

Place Scrutiny Commission Agenda



Date: Thursday, 8 December 2016

Time: 9.30 am

Venue: City Hall, College Green, Bristol, BS1 5TR

Distribution:

Councillors: Jude English (Chair), Tom Brook, Tony Carey, Paul Goggin, Sultan Khan, Steve Pearce, Jerome Thomas, Mhairi Threlfall, Jon Wellington, Mark Weston and Mark Wright

Copies to: Barra Mac Ruairi (Strategic Director - Place), Alistair Reid (Service Director - Economy), Bill Edrich (Service Director - Energy), Peter Mann (Service Director - Transport), Zoe Willcox (Service Director - Planning), Robert Orrett (Service Director Property), Annabel Scholes (Interim Service Director Finance), Johanna Holmes (Policy Advisor - Scrutiny) and Louise Baker (DLT Support Manager Place)

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Date: Wednesday, 30 November 2016



Agenda

1. Welcome, Introductions and Safety Information

2. Apologies for Absence and Substitutions

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**.

Please note that the Register of Interests is available at <https://www.bristol.gov.uk/councillors/members-interests-gifts-and-hospitality-register>

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 Previous Meeting and Ongoing Action Sheet

(Pages 4 - 15)

5. Chair's Business

To note any announcements from the Chair

6. Public Forum

Up to 30 minutes is allowed for this item.

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5pm on 2nd December 2016**.

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 7th December 2016.**

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| 7. Scrutiny Work Programme
To note the work programme. | 9.50 am
(Pages 16 - 23) |
| 8. Update on the Council's Property Portfolio | 10.00 am
(Pages 24 - 62) |
| 9. Cabinet Member for Place Q&A Session | 10.45 am |
| 10. Place Financial Monitoring, Period 6 (extract from Cabinet Report) | 11.20 am

(Pages 63 - 77) |
| 11. Q2 Performance Monitoring
This report will follow as a supplementary publication. | 11.40 am |
| 12. Directorate Risk Register | 12.00 pm
(Pages 78 - 98) |



Place Scrutiny Commission 17/11/16

1. Welcome, Introductions and Safety Information

Everyone was welcomed to the meeting and invited to introduce themselves.

2. Apologies for Absence and Substitutions

None received.

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.

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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.

There were no declarations of interest.

4. Minutes of Previous Meeting and Action Sheet

The minutes of the 17th October 2016 meeting were agreed as a correct record.

With regards the action sheet more clarification was asked for in regards to freight consolidation and time scales on electric vehicles and more specifics. Committee noted that this was intended as a summary of activity to date on what has been done with existing funding to encourage use and that current contractors were being engaged to make it more commercially viable. **(Action: Officers to provide a more expanded answer on how it can be made viable going forward).**

5. Chair's Business

No business from the chair.

6. Public Forum

The following statements were submitted as public forum and were noted:

PS01 – David Redgewell – Metro West Phase 1 & 2 concerns and transport issues

PS02 and PS03 (Chocolate Factory Development Easton) were deferred to the **Development Control A Committee who will be dealing with the planning application, on the advice of officers.**

PS04 –Cllr Olly Mead –Warm Up Bristol (WUB) – Officers are in contact with Cllr Mead to brief separately and a report will be coming to scrutiny committee on WUB in March.

7. Joint Spatial Plan and Joint Transport Study.

The Commission considered the consultation documents 'Towards the Emerging Spatial Strategy' for the West of England Joint Spatial Plan and Joint Transport Study.

Officers presented the documents using the 8th November consultation launch presentation.

Place Scrutiny members were invited to consider these documents in advance of the discussion to inform a response from Scrutiny to be submitted to the consultation (which runs until December 19th).

With four Authorities are considering their ideas and proposing via this consultation committee agreed it is important the Bristol perspective is heard to influence the final strategy displayed to government.

The following remarks were received:

A) The Commission asked for clarity on whether the growth plans of the two universities and the impact this will have. Officers confirmed this had been factored into housing targets. The strategy takes into consideration a variety of factors that impact on growth including students, immigration and other factors.

B) It was noted that the retail centres had not been included in the framework. Officers clarified that this was a practical step to keep the JSP/JTS moving forward. It was too contentious and that the priority was to get a high level plan in place. It was confirmed that decisions on where next growth centres should go will be looked at once this is agreed.

C) Members queried the definitions used for affordable homes in the proposal targets. The definition used is "someone who cannot afford market rent or needs social (publically subsidised) rents". So does not fall in the remit of starter homes.

D) Park and Ride (P&R) was recognised as key to the Transport element of the strategy and officers confirmed Cllr Bradshaw is in discussions with Clifton RFC over their proposed developments. It was noted that the majority of the P & R are not within the Bristol boundary. A fundamental ask of our partners is to deliver these. To

enable us to build the 12,000 homes as the supporting infrastructure is vital. (Members agreed that this should to be a priority part of the plan and that neighbouring local authorities needed to provide the investment required and unlock new Park & Ride sites.

E) Discussions highlighted the clash between a transport focussed and a green belt focussed approach. Officers welcomed this and encouraged such comments to be submitted, to highlight the contrast in criteria for both options.

F) A discussion was had on the options with regards to heavy rail and light transit. Officer confirmed all options are being considered currently as this is a high level strategic document. **(Action Adam Crowther: more information requested on the implications for freight on the Avonmouth line if we pursued trams/light transit).**

G) Members questioned the impact on climate change targets if we build the target number of homes. Whilst there are no explicit targets a sustainability appraisal will happen alongside and modified step by step during the process. Input into whether this was explicit enough was welcomed.

H) Potential impact on council policy of new student housing in the city centre going forward will be addressed in a separate report requested by the Mayor. This will be referred to when ready.

I) A desire to see stronger measures to ensure future housing stock are bought by people not investors was aired. It was suggested to raise this with Cllr Paul Smith when he attends a future Commission.

J) How the Metro Mayor might fit into this consultation work was referenced and it was clarified that this process will continue with the FOUR authorities. The Metro Mayor, once elected, will have their own plan for 2018 with the three devolution authorities that will build on aspects of the JSP/JTS.

Resolved: A response from Scrutiny Members to be collated, agreed and then submitted towards the consultation

(Action: Officers to report JTS and JSP progress and next steps at future Commissions as appropriate).

8. Update on the previous Transport Inquiry Day

The Commission noted the progress from the previous inquiry day and were consulted on whether another Inquiry Day was desired or needed.

Members felt that this work should continue to link in with the JTS. It was noted that the set of recommendations to officers and their responses have fed into the JTS and will be considered in more detail as part of that.

Whilst successful it was felt the Inquiry Day was very broad and could benefit from a more specific area of focus.

It was noted the recommendations had also been passed to Joint Scrutiny.

9) Supported Bus Services – timings were amended and this item brought forward.

The current supported bus service contracts are under contract until September 2017. As part of the review of the supported service network, a consultation was carried out to seek people's views on Bristol City Council's services. Members considered the report and provided comments on the consultation results and proposed tendering options. This covers a 5 year period and retendering would not occur again until 2022. Committee welcome the report and commended its clear layout and good visuals. It was noted that the responses had increased from 200 at the last pre-tender consultation to 1300 this time round.

Officers outlined the progress of the process so far which started on September 30th. This work is closely linked to the wider Budget Consultation which will have implications on the tender process depending on what level of funding is maintained.

Members noted that the current budget is £1.8 Million and that the potential impact of savings proposed is a 50% reduction (25% 17/18, 25% 18/19)

Officers informed Members that the detailed revenue numbers for the routes are outlined year on year within the report.

The current timeline was outlined:

Tenders with bidders – November - Jan

Evaluation of tenders – January 2017

Cabinet – 24 January 2017

Award Services – February/March 2017

Register supported bus services with Traffic Commissioner – July 2017

New timetables to go live - September 2017

Once budget situation becomes clearer early 2017 reprioritisation would then be needed after if cuts were implemented. And officers shared the top criteria for prioritisation.

All potential options and contingencies will be laid out from the current budget through to 50% cuts to a total withdrawal of funding. Cost increases due to inflation will also be factored in.

One clear preference to be looked at was a form of Bedminster/ Central loop to Temple Meads. To be decided before Monday tender decision. **(Action for Officers: To ask the Cabinet Member for Transport if shuttle trains from Bedminster Station to Temple Meads would be a more viable alternative than new buses)**

Officers were asked about the subsidisy of any route in light of disruption and what happens if it is disrupted or amended. It was confirmed there is a long list clawback penalties in place for part or full cancellations.

Members noted that Section 106 money for the 505 will last for 2-3 years and the hope is this will become commercially viable and standalone thereafter. **(Action for presenting Officers to provide breakdown for Members)**

Members commended the quality of the work of officers especially in light of the difficulties faced with upcoming budget decisions.

10) Cabinet Member for Transport Q & A Session

Committee members had a chance to table questions to Cabinet Member for Transport, Councillor Mark Bradshaw

The following comments were made during the discussions:

On the note of buses Cllr Bradshaw updated the committee that discussions were ongoing with operators to update maps of the city on stops.

The Commission requested an update on the deferral of electrification on the line between Bath Spa and Bristol Temple Meads. It was felt that Network Rail had been asked to do too much. Both the Members and Cllr Bradshaw were disappointed at the tagging of Temple Meads as a "Branch Line" giving its 11 Million passengers a year.

Cllr Bradshaw, together with the Mayor, will be calling for a clear time line from the government and a commitment for funding from the Department for Transport (DFT).

Joint lobbying was discussed and Members noted that the Mayor had already written a robust letter to the Minister for Rail. Cllr Bradshaw welcomed the scrutiny commission adding their voice and it was noted there is precedent working cross party with MPs across the city region to lobby Government. It was agreed that the Commission would also write to the Minister for Rail.

The impact on Metro West phase two was also raised by the committee as this is an essential pre cursor to any electrification work. With the Audit Office report deferring the electrification work it could provide an opportunity to push for Bristol East

Junction work and Cllr Bradshaw confirmed this was a priority to press for commitment and funding.

Resolved: that the Commission would write to the Minister for Rail expressing how vital it is that the network is fully electrified to Bristol Temple Meads

(Action: Officers Mayoral letter to be circulated to Commission to inform their own written response to the Minister)

An update was provided on concerns regarding Hartcliffe Way MetroBus works (committee noted this overlaps with the later update)

Members raised concerns regarding child safety caused by works and resulting disruption, especially on Novers Hill, that had been echoed by ward councillors in Fillwood. Added pressure was added by house building happening concurrently.

Cllr Bradshaw shared the concerns of the committee and was of the view that previous communication was not good enough in 2014 when planning was approved initially. But he was able to confirm that contractors had been working with Parson Street School on their issues.

Committee noted that Novers Hill was the only viable alternative route. The project in question is not light touch but requires major works. Cllr Bradshaw updated the committee on efforts to make the work to the route as safe as possible, including collaboration with Police and Sat Nav providers Tom Tom & Garmin. Other measures include pedestrian barriers and school crossing patrol evaluations.

The Commission welcomed the updates but highlighted that communication issues were a recurring theme and requested better management of information flows on issues such as this.

Management issues around Resident's Parking enquiries were raised.

Some members had been encountering issues when trying to get timely answers to issues raised via the email address they had been asked to use and in some cases face to face meetings being cancelled on the day by officers it was asked what could be done to manage things better.

The Commission and Cllr Bradshaw noted it was important to not use lack of resource as an excuse and it was important to manage things properly to avoid these problems.

Members of the committee also wanted to highlight that positive meetings had been held successfully also. They also wished to thank Cllr Bradshaw and officers for making some changes to the RPS consultation.

Action: Peter Mann & Cllr Bradshaw offered his apologies and a further meeting will be set up to replace the cancelled one. Cllr Bradshaw also asked

members to copy emails to him highlighting the issues and where things are being held up).

The challenges around deploying the priority 'cleaner and greener' vehicles for Ashton Vale were discussed. Cllrs Bradshaw confirmed that a tranche of new "Euro G" vehicles would be arriving next week – the highest standard of emission standard available to us.

Further upgrades are expected within two years once better standards become available, currently behind due to lack of capacity to deliver the technology in the market. The need for better communication of the issue being a technical, market driven problem rather than a council or service provider failure was raised.

On the issue of clean transport, Members also asked how we can encourage smaller operators (who lack the resources of the likes of First who lead in clean technology) to go cleaner and greener? A discussion was had about the number of smaller but vital providers who operate throughout the city and how any enforcement would impact them.

Government funding is being used to help retrofit engines and this is one avenue the committee wished to see further explored. A grant from the Department of Transport is currently in negotiation.

11. MetroBus

Report recommendations and an update on the progress of the project were presented to the committee for their information. A reminder of the core impact of the scheme (linking the south and north and economic opportunities) as well as the environmental mitigation being built in was highlighted.

It was queried whether the issue of the Skew bridge specifications being altered by network rail (due to electrification) could be raised in the letter to the minister and compensation sought for the delay and costs.

Officers confirmed that work is on schedule to be complete for September 2017 and they do not anticipate more disruption to the cenotaph and memorial services come November 2017.

Stoke Lane issues and the timetables for reopening are being evaluated. Two public meetings were being held the following day to present options and find out preferences. An announcement will be made off the back of this.

It was noted that one will be 2-4pm in UWE for those interested.

12. Work programme and AOB

The scrutiny work programme was noted.

The Chair updated the Commission that future scrutiny of the Arena project will come back to the Place Scrutiny Commission. The chair also gave a reminder to members to submit any particular items of interest for future agendas and to join planning meetings to ensure a broad input.

It was noted that the Air Quality briefing date was being rearranged by the scrutiny officer. However, it was likely to take place on the 12th December at 6pm.



Place Scrutiny Commission Action Sheet 2016/2017

Agenda Item	Title of Report/ Description	Action and Deadline	Responsible officer	Action taken and date completed
Action Sheet – 20th September 2016				
7 Page 12	Public Forum	Concern was raised about the siting of the bus stop for Megabus. Officers had been working to resolve the issue and discussions would continue. An update was required for the next meeting	Johanna Holmes/ Peter Mann	<p>This information will be provided to Members as soon as it is available and will remain on the action sheet until this time.</p> <p>Officers are presently investigating maintaining the Megabus, Falcon and other scheduled coach services on Bond Street. However, this would require altering the existing Metrobus stop proposed at this location. This is still a work in progress – we would however welcome feedback from Scrutiny as to the suitability of this proposal.</p>
8.	Work Programme	Impact of possible Metro Mayor elections would	Samantha Mahony	Officers to report back on this

		be considered over work programme. DSO to confirm legal advice re pre-election period		as soon as possible.
11	Quarter 1 Place Directorate Performance Report	Members requested the financial figures for the revenue budget against each of the Place directorate areas, performance against revenue budget (year to date). The Commission requested that this information be presented as part of the next report.	Barra Mac Ruairi	This information will be included as part of the Q2 Performance Monitoring Report in December. Action to be carried over until then.
Action Sheet – 17th October 2016				
6	Chair's Business	Report regarding the Long Ashton Park and Ride management to be provided when legally appropriate.	Peter Mann / Johanna Holmes	This has been added to the 'items to be scheduled' section of the scrutiny work programme. It will be added to a meeting agenda as soon as the legal process allows.
Action Sheet – 17th November 2016				
4.	Minutes of Previous Meeting	Officers to provide a more expanded answer on how the freight consolidation centre can be made viable going forward.	Peter Mann	Officers to report back on this as soon as possible.
6.	Public Forum	PS02 and PS03 (Chocolate Factory Development Easton) were deferred to the Development Control A Committee who will be dealing with the planning application, on the advice of officers.	Joshua Van Haaren	Passed to relevant DSO to include at the next committee meeting. Complete
7.	Joint Spatial Plan and Joint	More information requested on the implications	Adam Crowther /	This will be circulated to

	Transport Study	for freight on the Avonmouth line if trams/light transit is pursued	Johanna Holmes	Members in time to inform the consultation response. (Submission deadline December 19 th)
7.	Joint Spatial Plan and Joint Transport Study	Response from Scrutiny Members to be collated, agreed and then submitted towards the consultation - December 19 th (the deadline for consultation submissions)	Johanna Holmes	Officers are preparing a draft response for Members to consider before submitting to the consultation.
7.	Joint Spatial Plan and Joint Transport Study (JSP & JTP)	JTS and JSP to report progress and next steps at future Commissions as appropriate	Johanna Holmes	The JSP & JTP are already on the scrutiny work programme in April 2017.
9.	Supported Bus Services	To ask Cllr Bradshaw if shuttle trains from Bedminster Station to Temple Meads would be a more viable alternative than new buses	Transport Officers	Question sent to Cllr Bradshaw – response to be forwarded to Members as soon as available
9.	Supported Bus Services	Officers to provide breakdown for committee on Section 106 Money for the 505 route	Nicola Phillips & Ed Plowden	Officers to respond as soon as possible.
10.	Cabinet Member Q & A Session	Mayoral letter to Department for Transport (DfT) regarding electrification of railway lines to be circulated to Members to inform their own written response to the Minister for Rail.	Johanna Holmes	Mayor's letter circulated to the Commission. Members have written their own letter which is currently being agreed and will be sent to the DfT as soon as possible.
10.	Cabinet Member Q&A	A further meeting will be set up to replace the cancelled one between Cllr Thomas and Officers around RPZ. Cllr Bradshaw asked commission members to keep him aware of the key issues where things are being held up with responses to enquiries.	Transport Officers Members to keep to Cabinet Member informed if there are outstanding issues	Meeting to be set up at the earliest convenience. Cllr Thomas meeting with Transport Officers 2/12/16 For noting.

Place Scrutiny Commission

8th December 2016



Report of: Anna Klonowski, Interim Strategic Director of Business Change

Title: Scrutiny Work Programme

Ward: n/a

Officer Presenting Report: Johanna Holmes, Policy Advisor - Scrutiny

Contact Telephone Number: 0117 9036898

Recommendation

That Members note the Scrutiny Work Programme.

Summary

The report provides details of forthcoming topics for Scrutiny, which were selected by Members in September 16.

The significant issues in the report are:

The priority topics for Scrutiny.



