneration Scrutiny Commission.

A Member noted that while individual actions appeared to be doing well only half of targets were on track to be achieved, and queried whether this indicated ambitious targets or whether the actions taken to achieve those targets were incorrect. The Chief Executive agreed with the assessment that there was a



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distance between activity and outcome measurement but that this was being worked on as part of continual improvement.

*Following the meeting Performance Officers provided the following comment:*

- *'Actions' are standalone actions that the performance team monitor progress against over the year, and this is set out in the relevant narratives. 'Actions' do not have specific 'metrics' or targets, the metrics are separate. This is articulated in the Business Plan.*

**RESOLVED; That feedback be provided to Performance Officers (*completed and comments included in minutes*).**

**RESOLVED; That the Performance and Risk Reports be noted.**

## **11 Quarter 1 Corporate Risk Report**

See previous item. The Q1 Corporate Risk Report was discussed as a joint item with the Q4 Performance Report.

## **12 Scrutiny Work Programme 2023-24**

The Scrutiny Work Programme was noted. It was raised that the work programme might require reconsideration in light of the resources available to support planned work and matters arising.

**RESOLVED; That the Scrutiny Work Programme be noted.**

## **13 Mayor's Forward Plan - Standing Item**

The Chair noted that further work was needed in improving the notice given on items brought to Cabinet.

**RESOLVED; That the Mayors Forward Plan be noted.**

## **14 (Draft) Minutes from the WECA Overview and Scrutiny Committee - for information (standing item)**

**RESOLVED; That the minutes of the last meeting of the West of England Combined Authority Scrutiny Commission be noted.**



# Overview and Scrutiny Management Board

2<sup>nd</sup> November 2023



**Title:** Bristol Beacon

**Officer Presenting Report:** John Smith, Executive Director – Growth and Regeneration;  
James Anderson, Head of Capital Projects

**Recommendations:**

For OSMB to note the report.

**Summary**

The presentation provides contextual information and progress updates for Bristol Beacon

**Appendices:**

Presentation: Bristol Beacon update to OSMB





# Bristol Beacon Update

OSMB 02/11/23



# Purpose

1. Provide background & context
2. Give brief update on position with BMT
3. Outline timeframes for key milestones
4. Update on wider project as it enters pre-opening phase
5. Update from BMT on preparations

# General Update – Background and Context

- Significant additional budget required to complete the project. The Council has taken responsibility for most of the increase
  - The building is a city asset. The Council is the freehold owner
  - The Bristol Music Trust (BMT) will be given the building on a 30 year peppercorn lease
- In this context the completion of the project is a watershed moment for the Council and BMT. The relationship has been redefined and evolved to reflect the best outcome for the city financially and culturally
- Scrutiny and audit have worked in partnership with the project team at key moments. It has provided critical challenge and steer for both the construction project itself and the changes to the relationship with the BMT



# Update on BMT Relationship

- Heads of Terms have been agreed with the Bristol Music Trust which will be drafted into contract before opening night on the 30th November 23
- Key elements:
  - Removal of revenue subsidy
  - £8m deemed sum to be repaid from BMT surplus subject to agreed criteria
  - BMT agrees to open book accounting and offers a place on the BMT Audit Risk and Resource Committee
  - BCC will retain its representation on the BMT board of 2 Members
  - BCC and BMT will hold an annual review of the charity's performance
  - BMT will work to revise its business plan to take account of the intention to pay the deemed sum when the business has stabilised after reopening
  - After two years the parties agree that they will consider alternative operating models if BMT is unable to meet its commitments to pay the deemed sum
  - BMT will update on its business plan and performance publicly to BCC annually

# Outline Timeframes & Key Milestones

ID	Task Name	Duration	Start	Finish	
2	Final drafting of new contract	25 days	Mon 23/10/23	Fri 24/11/23	
3	New contract signed	0 days	Mon 27/11/23	Mon 27/11/23	
3	Opening night	0 days	Thu 30/11/23	Thu 30/11/23	
4	Highways & urban realm activities - post completion	9 mons	Thu 30/11/23	Wed 07/08/24	
5	End of defects liability period	12 mons	Thu 30/11/23	Wed 30/10/24	
7	BMT business plan and commercial review (indicative - precise date to be agreed)	1 mon	Mon 01/12/25	Fri 26/12/25	

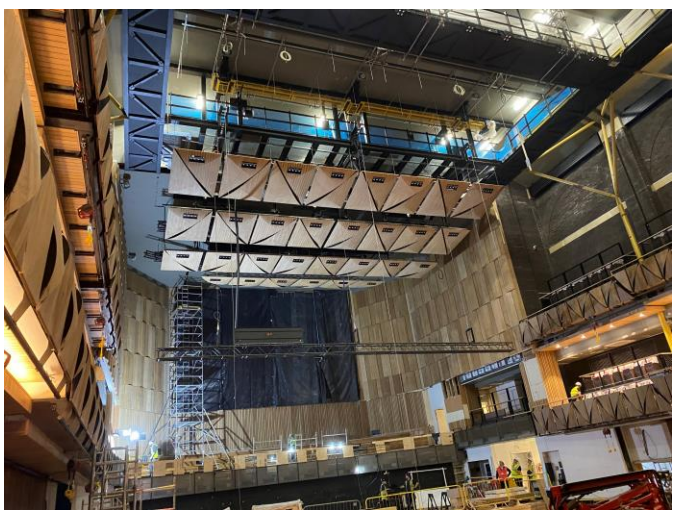
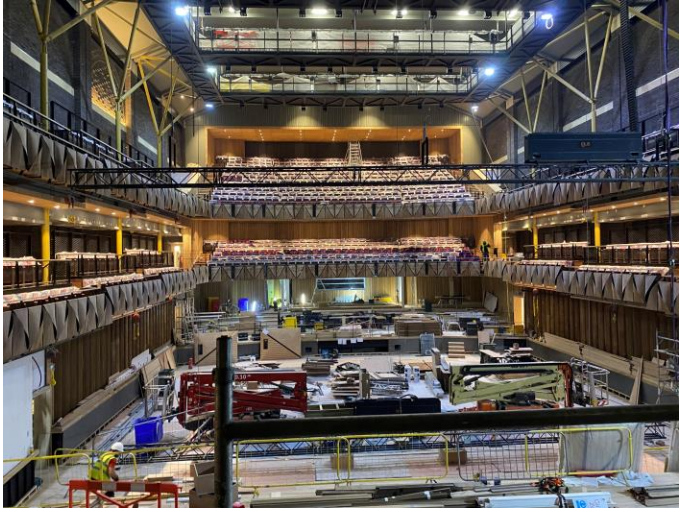
# Update on Wider Project

- There is a significant amount of activity under way in preparation for full opening. Finishes are being put in place and cleaning is under way through much of the building
- All building systems such as fire alarms and security systems are being commissioned and signed off over the coming weeks
- There is support in place to provide soft landings for BMT so that inevitable challenges can be managed quickly through the opening process
- Feedback from the Trust is that the building is looking fantastic and is inspiring. There is a sense that it is something very special for Bristol citizens and visitors to the city
- Test events are being carried out over the next 6 weeks of increasing size and complexity to make sure that the experience for the full opening on the 30<sup>th</sup> Nov and immediately thereafter is the best it can be for the public
- The relationship between the Bristol Music Trust and Council is strong



# A few photos from early October

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# Overview and Scrutiny Management Board

2<sup>nd</sup> November 2023



**Title:** City Leap Energy Partnership

**Officer Presenting Report:** John Smith, Executive Director – Growth and Regeneration; Pete Anderson, Director – Property, Assets and Infrastructure

**Recommendations:**

For OSMB to note the report.