People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
September 2016				
Performance monitoring	Annual Report from Director of Public Health Suggested methodology: Report to meeting (People commission invited to attend)	Local Flood Risk Management Strategy Suggested Methodology: report to meeting	Q1 Finance Monitoring for Business Change	Audit Referral re Public Engagement
Risk Register	Sexual Health Re-procurement (People commission invited to attend)	Residents Parking Schemes	Q1 Performance Report for Business Change	Cabinet Referral re the Elimination of the Gender and Race Pay Gap
BCC Adult Social Care Strategic Plan	Mental Health & Neighbourhoods (already agreed by Chair)	Q1 Performance Report	Business Change Directorate Risk Register	BCC International Strategy (Place)
Children Services Improvement Plan Year 2	Risk Register		Quarterly Update re Outcomes of Legal Cases (will be part of performance report) - TBC	Mayor's Response re Cabinet Referral - Budget Timetable and Mayor's Forward Plan
Bristol's Strategy for Children, Young People and Families & Children and Family Partnership work programme (N'ds Commission invited to attend)	NPs positioning briefing (no paper or dem services deadlines) to determine dates and format of further NP scrutiny through the municipal year			Scrutiny Work Programme - standing item
				Mayor's Forward Plan – standing item
				Scrutiny Resolution and Full Council Motion Tracker – standing item
				Protocol for dealing with exempt items
				Delivering the Corporate Plan – Outturn Performance Report for 2015/16
				Performance Indicators – Agreeing the best approach
				Q1 Financial Monitor

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
October 2016				
The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22 (1 of 2)	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	
Models of Health and Social Care a) Better Care, b) Three tier model (to be preceded by an informal briefing regarding good practice in involving disabled people in service design and evaluation and co-production).	Budget Analysis for Neighbourhoods	Public Transport Information Strategy	Up-date: - Member's ICT Issues	
Re-commissioning Bristol Youth Links	Playing Pitch Strategy	Resilience Strategy		
	Herbicide Safe Alliance			
	Young People's Housing Pathway Plan			
November 2016				
The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22 (2 of 2)	Housing Delivery - positioning update paper	Joint Spatial Plan (WoE Joint Scrutiny)	Business Change Finance Information (extracted from Cabinet Report)	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22
Annual Safeguarding Adult's Report	Libraries of the Future – update to Scrutiny	Joint Transport Study (WoE Joint Scrutiny)	In-depth Review: Bristol Workplace Programme (BWP). - To include up-date on Romney House Situation	Mayor's Forward Plan – standing item
Corporate Parenting Panel Annual report	Urban Parishes (information item)	Up-date on previous Transport Inquiry Day Recommendations	BCC Procurement - up-date	Scrutiny Resolution and Full Council Action Tracker – standing item
Annual Safeguarding Children's Report		MetroBus (WoE Joint Scrutiny)		Scrutiny Work Programme - to approve the outcomes from the workshop
Bristol as City of Sanctuary and Supporting refugees and asylum		Supported Bus Services		Democratic Engagement

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
seekers, including unaccompanied minors / care leavers				
Home Care update		Cabinet Member Q&A Session		Preparing for Future Devolution Deals
23rd Nov - Meeting in common with South Gloucestershire Health Scrutiny Committee to receive an update on the University Hospitals Bristol response to the Verita Independent Report.				
December 2016				
Briefing workshop (ahead of Feb Inquiry Day) School places and admissions, to include information on exclusions and the Integrated Education and Capital Strategy (All Councillors invited to attend)	**No Neighbourhoods meeting in December**	Q2 Performance Monitoring	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Budget Scrutiny
		Directorate Risk Register	Q2 Performance Report for Business Change. To include - Quarterly Update of Outcomes of Legal Cases	Democratic Engagement Select Committee Terms of Reference
1st December – Meeting in common with South Gloucestershire Health Scrutiny Committee and North Somerset Health Committee: Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan (STP) (Neighbourhoods Scrutiny Councillors invited to attend)		Update on the Council's property portfolio	Debt Collection – what is/isn't being collected	Mayor's Forward Plan – standing item
		Cabinet Member for Place - Q&A Session		Scrutiny Work Programme - standing item
		Place Financial Monitoring -		Scrutiny Resolution and Full

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
		Period 6 (extracted from Cabinet Report)		Council Action Tracker – standing item
January 2017				
Performance monitoring	Neighbourhood Partnerships	Place Budget Scrutiny	Change Programme (ICT Projects/benefits realisation)	Companies' Business Plans (to include exempt information)
Annual Education Performance – All Key Stages	Review of Parks - positioning statement	North Fringe and Cribbs Patchway New Neighbourhood (TBC)	Channel Shift	<i>Provisional item</i> - Budget Scrutiny – to consider and endorse the draft response to Cabinet
Children Services Improvement Plan Year 2	Supermarkets dealing with waste - update after Core Cities meeting	MetroWest (WoE Joint Scrutiny)	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Mayor's Forward Plan – standing item
Commissioning approach	Finance Update (to include the context of Actions and Objectives set out for Neighbourhoods in the Corporate Strategy and Business Plan)	Prince Street Bridge Report	BCC Reserves and Provisions (TBC)	Scrutiny Resolution and Full Council Action Tracker – standing item
	Performance Information - Q2			Scrutiny Work Programme - standing item
February 2017				
3rd Feb – Inquiry Day School place planning and school admission arrangements (all Cllrs invited to attend)	Review of the Housing Revenue Account Business Plan	Air Quality Suggested Methodology: report to meeting (N'ds invited to attend)	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Green Capital - maintaining the momentum – presentation and discussion (Place Scrutiny)
27th Feb Meeting in common with South Gloucestershire Health Scrutiny Committee to receive an update on the University Hospitals Bristol response to the Independent Review of Children's Cardiac Services in Bristol and a Review of pre-	<i>Provisional Item</i> - Local Council Tax Reduction Scheme	City Centre Movement Strategy and City Centre North East Spatial Framework	Procurement & Social Value Policy – Up-date	Annual Performance Report

operative, perioperative and postoperative care in cardiac surgical services.				
	Bristol Waste Company	Cultural Strategy - Plus up-date on the Dec 15 Culture Inquiry Day Recommendations	Legal Services – business model, best practice and next steps	Future of Performance Reporting
	Trial of Glyphosphate-Free Weed Treatment - Report back			Process for Dealing with Exempt Material
				Elimination of the Gender and Race Pay Gap
				Scrutiny Resolution and Full Council Action Tracker – standing item
				Scrutiny Work Programme - standing item
				Mayor's Forward Plan – standing item

March 2017

Performance monitoring	Performance Information - Q3	Performance Monitoring	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Mayor's Forward Plan – standing item
Risk Register	Risk Register	Energy Services	Q3 Performance Report for Business Change	Scrutiny Resolution and Full Council Action Tracker – standing item
Health and Wellbeing Board work programme – joint with Neighbourhoods	Finance Update	Climate Change and Energy Security Framework	Business Change Directorate Risk Register	Q3 Financial Monitor
Mental Health themed updates including a) Mental health working group action plan b) Update following Mental Health Summit, c) Update following Freedom of Mind festival (Young People's Mental Health), d) Provision of mental health services (including provision of beds and maternal beds), e) The		Warm Up Bristol	Quarterly Update re Outcomes of Legal Cases (will be part of performance report)	Update from the Brexit Working Group

2021

use of police custody as a place of safety (Neighbourhoods Scrutiny Councillors invited to attend).				
			ICT Spending Pressure – <i>Standing Item</i>	Scrutiny Work Programme - standing item
April 2017				
- Health Providers - Quality Account reports (joint working with South Gloucestershire Council to be explored)		Joint Spatial Plan <i>Suggested methodology:</i> report to meeting (WoE joint scrutiny)		
- Other health updates (Members to highlight required information)		Joint Transport Study <i>Suggested methodology:</i> report to meeting (WoE joint scrutiny)		
		Colston Hall		
May 2017				
No items scheduled		Visit to the Bottle Yard Studios and Filwood Green Business Park		
June 2017				
Youth Links re-commissioning update	Performance Information - Q4			Q4 Financial Monitor
Children Services Improvement Plan Year 2	Risk Register			
	Finance Update			
July 2017				
Education themed meeting				
Update on the Employment and Skills strategy (to include information on work experience)				
Learning City Board Work programme				
SENCO responsibilities, SEND reforms and High Needs funding – the impact on pupils and their learning				
Alternative Learning update				

report (including information on exclusions)				
Items to be scheduled				
Youth Offending Team update (to include information about CYP in Gangs)	Council Tax Reduction Scheme	Long Ashton Park and Ride - Management	Income Generation - review of outcomes following KPMG review	<i>Provisional item – Update (s) from the Future of Devolution Working Group</i>
	Information, Advice and Guidance Review	Arena Update (WoE joint scrutiny also looking at the Arena)		<i>Provisional item – Update (s) from the Democratic Engagement Select Committee</i>
	Libraries	Property Items x3 Postponed (December)		Outcome of the external review of Bristol City Council’s budget – <i>note OSM have requested that the Vice Chair oversees this part of the meeting</i>
	Voluntary Community Sector	Bristol Transport Plan (postponed from Feb - date TBC)		Outcome of the external review of Green Capital
Page 23	Provisional - TBC by Strategic Director - Briefing on Information, Advice and Guidance Review	North Fringe and Cribbs Patchway New Neighbourhood (Date now TBC)		

Place Scrutiny Commission

8 December 2016

Council Property Assets & The Property Service

Page 24

Place

Property

Slide 1



Agenda Item 8

Purpose

To inform the Commission;

- about the Council's property portfolio;
- how it is managed;
- our future plans; and
- invite your observations.

Agenda

- The Asset base
- Asset Management
- The Property Service
- Operational Property Estate
- Development Portfolio
- Investment Portfolio

The Total Asset Base

- Property is held for Service Delivery & Income Generation
- Largest landowner in Bristol

Total Site Area (Hectares)	Count of Buildings	Book Value
5,137	1,695 (plus 27.5k dwellings)	£1.9 bn

- Includes Social Housing (HRA) & Highways.
- These two are not within the scope of this presentation.

HRA 1,431 hectares, value £900m

Highways 248 hectares, value £130m

Place

Property

Slide 4



Largest landowner in Bristol

<http://maps.bristol.gov.uk/pinpoint/>

Local authority assets (points)

City Hall College Green City Centre Bristol BS1 5TR

Asset user: Bristol
Description: Offices
Property reference: 7447
Gross internal area (m2): 16434
LLPG classification: Commercial, Offices, Office / Work Studio
LLPG address: , City Hall, College Green, Bristol, BS1 5TR
LLPG UPRN: 000000000001
Contact email: Prop_Database@bristol.gov.uk
Last updated: 16/04/2015 12:02:58

Please note: data is in the process of verification and is intended to be used for illustrative purposes only. Use of asset data is subject to terms and conditions.

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Page 28

Place

Property

Slide 5



Asset Management

Context

The holistic process of managing assets to meet high level council requirements.

A strategic approach to asset management could secure better value for taxpayers' money. Strategic in this context means being based on a plan or thought-through analysis of the whole of a council's obligations, ambitions and budget. 'Room for Improvement'

Page 29

Audit Commission report 2009



Place

Property

Slide 6



The Property Service

Responsible for Operational & Investment properties
(all land except Social Housing & Highways)

The Mission

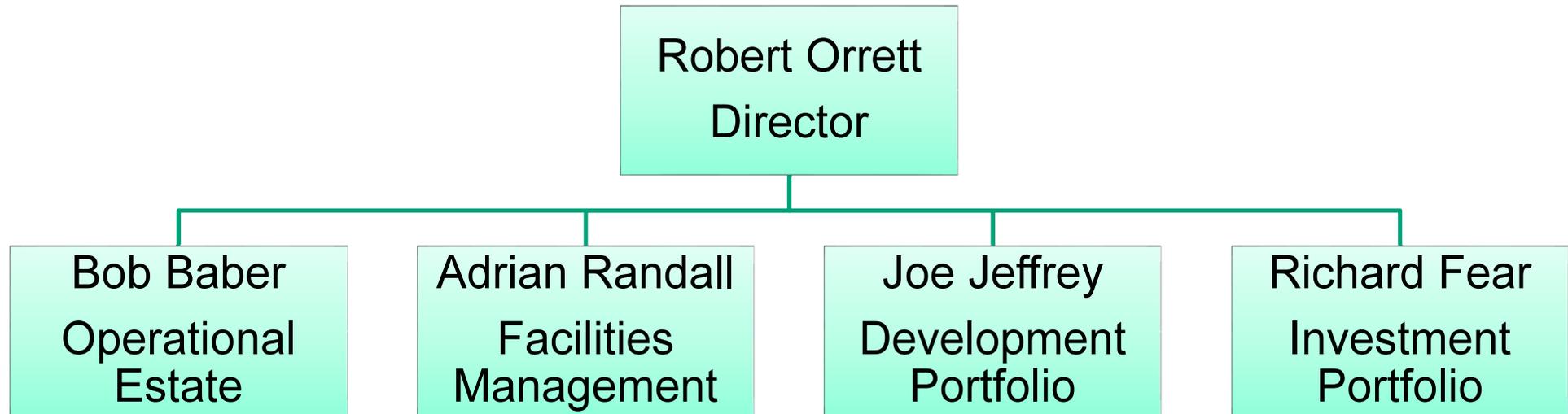
- To act as the property 'brain'
- To use the asset base and work with partners to achieve strategic priorities
- To achieve the optimum outcomes for the operational & investment estates



The Vision

- To implement best practice strategic property asset management

Property Services Organisation



Page 31

Place

Property

Slide 8



Operational Estate

Definition:

- Consists of all buildings currently in use to support delivery of Council Services
- Does not include Council Houses, highways land or property held for investment

Page 32



Place

Property

Slide 9



Operational Assets

Operational properties comprise:

- 835 buildings
- c. 800,000 m² of accommodation
- c. 3,000 hectares of land
- Value c. £700m
- Offices, libraries, schools, museums, parks, depots, crematoria, waste sites, docks, day care, etc.
- 265 operational indirect (c.95 Education & c.125 Concessions)
- 125 concessionary lettings to community groups (c.£1.5m pa rent subsidy)
- 498 support direct service delivery

Buildings by Service

Building type	Total
Education (Schools/Children's Centres)	143
House/Service occupancy	69
Offices (including BWP)	55
Store/Depot/Warehouses/Waste Facilities	49
Community, Youth clubs	16
Sports facilities/Playground	25
Public Conveniences	43
Social Care	19
Libraries	27
Museums	10
Children's Homes	8
Cemeteries/Church buildings	11
Car Parks/Multi-storey	4
Misc.	19

Page 34

Place

Property

Slide 11



Operational Assets Running Costs

- Revenue costs £'s m

Operational	Rents	Rates	Utilities	Insurance	TOTAL
23.8	4.2	6.8	5.5	0.5	40.8

Page 35



Place

Property

Slide 12



What do we want from our operational estate?

A higher quality and greener operational property estate that is fit for purpose and costs less to run?

To do this by:

- Making the best use of the space we have.
- Getting rid of what we don't need.
- Looking after what we keep.
 - Suitable, sufficient and in reasonable condition
 - Make it safe, green and accessible
- Acquiring what we don't have.

Make the best use of the space we have

We can't afford all the space, so we need to;

- identify underused/unused assets across the estate;
- optimise all of the space we use;
- exploit working practices that use less space;
- use assets flexibly and for multiple purposes;
- share space with partner agencies;
- relocate services that are in the wrong place;
- improve our knowledge about the estate and occupiers;
- control the cost and performance of the estate.

Get rid of what we don't need

We can't afford to hold on to surplus assets, so we need to;

- work with services to release surplus space;
- dispose of assets quickly when they are declared surplus;
- make quick and evidence-based decisions;
- be clear on the respective merits of 'giving' assets to the community vs maximising income/receipts

Look after what we keep

We must spend our money wisely by;

- controlling our occupancy costs by knowing where we are spending the money;
- having good data on the suitability, capacity and condition of our assets;
- making sure we maintain our buildings properly so they don't cost more to fix later;
- use best value procurement methods for works to our buildings.

Acquire what we don't have

We need to know what assets are needed for the future by;

- knowing the Council's vision, future plans and priorities;
- having a clear view of the future needs of the services that occupy the property;
- knowing where everyone is and what they use the assets for;
- know how the mix and shape of our asset base compares to community demand and needs (too much/too little?)

Rationalisation of assets often means making difficult decisions

We need good governance and to be clear where decisions rest:

- Rationalisation of assets can mean moving, adapting, sharing or closing.
- Transferring assets to Third Sector organisations 'at less than market value.
- Protecting heritage properties.
- Managing public expectations and relations.
- Political considerations.

Facilities Management

Page 42



Place

Property

Slide 19



What is Facilities Management



Facilities management is the integration of services and processes which support and improve the effectiveness of the primary activity and the impact upon people and the workplace.

Page 43

It encompasses multiple environments, including office accommodation, operational sites and the built environment.