**Summary**

The presentation provides contextual information and progress updates for the City Leap Energy Partnership. As part of the meeting further information will be presented on:

- Project pipeline detail
- Community Energy Fund
- Establishing Heat Network Advisory Panel
- Heat Network expansion

**Appendices:**

Presentation: City Leap Energy Partnership update to OSMB





# City Leap Energy Partnership

OSMB Update – 2<sup>nd</sup> November 2023



ENERGY  
SERVICE  
BRISTOL

BRISTOL  
cityleap

AMERESCO  
Green • Clean • Sustainable

VATTENFALL



# What is City Leap?



ENERGY  
SERVICE  
BRISTOL

**BRISTOL**  
city leap

**AMERESCO**  
Green • Clean • Sustainable

**VATTENFALL**



# A carbon neutral Bristol

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## One City Climate Strategy

- Bristol has reduced emissions by 42% since 2005
- Bristol City Council has reduced its own direct emissions by 50% since 2015 and aims to achieve net zero by 2025.
- In November 2018, the council became the first UK local authority to declare a Climate Emergency and set a goal for the city to be **carbon neutral by 2030**.
- Our decarbonisation targets are now fully embedded in the **council's Corporate Strategy**, the **One City Climate Strategy** and are fully supported by the administration as **Mayoral priorities**.
- City Leap supports the **Mayoral, council and national government decarbonisation targets** and creates a scalable and replicable model for other cities to follow.



# What is City Leap?

- A new approach towards public and private sector partnership for the delivery up to £1bn of low carbon energy infrastructure investment.
- Focus on a range of project types, including low-carbon heat networks, renewable energy from wind and solar, energy efficiency, EV charging and smart energy systems.
- Builds on the council's investment to date and works to leverage the local knowledge and expertise that we have established over the years.
- Supports the council's and national government's decarbonisation targets and creates a scalable and replicable model for other cities to follow.

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# Why City Leap?

Put simply:

- We need to increase the pace of decarbonisation to:
  - meet our own carbon neutrality targets,
  - demonstrate leadership in Bristol,
  - address the climate emergency.
- In order to achieve this, we've procured a private sector partner to form a joint venture with BCC that is focused on strategically delivering decarbonisation projects in a joined up way over a 20-year partnership.

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# What has the council procured?

- The council has let a **20-year concession** to Ameresco Ltd, to deliver and fund low carbon energy projects across the council's estate via the City Leap joint venture in partnership with BCC.
  - Ameresco Ltd is now BCC's pre-procured partner and has the **right of first refusal**, via City Leap, to deliver and fund **all** low carbon energy projects on the council's estate, including its social housing.
- Ameresco are supported by their essential sub-contractor, Vattenfall UK Limited. Vattenfall are responsible for building out the Bristol heat network.
- City Leap will want to work in collaboration with Services across the council, facilitated by the **City Leap Client Function** within BCC, to develop low carbon energy projects.
  - These projects will need to meet a number of **pre-set Project Acceptance Criteria** – if they do so, they will be approved by the council

# Ameresco's winning bid commitments

- Accelerating the council's drive to make its **operations carbon neutral by 2025**
  - covering its direct energy and transport emissions
- **Retrofitting the council's social housing by 2030**
  - achieving minimum EPC Band C
- Meeting the following contractually binding Key Performance Indicators (KPIs) over the first five years of the partnership:
  - a) Delivering **c140,000 tonnes of carbon savings**;
  - b) Installing **c182MW of zero carbon energy generation**; and
  - c) Delivering **c£61m of social value**, including c£50m of contracts to be delivered by the local supply chain.

In its winning tender, Ameresco estimated that an investment of **£424m** would be required over the five-year period of the business plan to deliver the above.

# Social value highlights



- **£61.5m of social value** including c£50m of expenditure with local supply chain
- **100% of people working on City Leap** paid at least the **Real Living Wage**
- A **£1.5m Community Energy Development Fund**
- A **£500,000 R&D Fund** to support Bristol's innovation sector
- Create a **Community Benefit Fund** estimated at **£2.8m** over 20 years
- **Crowd funding** of up to 10% of the capital investment requirements of non-heat network projects
- Production of **Bristol City Leap Equalities Diversity and Inclusivity (EDI) Strategy**
- Working with the Centre for Sustainable Energy (CSE) and other partners to support the development and finalisation of the **No Cold Homes strategy**
- Create **over 1,000 new jobs, apprenticeships and work placements**

# The role of the Client Function and the Project Acceptance Process or PAC



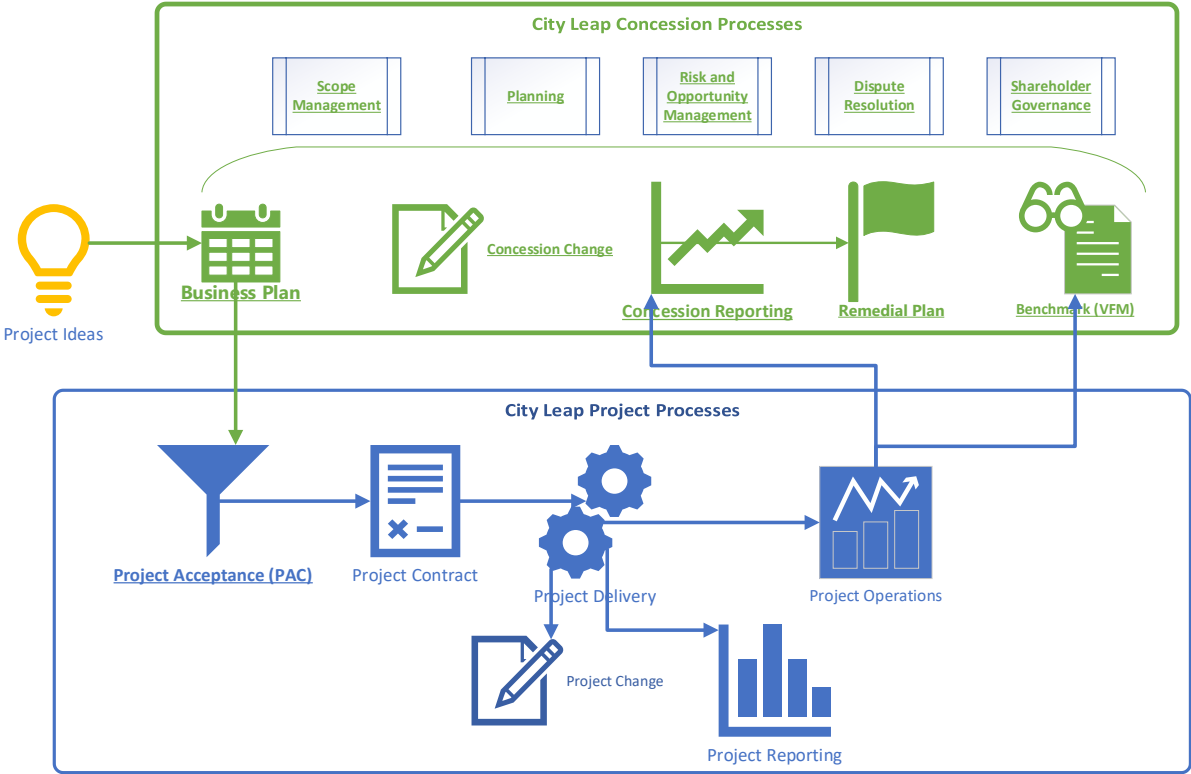
ENERGY  
SERVICE  
BRISTOL

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# City Leap Client Function Processes



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# City Leap Client Function Processes

## Core processes

Project Acceptance	<ul style="list-style-type: none"><li>• The process to start new projects on City Leap</li></ul>
Business Plan	<ul style="list-style-type: none"><li>• Produced annually by SP and JVCo and forecasting five years of work.</li></ul>
Concession Reporting	<ul style="list-style-type: none"><li>• Reporting of Concession KPIs, financial reports and project progress.</li></ul>
Scope Management	<ul style="list-style-type: none"><li>• Tracking the scope of City Leap Projects.</li></ul>
Remedial Plan	<ul style="list-style-type: none"><li>• Production of a Remedial Plan in the event of a poor Measurement Report</li></ul>
Concession Change and Project Change	<ul style="list-style-type: none"><li>• Changes to the Concession or to individual City Leap projects</li></ul>
Risk and Opportunity Management	<ul style="list-style-type: none"><li>• For both City Leap projects and the Concession</li></ul>
VFM Benchmark Report	<ul style="list-style-type: none"><li>• Annual production of a benchmark report to show Value For Money on a sample of projects</li></ul>
Dispute Resolution	<ul style="list-style-type: none"><li>• Resolution of Disputes between BCC and SP when they cannot be resolved.</li></ul>
Planning	<ul style="list-style-type: none"><li>• Planning Client Function work and supporting in planning on Projects</li></ul>
Shareholder Governance Interface	<ul style="list-style-type: none"><li>• Changes to JVCo governance (Reserved Matters)</li><li>• Changes to Key Matters</li></ul>



# City Leap Client Co-ordination / Roles

## Shareholders and Non Executive Director (NED)

BCC have a 50% holding in City Leap Energy Partnership.

Approval Reserved Matters (changes to JVCo governance)

Changes to BCC policies and procedures

Other items NED should be aware of Key Matters, project proposal feedback, changes to the Concession, open disputes, performance

## City Leap Delivery Group

Senior review and approval organisation within BCC

Reviewing performance reports and requesting ensuing actions

Approving progress through a project acceptance stage

Reviewing and approving annual Business Plans

Concession Management items: changes, risks, communications, Annual VFM benchmark

Key Matters (changes to contracts >£500k)

## Service Working Groups

Working Groups involving City Leap Energy Partnership and BCC Services

New Project proposals

Business Plans

Progress on project proposal documents, project acceptance criteria approval/rejection

Progress on project delivery (in WG area)

Operational performance of projects

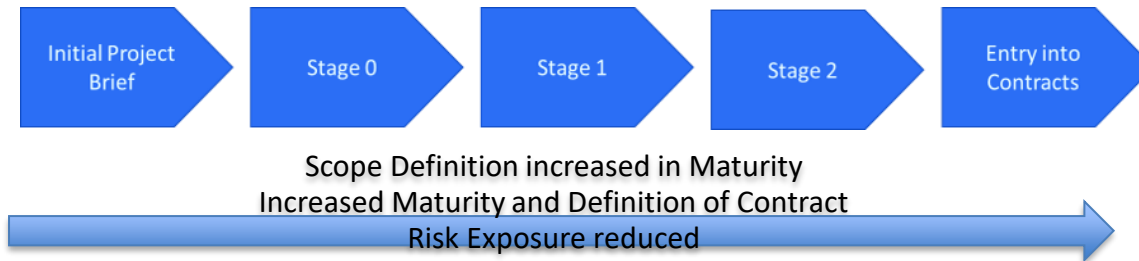
Project changes

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# Project Acceptance

- The project acceptance process is a four stage process
- At each stage, there are additional requirements, with greater detail and greater development of the project at each stage. These are set out in the Appendix.
- To progress beyond stage 0, stage 1 and stage 2 Consent from the City Leap Delivery Implementation Group will be required.
- Where projects require funding from the Council in excess of £500,000 they must be taken through the decision pathway for Cabinet approval, unless previously approved by Cabinet. After exiting Stage 2 the project can enter into a contract.

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# Current project register overview (i)



There are currently 35 projects in development on the council's owned estate / asset project register / pipeline. A further 15-20 projects that are not on the council estate which Bristol City Leap are actively exploring.

The category breakdown of projects in the council's project register if approved for delivery are:

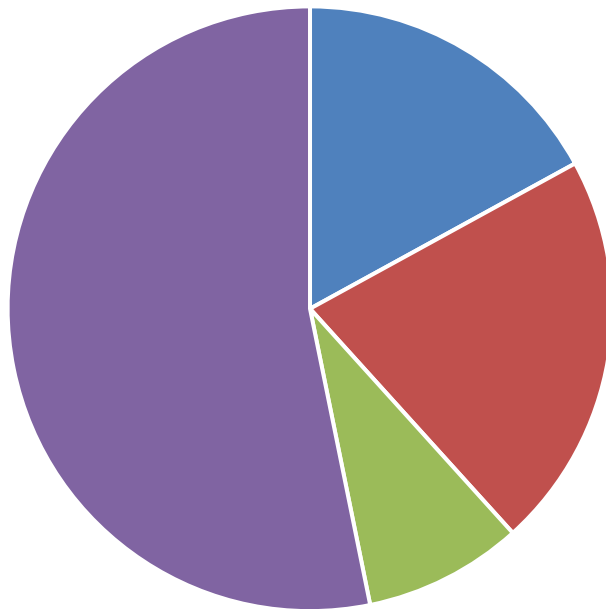
- Electric Vehicles
- BCC Housing
- Large Scale renewables
- Council Property (assets)

Large range of measures being explored:

- Electric Vehicle Infrastructure
- Battery storage
- Energy Efficiency measures:
  - Building Management Systems
  - Heating distribution system improvements
  - LED lighting upgrades
  - Insulation measures
- Wind energy
- Solar energy (roof top and ground mounted)
- District heating

# Current project register overview (ii)

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- Electric Vehicles
- BCC Housing
- Large Scale Renewables
- Council properties

# Funding – Bids and Grants

## Public Sector Decarbonisation Scheme

- Application value circa £2.3m, submitted October 2023
- Focus on Canford Crematorium (burners), council offices and children's homes

## Green Recovery Fund (via WECA)

- £3m in total
- Residential charging hubs
- Destination charging locations (e.g. central car parks)
- On-street residential charging (e.g. lampposts)

## Total Electric Vehicle Infrastructure (via WECA)

- Expression of Interest in May 2023 for the region - £12 m
- Focus on public on and off-street EV charge-points for Bristol (£6m) and West of England (£6m) delivery.