Place

Property

Slide 20



Bristol City Council Facilities Management

1 BCC Facilities Management includes wide mix
of services

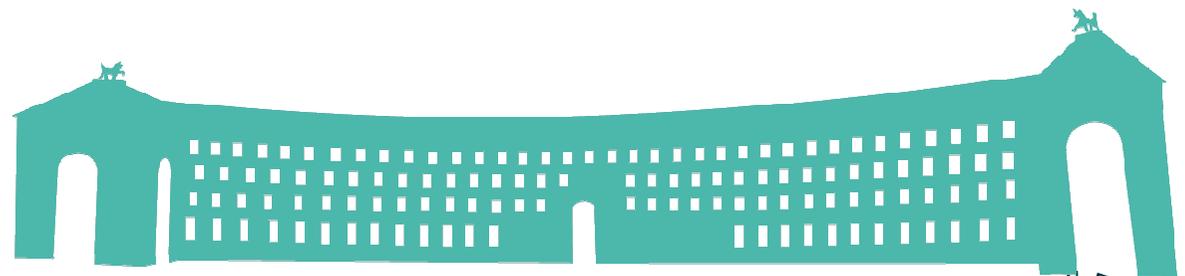
1 Hard and soft FM categories

1 Various non-traditional FM services

1 FM employs 404 FTE

1 Annual spend of £25.9m

Page 44



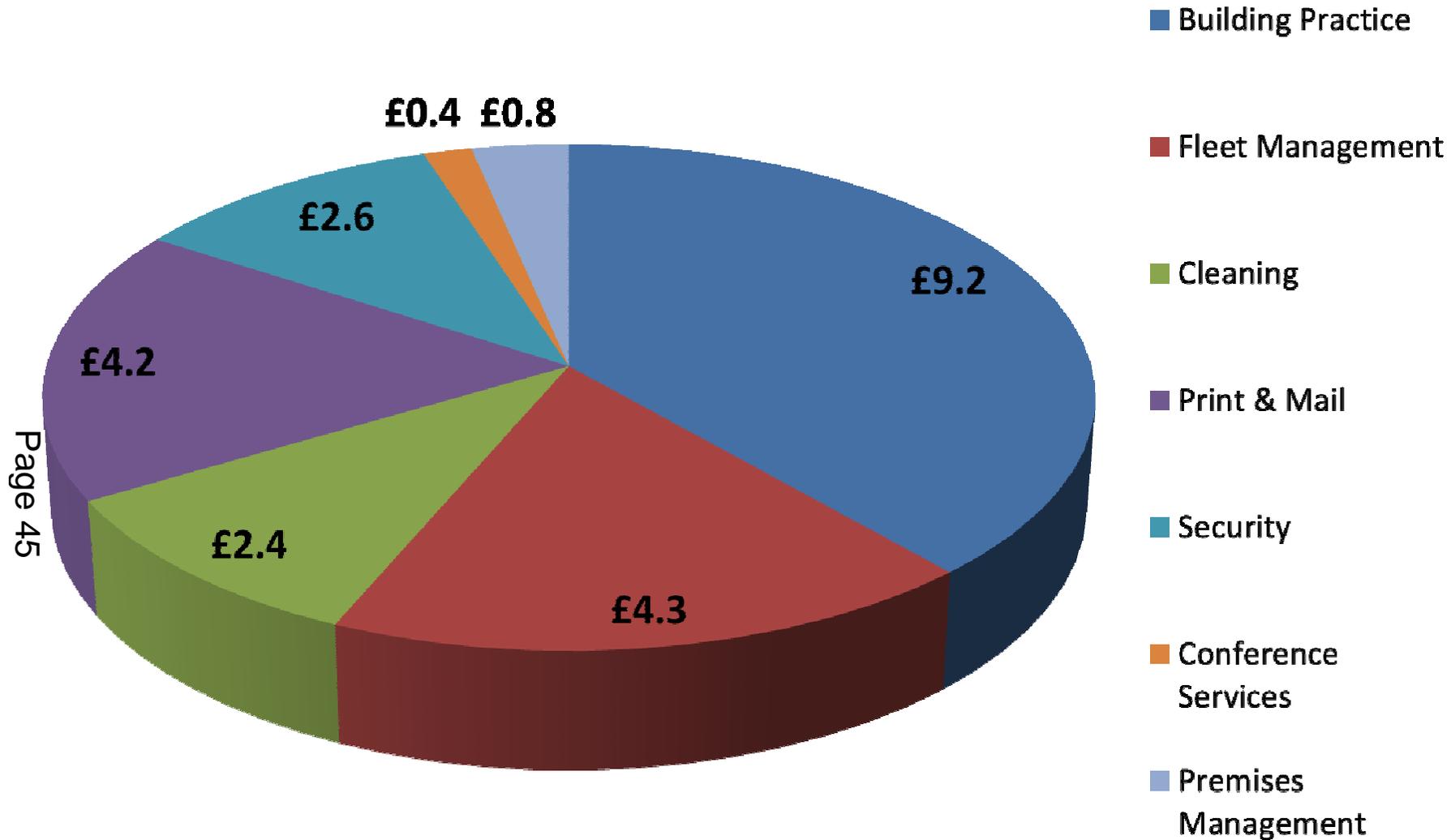
Place

Property

Slide 21



Core FM Services - £23.8m



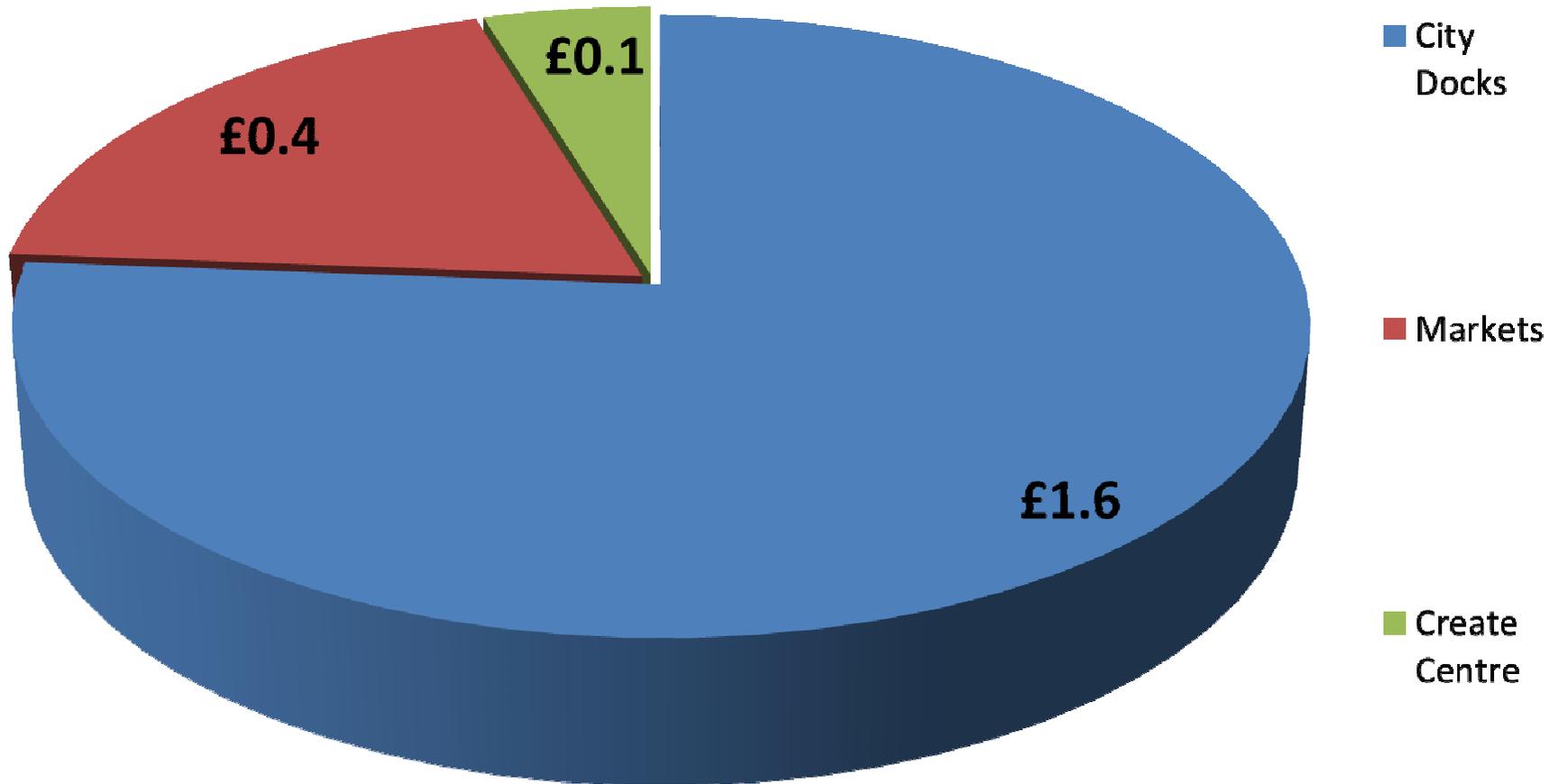
Place

Property

Slide 22



Non-Core FM Services - £2.1m



Page 46

Place

Property

Slide 23



FM Vision

- 1 Integrated Facilities Management
- 1 Financial baseline
- 1 Consolidation of supply chain
- 1 Alternate delivery models
- 1 CAFM system platform

Page 47





66 Queen Square

The Development Team:

What we do:

- Identify surplus /unused Council Land & Buildings and redevelop them – 150 hectares potential
- Find developers and use combined resources to develop our property
- Agree how to best achieve the Council’s priorities
- Achieve best financial return to the Council
- Ensure development and regeneration happens
- Give the Community a voice

Page 48

Redcliffe Wharf



Ex Sorting Office

Place

Property



Development Pipeline

Assets & Constraints:

Delivery / Success:

Land & Buildings

Strategy/Priorities

Developers/Enabling

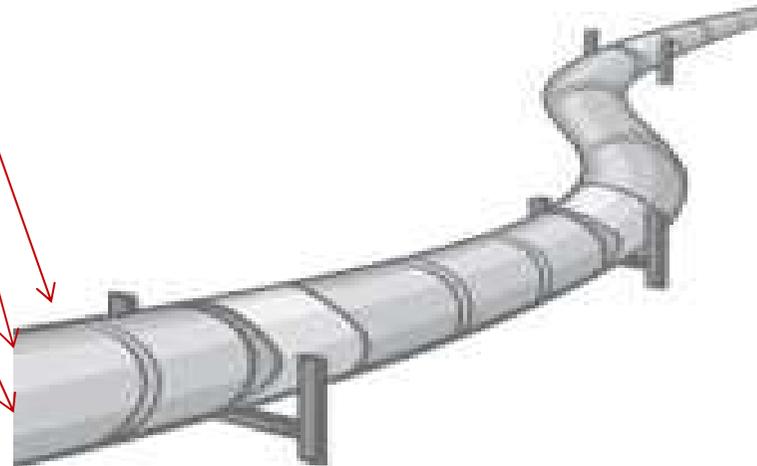
Development Viability

Budget

Staff/Time

Stakeholders

Planning



Development delivery

Regeneration/Economic Growth

Better Places
for Better Lives

Capital & Income

Jobs
Sustainability

Infrastructure

Page 49

Place

Property

Slide 26



Development Pipeline

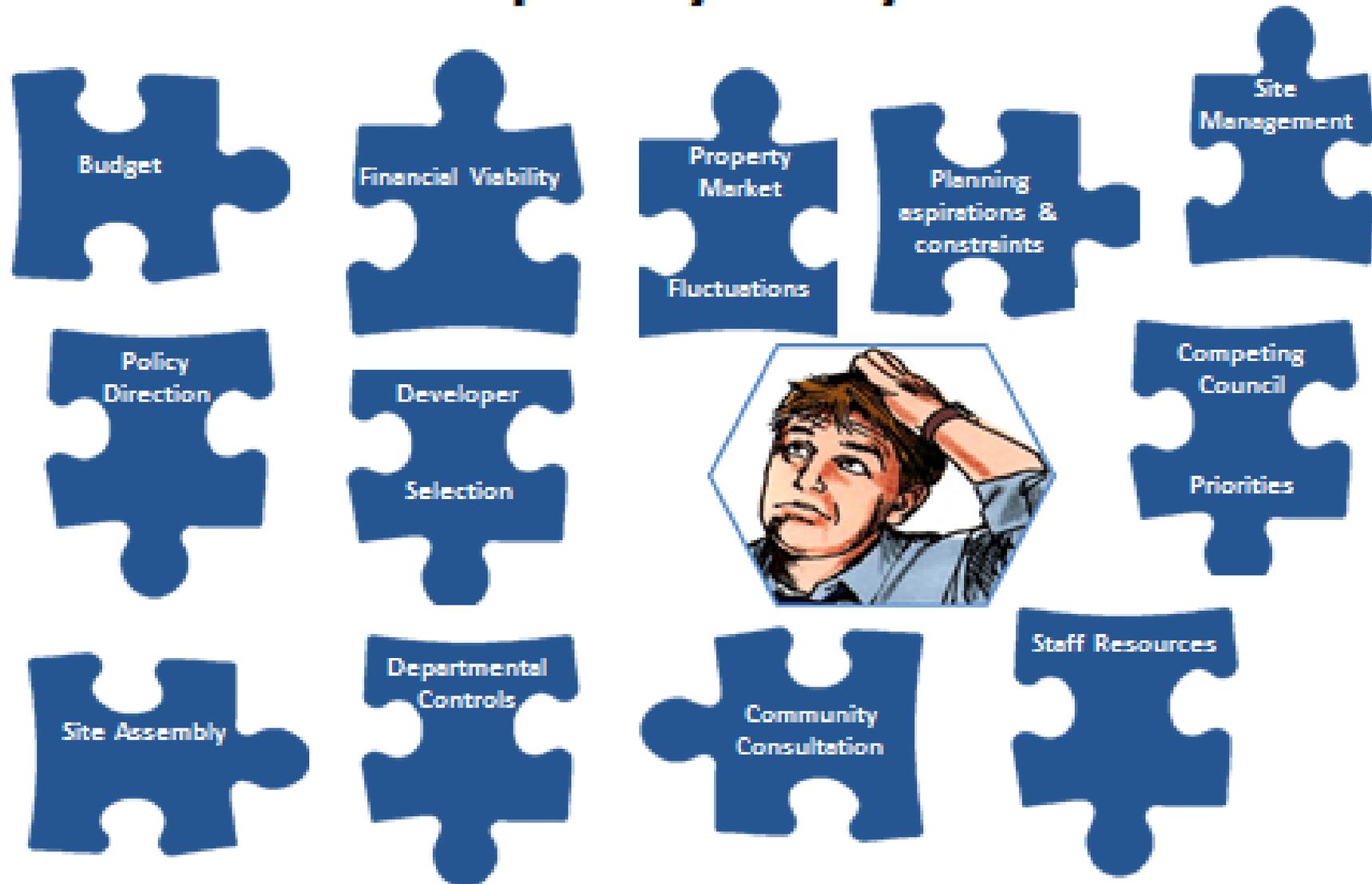
- 1 Hengrove Phase 1 – 250 new homes Capital receipt over £5m
- 1 Lawrence Weston ex City of Bristol College Site – New food store, 77 new homes, potential new community building – Capital receipt over £2m
- 1 Brislington East – 300 new homes including 90 affordable homes – Capital receipt £3m
- 1 Henacre – Lawrence Weston – 150 new homes – Capital receipt £2.5m
- 1 Ambulance Station – 250 new homes . Capital receipt of over £2m
- 1 Dunmail – 150 new homes Capital receipt of over £1.8m
- 1 Waterfront Place – (next to Lloyds amphitheatre) New hotel, retail, offices, residential – Capital receipt over £2m
- 1 Redcliffe Wharf – Offices, residential, workshops and restaurants development £1.2m
- 1 Cattle Market Road (Ex Sorting Office) redevelopment - £6m plus
- 1 O&M Sheds – Welsh Back – 3 new restaurants £750k

Where we need to be

- Bringing forward more developments
£150 m of opportunities
- Speeding up delivery
- Improving Quality/Sustainability
- Building flexible, futureproof buildings
- Giving Bristol what it needs
- Improving community involvement

Case Study 'Redcliffe Wharf'

Complexity Analysis



Page 52

Place

Property

Slide 29



Redcliffe Wharf

Page 53



Place

Property

Slide 30



The Property Investment Estate

What sort of investment property does the City really own?

Page 54



Industrial



Hotel



Shops



Office



Pub

Place

Property

Slide 31



The answer is.....



Mainly **land**...

that has been **leased** to developers or investors...

for a very, very, **long time**...

Portfolio Value

Number of Assets	Capital Value (£)	Gross Income (£)
636	200,000,000	11,000,000

Long-term income security

Number of Assets	Capital Value (£)	Average remaining lease term
446	158,000,000	107 years

Short-term income

Number of Assets	Capital Value (£)	Average remaining lease term
224	42,000,000	10 years

Place

Property

Slide 32



Investment Income

- Annual rental income of c. £11 m
- 636 Assets
- 27% Industrial, 31% Retail/Leisure, 15% Offices, 10% Hotel, 5% Land, 12% Other
- Cabot Circus (geared rent) produces £775,000
- All properties with a handful of exceptions, are within the Bristol City Council administrative boundary
- The current balance sheet value of the portfolio is c. £200m
- The majority of income is concentrated in a relatively small number of properties

Page 56

Place

Property

Slide 33



Investment Income Breakdown

	No. of properties	Total rent	Percentage of total rental income	Av. Rent per property
Top 10 (highest rents)	10	£3,102,006	29%	£310,201
Top 20 (highest rents)	20	£4,109,019	39%	£205,451
Top 30 (highest rents)	30	£4,865,462	46%	£162,182
Top 50 (highest rents)	50	£5,997,171	56%	£119,943
Top 100 (highest rents)	100	£7,670,252	72%	£76,703
Top 250 (highest rents)	250	£9,702,446	91%	£38,810
Bottom 365 (lowest rents)	365	£963,880	9%	£2,641
Total rental income		£10,666,326		

Page 57

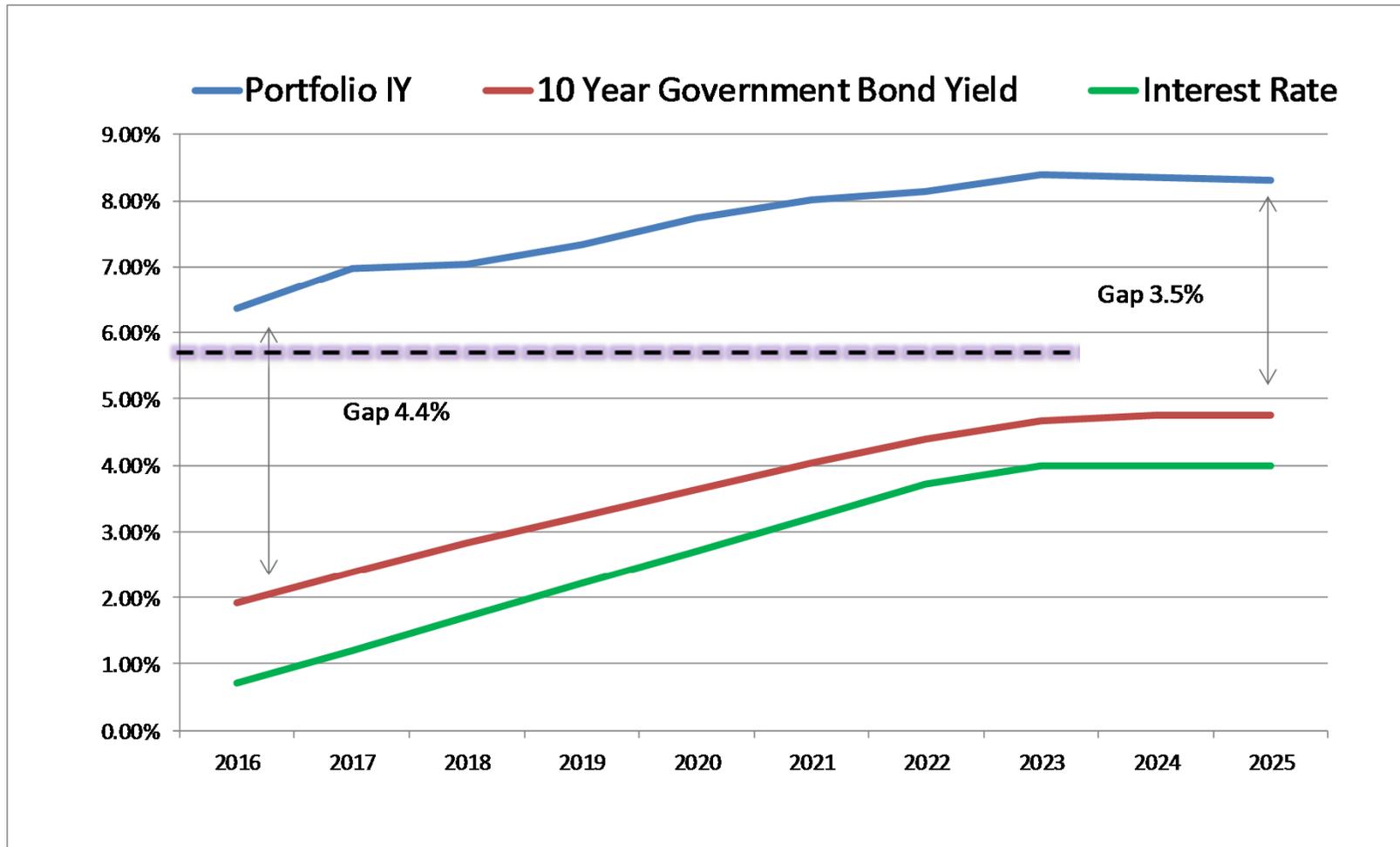
Place

Property

Slide 34



BCC Portfolio IV vs 10 year Government yield



Page 58

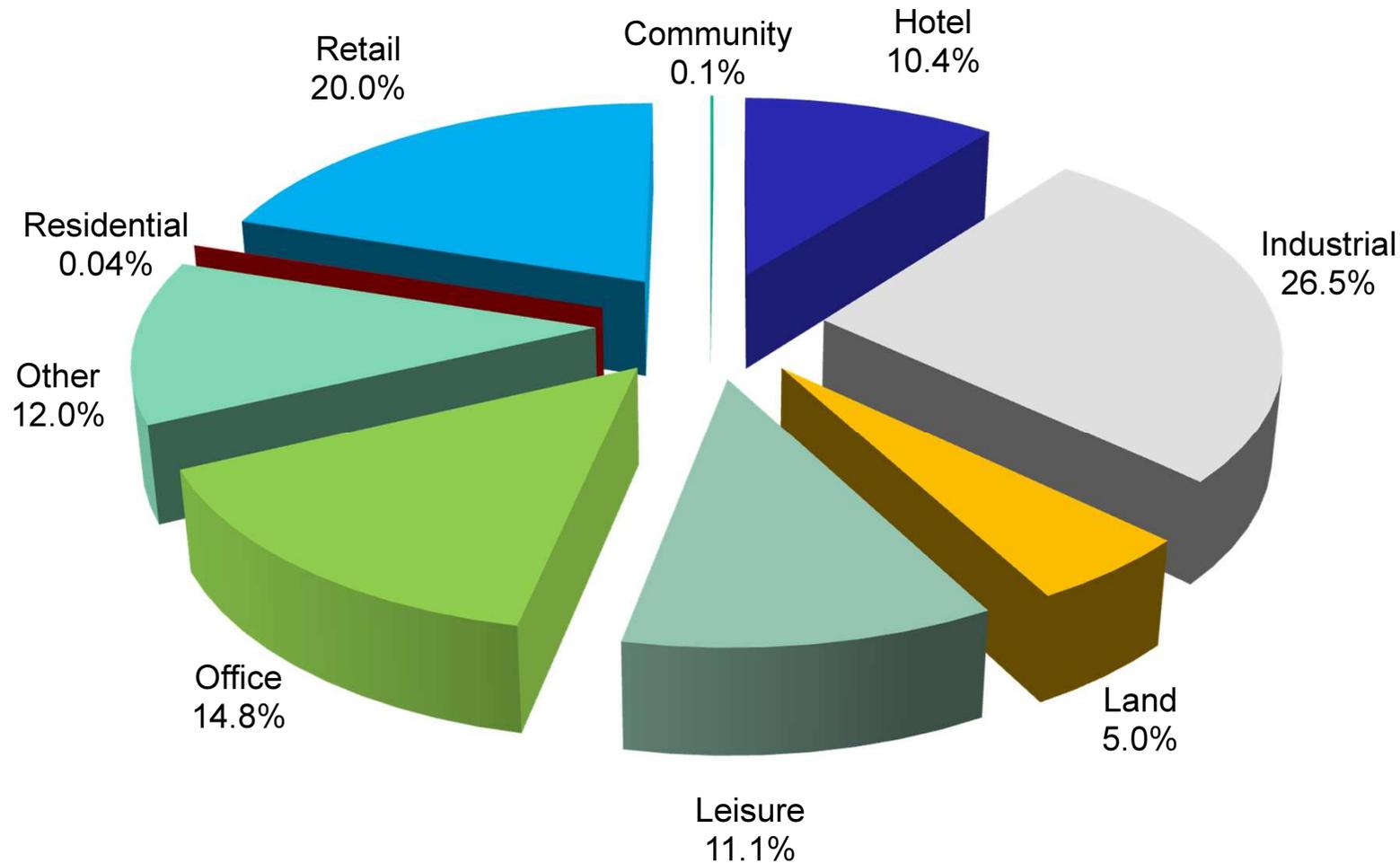
Place

Property

Slide 35



Use of land and buildings by Capital value



Page 59

Place

Property

Slide 36

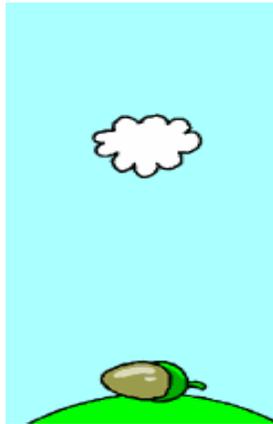


We are reviewing the current portfolio

There are **3**



GROW short term rental income by £1.5 m p.a.