## Heat Networks

- Several 'live' applications have been submitted via Vattenfall. Details will be captured within the business plan

# City Leap Business Plan Timeline

w/c 30<sup>th</sup> October draft business plan received by the Council

November 2023 – comments back to Bristol City Leap from the Council

December 2023 – January 2024 – finalise business plan

End of January 2024 – Scrutiny briefing

Mid-February 2024 – Business plan approval by the council in accordance with the Concession Agreement

# Overview and Scrutiny Management Board 2 November 2023



**Report of:** Guy Collings, Head of Insight, Performance & Intelligence

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

**Ward:** All wards

**Officer Presenting Report:** Guy Collings, Head of Insight, Performance & Intelligence

**Contact Telephone Number:** 0117 9220000

## Recommendation

That OSMB 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 \(Q1 Scrutiny – public link\)](#)

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

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

- **90%** of Business Plan Actions are currently **on track or better** (64 of 71)
- **53%** of Business Plan Priority Measures (with targets) are **on or better than target** (28 of 53)
- **69%** of all City Outcome Measures (with data & targets) are **on or better than target** (9 of 13)



## 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 \(Q1 Scrutiny - public link\)](#); 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](#).

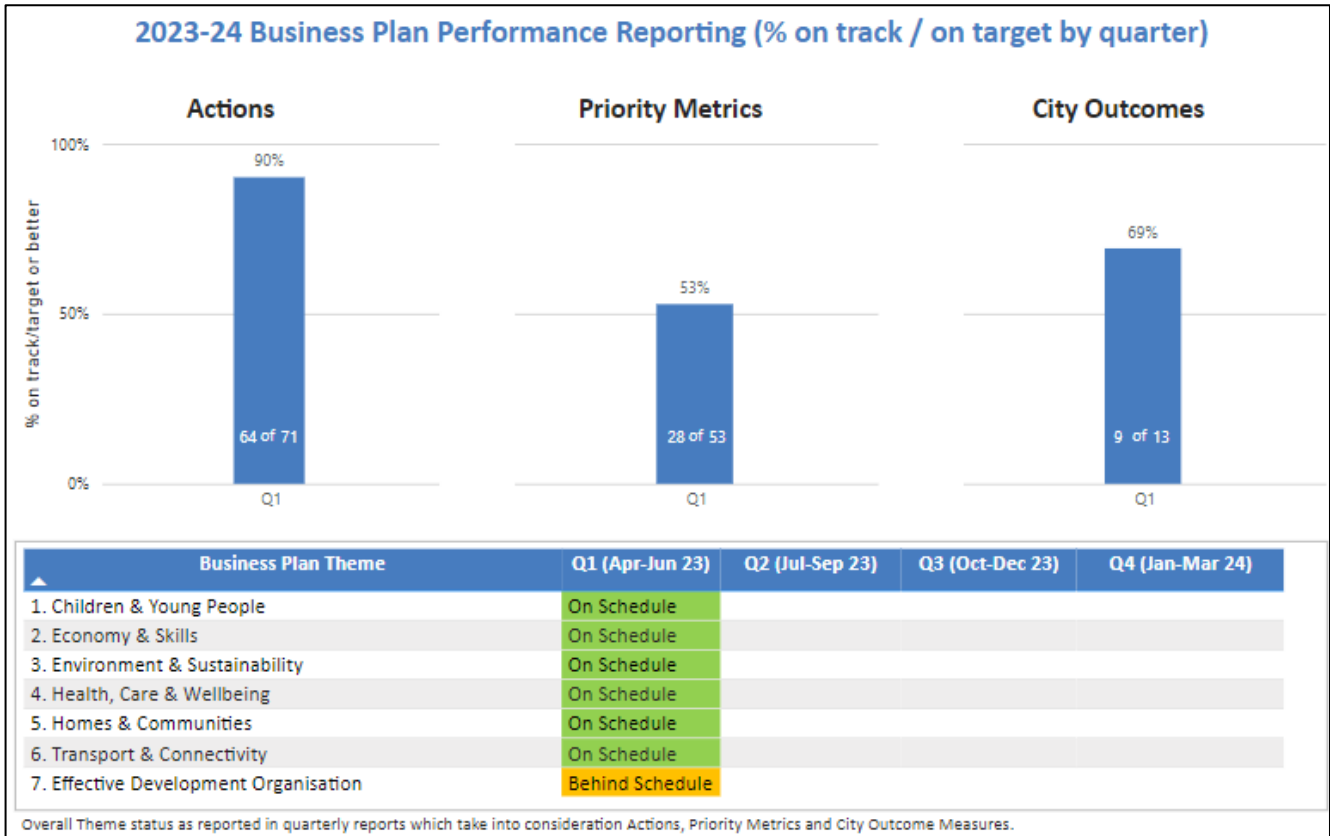
## 2. Summary

### Overall Performance summary:

Taking the Business Plan Performance metrics and Actions available this quarter:

- **6 Themes** are On Schedule for Q1, and 1 Behind Schedule
- **90%** of all Business Plan Actions are currently On Track or better (64 of 71)
- **53%** of all Business Plan Priority Measures (with established targets) are on or better than target (28 of 53)
- **69%** of all City Outcome Measures (with data & established targets) are on or better than target (9 of 13)





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

**Key Points of focus:**

Overall, 6 of the Themes are reporting as On Schedule at the end of Q1, with Effective Development Organisation (EDO) being noted as Behind schedule as only 36% of Priority Metrics in that Theme are on target (5 significantly worse than target) even though all Actions are on track. Also, the EDO Clinic included a review of Performance reporting that may impact future reporting plans (see EDO Theme report, p2); further details are being worked through and will follow.

The clear majority of Business Plan Actions are rated as being on track, with all actions in the Health, Care & Wellbeing Theme (as well as EDO) on track. Just over half of Business Plan Priority Metrics (52%) are on target, with 59% of Metrics are doing better than at the same point last year. Over two thirds of City Outcomes (69%) are on target, reflecting the overall ‘health of the city’ as opposed to specific Council performance, but only 13 of these mainly annual measures have data available in Q1; 73% of these are improved or the same compared to last year.

Key headlines from the 7 Business Plan Themes are in the table below, plus

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

Theme	Q1 overall progress	Points of Focus
1. Children & Young People	On Track	<ul style="list-style-type: none"> <li>• <b>Over 90% of actions are on track</b> for Q1 (11 of 12)</li> <li>• <b>BPPM247 % of Family Outcomes achieved through Supporting Families programme</b> - Performance re the outcomes of early help have continued to improve each quarter, indicating sustained improvement.</li> <li>• <b>BPPM201 Audited children's social work records rated good or better</b> - this metric is significantly worse than target; this is partially due to high levels of vacancies increasing pressures across the service.</li> </ul>
2. Economy & Skills	On Track	<ul style="list-style-type: none"> <li>• <b>BPPM266 Increase % of adults with learning difficulties known to social care who are in paid employment</b> – whilst significantly below target, work is underway to review the data across service areas and improve recording</li> <li>• <b>75% of actions are on track</b> for Q1 (9 of 12), including the new Building Bristol Initiative which has been performing very well to date.</li> </ul>
3. Environment & Sustainability	On Track	<ul style="list-style-type: none"> <li>• <b>BPPM542</b> – The amount of untreated waste landfilled has been very low this quarter (which is good) as the Energy Recovery Centres in Avonmouth have been available to receive waste for the full period.</li> <li>• <b>P-ENV2.2 Develop an ecological and green infrastructure investment plan</b> – behind schedule, as an Ecological Emergency Co-ordinator, who is to lead this work, has not been appointed and the project has not started.</li> </ul>
4. Health, Care & Wellbeing	On Track	<ul style="list-style-type: none"> <li>• <b>P-HCW1.2 Work with partners across the Integrated Care System, NHS and VCSE sector to develop an Integrated Care strategy.</b> This action has been completed and is awaiting sign-off by Cabinet</li> <li>• <b>P-HCW3.2 Develop and implement a Damp and Mould action plan.</b> The Damp &amp; Mould Policy gives a framework to remove the onus from tenants and back to BCC as the landlord; it is awaiting sign-off by the Council.</li> </ul>
5. Homes & Communities	On Track	<ul style="list-style-type: none"> <li>• <b>Community work</b> continues to perform significantly better than target: <b>BPPM194 Numbers participating in community clear-ups per quarter</b> - continue to see good take-up of litter picking activities across Bristol.</li> <li>• <b>BPPM311 Levels of engagement with community development work</b> – over 2,000 conversations building community and seeing what matters.</li> <li>• <b>BPPM374a Average relet times (all properties)</b> - now at 105 days (much worse than 75 days in Q1 2022-23) having risen for 4 consecutive quarters</li> </ul>
6. Transport & Connectivity	On Track	<ul style="list-style-type: none"> <li>• <b>BPOM475 Bus passenger numbers</b> - continuing to increase and are well above the Q1 target (although still 15% below pre-pandemic levels).</li> <li>• <b>BPOM474 Park and Ride passenger numbers</b> – these have stagnated and remain significantly worse than target.</li> </ul>
7. Effective Development Organisation	Behind schedule	<ul style="list-style-type: none"> <li>• <b>BPPM516 Percentage of FOI requests responded to within 20 working days</b> - significantly worse than target, due to stretched resources and a culture of de-prioritisation in certain parts of the organisation.</li> <li>• <b>BPPM522 Average number of working days lost to sickness</b> – had a slight improvement for the first time in two years but remains significantly worse than target, predominantly due to an increase in long-term sickness.</li> </ul>

### 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 \(Q1 Scrutiny - public link\)](#)

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

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

People Scrutiny Commission (PSC) Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	Health Overview & Scrutiny Committee (HOSC) (Sub-Committee of PSC) Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	Communities Scrutiny Commission (CSC) Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	Growth & Regeneration Scrutiny Commission (G&RSC) Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	Resources Scrutiny Commission (RSC) Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	Overview & Scrutiny Management Board (OSMB) 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 4.00 pm</b>	<b>2.11.2023, 6pm (TBC)</b>
		Libraries update – 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
		Welcoming Spaces and Community Resilience Fund update/lessons learnt	Bristol Local Flood Risk Management Strategy (Statutory Item)	24-25 Council Tax Reduction Scheme consultation outcomes	Bristol Beacon
Page 57		Update on community toilets scheme	Bristol and Avon Flood Strategy	Collection Fund surplus/deficit report	City Leap
		Risk Report	Planning Service Update	Council Tax base report	
		Quarter 1 Performance Report	Quarter 1 Performance Report	Digital Transformation programme progress update	
				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>December TBC</b>
Learning Disability Update	Healthwatch Updates (Standing Item)			8.12.23 - 2.30 - 5.30 pm: 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)	
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 of Pub	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 (could involve inviting partners to attend)	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 – early item for overview / discussion on objectives
Page 59				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		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>					

<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
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).	

# Forward plan



THIS DOCUMENT GIVES NOTICE OF  
ANTICIPATED KEY DECISIONS TO BE TAKEN  
AT CABINET AND OTHER MEETINGS

This update published 9 October 2023

Democratic Services

Contact: Oliver Harrison, Democratic Services Officer, email: [amy.rodwell@bristol.gov.uk](mailto:amy.rodwell@bristol.gov.uk)

**BRISTOL CITY COUNCIL - FORWARD PLAN  
INDEX OF PROPOSED KEY DECISIONS**

The Forward Plan gives notice of anticipated key decisions to be taken at Cabinet, Health and Wellbeing Board and Learning City Partnership Board meetings. It will be updated and published on the Council website [www.bristol.gov.uk](http://www.bristol.gov.uk) on a monthly basis.

**Key Decision**

Under the Council's constitution, the definition of a key decision is a decision which is likely to:

- 1) Result in expenditure of £500,000 or over.
- 2) Result in savings of £500,000 or over.
- 3) Be significant in terms of its effects on communities living or working in two or more wards in the city.

**Non-key Decision**

For additional information and completeness the Forward Plan also contains those items which are outside the definition of a key decision.

**Cabinet Meetings**

The Cabinet will normally meet on a Tuesday. Meetings start at 4pm and are currently held at City Hall, College Green Bristol, BS1 5TR. Meetings of the Cabinet are open to the public with the exception of discussion regarding reports which contain exempt/confidential, commercially sensitive or personal information which will be identified in the Mayor's Forward Plan).

Reports submitted to the Mayor and Cabinet will be available on the council's website 5 clear working days before the date the decision can be made. If you would like a copy by email please contact [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**Glossary:**

- HWB Health and Wellbeing Board  
 LCPB Learning City Partnership Board  
 APR15 Under the Council’s Constitution if a key decision needs to be taken with less than 28 days’ notice, it can still be taken under **APR15 – General Exception**, if it is impracticable to defer it until the next scheduled Cabinet meeting. The relevant Scrutiny Commission must be notified and the report published as part of the agenda 5 clear working days ahead of the Cabinet meeting

Description of Exempt Information :- England, Part 1 of Schedule 12A of the Local Government Act 1972

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1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; Or  (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime.

### **Cabinet Members**

- Mayor Marvin Rees
- Councillor Craig Cheney – Deputy Mayor and Cabinet Member for City Economy, Finance and Performance
- Councillor Asher Craig – Deputy Mayor and Cabinet Member for Children’s Services, Education and Equalities
- Councillor Don Alexander – Cabinet Member for Transport
- Councillor Nicola Beech – Cabinet Member for Strategic Planning, Resilience and Floods
- Councillor Helen Holland - Cabinet Member with responsibility for Adult Social Care and Integrated Care System
- Councillor Ellie King Cabinet Member with responsibility for Public Health and Communities
- Councillor Tom Renhard – Cabinet Member for Housing Delivery and Homes
- Councillor Kye Dudd – Cabinet Member for Climate, Ecology, Waste and Energy

The City Council’s website [www.bristol.gov.uk](http://www.bristol.gov.uk) contains all supporting documents and decisions for formal meetings and lots more about the City Council.



Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Shaun Taylor, Highways Manager shaun.taylor@bristol.gov.uk	<p><b>Asset Management Software Contract</b> To seek approval to procure and enter into a contract for an asset management software system via the government digital marketplace framework (G-Cloud).</p> <p>Open</p>	Cabinet 3 Oct 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Growth & Regeneration Scrutiny Commission
Adam Crowther, Head of City Transport adam.crowther@bristol.gov.uk	<p><b>Portway Park and Ride Bus Access Improvements Full Business Case (FBC)</b> To seek approval for the submission of a Full Business Case (FBC) to the West of England Combined Authority (WECA) for City Regional Sustainable Transport Settlement (CRSTS) funding and subject to approval, to accept and spend the funding to deliver the Portway Park and Ride Bus Access Improvements.</p> <p>Part exempt 3</p>	Cabinet 3 Oct 2023	Cabinet Member with responsibility for Transport	Growth & Regeneration Scrutiny Commission
Paul Sylvester, Head of Housing Options paul.sylvester@bristol.gov.uk	<p><b>Rough Sleeping Accommodation Programme (RSAP) Revenue Grant Funding</b> To seek approval to accept and spend revenue grant funding awarded by the Department for</p>	Cabinet 3 Oct 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>Levelling Up, Housing and Communities (DLUHC) as part of the Rough Sleeping Accommodation Programme for 2024/25.</p> <p>Open</p>			
<p>David Martin, Head of Corporate Landlord david1.martin@bristol.gov.uk</p>	<p><b>Estate Rationalisation and Disposals</b> To seek approval for the disposal of Bristol City Council assets which have been identified by the Estates Strategy Board as being surplus to the Council's Requirements.</p> <p>Part exempt 3</p>	<p>Cabinet 3 Oct 2023</p>	<p>Deputy Mayor with responsibility for Finance, Governance and Performance</p>	<p>Growth &amp; Regeneration Scrutiny Commission</p>
<p>Alex Minshull, Sustainable City and Climate Change Manager Alex.Minshull@bristol.gov.uk</p>	<p><b>Keep Bristol Cool Framework</b> To seek approval of the Keep Bristol Cool Framework.</p> <p>Open</p>	<p>Cabinet 3 Oct 2023</p>	<p>Cabinet Member with responsibility for Climate, Ecology, Waste and Energy</p>	<p>Growth &amp; Regeneration Scrutiny Commission</p>
<p>Anesa Kritah, Economic Regeneration Manager Anesa.Kritah@bristol.gov.uk</p>	<p><b>City Centre &amp; High Streets Recovery and Renewal programme funding for High Streets</b> To note the progress and benefits being delivered as part of the City Centre and High Streets</p>	<p>Cabinet 3 Oct 2023</p>	<p>Deputy Mayor with responsibility for Finance, Governance and Performance</p>	<p>Growth &amp; Regeneration Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Recovery and Renewal programme and to seek approval to allocate funding for High Streets.  Open			
Hannah French, Policy and Public Affairs Manager Hannah.French@bristol.gov.uk	<b>Living Rent Commission</b> To note the progress in relation to the Living Rent Commission Report findings and recommendations.  Open	Cabinet 3 Oct 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Paul Sylvester, Head of Housing Options paul.sylvester@bristol.gov.uk	<b>Homelessness Prevention Grant Homes for Ukraine top-up 2023/24</b> To seek approval to accept and spend the Bristol's Homelessness Prevention Grant Homes for Ukraine top-up from the Department for Levelling Up, Housing and Communities (DLUHC) for 2023-24.  Open	Cabinet 3 Oct 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Donald Graham, Interim Director Homes and Landlord	<b>Overview of Hengrove Park Delivery Approach, and Approval to Draw Down WECA DIF Funding</b>	Cabinet 3 Oct 2023	Deputy Mayor with responsibility for	Growth & Regeneration

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Services Donald.Graham@bristol.gov.uk	<p><b>Award for Enabling Infrastructure</b>            To provide an update on the Hengrove Park Delivery approach and to seek approval to accept and spend the WECA DIF Funding award, on the delivery of enabling infrastructure work packages at Hengrove Park and repay the repayable grant element.</p> <p>Open</p>		Finance, Governance and Performance	Scrutiny Commission
Joanna Copping, Consultant: Sexual Health joanna.copping@bristol.gov.uk	<p><b>Bristol Primary Care Sexual Health Services Contracts</b>            To seek approval of the proposed procurement approach in relation to primary care sexual health services to general practices and community pharmacies contracts.</p> <p>Part exempt            3</p>	Cabinet 3 Oct 2023	Cabinet Member with responsibility for Public Health and Communities	People Scrutiny Commission
Guy Fishbourne, Sports and Physical Activity Development Manager guy.fishbourne@bristol.gov.uk	<p><b>Hengrove Park Leisure Centre: Parkwood Community Leisure conversion to Lex Leisure Community Interest Company (CIC)</b>            To seek approval to support Parkwood Leisure in the conclusion of the transfer from Parkwood</p>	Cabinet 3 Oct 2023	Cabinet Member with responsibility for Public Health and Communities	Communities Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>Community Leisure to Lex Leisure subject to the satisfactory completion of financial and legal due diligence.</p> <p>Open</p>			
<p>Sarah Chodkiewicz, Head of Financial Management &amp; Deputy S151 Officer Sarah.Chodkiewicz@bristol.gov.uk</p>	<p><b>Medium Term Financial Plan &amp; Capital Strategy</b> To set out the council's strategic approach to the management of it's finances and provide financial context within which revenue budgets and the capital programme for the council will be developed and put forward as part of the budget setting process.</p> <p>Open</p>	<p>Cabinet 3 Oct 2023</p>	<p>Deputy Mayor with responsibility for Finance, Governance and Performance</p>	<p>Resources Scrutiny Commission</p>
<p>Sarah Chodkiewicz, Head of Financial Management &amp; Deputy S151 Officer Sarah.Chodkiewicz@bristol.gov.uk</p>	<p><b>Finance Outturn Report (P5/Q2)</b> To present Cabinet with the latest detailed financial outturn report and identify any additional financial approvals that are required.</p> <p>Open</p>	<p>Cabinet 3 Oct 2023</p>	<p>Deputy Mayor with responsibility for Finance, Governance and Performance</p>	<p>Resources Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Robin McDowall, Team Manager - Economy & Enterprise, Economic Development robin.mcdowall@bristol.gov.uk	<p><b>Coach House Community Asset Transfer</b>            To seek approval for the grant of an Agreement for a Lease to the Black South West Network (“BSWN”) charity for the management and operation of the Coach House buildings in St Paul’s.</p> <p>Part exempt 3</p>	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Growth & Regeneration Scrutiny Commission
Paul Sylvester, Head of Housing Options paul.sylvester@bristol.gov.uk	<p><b>Framework contract for Temporary Accommodation</b>            To seek approval to enter a 3 + 1-year contract with Click Travel.</p> <p>Open</p>	Cabinet 7 Nov 2023	Cabinet Member with responsibility for Housing Delivery and Homes	Communities Scrutiny Commission
Abigail Stratford, Head of Regeneration abigail.stratford@bristol.gov.uk	<p><b>Temple Quarter Delivery Strategy</b>            To seek approval and authority to finalise the arrangements for the Temple Quarter Delivery Vehicle and proceed with the land consolidation and required option arrangements to support the delivery of Temple Quarter.</p> <p>To approve the Temple Quarter Procurement</p>	Cabinet 7 Nov 2023	Mayor	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>Strategy to secure a Developer Partner.</p> <p>To seek approval and authority for the delivery vehicle to develop the business and delivery plan for Phase 2.</p> <p>Part exempt 3</p>			
<p>Paul Sylvester, Head of Housing Options paul.sylvester@bristol.gov.uk</p>	<p><b>Single Homelessness Accommodation Programme (SHAP) Funding Bid</b></p> <p>To seek approval to submit a bid including match funding from the HRA and, if successful, to accept and spend grant funding for the Single Homelessness Accommodation Programme (SHAP).</p> <p>Open</p>	<p>Cabinet 7 Nov 2023</p>	<p>Cabinet Member with responsibility for Housing Delivery and Homes</p>	<p>Communities Scrutiny Commission</p>
<p>Miles Tilling, Planned Improvements Service Manager miles.tilling@bristol.gov.uk</p>	<p><b>Fire Safety Framework</b></p> <p>To seek approval to procure and award a contract for a new Fire Safety Framework from April 2024 for 3 + 1 years.</p> <p>Open</p>	<p>Cabinet 7 Nov 2023</p>	<p>Cabinet Member with responsibility for Housing Delivery and Homes</p>	<p>Communities Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Emma Howarth, Head of City Management and Response emma.howarth@bristol.gov.uk	<p><b>Fibre and CCTV Contract Amendment</b> To seek approval for a variation to the value of the Fibre and CCTV contract and the assets that are supported within the contract.</p> <p>Open</p>	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Growth & Regeneration Scrutiny Commission
Jane Taylor, Employment and Skills Manager jane.taylor@bristol.gov.uk	<p><b>WE Work for Everyone Phase 2</b> To seek approval to hold detailed bid negotiations for Phase 2 of a UK Shared Prosperity Fund funded programme to enable the continuation of the WE Work for Everyone programme for people with learning difficulties.</p> <p>Open</p>	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Children’s Services, Education and Equalities	People Scrutiny Commission
Gail Rogers, Head of Service - Children's Commissioning gail.rogers@bristol.gov.uk	<p><b>16+ Commissioning and Sufficiency Strategy for Children in Care and Care Leavers</b> To seek approval of the 16+ Commissioning Strategy for Children in Care and Care Leavers 2023-2025, and workplan.</p> <p>Open</p>	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Children’s Services, Education and Equalities	People Scrutiny Commission



Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray, Director - Finance & Section 151 Officer denise.murray@bristol.gov.uk	<p><b>Q2 Corporate Risk Report</b> To provide an update of the current significant strategic risks to achieving the Council's objectives as set in the Corporate Strategy and summarises progress in managing the risks/actions being taken for each quarter</p> <p>Non Key Open</p>	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Sarah Chodkiewicz, Head of Financial Management & Deputy S151 Officer Sarah.Chodkiewicz@bristol.gov.uk	<p><b>Fees and charges review</b> To seek approval of an increase to charges above the 5% general approval in place for 2023/24 in a number of service areas.</p> <p>Open</p>	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
David Martin, Head of Corporate Landlord david1.martin@bristol.gov.uk	<p><b>Corporate Catering Review Project</b> To update cabinet on 6 June 2023 cabinet decision and the strategic plan for the review of Corporate Catering.</p> <p>Part exempt</p>	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Growth & Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	3			
Tim Borrett, Director: Policy, Strategy and Digital tim.borrett@bristol.gov.uk	<b>Microsoft Azure Re-Procurement</b> To seek approval to procure and award a new contract for Microsoft Azure.  Open	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Rizwan Tariq, Head of Citizen Services rizwan.tariq@bristol.gov.uk	<b>Microsoft Dynamics Reprocurement</b> To seek approval to procure and award a new contract for Microsoft Dynamics.  Open	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Sarah Chodkiewicz, Head of Financial Management & Deputy S151 Officer Sarah.Chodkiewicz@bristol.gov.uk	<b>Finance Exception Report (P6)</b> To present Cabinet with the latest detailed financial outturn report and identify any additional financial approvals that are required.  Open	Cabinet 7 Nov 2023	Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Patsy Mellor, Director, Management of Place	<b>Cultural Investment Programme 2023 to 27</b> To seek approval of the recommendations for the	Cabinet 5 Dec 2023	Mayor	Growth & Regeneration

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
patsy.mellor@bristol.gov.uk	allocation of Imagination and Openness grant funding for the second round of the Cultural Investment Programme.  Open			Scrutiny Commission
Tom Gilchrist, Private Housing and Accessible Homes Manager tom.gilchrist@bristol.gov.uk	<b>People Living in Vehicles in Bristol</b> To provide information about people living in vehicles acknowledging the growing challenges, our current responses and possible next steps. Non Key Open	Cabinet Before 5 Mar 2024	Mayor	Communities Scrutiny Commission

**West of England Combined Authority  
West of England Combined Authority Overview & Scrutiny Committee**

Friday, 8 September 2023, 12noon – 2pm  
70 Redcliff Street, Bristol BS1 6AL

**Present:**

Cllr David Addison, South Gloucestershire Council  
Cllr Mark Bradshaw, Bristol City Council  
Cllr Katy Grant, Bristol City Council  
Cllr Jonathan Hucker, Bristol City Council  
Cllr Tim Kent, Bristol City Council

Cllr Hal MacFie, Bath and North East Somerset Council  
Cllr Brenda Massey, Bristol City Council  
Cllr Ed Plowden, Bristol City Council  
Cllr Ben Randles, South Gloucestershire Council  
Cllr Alison Streatfeild-James, Bath and North East Somerset Council

**Officers In Attendance:**

Daniel Dickinson, Interim Monitoring Officer  
Jill Bennett, Democratic Services and Scrutiny Manager  
Jess Lee, Head of Policy and Strategy  
Mark Wakefield, Head of Democratic Services  
Emma Powley, Democratic Services (Virtual)

**Apologies:**

None

**Minutes**

As this was the first meeting of the Overview & Scrutiny Committee for Municipal Year 2023/24 the clerk opened the meeting and presided over agenda items 1-3

1	<p><b>Election of Chair for Municipal Year 2023/24</b> It was proposed by Councillor Bradshaw and seconded by Councillor Streatfeild- James and</p> <p><b>Agreed:</b></p> <p>That Councillor Plowden be elected as the Chair of the Overview and Scrutiny Committee for the Municipal 2023/24.</p> <p>Councillor Plowden was in the Chair for all subsequent items.</p>
2	<p><b>Election of Vice-Chair for Municipal Year 2023/24</b> Councillor MacFie proposed and Councillor Addison seconded and it was</p> <p><b>Agreed</b></p> <p>that Councillor Streatfeild-James be appointed Vice- Chair.</p>
3	<p><b>Declarations of Interest under the Localism Act 2011</b> There were none.</p>
4	<p><b>Terms of Reference</b> The Committee noted its Terms of Reference.</p>