Develop a formal **Property Investment policy** and seek Cabinet approval to implement

Review Estate Management best practice and support systems in line with new policy



Place

Property

Slide 37



In the next 3 years we aim to;

- shrink the floor space of our estate to save £6.4m pa on estate running costs (including Bristol Workplace Programme offices);
- streamline facilities management (R&M, cleaning, security etc) to save £2.3m pa;
- increase income from investment portfolio by £1.7m pa
- dispose of surplus assets to realise capital receipts of £5m - £8.4m pa, currently;
 - working on 24 surplus assets/lease negotiations with a combined value of £20m;
 - have sold £1.7m of assets so far this financial year and a further £15m is on the market

Questions, observations and discussion

Place

Property

Slide 39





Place Scrutiny Commission

8th December 2016

Report of: Strategic Director - Place

Title: Period 6 (end of September 2016) Finance report

Ward: Citywide

Officer Presenting Report: Barra Mac Ruairi, Strategic Director - Place

Contact Telephone Number: 0117 352 5558

Recommendation

The Commission review and note the Period 6 (end of September 2106) Finance report.

Summary

This report provides a progress report on the Place directorates overall financial performance for Period 6 revenue and capital budget monitor for the Place directorate.

The significant issues in the report are:

- Para 4.2 £7.3m variance to budget
- Para 4.3 Reduced headcount
- Table 2 – mitigations and action in train



Consultation

1. Internal

Directorate Leadership Team / Cabinet Member - Place

2. External

Not applicable

3. Background

3.1. The report provides information and analysis on the Place Directorates financial performance and use of resources to the end of Period 6 (Sept 2016) of 2016/17. The Council set its budget for 2016/17 on 16th February 2016. The report focuses on forecast variances to meeting the budget for 2016/17, in order to take timely action to deliver a balanced position at year end.

3.2. A full report was discussed at Cabinet on 6th December 2016 and officers will update members verbally at the meeting on the outcome.

4. Revenue Expenditure

4.1. Table 1 below provides a summary of how the Place directorate is performing against the general fund revenue budget for the 2016/17 financial year. The following forecasts are based on actual expenditure to the end of September 2016 and Budget Managers estimates of future spending for the rest of the financial year, as approved at DLT.

4.2. A more detailed analysis is provided at Appendix A. Also included in the appendix is information on Year to Date spend, compared to Year to date net budget. This is provided for additional information. Budgets are profiled equally across the year, but spending profiles may be different.

General Fund Revenue budgets – Period 6	Net Budget £m	Forecast Outturn £m	Forecast Outturn Variance (Under) / Over Spend £m	Forecast Outturn Variance at Period 5 £m
Place directorate				
Place	17.9	25.3	7.3	7.2

Table 1 General Fund forecast Net Expenditure

4.3. Actions are in progress and further actions are being identified to manage and mitigate the identified budget pressures and risks. The Interim Chief Executive, Strategic and Service Directors are actively identifying proposals to minimise the gap, with all budget holders ensuring the forecasting is as accurate as possible. Officers have established a series of work streams designed to reduce the deficit. A summary of the actions taken and outcomes of these actions is summarised below in Table 2.

Item	Action Taken
1. Review of the Capital Programme (Corporate wide)	<p>The programme has been reviewed and £62.1m of capital expenditure corporately has been re-profiled from 2016/17 in 2017/18 (as approved by Cabinet on 1st November 2016). A further £1.1m has been identified in Period 6, which is reflected in this report.</p> <p>We have reviewed the funding sources of the capital programme, identifying an element of grant funding that can be applied to revenue rather than capital.</p>
2. Voluntary Severance Programme (Place)	<p>This was implemented through September 2016. The total reduction in 2016/17 revenue budgets and spend for Place is £706,000k, with a further £1.13m to be delivered in 2017/18.</p> <p>Headcount (before VS) – 1,470 FTE (before VS) – 1,021.86</p> <p>VS Headcount – 71 VS FTE – 55.36 (5.4%)</p>
3. Technical Accounting Adjustments (Corporate wide)	<p>There has been a thorough review of the use of reserves. £1.8m was released corporately from reserves to reduce the overall deficit in Period 5, with a further £0.6m released this month.</p>
4. Capital Disposals Programme (see paragraph 8.8)	<p>Property Services and the Property Board (officer group) have reviewed the programme of capital disposals, identifying assets for sale in 2016/17 through to 2019/20 and beyond.</p> <p>Capital receipts of £5.3m are forecast for 2016/17, with a further £15m over 2017/18 & 2018/19.</p>
5. Reduction in non-essential expenditure (corporate wide)	<p>This is being reviewed through Directorate Leadership Teams and has been considered by SLT. Budget managers are responsible for forecasting expenditure in these areas, and are being challenged through the regular monitoring process.</p>
6. Review of Income (corporate wide)	<p>A Directors' Working Group (officer group) has been set up and will be reviewing income generating opportunities. This group has been specifically tasked with reviewing all sources of income, to maximise income receipts.</p>
7. Review of agency spend (corporate wide)	<p>All off-contract agency spend has been reviewed – all such contracts to be ended by 31st December 2016. Reductions in forecast agency spend is reflected in the forecasts.</p>
8. Budget Review Meetings (corporate wide)	<p>These have now been completed; identifying reserves that could be released in the financial year see above.</p> <p>The Interim Chief Executive and S151 officer have set up a further round of review meetings in early December.</p>
9. Review of earmarked reserves (see paragraph 7) (corporate wide)	<p>MRP Clawback – to be reviewed as part of the review on the Council's MRP policy</p>

Table 2

Place Directorate - £7.3m Pressure

2016/17 Budget	Gross Expenditure £m	Gross Income £m	New Revenue Budget £m
Place	108.3	(90.4)	17.9

Table 3

- 4.4.** The directorate is reporting a £7.3m variance to budget, which consists of a £9.1m pressure within Property and £0.1m pressure in Economy offset by surpluses or underspends of £1.5m in Transport, £0.3m in the Place ABS team, £0.3m in Planning and £0.1m in Energy. This represents a movement of £0.1m since Period 5.

Economy – £0.1m Pressure

- 4.5.** There are forecast surpluses of £0.2m from increased rental income at Filwood Green Business Park, £0.1m from trading at the Bottleyard and £0.1m from grant payments under Economic Development projects. These are offset by deficits of £0.2m in the Place Management account and £0.1m relating to the Temple Quarter Enterprise Zone.
- 4.6.** The forecast has been adjusted to take into account the agreed amendment to Museum Opening hours agreed by Cabinet on 6th September 2016. The remaining variance (£0.2m) relates to the part year effect of the museum operating pressure which will be fully mitigated in 2017/18 by this Cabinet decision. The reported position for Period 6 has changed by £0.1m since Period 5 and expenditure on grants has been reduced in the current financial year to mitigate the spending pressures.

Energy – £0.1m Pressure

- 4.7.** There is anticipated to be a shortfall in rechargeable income from the Housing Revenue Account and Trading for Schools in the Energy (utility) Purchase budget. This is due to the Energy price reduction in recent years being captured as a corporate saving without any corresponding reduction in income target for the energy service. This presents a net pressure of £638k this year. There is an £66k income shortfall in District Energy / Biomass, which is offset by prudential borrowing savings in Wind Energy (£140k). A one-off saving of £419k is now anticipated as a result of the Green Deal revenue contribution to offset these pressures in the current year.
- 4.8.** The Energy service, working with Finance, has reviewed the capital programme funding structure for significant Energy related capital schemes. Within the programme are schemes currently planned to be funded from grant totalling c£1.3m. It is proposed that the funding source for this budget be transferred from grant funding to prudential borrowing, and this be included in the capital programme. This will allow the release of c.£1.3m of grant funding to the general fund in 2016/17 that can be made available to mitigate the financial pressures in this financial year. Prudential borrowing will increase by this amount at an estimated annual revenue cost of £81k. This will be reflected in the Medium Term Financial Plan.

Place Admin and Business Support (ABS) Team - £0.3m Surplus

4.9. There are forecast savings against salary budgets in the Admin and Business Support (ABS) service of £0.3m.

Property - £9.1m Pressures

4.10. The structural pressure in the Property service largely relates to a forecast £7.7m shortfall in the delivery of the MTFs savings target (relating to 2015/16 and 2016/17), which broadly assumed savings in the following areas:

- Increased return on investment property holdings;
- Reduced running costs from the disposal of admin buildings;
- Reductions in facilities management costs.

4.11. There is a £600k historic pressure (since before 2012) on facilities management that mostly relates to unachievable recovery on internal trading income target for corporate waste management activities.

4.12. A new £125k forecast pressure has been identified relating to a potential shortfall on rechargeable income for equipment use and maintenance services provided by Fleet to waste management (in turn by the Bristol Waste Company). Fleet service is actively exploring options with the Waste Management Team and Bristol Waste to mitigate this pressure, including reductions on borrowing charge by sale of not-in-use assets under the waste contract, and seeking agreement on TUPE maintenance staff to the Bristol Waste company. It is expected that these actions, if agreed, would likely to reduce this revenue pressure by a half.

4.13. There is a £153k forecast overspend against the budget for National Non Domestic rates (NNDR) due to the historic absence of budget allocated for M-Shed and Junction 3 when these buildings were constructed and when budgets were centralised. Savings achieved on NNDR for buildings that the Council no longer occupy have been separately given up under savings programmes.

4.14. There is a £125k forecast shortfall in income against the budget target for Markets as a result of an historic revenue target, which has not been met for the last 5 years. This pressure had been actively managed downwards over the last few years.

4.15. There are £100k costs due to increased workload in Security/ staff sickness/ vacancies and an urgent review is in hand to mitigate this.

4.16. There is a £100k shortfall in income at the Create centre resulting from loss of external tenants due to reduced parking; a letting rationalisation is underway to mitigate this.

4.17. There is a £54k shortfall in conference services income from the Passenger shed (old station building at Temple Meads), but the position is expected to improve.

Planning - £0.3m Surplus

4.18. In the Planning division there is a forecast surplus of £0.3m and this is largely due to increased income from Development Management fees as well as from savings plans being implemented.

Transport - £1.5m Surplus

4.19. There is a net surplus position in the Transport division of (£1.5m) in total, as a result of additional income in Parking Services (£1.1m), non-recurrent underspend in Highways (£350k) and savings from Supported bus services (£150k), reduced by additional costs in Park and Ride services (£200k) and in concessionary travel (£50k).

Other Initiatives currently under review

4.20. The directorate is currently further reviewing service activities that can be stopped. The directorate is also working closely with Finance to explore options for refinancing Parking RPZ capital schemes where accelerated loan payback is currently applied, and potentially extend the payback timeline of the capital borrowing to address the current and future transport related cost pressures.

4.21. In addition there has been a decision to reallocate the use of grant income from Capital to Revenue which will result in a one-off £1.3m gain to Revenue in current year. Therefore the Energy related capital projects currently funded from this income will be transferred to prudential borrowing at an estimated annual revenue cost of £81k p.a.

5. Managing Savings

5.1. To ensure that there is transparency and clarity in relation to the source of savings (from any department and service area from which the saving is to be delivered) and avoid any possible double counting etc, we are monitoring savings using a single savings tracker. This is reported under each directorate and will be risk assessed for full delivery within the planned timescales.

5.2. Due to the severity of the forecast outturn variance (potential deficit of £27.5m corporately), the Interim Chief Executive, supported by the Interim Service Director: Finance (s 151 Officer), have put in train a number of actions as outlined (with current progress) in paragraph 4.3.

6. Reserves

6.1. The balance on the general reserve will be reviewed annually in setting the budget and in the context of the MTFs and the risks to which the Council is exposed. The balance on the General Reserve is £20m and at present the Interim Chief Executive and Interim Service Director: Finance (s.151 officer) are taking all appropriate actions to avoid any utilisation in 2016/17. This will be kept under constant review.

6.2. At the start of the financial year the Council had general fund earmarked reserves of £106m. Some of these reserves will be spent during this financial year and others are set aside for specific purposes to be incurred in future periods.

6.3. A review of all existing earmarked reserves has been concluded and where reserves are identified as no longer required for the purpose that they were earmarked, they will be released

to the Operational Reserve and made available to mitigate the financial pressures in this financial year. An initial high level review identified £1.8m that could be released from reserves, and this was included in the forecast for Period 5. A further review of the reserves (as part of the Directorate Budget Review Meetings) identified a further £0.6m that can be released in Period 6. This relates to Bristol Holding Company and assumes that any further investment in Bristol Holding Company will be in the form of equity shares. This is included in the forecast for Period 6.

- 6.4. The latest review has projected an unacceptable reduction in reserve balances by the end of 2017/18 leading to additional work being commissioned through the Senior Leadership Team.
- 6.5. In addition, as already summarised in paragraph 4.3, the Council is reviewing a range of technical accounting items, including identifying planned expenditure that can be properly capitalised.

Flexibility to Use Capital Receipts

- 6.6. As part of the finance settlement for 2016/17 the government announced new flexibilities allowing local authorities to use capital receipts received in 2016/17, 2017/18 and 2018/19 to be used to fund transformational expenditure, which can include redundancy costs. The Council currently assumes £5m per annum capital receipts in its capital financing budgets. In 2016/17, it is currently estimated that receipts will be £5.3m, with at least £15m across 2017/18 & 2018/19.
- 6.7. Agreement to do this is subject to a report to Full Council, which it is planned to submit to the December meeting. If agreed, this would allow the Council to fund restructuring costs (up to the value of the capital receipts) from capital receipts, rather than reserves as is currently planned. This will allow the potential release of an estimated £5.3m from reserves, which could then be made available to mitigate the financial pressures in this financial year. However, this will mean that additional borrowing of the value of the capital receipts (estimated to be £5.3m) will be required in 2016/17, to be offset by more than budgeted receipts in 2017/18 & 2018/19.

7. Capital Programme

- 7.1. The capital programme changes during the year as the phasing of schemes is reviewed and the notifications of additional schemes and resourcing are received (to the extent that these projects are fully funded). The Capital Board (an officer working group) oversees the coordination of the Capital Programme, ensuring that projects are delivered within their allocation of funding and planned timescales. As at the end of Period 6 there is a forecast overspend of £3.6m. Monitoring indicates that capital spending in 2016/17 will be £224.8m compared to the latest approved budget of £221.2m.
- 7.2. The following table sets out the forecast of spend by Directorate. Additional detail is provided at Appendix B. Proposed changes to the capital programme, presented to the Capital Board on 25 October are detailed in table 4. These will be reflected in the capital programme when reported for Period 7.

Capital Programme Forecast Expenditure & Financing

	Period 5 2016/17 Budget	Capital Review Re- profile of budget to 2017/18	2016/17 Combined Budget	2016/17 Forecast Outturn	Forecast Outturn Variance
	£m	£m	£m	£m	£m
People	39.2		39.2	41.4	2.2
Place	88.3	(1.0)	87.3	88.0	0.7
Neighbourhoods	9.8		9.8	9.1	(0.7)
Resources	18.7		18.7	18.7	0.0
Housing Revenue Account	56.0		56.0	57.3	1.3
Corporate	10.3	(0.1)	10.2	10.3	0.1
Totals	222.3	(1.1)	221.2	224.8	3.6
Finance By:					
Prudential Borrowing			78.6	80.6	2.0
Capital Grants			67.7	67.7	0.0
Capital Receipts			5.0	5.3	0.3
Revenue Contributions			13.9	13.9	0.0
Housing Revenue Account (Self-Financing)			56.0	57.3	1.3
TOTAL CAPITAL FINANCING			221.2	224.8	3.6

Table 4

7.3. The actual capital spend to the end of Period 6 is £72.9m (33% of Combined Budget). Whilst historic trends indicate that capital spending increases towards the end of the financial year, the level of forecast spend to date (30th September 2016) is low compared to the current budget for the financial year, and is below the year to date budget of £110.6m.

7.4. The Capital Board has met to undertake a Strategic Leadership Team review of the forecasts to identify any potential slippage into 2017/18. This identified an initial amount of £62.1m to be re—profiled into 2017/18, and reported in the Period 5 Finance Report. A further £1.1m has been identified that can be re-profiled into 2017/18. Appendix B provides a breakdown of this slippage by programme. This re-profiling of the capital programme will not reduce the capital financing costs in this financial year, but will have the potential to reduce the forecast capital financing costs in future years. These changes were recommended to Cabinet for noting and approval.

7.5. As at the end of September 2016, there is a forecast net overspend against the Capital Programme of £3.6m, against an overspend of £2.4m at the end of Period 5. The following is a summary of the significant areas where budget pressures have been identified:

Place Directorate Services – £0.3m Underspend

7.6. Following the re-profiling of the capital programme in Period 5, which had seen circa £54m 16/17 expenditure re-profiled into future years, there are no significant forecast variances in the current financial year.

7.7. It has been acknowledged that the first 6 months actual capital expenditure plus commitments only account for 38% of 16/17 total outturn forecast. Place managers are actively reviewing the position of expenditure forecast in Period 7, assessing further risks of slippage and adjusting the accuracy of the forecast accordingly.

Capital Receipts

7.8. The assumed level of Capital Receipts to support the general fund element of the Capital Programme (excluding HRA) is £5m pa. The current disposal programme estimates general fund receipts of £5.3m for 2016/17, plus risks adjusted deliveries of £6.6m for 2017/18 and £8.4m for 2018/19.

Capital Financing

7.9. The capital financing assumptions are detailed in Table 5 above. As part of the overall review of the capital programme already referred to, the capital financing assumptions and the future revenue implications will be revised. However, with a programme of this size, it is unlikely that there will be future underspends on the capital financing budget, and therefore the contribution being made towards the 2016/17 forecast outturn variance should be assumed to be a one-off position.

7.10. The current capital financing assumptions include capital receipts of £5m. As outlined in paragraph 6.5 above, officers have reviewed the new flexibilities to use capital receipts to fund transformational activities. The outcome of this will be subject to a report to Full Council 13th December 2016, and if agreed would allow transformation costs to be funded from capital receipts rather than from reserves as currently planned. This will mean that these receipts will no longer be available in 2016/17 to finance this proportion of the Capital Programme. However, estimated capital receipts in 2017/18 and 2018/19 are higher than budgeted and will therefore offset this.

7.11. Included in the General Revenue Fund is a capital financing budget of £19.3m, which is currently forecasting an underspend of £4.1m, due to previous re-profiling of the capital programme. As part of the capital financing calculation is a Minimum Revenue Provision (MRP), which is the minimum amount that the local authority should set aside to repay future debt. The Council's current MRP policy has been reviewed to assess if a more financially efficient policy could be adopted. A report outlining the outcomes of this review, with appropriate recommendations will be presented to full council for consideration on 13th December 2016. If approved, this will result in a reduction to the capital financing cost on 2016/17 of c.£4.3m, with ongoing annual savings on a reducing scale for a further 16 years.

Other Options Considered

8. None necessary

Risk Assessment

9. In the Budget Report presented to Full Council in February 2016, a number of significant risks were identified. The finance reports this year have identified that a significant number of

these risks have come to fruition in the early part of the financial year, or remain relevant. The list below highlights the most significant of these risks.

- the scale of overall reductions to all directorate budgets (£35.4m identified and included in the approved budget) and the potential of non-delivery of these savings;
- the potential of overspends against budgeted net expenditure;
- Care placements & budgets, both in terms of activity as a result of demographic pressures and also unit costs;
- Potential delay in delivery of capital receipts;
- Increase in pension liabilities;
- volatility in business rate income including the level of successful appeals, the result of the application for mandatory charitable relief made by a number of hospital trusts and the transfer of properties between rating lists. Once these changes are made the Council may have to refund several years back dated rates from a single years income.

As well as the risks highlighted above, the following additional risks have been identified:

- wholly owned company delivery of agreed business plans;
- Sustainability of Council owned and managed assets, including infrastructure previously identified, property, fleet and ICT.
- Schools PFI contracts;
- Living Wage Accreditation – this will require a full review of all external contracts and may result in additional contractual costs;
- inflationary pressure on contract and energy costs;
- increased capital costs of major projects, i.e. Metrobus, the delivery of the Arena and Bristol Temple Meads Easts (development area around the arena);
- Current lack of policy clarity on proposed changes to business rate retention;
- The effect of Brexit both on house building industry and general economic confidence;
- There will be other costs, such as the Mayoral Combined Authority, still to be fully quantified;

Any risk assessment requires constant review and will form part of the ongoing future monitoring.

Public Sector Equality Duties

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

Legal and Resource Implications

Legal

None sought

Financial

(a) Revenue

As set out in the Report, the Council is currently forecasting an overspend based on service spending from April to September and service projections for the remainder of the year, offset by savings in other corporate budgets. Failure to take action to contain spending within budget and to manage and monitor expenditure and income could result in a requirement to draw on

reserves. The level of reserves is limited and a one off resource that cannot be used as a long term sustainable strategy for financial stability. Budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification of pressures and action plans. Budget risks and pressures have been identified, as outlined above, and are currently being managed and closely monitored. Due to the severity of the forecast outturn variance, the Interim Chief Executive, supported by the Interim Service Director: Finance (s.151 Officer), have put in train a number of actions as outlined in paragraph 4.3. This report provides an update against these and includes actions that can be taken (subject to approval), which will help to mitigate the current forecast outturn deficit. Finance staff resources have been targeted to ensure that support for budget monitoring is concentrated on areas of particularly high risk.

**Advice From: Interim Service Director Finance
29 November 2016**

(b) Capital

Set out within the report

Land

Relevant property implications have been included within the body of the report.

Personnel

The Voluntary Severance programme in the Directorate has led to a workforce reduction of 71 employees (55.36 Full Time Equivalents (FTE). The Place Directorate headcount is now 1399 (996.5 FTE)

**Advice From: Mark Williams, HR Business Partner
29 November 2016**

Appendices:

Appendix A – Bristol City Council Revenue Budget Monitoring Statement – Period 6

Appendix B – 2016/2017 Capital Proposed Budget, Forecast and Variance Analysis

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Cabinet 6th December 2016 P6 Monitoring report

APPENDIX A

BRISTOL CITY COUNCIL REVENUE BUDGET MONITORING STATEMENT - PERIOD 6

	2016/17 BUDGET			YEAR TO DATE		FORECAST OUTTURN			Forecast Outturn Variance £000	P5 Outturn Variance £000
	Expenditure £000	Income £000	Net Budget £000	Net Budget £000	YTD Spend	Expenditure £000	Income £000	Net Budget £000		
DIRECTORATE: PEOPLE										
Strategic Commissioning	24,687	(4,467)	20,220	10,195	12,378	25,496	(5,712)	19,784	(436)	(960)
Care & Support - Adults	157,839	(40,402)	117,437	58,731	66,209	167,403	(44,714)	122,689	5,252	5,767
Care & Support - Children & Families	46,005	(2,664)	43,341	21,684	23,820	51,846	(5,103)	46,743	3,402	3,402
Education & Skills	25,631	(17,708)	7,923	3,978	(2,524)	26,688	(17,898)	8,790	867	827
Dedicated Schools Grant	175,339	(175,384)	(45)	0	(2,458)	179,328	(179,373)	(45)	0	0
Management - People	3,867	(3,893)	(26)	(13)	531	3,267	(3,128)	139	165	712
Early Intervention & Targeted Support	29,469	(11,346)	18,123	9,068	7,266	31,355	(9,134)	22,221	4,098	3,602
PEOPLE DIRECTORATE TOTAL	462,837	(255,864)	206,973	103,643	105,222	485,383	(265,062)	220,321	13,348	13,350
DIRECTORATE: RESOURCES										
ICT	12,931	(4,872)	8,059	4,110	10,097	16,870	(4,959)	11,911	3,852	3,720
Legal Services	11,227	(4,868)	6,359	3,199	5,855	12,398	(6,069)	6,329	(30)	82
Finance	6,407	(2,086)	4,321	2,184	3,274	6,360	(2,077)	4,283	(38)	(24)
Human Resources (HR)	10,008	(3,408)	6,600	3,435	4,010	9,842	(3,823)	6,019	(581)	(498)
Policy, Strategy & Communications	5,121	(1,491)	3,630	1,926	1,985	4,631	(1,392)	3,239	(391)	(174)
Bristol Futures	3,882	(2,379)	1,503	1,160	104	3,866	(2,511)	1,355	(148)	(171)
BUSINESS CHANGE TOTAL	49,576	(19,104)	30,472	16,014	25,325	53,967	(20,831)	33,136	2,664	2,935
DIRECTORATE: NEIGHBOURHOODS										
Citizen Services	222,090	(209,824)	12,266	6,159	(4,736)	223,064	(210,555)	12,509	243	313
Parks & Green Spaces	62,244	(30,647)	31,597	15,905	18,006	52,302	(21,690)	30,612	(985)	(1,001)
Housing Delivery - General Fund	23,379	(9,859)	13,520	6,792	7,994	25,556	(12,360)	13,196	(324)	0
Neighbourhoods	10,371	(481)	9,890	4,955	4,278	10,542	(612)	9,930	40	(418)
Public Health - General Fund	6,825	(4,411)	2,414	1,241	953	6,904	(4,475)	2,429	15	78
Management - Neighbourhoods	5	0	5	3	58	6	0	8	3	11
NEIGHBOURHOODS TOTAL	324,914	(255,222)	69,692	35,055	26,559	318,376	(249,692)	68,684	(1,008)	(1,017)
DIRECTORATE: PLACE										
Property	28,823	(36,440)	(7,617)	(3,714)	3,006	31,910	(30,399)	1,511	9,128	9,004
Planning	5,805	(5,529)	276	153	(992)	6,203	(6,216)	(13)	(289)	(314)
Transport	47,427	(32,706)	14,721	7,435	(7,201)	63,782	(50,524)	13,258	(1,463)	(1,360)
Economy	12,640	(6,812)	5,828	2,929	4,498	14,785	(8,837)	5,948	120	26
Economy - ABS Team	2,319	(465)	1,854	993	996	2,034	(465)	1,569	(285)	(196)
Energy	11,345	(8,464)	2,881	1,445	45	13,627	(10,635)	2,992	111	62
PLACE TOTAL	108,359	(90,416)	17,943	9,241	352	132,341	(107,076)	25,265	7,322	7,222
DIRECTORATE: CITY DIRECTOR										
Management - City Director	1,984	0	1,984	992	998	2,151	(29)	2,122	138	138
CITY DIRECTOR TOTAL	1,984	0	1,984	992	998	2,151	(29)	2,122	138	138
CORPORATE SAVINGS PROGRAMME TOTAL	(1,813)	(8,378)	(10,191)	(6,119)	4,497	14,330	(8,788)	5,562	15,753	16,586
SERVICE NET EXPENDITURE	945,857	(628,984)	316,873	158,826	162,953	1,006,548	(651,458)	355,090	38,217	39,214
OTHER CORPORATE BUDGETS RELEASED FROM RESERVES	39,819	(11,265)	28,554			33,975	(13,765)	20,210	(8,344)	(6,335)
TOTAL REVENUE NET EXPENDITURE	985,676	(640,249)	345,427	158,826	162,953	1,040,523	(665,223)	372,900	27,473	31,079

BRISTOL CITY COUNCIL HOUSING REVENUE ACCOUNT SUMMARY

	2016/17 BUDGET			YEAR TO DATE		FORECAST OUTTURN			Forecast Outturn Variance £000	P5 Outturn Variance £000
	Expenditure £000	Income £000	Net Budget £000	Net Budget £000	YTD Spend	Expenditure £000	Income £000	Net Budget £000		
HOUSING REVENUE ACCOUNT										
Strategy, Planning & Governance	24,482	(131,293)	(106,811)	(53,416)	(68,078)	23,800	(131,261)	(107,461)	(650)	(629)
Responsive Repairs	47,496	(17,384)	30,112	15,056	14,844	48,026	(17,438)	30,588	476	476
Planned Programmes	18,098	(1,312)	16,786	8,393	5,392	16,042	(1,321)	14,721	(2,065)	(1,497)
Estate Management	16,456	(2,237)	14,219	7,120	5,077	16,224	(2,232)	13,992	(227)	(129)
HRA Financing & Funding	46,229	(535)	45,694	0	0	46,229	(535)	45,694	0	(2)
HOUSING REVENUE ACCOUNT TOTAL	152,761	(152,761)	0	(22,847)	(42,765)	150,321	(152,787)	(2,466)	(2,466)	(1,781)

BRISTOL CITY COUNCIL RING FENCED PUBLIC HEALTH

	2016/17 BUDGET			YEAR TO DATE		FORECAST OUTTURN			Forecast Outturn Variance £000	P5 Outturn Variance £000
	Expenditure £000	Income £000	Net Budget £000	Net Budget £000	YTD Spend	Expenditure £000	Income £000	Net Budget £000		
Public Health - Grant	35,025	(34,995)	30	(2,737)	4,484	36,779	(36,749)	30	0	0
	35,025	(34,995)	30	(2,737)	4,484	36,779	(36,749)	30	0	0

2016/17 Capital Proposed Budget, Forecast and Variance Analysis

Directorate	PERIOD 5	2016/17 BUDGET RE- PROFILED £000's	PERIOD 6	2016/17 FORECAST TOTAL £000's	2016/17 VARIANCE TOTAL £000's	2017/18 BUDGET TOTAL £000's	2018/19 BUDGET TOTAL £000's	2019/20 BUDGET TOTAL £000's
	2016/17 BUDGET TOTAL £000's		2016/17 BUDGET TOTAL £000's					
People								
Education Capital Programme 2								
Major Projects Programme 2	18,417	(1)	18,416	20,945	2,529	9,872	0	0
Site Acquisitions	132	0	132	132	0	0	0	0
Commissioning	0	0	0	0	0	19	0	0
Early Years	54	0	54	54	0	0	0	0
Primary	0	0	0	0	0	11	0	0
Universal Free School Meals	7	0	7	7	0	0	0	0
Schools Access Initiative SAI/DDA	119	0	119	120	1	132	0	0
Lifecycle (R&M)	39	0	39	39	0	46	0	0
Urgent/Emergency	80	0	80	110	30	0	0	0
Completed Projects	7	0	7	47	40	0	0	0
Total - Education Capital Programme 2	18,855	(1)	18,854	21,454	2,600	10,080	0	0
Schools' Devolved Capital								
Capital, Assets & Access 1	4,528	0	4,528	4,528	0	2,005	0	0
Total - Schools' Devolved Capital	4,528	0	4,528	4,528	0	2,005	0	0
CYPS non-Schools								
CYPS non-Schools	1,508	0	1,508	1,465	(43)	0	0	0
Total - CYPS non-Schools	1,508	0	1,508	1,465	(43)	0	0	0
Education Capital Programme 3								
Major Projects	10,991	(11)	10,980	11,440	460	13,593	3,482	0
Site Acquisitions	1,500	0	1,500	0	(1,500)	0	0	0
Commissioning	0	0	0	0	0	755	5,114	0
Feasibility	100	0	100	100	0	1,098	0	0
Lifecycle (Capital R&M)	485	0	485	485	0	520	695	0
Total - Education Capital Programme 3	13,076	(11)	13,065	12,025	(1,040)	15,966	9,291	0
Children & Families								
0-25 Integrated Service	190	0	190	190	0	430	0	0
Fostering and Adoption	129	0	129	120	(9)	0	0	0
Youth & Play	204	0	204	204	0	0	0	0
Total - Children & Families	523	0	523	514	(9)	430	0	0
Care Management								
Transformation - Capital	(346)	0	(346)	218	564	0	0	0
Total - Care Management	(346)	0	(346)	218	564	0	0	0
Care Services								
Operations - Capital	209	0	209	378	169	0	0	0
Total - Care Services	209	0	209	378	169	0	0	0
Strategic Housing								
Extra Care Housing	819	0	819	803	(16)	3,075	0	0
Total - Strategic Housing	819	0	819	803	(16)	3,075	0	0
Totals - Directorate: People	39,172	(12)	39,160	41,385	2,225	31,556	9,291	0

2016/17 Capital Proposed Budget, Forecast and Variance Analysis

Directorate	PERIOD 5	2016/17 BUDGET RE- PROFILED £000's	PERIOD 6	2016/17 FORECAST TOTAL £000's	2016/17 VARIANCE TOTAL £000's	2017/18 BUDGET TOTAL £000's	2018/19 BUDGET TOTAL £000's	2019/20 BUDGET TOTAL £000's
	2016/17 BUDGET TOTAL £000's		2016/17 BUDGET TOTAL £000's					
Place								
Strategic Property								
Building Practice Capital	3,647	(1,001)	2,646	3,618	972	1,715	0	0
Corporate Property	433	0	433	190	(243)	0	0	0
Total - Strategic Property	4,080	(1,001)	3,079	3,808	729	1,715	0	0
Major Projects								
Place, Major Schemes	7,922	0	7,922	7,883	(39)	51,209	50,000	6,000
Docks	22	0	22	0	(22)	0	0	0
Filwood Broadway	184	0	184	40	(144)	1,012	169	0
Hengrove Park	27	0	27	27	0	0	0	0
Kingswear and Torpoint Flats	715	0	715	715	0	7	0	0
Filwood Green Business Park	1,494	0	1,494	1,001	(493)	0	0	0
Economy Development	818	0	818	875	57	0	0	0
Strategy & Commissioning	775	0	775	720	(55)	3,461	2,500	0
Total - Major Projects	11,957	0	11,957	11,261	(696)	55,689	52,669	6,000
Museums								
Museums - Capital	121	0	121	0	(121)	0	0	0
Total - Museums	121	0	121	0	(121)	0	0	0
Planning & Sustainable Development								
City Design Group	368	0	368	499	131	786	500	0
Total - Planning & Sustainable Development	368	0	368	499	131	786	500	0
Transport								
Sustainable Transport	9,595	376	9,971	9,871	(100)	12,088	3,000	1,940
Strategic City Transport	7,248	1	7,249	6,944	(305)	11,197	0	0
Highway Drainage Capital Works	2,771	0	2,771	2,771	0	0	0	0
Highways & Traffic	6,422	9	6,431	6,599	168	149	0	0
Parking Services	82	0	82	82	0	0	0	0
Passenger Transport	2,213	(358)	1,855	1,895	40	1,292	0	0
Residents Parking Zone	1,200	0	1,200	1,200	0	978	0	0
Transport Major Projects (Metrobus)	30,843	30	30,873	30,831	(42)	15,310	0	0
Total - Transport	60,374	58	60,432	60,193	(239)	41,014	3,000	1,940
Energy Services								
Energy Management Unit	3,686	0	3,686	4,967	1,281	7,759	0	0
Warm Up Bristol	5,769	0	5,769	6,531	762	0	0	0
Energy Services	1,923	0	1,923	743	(1,180)	0	0	0
Total - Energy Services	11,378	0	11,378	12,241	863	7,759	0	0
Totals - Directorate: Place	88,278	(943)	87,335	88,002	667	106,963	56,169	7,940

2016/17 Capital Proposed Budget, Forecast and Variance Analysis

Directorate	PERIOD 5		PERIOD 6			2017/18 BUDGET TOTAL £000's	2018/19 BUDGET TOTAL £000's	2019/20 BUDGET TOTAL £000's
	2016/17 BUDGET TOTAL £000's	2016/17 BUDGET RE- PROFILED £000's	2016/17 BUDGET TOTAL £000's	2016/17 FORECAST TOTAL £000's	2016/17 VARIANCE TOTAL £000's			
Neighbourhoods Bristol								
Operations Centre Bristol	5,509	0	5,509	5,509	0	2,447	0	0
Operations Centre	5,509	0	5,509	5,509	0	2,447	0	0
Total - Bristol Operations Centre								
Environment & Leisure	108	0	108	108	0	0	0	0
Cemeteries & Crematoria Parks	1,603	0	1,603	1,144	(459)	958	300	0
Waste Services	36	0	36	36	0	0	0	0
Total - Environment & Leisure	1,747	0	1,747	1,288	(459)	958	300	0
Neighbourhoods & Communities								
Libraries	641	0	641	454	(187)	822	0	0
Total - Neighbourhoods & Communities	641	0	641	454	(187)	822	0	0
Housing Services - Capital								
Private Housing & Adaptations	1,892	0	1,892	1,892	0	700	0	0
Total - Housing Services Capital	1,892	0	1,892	1,892	0	700	0	0
Totals - Directorate: Neighbourhoods	9,789	0	9,789	9,143	(646)	4,927	300	0
Resources								
Bristol Futures								
City Innovation	6,992	(12)	6,980	6,980	0	8,823	0	0
Total - Bristol Futures	6,992	(12)	6,980	6,980	0	8,823	0	0
Information & Communication Technology								
ICT Refresh Programme			0	0	0	1,500	1,500	1,500
BWP - Buildings	6,021	0	6,021	5,756	(265)	0	0	0
Total - Information & Communication Technology	6,021	0	6,021	5,756	(265)	1,500	1,500	1,500
Bristol Workplace Programme - Design								
BWP - Design Contract	5,800	0	5,800	5,897	97	2,235	0	0
Total - Bristol Workplace Programme - Design	5,800	0	5,800	5,897	97	2,235	0	0
Bristol Workplace Programme - Buildings								
BWP - Technology	(121)	0	(121)	67	188	0	0	0
Total - Bristol Workplace Programme - Buildings	(121)	0	(121)	67	188	0	0	0
Totals - Directorate: Resources	18,692	(12)	18,680	18,700	20	12,558	1,500	1,500
Housing Revenue Account								
Planned Programme Responsive	40,330	0	40,330	39,819	(511)	40,000	40,000	40,000
Repairs	700	0	700	700	0	500	500	500
Strategy, Planning & Governance	14,989	0	14,989	16,786	1,797	9,500	9,500	9,500
Total - Housing Revenue Account	56,019	0	56,019	57,305	1,286	50,000	50,000	50,000
Totals - Housing Revenue Account	56,019	0	56,019	57,305	1,286	50,000	50,000	50,000
Corporate								
Capital Funding								
Capital Funding	10,334	(80)	10,254	10,334	80	12,000	1,600	1,500
Total - Capital Funding	10,334	(80)	10,254	10,334	80	12,000	1,600	1,500
Totals - Directorate: Corporate	10,334	(80)	10,254	10,334	80	12,000	1,600	1,500
TOTALS - CAPITAL PROGRAMME	222,284	(1,047)	221,237	224,869	3,632	218,004	118,860	60,940

Future years budget TOTALS 397,804

Capital Programme Tier 1 budget (all years) TOTALS 619,041



Place Scrutiny Commission

8th December 2016

Report of: Strategic Director - Place

Title: Performance Report for 2016/17 Q2

Ward: Citywide

Officer Presenting Report: Barra Mac Ruairi, Strategic Director - Place

Contact Telephone Number: 0117 352 5558

Recommendation

To note:

– The Place Performance Report for 2016/17 Q2

Summary

The report and appendices are a summary of the main areas of progress towards the delivery of the Corporate Plan 2014–17.