5	<p><b>Minutes</b> The minutes of the meeting held on the 13 March 2023 were agreed.</p>
6	<p><b>Chair's Announcements</b> The Chair informed the Committee that a request to call in the decision to close railway ticket offices including Bath had been received. As this is not a decision made by the Combined Authority Committee, scrutiny has no remit to call it in. The Chair commented that he would ask the Mayor of the West of England Combined Authority to express their concern about the closures</p> <p>The Chair thanked officers for their attendance and the overall organisation who had committed to looking at the provision of extra capacity to assist the Overview and Scrutiny Committee with additional deep dives.</p>
7	<p><b>Items from the Public (Questions, Statements and Petitions)</b> The Chair noted that six questions had been submitted by members of the public. Written responses had been provided and are available on the website.</p> <p>Mr David Redgewell submitted a statement but was unable to attend. Robbie Bentley instead made the address on Mr Redgewell's behalf.</p> <p>Sheila Roberts submitted a statement on behalf of the Bristol Disability Equities Forum and read this out at the meeting.</p> <p>The Chair thanked those in attendance for their questions and statements and commented that whilst Overview and Scrutiny did not have any power or remit with regards to the topics discussed, they may wish to submit their comments and questions to the Combined Authority Committee who were the decision-making body.</p>
8	<p><b>Regional Strategy Refresh</b> The Chair introduced the Head of Policy and Strategy (Jess Lee) to the meeting who gave the Committee an update on the process underway to refresh the regional strategy. It was explained that the Combined Authority last produced a regional strategy in 2019 with the Local Industrial Strategy (LIS) being co-produced between the region and government. Since publication, there had been significant regional and national change and it was agreed following a meeting with the Leaders of the Unitary Authorities and the Mayor that a regional refresh was necessary in order to deliver the refreshed strategy. Numerous workstreams were currently proceeding.</p> <p>It was noted that there had been a number of deep dives carried out and a Peer Review had been requested alongside engagement with the Local Enterprise Partnerships (LEPs) Boards, Business Leaders and Young People.</p> <p>In response to question asked by the Committee, the Head of Policy and Strategy clarified:</p> <ol style="list-style-type: none"> <li>1. The Regional Strategy Refresh was not a planning document but would provide the context for what is being done across the region and would help to implement strategy.</li> <li>2. The Combined Authority were not alone in re-visiting the regional strategy; other Authorities were seeking to refresh theirs. Work was also being commissioned with other Combined Authorities to explore ways to lever in more money and maximize the impact of the capital received.</li> <li>3. Once the engagement plan was in place, there would be further consultation with</li> </ol>

	<p>Councillors, and officers, from all the Unitary Authorities,</p> <p>4. It was recognised that whilst the area had high skills base, the overall net migration out of the area meant that there were some skill shortages. Work would be undertaken to try and retain some of the skilled worked by engaging with the regional Universities and Colleges ensuring that opportunities are made visible.</p> <p>The Chair thanked the officer for her report and commented that he was pleased with the vision and framework for the delivery of the Regional Strategy Refresh. He noted he welcomed the peer review and asked for further engagement and consultation with Councillors prior to it being approved.</p> <p><b>Resolved:</b>  <b>That the Scrutiny Committee noted and commented on the approach being taken to the development of a refreshed regional strategy</b></p>
9	<p><b>Transformation Programme Governance Workstream Update</b></p> <p>Daniel Dickinson, Interim Monitoring Officer, introduced his report which provided the Committee with n update on progress with the actions in the governance work stream of the Transformation Programme following the agreement at the informal meeting of Scrutiny on the 7 July 2023 that three additional meetings would take place, providing an opportunity for deep dives on some key themes.</p> <p>It was explained that the report provided an overview of actions in the governance and structures workstream, a number of the actions that fit within this workstream were completed before the transformation programme was established.</p> <p>The Monitoring Officer gave an update in relation to Figure 1 - Governance and Structures Workstream and noted the following:</p> <p>GS1 – Revisions to the Schemes of Delegations would be proposed at the Combined Authority Committee in October 2023 before a more substantive overhaul would be carried out.</p> <p>GS2 – All Committee’s would have clear Terms of Reference and a training programme offered.</p> <p>GS3 - Through discussions on role and purpose of the West of England Combined Authority, the question of Leader portfolios can be considered as and when appropriate.</p> <p>GS4 - this had been implemented very quickly with a much more free flow of information to ensure that Cabinet Members from UAs can request briefings from senior CA officers as required.</p> <p>GS5 – The Regional Monitoring Officers had continued to meet regularly, with networks having been built with other Combined Authorities Monitoring Officers.</p> <p>GS6 - Material would be provided to new members as part of their induction process and all members will be offered the opportunity to meet with CA officers to discuss the role of Audit and Scrutiny Committees.</p> <p>In response to questions asked by the Committee, the following was noted:</p> <p>In relation to GS3, the structure of the Combined Authority differed from Unitary Authorities.</p>

	<p>Portfolio Holders could attend meetings of the Combined Authority but only as observers and would therefore have no voting powers.</p> <p>In relation to GS2, questions had previously been raised about making the Terms of Reference for the Overview and Scrutiny Committee and the Audit Committee more defined so as to avoid any overlap and duplication.</p> <p>In relation to GS4, there is a weekly meeting of the CEO's of the Unitary and Combined Authorities. Any briefing requests made by the respective Authorities Portfolios would be discussed and considered at the meeting.</p> <p>A future peer review would be undertaken to assess what progress had been made and what improvements can be continued.</p> <p>The Chair commented that he considered there to be some operational and constitutional weakness and asked for more clarity of the approval routes to ensure that everyone was clear on the tolerances</p> <p>The monitoring Officer explained that the general principles around decision making needed to be flexible enough to allow the Combined Authority to deliver its commitments whilst also having a robust process in place to ensure that decision making was open and transparent. It was noted that some of the financial authorisation limits had changed due to the Internal Governance Process.</p> <p><b>Resolved:</b> <b>That the report be noted.</b></p>
10	<p><b>Operation of Overview &amp; Scrutiny Committee</b></p> <p>The Head of Democratic Services (Mark Wakefield) elaborated on this report that sought Committee Members views for proposals to be brought forward to ensure the Committee is operating an effective scrutiny function on behalf of the Combined Authority. It was explained that at the 7 July 2023 meeting there was a clear request for papers for the regular O&amp;S meetings to be circulated much earlier. It was also noted that there had been investment in the Team with the appointment of the Democratic and Scrutiny Manager to help facilitate additional workload of the Overview and Scrutiny Committee.</p> <p>The Committee discussed the report.</p> <p>The Monitoring Officer reminded the Committee that that each Task and Finish Group would need to nominate a Chair that a remit and the scope of each group would need to be reported back to the next informal scrutiny meetings.</p> <p>The Committee agreed to the following Task and Finish Groups and membership.</p> <p><b>Bus Service Improvement Plan (BSIP)</b> Scope to include: Demand Responsive Transport (DRT) roll out BSIP- questions about the monitoring of delivery of BSIP Figures needed on passenger numbers</p> <p>Councillors Addison, Randles, Bradshaw, Streatfeild-James, Kent and Plowden.</p> <p><b>Audit &amp; Governance Task and Finish Group;</b> Councillors Streatfeild-James, Gollop and Randles.</p>

	<p><b>Transport;</b> Councillors Bradshaw, Kent, Addison and Randles</p> <p><b>Skills and Business;</b> Councillor Hucker, MacFie, Bradshaw and Massey</p> <p><b>Climate change and Environment</b> Councillors Randles, Grant, Bradshaw, MacFie and Streatfeild-James.</p> <p>The representative from Centre for Governance and Scrutiny (CfGS) gave a presentation to the Committee.</p>
	Monday, 2 October 2023, 10.30 am, 70 Redcliff Street