The significant issues in the report are:

The most significant highlights, milestones and performance issues are contained within the Place 2016/17 Quarter 2 Performance Report (Appendix A) and Management reports on BCP measures with performance at “Well below Target” (Appendix B).



Policy

1. Not applicable

Consultation

2. **Internal**
Directorate Leadership Team and Senior Leadership Team
3. **External**
Not applicable

Context

4. The Performance report for quarter 2 of 2016-17 has been reset in the context of the new Key Objectives in the draft Corporate Strategy (2017-22) which is under consultation. The suite of measures of success (including both performance indicators and key projects) currently agreed have been re-aligned against the new Key Objectives as an illustration of how they might continue to determine progress towards delivery of the new Corporate Strategy and business plans. There is also work in progress to review and develop measures of success that may better reflect aspirations of the new Corporate Strategy and business plans.

Appendix A. (Place 2016/17 Quarter 2 Performance Report) reports on key measures in delivering the Corporate Plan and the current position can be summarised as follows:

- 13 indicators; 5 of which are reported quarterly, one biannually, and 7 annually.
- Of the 5 quarterly indicators for which data was due in Q2:
 - 2 are showing as ‘above target’, with both giving an improved direction of travel when compared to the same period in 2015-16.
 - 2 are showing as below or well below target, with both showing worse performance when compared with the same period in 2015/16 (See further comments below and Appendix B management note.)
 - 1 is showing as on track, despite targets not having been set.
- 1 measure is reported twice a year (biannual) – this is showing as ‘on track’, however also has markedly diminished performance when compared to the same period last year.
- The seven annual measures are generally reported at year end or as soon after as possible once data is available. In-year narrative is provided to give an indication of activities in progress that are planned to have a positive contribution to achieving targets.
 - The one annual measure which remained outstanding at 2015-16 year end (BCP091 – net additional homes) is now available and reported on in Appendix A – please note that the year-end outturn was above target and also had an improved direction on travel on 2014-15.

- One further metric had its annual update during quarter 2; BCP 124 - CO2 emissions (for 2014). This showed as both above target and with an improved performance compared to the previous year.
- The five remaining annual measures had four showing an improving direction of travel when compared with the previous reporting period, with one measure having a declining direction of travel.
- 3 projects
 - These summarise areas of activity where a number of projects and initiatives are contributing to the realisation of objectives in the Corporate Plan. They range in size and scope from relatively small-scale work to develop and sustain high streets and local centres to the city-wide strategic activities needed to deliver the Strategic Economic Plan.

Headline findings for quarter 2 reporting:

- The delivery of affordable housing continues to be a challenging area. Following the election of the new administration in May 2016 and ongoing discussions with the Cabinet Member for Homes, the targets for this measure have recently been set (and trajectory agreed), setting out how the Council will build 2,000 new homes – 800 affordable – a year by 2020.
- There continues to be above target performance in respect of bus journeys made, with passenger numbers also 6.9% above the level at the same point in 2015-16. Given the continuing infrastructure works around the city this is encouraging given the potential for congestion and the impact on bus reliability.
- The two culture measures (BCP151 - number of tourists to the city and BSP152 - number of visitors to Bristol Museums, Galleries and Archives) are both below target this quarter and down on the same period last year. However this should be seen in the context of 2015 when, as a direct result of the events offered through the European Green Capital 2015 programme and the Shaun the Sheep sculpture trail, there had been a considerable uplift in performance when compared to 2014.
- BCP152 (number of visitors to Bristol Museums, Galleries and Archives) is well below target with overall performance for the year to date down 22.5% on the same period in 2015-16. However commercial activities and resultant income streams are showing a healthy increase. *A more detailed management note can be seen at Appendix B* which sets out a number of factors which have influenced this lower performance, but which also shows what actions are proposed as part of improving the situation.
- Projects are reported through individual governance arrangements to specific boards; in addition to this there is a regular programmes and projects board (PPP) where an overview is taken of all key projects and initiatives across the directorate. Milestones are reported, and targets reviewed as part of ensuring ongoing delivery schedules are met.
- Appendix A has been amended to show an indicative re-alignment of existing Corporate Plan measures of success to the new Key Objectives in the Draft Corporate Strategy 2017-22 which is currently under consultation. However as noted below there will continue to be ongoing work to review and develop indicators which better reflect the Draft Corporate Strategy 2017-2022 and business plans.

Proposal

5. Place Scrutiny Commission is asked to note the contents of the summary performance report.

It also asked to note that Strategic and Service Directors will continue to be involved in developments to performance reporting arrangements and indicators which better reflect the Draft Corporate Strategy 2017-2022 and business plans. This includes how reporting can most efficiently enable Cabinet Leads, DLTs and scrutiny commissions to carry out their roles.

Other Options Considered

6. Not applicable.

Risk Assessment

7. Not applicable.

Public Sector Equality Duties

- 8a) 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.

- 8b) This report is a statement of the progress on delivery of the Corporate Plan objectives and therefore no equality impact assessment been undertaken. Individual workstreams will have undertaken equality impact assessments as part of developing and delivering the work programmes.

Legal and Resource Implications

Legal

Not applicable.

(Legal advice provided by n/a)

Financial

(a) Revenue

Not applicable.

(b) Capital

Not applicable.

(Financial advice provided by n/a)

Land

Not applicable.

Personnel

Not applicable.

(Personnel advice provided by n/a)

Appendices:

Appendix A: 2016-17 Q2 Performance Report against Corporate Priorities

Appendix B: 2016-17 Q2 Management note BCP152

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Place Scrutiny Performance Report for 2016/17 Qtr. 2 (1st April 2016 to 30th September 2016) progress against the Corporate Plan Measures of Success

Key: Direction of Travel in last 12 months

Improved (>10%)			Worsened (>10%)
Improved (<10%)			Worsened (<10%)
Static (0% change)			

Greyed out arrow shows last comparable direction of travel (for annually reported metrics)

Homes

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
Page 83 BCP091	Net additional homes provided to meet the Core Strategy target	Deliver More Homes	Planning	Annual	1,539	914	Not due		<p>This measure is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions. The annual target is determined by the Core Strategy which sets an overall minimum target over 20 years from 2006, therefore resulting in a reducing annual target over the lifetime of the Strategy. Following the completion of the annual survey, the 2015/16 outturn can now be reported. The overall increase of 5.9% in dwelling completions since 2014 (1,454 completions) has mainly come from major housing developments and student accommodation, continuing the overall trend of the last three years.</p> <p>An annual target to reflect the draft Corporate Strategy target of building 2,000 homes by 2020 is being prepared. The draft Corporate Strategy 2017-22 is being consulted on until 5th January 2017.</p>
BCP092	Increase the number of affordable homes delivered in Bristol	Deliver More Homes	Economy	Quarterly	173	250	107 (above target)		<p>This is defined as "Total supply of social rent housing and intermediate housing" - as set out in PPS3 (Planning Policy Statement 3) - New definition being developed, in terms of rent, to include Council Housing; also Shared ownership; but to exclude starter homes. Figure in red relate to the current indicator and used as an indication of the current situation.</p> <p>Annual affordable housing targets are being prepared to reflect the draft Corporate Strategy target. The targets for affordable homes over the next three are expected to be 200 in 2017/18, 350 in 2018/19 and 800 in 2019/20. These targets will be confirmed early in the new year.</p>

Our Transport

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP061	Increase level of cycling across Bristol (baseline 2008/09 = index 100)	To produce a comprehensive Bristol Transport Plan with a particular focus on the steps required to deliver against the key objective of tackling congestion.	Transport	Annual	182	210	Not due	↑	<p>New signage for cyclists in the city centre has now been completed. Designs have been completed and statutory consultation commenced for extending the Baldwin Street cycle path and installing a new segregated cycle route on Wapping Road/Prince Street. The recent Shared Use consultation highlighted key areas in the city centre where there is conflict between people who walk and cycle. A plan is now being developed to create improved legibility. The bugbears website is now closed and prioritisation of schemes to overcome 'pinchpoints' is now taking place. The cycle count is reported annually (usually at Q1 the following year) and is informed by cordon counts in defined locations and by automatic counters on new cycle infrastructure.</p> <p>The 2016 National Highways and Transport Survey (NHT) has seen improvements with the overall Key Indicator of "Satisfaction with Cycle Routes and Facilities" (55% in 2016, up 3 % points). Of the nine secondary level indicators, 7 increased between 2 and 4 %points over the 2015 result, whilst the remaining 2 remained static (cycle route information and cycle facilities at place of work.)</p>
Page 84 P062	Improvement in air quality in the Bristol Air Quality Management Area	To secure the best available technology and innovation for Bristol so that all buses and, over time, other vehicles, are not polluting the city or adding to global warming	Transport	Annual	40.9(ug/m3)	40.0(ug/m3)	Not due	↓	<p>Current and planned improvements in transport are expected to contribute to improved air quality. More specifically, under new Government guidelines the City Council will be developing a new Air Quality Action Plan including plans for a Clear Air Zone, as part of Devolution. This will be steered by the newly formed Mayoral Air Pollution Working Group that meets monthly. Two air quality funding bids have been submitted to DEFRA for a study to design the Clean Air Zone and a Communications and Engagement Project. New indicators will be developed to inform the CAZ. This indicator measures nitrogen dioxide readings taken monthly from a range of over 20 locations across the city from background and roadside sites.</p>
BCP063	Bus services running on time (punctuality of scheduled departure times)	To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity	Transport	Annual	1.12 <small>(last reported 2014/15)</small>	See comment	Not due	n/a	<p>This data is only collected once per year. Bus patronage is up which means boarding time has significantly increased and smart ticketing is being introduced is a direct response to that challenge. We are also working with First Bus through the formal Punctuality Improvement Partnership to prioritise capital investment where it will make the greatest difference to evidenced delays, however the data is being distorted by the current construction programmes which means that this is a challenging indicator at present in any case. On some of our main corridors there is an increased frequency of buses that means that this indicator is no longer so relevant, and we are considering whether to focus on the non frequent services where punctuality is more important. Feedback is welcomed on this move.</p>

Our Transport (contd.)

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP064	Increase the number of passenger journeys on buses	To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity	Transport	Quarterly	36,779,218	37,000,000	18,867,323 (Q2 target 18,130,000) (Above target)		Passenger numbers were up 6.9% on the same period (April to September) in 2015-16, and up 4.7% over the summer months of July to September. Performance is 4.1% over target and has held up well despite there not being the high profile events of 2015, such as the Global Green Capital programme, and Shaun the Sheep sculpture trail and related bus usage associated with these.

Place

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP119	Improve energy efficiency from home installations	Ensure Bristol is on course to be run entirely on clean energy by 2050	Energy	Quarterly	938 installations	250	168 installations (On track)	n/a	In the year to date (April to September 2016) a total of 168 installations have been completed. These are for domestic installations realised from the initiatives led by the Energy Service's Investment Team. Since the launch of Warm Up Bristol in 2014 a total of 1,106 installation have now been completed, equating to £3.75m worth of work; 29% of these are for new boilers, 33% external wall insulation with the remaining being double glazing and loft / cavity wall installations. (This measure is shown as "on track" since there are not in-year targets; this is due to the nature of delivery and the difficulty of profiling an annual target across the year in a meaningful manner.)
BCP120	Energy generated by initiatives led by the Energy Service	Ensure Bristol is on course to be run entirely on clean energy by 2050	Energy	Biannual	2,728kW	450kW (generated capacity)	220 kW (generated capacity) (On track)		Three additional roof installations have been completed since April 2016; new installations since the last reporting period include those on corporate sites and other public buildings e.g. Ashton Gate football stadium. This was a new measure in 2015/16 and is specific to the amount of the generated capacity from the Corporate solar PV scheme. (This measure is shown as "on track" since there are not in-year targets; this is due to the nature of delivery and the difficulty of profiling an annual target across the year in a meaningful manner.)

Place (contd.)

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
BCP121	Increase the economic output measured by annual Gross Value Added (GVA) (£m)	Investment, maintenance and building of economic, cultural and environmental infrastructure of the city	Economy	Annual	£13,277m	£13,000m	Not due	↑	There are a wide range of factors which are relevant to the measurement of economic output for Bristol. Economic conditions during the year will then in turn directly influence the number of business registrations which take place. The quarterly Economic Briefing note for the current period ending September 2016 presents information on the local labour market and commercial and industrial development. The briefing also captures recent business news including significant job gains and losses, and major development proposals and can be seen here .
BCP122	Increase the proportion of new business registrations per 1,000 working age population	Investment, maintenance and building of economic, cultural and environmental infrastructure of the city	Economy	Annual	7.83	7.80	Not due	↑	
Page 86 BCP124	Reduce the total CO2 emissions in Bristol City (k tonnes)	Ensure Bristol is on course to be run entirely on clean energy by 2050	-	Annual	1,968 (k tonnes) (calendar year 2013)	1,829 (k tonnes)	1,777 (k tonnes) (Above target) (calendar year 2014)	↑	NEW data - The outturn reported is for the calendar year 2014; the improved performance shown was helped by general weather conditions over the mild winter. The annual calculation for this measure is due around 18 months after year end. The indicator comprises of an annual amount of end user CO2 emissions across an agreed set of sectors (housing, road transport and business).
BCP151	Number of tourists to the city	Ensure that Bristol maintains its thriving and innovative cultural life	Economy	Quarterly	3,879,014	3,600,000	1,962,879 (Q2 target 1,980,000) (Below target)	↓	Visits to Bristol Visitor Attractions and Bristol Performing Arts Venues for the year to date (April to September) are down 5% on the same period in the previous year, although this should be seen in the context of extra visitors to the city during 2015 resulting from the Green Capital 2015 programme and the Shaun the Sheep sculpture trail. However hotel room sales across all categories of accommodation for the same period were 3.7% up on 2015/16, totalling 912,919 with overall occupancy running at 85.9%.
BCP152	Number of visitors to Bristol Museums Galleries and Archives service	Ensure that Bristol maintains its thriving and innovative cultural life	Economy	Quarterly	1,085,034	1,000,000	481,480 (Q2 target 550,000) (Well below target)	↓	Visits to BMGA sites were 12.5% below target and also down 22.5% on the same period in 2015/16; this can largely be accounted for by there not being the high profile events such as Green Capital 2015 and the "Shaun" sculpture trail programmed for the city in 2015/16 (when BMGA sites hosted two statues) as both of these contributed to the increase in visitor numbers during 2015/16. The target for 2016-17 is lower than the outturn for 2015/16 since it is determined by existing targets set with Arts Council England (ACE) as part of funding agreements.

Place (contd.)

Code	Measure of Success	Headline Five Year Objective	Division	Frequency of measure	2015/16 Outturn	2016/17 Target	2016/17 q2 progress (01 Apr - 30 Sept)	Direction of Travel (12 months)	Qtr. 2 comments about progress/achieving the target
Project	Delivery of a range of projects to support the development and viability of Bristol's High Streets and Local Centres of the city	Investment, maintenance and building of economic, cultural and environmental infrastructure of the city	Economy	Ongoing	n/a	n/a	n/a	n/a	There is on-going work with Business Improvement Districts which incorporate some of Bristol's High Streets and Local Centres. Work has begun on a re-ballot for Clifton Village BID which is due to take place next year. The High Streets and Local Centres Action Plan is being updated, to capture what has already been achieved and which actions are still to be completed. Currently working with Neighbourhoods to develop a consultation for high streets and areas that will benefit from Port Communities Resilience Fund (PCRF). The consultation is continuing at the Neighbourhood Partnership meeting on 20 November. As of October 2016 the retail vacancy rate for the combined Retail Centres and Areas of Bristol was 7.6%. This vacancy rate has now risen for three quarters in a row. However, the vacancy rate for the combined Retail Centres and Areas of Bristol hasn't changed significantly over the last two years. As previously highlighted direct comparative data for core cities is difficult to obtain; the latest update from Springboard in August 2016 reports a national average of 10.1%.
Project	Funding approval for projects promoted as part of the Strategic Economic Plan (Funding, and therefore delivery, does not start until 2015/6).	Investment, maintenance and building of economic, cultural and environmental infrastructure of the city	Place	Ongoing	n/a	n/a	n/a	n/a	The Strategic Economic Plan is the Economic Strategy shared between the four WoE UAs. SEP projects have been prepared seeking funding from each of the three European Structural & Investment Fund (ESIF) priority axes; Business Growth, Innovation and Low Carbon Priorities. Work was undertaken to influence shape of the first calls for projects by DCLG allowing ALL BCC supported projects to be encouraged to be approved following final bid submission around business start-up, early growth and social enterprise support projects in response to the Business Growth call. The Low Carbon call is currently open. Avonmouth Severnside Enterprise Area (phase 1 infrastructure): following approval of funding, work continues on the ecological field surveys and appropriate governance is now in place for the design and development of the flood defence solutions; Filwood Green Business Park occupancy rates continue to outperform forecasts at 81% with a healthy enquiry pipeline.
Project	To reduce household energy demand and make energy production more sustainable	Ensure Bristol is on course to be run entirely on clean energy by 2050	Energy	Ongoing	n/a	n/a	n/a	n/a	The Council is currently delivery a number of projects to meet this outcome, the principle ones being the installation of heat networks, the installation of insulation measures on homes (public and private), facilitating installation of renewable energy generation on our and others land and buildings and supporting Communities through grant funding to undertake a range of projects making the city more sustainable.

Reading Performance Reports

The following notes are provided to help put into context some of the terms used in performance reporting, and how to best interpret them.

Performance Indicators (PIs)

These are the metrics used to help us understand how effectively we are delivering our Corporate Plan, and have been carefully chosen to provide the best possible indication of progress (either directly or indirectly) against our Objectives. It is important that we have consistency throughout the year, so although an annual refresh is a necessary way to keep metrics current and related to strategic objectives, once chosen these measures will be in place for at least 12 months. As we move forward, it would be possible to do this refresh in conjunction with the relevant Scrutiny body.

Annual Indicators - where the out-turn can only be measured once a year, for example PIs derived from questions on the Quality of Life survey, or our annual GCSE results. Related comments on any report during Quarters 1 to 3 are therefore to contextualise what work is being undertaken to ensure that the target will be met at year end (usually in Quarter 4). An understanding of this should help when directing any questions to Officers around the associated PI.

Quarterly Indicators - where there is a performance update available each quarter. The comments here will in general relate to this revised outturn, and should also indicate why the metric is above/below target for the period. If the PI is below target, any associated comments should be specific as to what course of action is planned to get performance back on track. You may feel that any questioning here should focus on the validity of any proposed action(s).

Targets

Targets should always be set based on SMART principles – Specific, Measurable, Agreed, Realistic, Time-related. This includes the imperative that our targets should be stretching but achievable - if this is enacted correctly a true reflection of performance will be forthcoming each quarter.

The performance of our PIs is RAG rated as shown below:

Red – well below target - of high concern

Amber – below target - of concern

Green – above target - performing well

Clearly the main focus should be on those PIs rated in **Red** – performing well below target.

Direction of Travel (DoT)

This shows the how well the PI is performing in relation to how it was doing 12 months ago. It may be, for example, that the DoT shows improvement from last year (↑), however is currently performing below target (say **Amber**). This usually means that stretching targets have been set, and helps to give the performance of the PI greater context. This added information will doubtless assist when asking any related questions, however only quarterly metrics have a DoT each quarter; annual measures will have this just once a year.

Management Report BCP152 - Number of visitors to Bristol Museums, Galleries and ArchivesExplanation of performance (why is it well below target):

The number of visitors to Bristol Museums, Galleries and Archives (BMGA) this quarter was 259,275, with the year to date total being 481,480. This was 12.5% below the half year target of 550,000 and 22% below the same period in 2015/16 when there were 621,466 visits. The main reasons for this were:

- a. Our average annual visitor figure fluctuates by up to 20% based on weather, tourism trends and exceptional activity. All City indoor venues reported, via Destination Bristol, a drop in visitor figures largely due to the warmest summer, after 2013, since 2006 [Met office summer summary 2016].
- b. As a hot summer was expected we proactively focused on conversion of commercial activity and are pleased to report an increase for exhibitions, retail, cafe, donations and private hire. In July, Aug & Oct, at Bristol Museum & Art Gallery donations from visitors (Welcome Desk and donation boxes) exceeded £10k each month. Collectively for these three months this is a 540% increase in visitor donations (£31,548 for 2016-17 compared to £4,926 for 2015-16). Our retail saw Average Transaction Value increase to £6.69/ £6.22 up from £4.90/£4.19 last year with M Shed sales up 26.2% on last year.
- c. 2015 was an exceptional year for activity including Green Capital 2015 which presented a wide ranging programme across the year which BMGA was involved with, particularly over the summer period. The "Shaun the Sheep" sculpture trail also took place in 2015 and with BMGA sites hosting two statues this inevitably gave an uplift to visitor numbers of well over 100,000 which would not be repeated in 2016.
- d. There was also no major exhibition over the summer; instead there was a re-focus of working with young people (14-25) to develop their own events and activities. This included an increase in city-wide outreach work to improve awareness and activity in the community instead of just in the museum buildings.
- e. Opening days and hours at the historic houses were changed from April 2016 (the impact of this will be reviewed) and we now exclude dedicated school visits from the general visitor figures for clarity.
- f. Visits generated from Easter holiday activities were lower as during 2016 there was less of the school holidays during the reporting period; a later or earlier Easter will have a greater or lesser impact on Q1 reporting and Q1 2016 was marginally down on Q1 2015. This deficit then carries forward into Q2.

Planned actions to bring metric back on target:

1. A strong programme for the remainder of the year is planned, including the Wildlife Photography 2016 Exhibition.
2. Work is underway on assessing the outreach programme and impacts will be reported.
3. New mechanisms (data points etc.) are being tested to inform how feedback and conversations can be captured in order support future plans.
4. We will be working with our volunteers and interns specifically to improve our marketing effort.
5. At M Shed we will be investigating how we might best improve the visibility of the museum to the new foot traffic from the Wapping Wharf site which is now open to the public. It is hoped that this will help counterbalance the reduced visibility/ease of access currently resulting from the closure of Princes Street bridge.



Place Scrutiny Commission

8th December 2016

Report of: Strategic Director - Place

Title: Directorate Risk Register Review November 2016

Ward: Citywide

Officer Presenting Report: Barra Mac Ruairi, Strategic Director - Place

Contact Telephone Number: 0117 352 5558

Recommendation

The Commission review and scrutinise the Directorate Risk Register as at 30th November 2016 which is attached to this report.

Summary

This report presents the Directorate Risk register. Directorate Risk Registers are reviewed by Directorate Leadership Teams on a quarterly basis and will be provided for scrutiny at six monthly intervals.

The significant issues in the report are:

- Corporate Risk in the context of Directorate risk consideration (Paragraph 4)
- Process for review of Directorate risks. (Paragraph 5.2)
- Issues arising from the Directorate Risk Register (Paragraph 5.5)
- The full directorate risk register (Appendix 1)



Policy

1. *The Audit Committee is responsible for providing independent assurance to the Council regarding the effectiveness of its strategic risk management arrangements. The Council has a Risk Management Policy which requires strategic risks to the Council, and details of how they are managed to be recorded in strategic risk registers – the Corporate and Directorate Risk Registers. Whilst the Corporate risk Register is scrutinised by the Audit Committee on a six monthly basis, it was agreed at Overview and Scrutiny Management Board, that the Directorate Risk Registers will be scrutinised by each Directorate scrutiny twice a year. They will however also be provided once each year to Audit Committee, for information (not scrutiny) to provide the Audit Committee with assurance that Directorate Risk Registers are in place and effectively scrutinised.*

Consultation

2. **Internal**
Directorate Leadership Team / Risk Owners / Cabinet Member - Place
3. **External**
Not applicable
4. **Background – Risk Management and the Corporate Risk Register**
 - 4.1. Risk is defined in the Risk Management Policy as ‘the chance of something happening that will impact (positively or negatively) on the achievement of the Council’s Objectives’. Risk Management is the planned and systematic approach to the identification, evaluation, prioritisation and control of risks and opportunities facing the Council Management.
 - 4.2. Risk Assessment is the measure of likelihood and impact on objectives of an uncertain action of event.
 - 4.3. The Corporate Risk Register (CRR) is an integral element of the Council’s Strategic Risk Management arrangements and aims to support the delivery of the Council’s objectives by setting out the strategic high level risks facing the Council in delivering its plans and how they are ensuring these risks are effectively managed.
 - 4.4. The CRR is used by the Strategic Leadership Team to monitor risk levels and take assurance that all necessary steps are being taken to ensure the risks are managed to a level acceptable to them.
 - 4.5. The CRR is currently under review but at this time includes the following risks:
 - **Safeguarding (Amber)** – The Council fails to ensure adequate safeguarding measures are in place, resulting in harm or death to a vulnerable adult or child.
 - **Organisational Achievement and Resilience (Red)** - The Council fails to maximise opportunities afforded by the Single Change Programme to deliver and achieve the Mayoral

and corporate objectives and maintain its resilience into the future.

- **Governance (Amber)** - The Council fails to comply with internal controls and to effectively meet the framework of obligations within the statutory Annual Governance Statement and the Code of Corporate Governance.
- **Infrastructure (Red)** - The Council fails to generate the investment necessary to maximise its influence upon the delivery and maintenance of a sustainable infrastructure which will support the City to grow and prosper.
- **Community resilience (Red)** - Failure of the Council and the community at large to anticipate, sufficiently mitigate, respond to or recover quickly enough from a significant and unexpectedly disruptive event. This risk is focused on how the Council and communities can adapt to significant changes in society over time rather than focussing on the Council's physical infrastructure that is in place to contribute when such an event occurs – this is considered in risk 4 – Infrastructure.
- **Finance (Red)** - Failure to deliver robust Financial Plans that will secure ongoing financial resilience to deliver statutory services and mayoral priorities.
- **Educational Attainment (Amber)** - Failure to focus and prioritise resources to effect the changes necessary to ensure the equality of educational opportunities across all ages and all communities.
- **Demographic and Service Pressures (Amber)** - The Council fails to appropriately manage demand for its services and does not maximise all potential delivery methods to ensure that services are provided in the most cost effective way.
- **Devolution (Red)** - Failure of the Council to work with the neighbouring authorities and the community at large to maximise the benefits of the Government devolution agenda to the best advantage of the people of Bristol and across the West of England.
- **Delivery Democracy (Green)** - Failure to deliver statutory elections and comply with all legal requirements.
- **Trading Company Operations (Amber)** - Successfully managing the trading companies where the Council is the majority Shareholder, or has an interest in the Company.

5. The Directorate Risk Register

- 5.1. As well as Corporate Risks, Directorate Risk Registers (DRR) detail risks faced by each Directorate. The DRR is owned by the Strategic Director and is used by the Directorate Leadership Team to ensure and monitor that risks are effectively managed.

5.2. The Directorate Risk Register was developed following:

- DLT Risk identification and assignment of a risk owner who is responsible to ensure each risk is effectively managed
- Detailed work with the Risk Owner to determine key current mitigations and further actions to ensure the risk is properly managed
- Re-review by DLT to ensure risk levels are correctly identified and target risk levels are acceptable

5.3. The Place Directorate Risk Register is attached as Appendix 1 for scrutiny. The register is presented in the standard format agreed by ELT / SLT and uses the risk management methodology in the risk management policy agreed by the SLT and the Audit Committee in November 2014. Appendix 2 provides helpful extracts from that policy to assist Members in understanding risk levels recorded in the register. The risk matrix, Guidance parameters used to measure impact and Guidance parameters used to measure likelihood.

5.4. The timing of presentation of the Directorate Risk Register to Scrutiny is such that the commission are also receiving information concerning Directorate performance at this meeting. It is envisaged that both the risk and performance information provided to the Committee should be reviewed together to aide effective challenge to both sets of information.

5.5. The Place Directorate Scrutiny Commission last received the Directorate Risk Register on 14th July 2016. The following paragraphs summarise the key changes to the risk environment since then:

5.6. No new risks have been identified and added to the register since the last review.

5.7. No risks have been removed from the register since the last review.

5.8. Risk levels have remained unchanged in the following areas:

5.8.1. Programme Delivery

5.8.2. Service Delivery (Staff Resources)

5.8.3. Service Delivery (Financial Resources)

5.8.4. Service Delivery (Governance)

5.8.5. Relocation of the Traffic Control Centre

5.8.6. Construction of the Hinkley Point Power Station

Other Options Considered

6. None necessary

Risk Assessment

7. Robust and effective strategic risk management arrangements are essential in helping the Council manage its business and deliver its priorities.

Public Sector Equality Duties

None necessary for this report

Legal and Resource Implications

Legal

None sought

Financial

(a) Revenue

None arising from this report

(b) Capital

None arising from this report

Land

Not applicable

Personnel

Not applicable

Appendices:

Appendix 1 – Place Directorate Risk Register

Appendix 2 – Risk Matrix, Guidance parameters used to measure impact and Guidance parameters used to measure likelihood

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

PLACE DIRECTORATE RISK REGISTER

Situation as at Quarter 2: 2016/17



Updated: 09/11/2016

The following Risks are included in the Risk Register (Details on the separate worksheets):

Page 95

- 1 Programme Delivery
- 2 Service Delivery (Staff Resources)
- 3 Service Delivery (Financial Resources)
- 4 Service Delivery (Governance)
- 5 Traffic Control Centre
- 6 Construction of the Hinkley Point Power Station

Risk Matrix - Guidance Note

1	Programme Delivery	Risk Owner: Barra Mac Ruairí	Updated: 10/11/2016
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Risk Overview	Risk Description: The Place Directorate is responsible for the delivery of a large range of Projects and Programmes, to support delivery of Corporate Strategies and Policies, and services across the City Council. Their successful delivery is dependent on a range of factors, and so each project / programme has its own risks, which are addressed by specific risk registers embodied within the management of the project / programme. However, there are some cross-cutting and generic issues which are addressed by this risk.				
	Causes: Lack of effective programme governance, inadequate strategic programme planning, management and resources. Need to ensure that the delivery of the programmes / projects and the mitigations identified are embedded within the relevant Service / Team plans and My Performance individual work programmes.				
	Consequences: Failure to deliver programmes / projects on time and in accordance with the project specifications, could impact on service delivery across the organisation, and the failure to deliver essential infrastructure projects could impact on the ability of the City to grow and prosper. Impact on community. Reputational damage. Loss of confidence in the Council and the City. Future investors are not attracted to Bristol. Operational impacts e.g. transport problems.				
	Horizon: Medium to long term				
	Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
	Current	Probable (4)	Critical (3)	Total Score (12)	
	Target	Possible (3)	Critical (3)	Total Score (9)	No Change

Relationship with Corporate Risk Register	
CRR2: Organisational Achievement and Resilience	The organisation is undergoing a process that will have a significant impact on the workforce, which may impact on programme / project delivery.
CRR3: Governance	Good governance and programme / project management is essential to the successful delivery of the capital programme, and the need for this is addressed in the Directorate Risk.
CRR4: Infrastructure	Place has responsibility to the successful delivery of a number of the identified project areas within this Risk.
CRR6: Finance	Delivery of projects on time and in an budget is an essential element of good project management, and of increased importance with the organisation facing increased financial pressures.
CRR11: Trading Company Operations	Projects associated with the Energy Company have formed an important element to the Capital Projects programme.

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<p>1.1 Programme Governance</p> <p>Good governance is essential to ensure that a strategic overview is maintained over the wide range of programmes that the Directorate is responsible for, and to ensure that they are properly managed to ensure successful delivery of the programme and to ensure the identified benefits are realised.</p> <p>a. A Place Programmes, Projects & Performance Board (PPP) has been established to manage the programmes being delivered by the Directorate, consisting of members of the Directorate Leadership Team and chaired by the Strategic Director.</p> <p>b. The Corporate Capital Programme Board routinely reassesses and challenges the capital commitment and project slippage.</p>	Barra Mac Ruairí			
	Barra Mac Ruairí		Meets Monthly	Barra Mac Ruairí
	Barra Mac Ruairí		Meets Monthly	Barra Mac Ruairí
<p>1.2 Major Projects Unit</p> <p>The PPP Board has identified the need for support to ensure that the directorate portfolio is managed at a strategic level; and to provide targeted additional support to individual projects and programmes as required.</p>	Alistair Reid	The Service Manager is now in post; the agreed establishment of the Major Projects Unit will be taken forward as part of the Place Directorate's Sustainable Business Plan work and managed as part of PPP.	Monthly	Alistair Reid
<p>1.3 Programme Management</p> <p>Effective management is essential to the successful delivery of the programmes, to ensure the effective use of resources and to ensure compliance with best practice, and with due regard to corporate policies and practices.</p> <p>Each Programme will be managed have an identified Programme Manager, and Board, and will prepare regular Highlight reports identifying progress and issues.</p>	Alistair Reid	Ongoing compliance. In place	Monthly	Alistair Reid

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<p>1.4 Divisional Financial Management</p> <p>The ranges of programmes are financed through a number of different finance streams, including fee income derived from clients.</p> <p>Any shortfall in income could impact the ability to deliver a project / programme on time.</p> <p>Budget over-runs could also endanger delivery of programmes if costs exceed the funds available.</p> <ul style="list-style-type: none"> • Close management of budgets form part of the regular Highlight Reports. • Forecasting and escalation of concerns at early stage 	<p>All Service Directors and Tian Ze Hao</p>	<p>Regular Financial Management and Budgeting is addressing this issue.</p> <p>Due to the complex nature of funding streams for each of the programmes, funding and budget monitoring need to be understood and implemented on a project basis. The finance management of projects are undertaken at the project level and are managed through the the Council's financial management structure which include but not limited too monthly forecasting and reporting of spend, capital board, PLT, PPP</p>	<p>Monthly</p>	<p>All Service Directors and Tian Ze Hao</p>
<p>1.5 Risk Management</p> <p>It is essential that the management of Projects and Programmes includes a robust and consistent approach to risk management to optimise successful delivery.</p> <p>A corporate approach to risk management has been established that should be adopted at all levels of the organisation, and should be established with the current risk management used for projects and programmes.</p>	<p>Barra Mac Ruairí</p>	<p>Ongoing compliance.</p>	<p>Ongoing</p>	<p>Barra Mac Ruairí</p>
<p>1.6 External Contractors</p> <p>In a number of cases, successful programme delivery will be reliant on the availability of suitably qualified contractors, and their effectiveness in delivering their part of the programme.</p>	<p>Alistair Reid</p>	<p>External contractors are procured in line with BCC Procurement Policies which include assessment of the robustness of the contractor's own business.</p> <p>The Directorate has a robust Project Management regime which will further mitigate and manage any risks.</p>	<p>Ongoing</p>	<p>Alistair Reid</p>
<p>1.7 Unified Approach to Planning</p> <p>The delivery of the programmes / projects and the mitigations identified are embedded within the relevant Service / Team plans and My Performance individual work programmes to ensure that they are embedded with the overall work programme of the Directorate.</p>	<p>Barra Mac Ruairí</p>	<p>The Capital Portfolio Office will ensure that this is done to the required consistency and quality standards.</p>	<p>Ongoing</p>	<p>Alistair Reid</p>

2	Service Delivery (Staff Resources)	Risk Owner: Barra Mac Ruairí	Updated: 10/11/2016
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Risk Overview	Risk description: Lack of staff with the relevant skills to deliver the Directorate Work Programme / Corporate Plan Outcomes, and the ability to respond quickly to changing organisational needs.				
	Cause: The Council has gone through an unprecedented period of change, with has involved a complete restructuring, significant reductions in budgets and the loss of a large number of staff, a number of who had substantial experience and critical skills, and the re-focussing on the organisation in line with the new Corporate Plan. There is a lack of a strategic approach to workforce planning and development, designed to maximise staff mobility and the development of a longer term approach to staff training and development “growing” the skills that will be required in the future.				
	Consequence: The Directorate is less able to deal with peaks in demand / new or urgent work demands, which could lead to inability to deliver services on target, or to the required standard. The need to deliver some services though contractors can lead to less flexibility. Reduced pool of skilled staff to deliver specialised functions, and to work on programmes and projects.				
	Horizon: Medium to long term				
	Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
	Current	Probable (4)	Critical (3)	Total Score (12)	
	Target	Possible (3)	Critical (3)	Total Score (9)	No Change

Relationship with Corporate Risk Register	
CRR2: Organisational Achievement and Resilience	The organisation is undergoing a process that will have a significant impact on the workforce, which may impact on the delivery of its services, and which will need to be factored in to its planning and performance management processes.
CRR3: Governance	Good governance, workforce planning and performance management is essential to the successful delivery of the work programme, and the need for this is addressed in the Directorate Risk.

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
2.1 Workforce Planning There is a need for a more strategic approach to resource management, ensuring the ability to move staff across the organisation to deal with work demands, and to take a longer term approach to staff training and development “growing” the skills that will be required in the future.	All Service Directors and Mark Williams	Workforce Planning priorities to be aligned with the relevant theme in the Place Directorate Strategy 2016-24. This is being progressed as part of the Place Directorate Year 3 Directorate Transformation Strategy (Theme 4). Further work being undertaken to develop a clear plan of CPD requirements for staff at all levels. This is being progressed as part of the Place Directorate Year 3 Directorate Transformation Strategy (Theme 4).	On-going	Mark Williams

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<p>2.2 Business Planning</p> <p>A robust and co-ordinated approach to Business Planning will support the development of service plans that prioritise service delivery in line with available resources and corporate priorities, and provide a mechanism to transfer resources, where required, to high priority areas of the business.</p>	Barra Mac Ruairí	<p>Strategic alignment between Corporate Plan and the Mayoral Vision through to My Performance target setting for individual members of staff.</p> <p>This is being achieved through the Place Directorate's Sustainable Business Plan and Year 3 Directorate Transformation Strategy.</p>	Ongoing	Barra Mac Ruairí
<p>2.3 Staff Supervision and Performance Management</p> <p>A robust and consistent approach to individual staff development and performance management will help deliver the work programme</p>	All Service Directors	<p>The implementation of a new corporate staff performance management system (My Performance) and the associated management training should help improve performance, identifying clear individual performance targets and staff training and development needs.</p> <p>Progress made. There is a Corporate directive that all My Performance reviews for 2015/16 must be completed by 30 June 2016.</p> <p>The Property restructure is complete with a few posts yet to be recruited to.</p>	<p>On-going</p> <p>Completed</p> <p>Work-in-progress</p>	
<p>Programmes, Projects and Performance (PPP) Board</p> <p>The PPP board provides a forum to pull together the full range of performance / programme management issues, aligned to requirements of the Corporate Plan. This should enable a strategic approach to resource management, identifying where resources are required, prioritising need and taking the appropriate action to address resource issues as they develop.</p>	Barra Mac Ruairí	Good progress achieved, including prioritising recruitment of Senior Project Managers to ensure the delivery of key Spatial Programmes.	Monthly	Barra Mac Ruairí

3	Service Delivery (Financial Resources)	Risk Owner: Barra Mac Ruairí	Updated: 10/11/2016
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Risk Overview	Risk description: The Council is going through an unprecedented period of change, with a need to make substantial savings as identified through the Medium Term Financial Plan (MTFP).				
	Causes: Within the MTFP there are expectations in-built as regards to pressures, income from fees, charges and other sources – should this income not be achieved there is a likelihood of an impact on service provision, and the delivery of the Capital Programme. With the creation of new structures, and the loss of experienced staff, there may be a pressure to recruit additional resources, or employ consultants, to deliver - which could place pressure on the MTFP.				
	Consequences: With fewer resources and limited budgets the organisation is less able to deal with changing / additional workloads without placing additional demands on the MTFP.				
	Horizon: Medium to long term				
	Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
	Current	Probable (4)	Critical (3)	Total Score (12)	
	Target	Possible (3)	Critical (3)	Total Score (9)	No Change

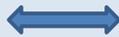
Relationship with Corporate Risk Register	
CRR2: Organisational Achievement and Resilience	The organisation is undergoing a process that will have a significant impact on budgets, which may impact on the delivery of its services, and which will need to be factored in to its planning and performance management processes.
CRR3: Governance	Good governance and budget management, and the impact on the planning processes will be essential to the successful delivery of the work programme, and the need for this is addressed in the Directorate Risk.
CRR6: Finance	Delivery of services to the required standard and on budget is an essential element of good management, and of increased importance with the organisation facing increased financial pressures.

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
3.1 Budget Management				

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<p>Strict budget management will be required, in parallel with performance and programme management, to ensure that an overview of these inter-related issues is maintained.</p> <p>Issues need to be identified early, so that that appropriate action can be taken to address any pressures developing, either by the re-allocation of resources or the reduction in service levels in lower priority areas.</p> <p>The Programmes, Projects & Performance (PPP) Board provides a forum to pull together the full range of financial, performance and programme management issues, aligned to requirements of the Corporate Plan, enabling a strategic approach to financial management, prioritising need and taking early action to address financial issues as they develop.</p>	<p>All Service Directors and Tian Ze Hao</p>	<p>The Place Directorate's Sustainable Business Plan and Long Term Financial Model will be part of the overall strategy of the Council and will underpin the Place Directorate's long term strategy.</p>	<p>Monthly</p>	<p>All Service Directors and Tian Ze Hao</p>

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<p>3.2 Business Planning</p> <p>A robust and co-ordinated approach to Business Planning will support the development of service plans that prioritise service delivery in line with available resources and corporate priorities, and provide a mechanism to transfer resources, where required, to high priority areas of the business.</p>	<p>All Service Directors and Tian Ze Hao</p>	<p>Strategic alignment between Corporate Plan and the Mayoral Vision through to My Performance target setting for individual members of staff.</p> <p>This is being achieved through the Place Directorate's Sustainable Business Plan and Year 3 Directorate Transformation Strategy.</p>	<p>on-going</p>	<p>All Service Directors and Tian Ze Hao</p>

4	Service Delivery (Governance)	Risk Owner: Barra Mac Ruairí	Updated: 10/11/2016
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Risk Overview	Risk description: The work programme within Place is reliant on a number of different governing / decision making bodies, including the Mayor, Full Council, Boards and Partnerships, and it is essential that a good working relationship and a consensus is maintained to ensure that the various work streams can be delivered.				
	Causes: Different Stakeholders may have agendas / priorities that do not fully accord with those of the City Council; or the need to await decisions in a range of different forums may impose delays and affect established project / programme plans.				
	Consequences: The inability to reach a decision could jeopardise delivery of a project, which could impact on the broader area beyond the boundaries of Bristol City Council, and potentially lead to additional or aborted costs, and bring the process / organisation into disrepute.				
	Horizon: Medium to long term				
	Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
	Current	Possible (3)	Significant (2)	Total Score (6)	
	Target	Possible (3)	Significant (2)	Total Score (6)	No Change

Relationship with Corporate Risk Register	
CRR3: Governance	Good governance, planning, performance and programme / project management are important elements in the successful delivery Directorate work programme.
CRR6: Finance	Effective budget management is essential, as part of good management, particularly in a time of budgetary pressures.
CRR8: Demographic and Service Pressures (It has been proposed that the title of this risk be changed to "City Growth Pressures")	Many of the services / programmes delivered by the Directorate are influenced by, or will influence, the growth of the City.
CRR9: Devolution	This has the potential to have considerable impact on the nature and management of the services delivered by the Directorate, and may require changes to governance to reflect the changing administrative situation.
CRR11: Trading Company Operations	The Governance arrangements for these companies may impact on the overall Governance arrangements of parts of the organisation.

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
4.1 Political Leadership Policies and decisions in a number of areas rest with the Mayor, the Cabinet and/or Full Council; with an established Scrutiny Function that provides challenge to decisions made.	Barra Mac Ruairí		Ongoing	Barra Mac Ruairí

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<p>4.2 Corporate Plan</p> <p>The work of Bristol City Council is focussed on delivering the Corporate Plan, which provides a strategic framework and priorities.</p> <p>The PPP Board has identified where Programmes support specific Corporate Priorities, or where they deliver on a wider, cross-cutting basis, and this can be used to help prioritise delivery of the overall work programme.</p>	Barra Mac Ruairí	This needs to be kept under review, and new programmes allocated as appropriate, to ensure that the overall portfolio remains relevant to the strategic aims of the City Council.	Ongoing	Barra Mac Ruairí
<p>4.3 Business Planning</p> <p>To support delivery of the Corporate plan, and to clarify the work programmes, budgets and resource management of the business a range of strategic and operational plans are required, to establish the strategic alignment from the overarching Corporate Plan to the work of the individual. These plans include Service, Team and Programme / Project plans.</p>	Barra Mac Ruairí	<p>The Place Directorate's Sustainable Business Plan is being progressed.</p> <p>On completion of the above, the need for Divisional and Service Team Plans will be reviewed and taken forward where appropriate.</p>	Ongoing	Barra Mac Ruairí
<p>Management Overview</p> <p>Management maintain an overview of performance and delivery across the organisation through a series of established meetings, these include:</p> <ul style="list-style-type: none"> • Strategic Leadership Team (SLT) • Directorate Leadership Team (DLT) • Divisional Management Team (DMT) • Programme Boards • Project Boards • Team meetings <p>In addition, Place has developed the Programmes, Projects & Performance (PPP) Board to maintain a clear overview of Programmes, Projects and Performance issues.</p>	Barra Mac Ruairí	Ongoing – Weekly / Monthly Cycle of meetings.	Ongoing	All Service Directors

5	Relocation of the Traffic Control Centre	Risk Owner: Peter Mann	Updated: 10/11/2016
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Risk Overview	Risk description: A failure before, or during, the relocation of the Traffic Control Centre from Wilder House, leading to a potential critical failure of the traffic management systems across the city. In the longer term this move and upgrade will improve the stability of the existing traffic control systems, which are currently outdated and unsupported by the manufacturers.				
	Causes: Current ageing systems are no longer supported by manufacturer's being relocated and updated, with two currently separate systems being consolidated in the same control centre, with the potential risks of a systems failure.				
	Consequences: Significant city wide congestion, potential for gridlock in city centre during busy periods.				
	Horizon: Medium to long term				
	Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
	Current	Possible (3)	Critical (3)	Total Score (9)	
	Target	Possible (3)	Critical (3)	Total Score (9)	Reduced

Relationship with Corporate Risk Register	
CRR5: Community Resilience	This project is specifically linked to the creation of a new, integrated operations centre at 100 Temple Street, which involves the co-location of existing control centres (Emergency Management, Traffic Management & CCTV monitoring/Concierge) to provide technical and operational resilience for city wide critical infrastructure and service provision.

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
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Page 106	Control Room Relocation Project Approval has been given for the Control Room Relocation project that will involve the construction of an Operations Centre at 100 Temple Street, built to achieve an "accredited" environment, and including the replacement of core systems to meet the current operational requirements of the City Council. The project will bring together staff from the Emergency Control Centre (Brunel House), Traffic Control Centre (Wilder House) and the CCTV Control staff (John Couzens House).	Peter Mann	Project managed with appropriate governance and risk management processes in place, including regular progress reports. There have been some delays with procurement but in general the project is largely on target.	On-going	Adam Crowther / David Towns
	a. Specialist requirements - specification of control room accommodation and systems create internal capacity and capability risk.	Steven Pendleton	Appropriate engagement of expert consultants for procurement completed. Procurement of subject matter experts (SME) now under way. Accreditation level agreed, final building design work now in process.	In place	Adam Crowther / David Towns
	b. Procurement process issues impacting on timescales.	Steven Pendleton	Supplier competition and value confidence through use of standard procurement frameworks, dedicated procurement resource to manage supplier contract negotiations. Delay in appointment of procurement expert has delayed SME procurement, timescale revised by PM.	In process, timescales reduced through use of Archus	Adam Crowther / David Towns
	c. Overspend / cost uncertainty.	Peter Mann	Establishment of risk contingency within project budget to accommodate overspend.	Ongoing	Adam Crowther / David Towns

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
5.2 Failure During Migration Service downtime during migration period(s) resulting in failure against CCTV and Telecare standards. Significant risk a serious incident e.g. city wide congestion, potential for gridlock in city centre during busy periods	Peter Mann	<ul style="list-style-type: none"> Development of business owned migration strategy. Procure and implement 'core' systems directly into new environment 	Ongoing, migration plan to be developed	Adam Crowther / David Towns
5.3 Current Systems Failure Current ageing systems no longer supported by manufacturer's resulting in potential critical failure of systems with no means of repair. Long term solution provided through the new Operations Centre.	Adam Crowther / David Towns	<ul style="list-style-type: none"> Spares for some key components are held on site, some others can be obtained within 24 hours. Not all parts can be replaced and parts are no longer manufactured / supported although there is a stock of spare equipment available 	Ongoing, migration plan to be developed	Max Thorley / Jackie Davies
		<ul style="list-style-type: none"> Maintenance contract with Siemens in place for 24 hour response. On going systems support provided at a cost of £27k p.a.. 		Max Thorley / Jackie Davies
		<ul style="list-style-type: none"> Recent issues encountered with the servers, including their use of Microsoft 2003 they is no longer supported. <p>A document has been produced detailing the specific IT issues for the ITS servers and officers are now working on the proposal to address this. Once this has been finalised and costed it will be brought before the Corporate Resilience Group for a final decision on what will be done about it.</p> <p>We are awaiting a quote from NCC group so we can get NPP approval to complete the penetration testing and finalise the security proposal.</p>		Max Thorley / Jackie Davies
		<ul style="list-style-type: none"> It is no longer possible to wait to replace the most critical UTC/SCOOT servers, and quotes have been obtained for their replacement. ICT undertaking penetration testing and assessment of replacement options prior to ordering new equipment. Backups completed and switches upgraded/replaced. One new UTMC server has also been installed. Two replacement servers have now been ordered from Siemens 	Complete - 3 new replacement servers delivered and fully operational.	Max Thorley / Jackie Davies
		<ul style="list-style-type: none"> Repairs carried out on the existing servers to prolong their life. 	Initial work complete. Ongoing maintenance with ICT needs to be agreed with SLAs.	Max Thorley / Jackie Davies

6	Construction of the Hinkley Point Power Station	Risk Owner: Alistair Reid	Updated: 10/11/2016
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Risk Overview	<p>Risk description: Hinkley Point is a significant construction project that will require a large number of staff and materials over an extended time period. This will impact on available resources to undertake BCC capital works through:</p> <p>a. Recruitment and retention of projects and programmes staff; particularly Project Managers.</p> <p>b. Lack of labour (at all levels), and materials impacting on delivery of our capital programmes.</p> <hr/> <p>Causes: The construction of the Hinkley Point Power Station is an extremely large scale project that will be undertaken over a number of years and require a very large workforce and substantial amounts of building materials. This will present the opportunity for extended contracts and enhanced pay prospects for skilled staff, which are likely to draw staff from across the region. Large amounts of building materials will also be required.</p> <hr/> <p>Consequences: This will lead to difficulties in recruiting and retaining experienced project managers, and other skilled professional in the construction industry. There is also likely to be a shortage of labour and materials available to undertake contract work for the City Council. In addition, this competition may lead to increased contract prices.</p> <hr/> <p>Horizon: Medium to long term</p>				
	Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
	Current	Likely (5)	Critical (3)	Total Score (15)	
	Target	Possible (3)	Critical (3)	Total Score (9)	No Change

Relationship with Corporate Risk Register	
<p>RR4: Infrastructure</p> <p>108</p>	<p>The potential impact of the construction of the Hinckley Power Station, and the potential impact that this will have on the price and availability of skilled staff and building materials has the potential to impact on the capital projects that make up the Infrastructure Risk, and will also impact on DRR1: Programme Delivery.</p>

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action	
6.1 Projects and Programmes Staff	Alistair Reid and Mark Williams	<p>a. To review risk to the recruitment and retention of project and programme management staff, and to consider whether current pay rates and terms & condition will be competitive in the future market.</p>	<p>To undertake research to enable a more detailed analysis of the potential impact on the recruitment and retention of key staff.</p> <hr/> <p>This is being achieved through the Place Directorate's Colleague Development Plan and Year 3 Directorate Transformation Strategy.</p>	<p>on-going once more information about the build programme of Hinkley is understood</p>	<p>All affected Service Directors and Mark Williams</p>
		<p>b. To examine potential for delivering additional training and development so that the organisation can "grow its own" skilled staff to reduce the impact of this competition.</p>	<p>To examine the potential for meeting any shortfall of skilled staff through the training and development of existing staff.</p> <hr/> <p>To review the Workforce Development Plan to take account of the above issues. This is being achieved through the Place Directorate's Sustainable Business Plan and Year 3 Directorate Transformation Strategy.</p>	<p>on-going once more information about the build programme of Hinkley is understood</p>	<p>All affected Service Directors and Mark Williams</p>

Current Mitigations in place and working effectively		Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
6.2	<p>Labour & Materials</p> <p>To review the potential impact on labour and materials available to deliver BCC capital works.</p>	Alistair Reid	To undertake research to enable a more informed assessment of the potential impact on the availability of labour and materials required for delivery of the Capital Programme and other capital works.	on-going once more information about the build programme of Hinkley is understood	All affected Service Directors
6.3	<p>Impact on Costs</p> <p>To review the potential impact on increased costs in delivering the capital programme, and to develop revised budgets to account for these increases.</p>	Alistair Reid and Tian Ze Hao	<p>To undertake research to enable a more informed assessment of the potential for increased costs.</p> <p>To review the capital works programme budgets, to take account of any potential impact.</p>	on-going once more information about the build programme of Hinkley is understood	All affected Service Directors and Tian Ze Hao
6.4	<p>Planning & Co-ordination</p> <p>To examine potential for reviewing the timing of works on behalf of BCC to avoid the highest levels of demand of the Hinkley Point scheme, to identify the potential avoiding competing for resources at the same time as the scheme.</p> <p>To prioritise schemes, to ensure that the projects with the highest priority, and to consider re-scheduling lower priority schemes.</p>	Alistair Reid	<p>Establish a working relationship with the management of the Hinkley Point construction project, to gain information in regards to their project plan and the scale and impact of each phase of the plan.</p> <p>Although there have been issues around this project, there are indications that the developer is mobilising in the region.</p>	on-going once more information about the build programme of Hinkley is understood	Alistair Reid and Abigail Stratford

Corporate Risk Matrix Ratings

Likelihood	6	Almost Certain	6	12	18	24
	5	Likely	5	10	15	20
	4	Probable	4	8	12	16
	3	Possible	3	6	9	12
	2	Unlikely	2	4	6	8
	1	Almost Impossible	1	2	3	4
Overall Risk Rating = Likelihood x Impact			Marginal	Significant	Critical	Catastrophic
			1	2	3	4
			Impact			

Guidance on Assessing Likelihood

Likelihood		Likelihood Descriptors	Numerical Likelihood
6	Almost certain	Surely will happen and possibly frequently	99% or more
5	Likely	Probably will happen at regular intervals	75% or more
4	Probable	Probably will happen on rare occasions	50% or more
3	Possible	Might happen on rare occasions	Less than 50%
2	Unlikely	Do not expect it to happen, but it is possible it may do so	Less than 25%
1	Almost impossible	This will probably never happen	Less than 1%

Guidance of Assessing Impact

Rating	Effect on service provision Potential	Potential Financial Loss / Gain	Potential Fraud & Corruption loss	Reputation	Legal	Environmental	Communities	Personal safety	
1 Page 110	Marginal	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Under £0.5m	Under £50k	Minimal and transient loss of public trust. Contained within the individual service	No significant legal implication or action is anticipated	No effect (positive / negative) on the environment / community	Minimal effect on community	Minor injury to citizens or staff may result or can be prevented.
	Significant	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Between £0.5m - £5m	Between £50k - £100k	Significant public interest although limited potential for enhancement of or damage to reputation. Dissatisfaction reported through Council Complaints procedure but contained within the Council. Local MP involvement. Some local media/social media interest.	Tribunal / BCC legal team involvement required (potential for claim)	Short term effect (positive or negative) on the natural and or built environment.	Short term effect (positive or negative) on a small number of vulnerable groups / individuals	Significant injury or ill health of citizens or staff may result or be prevented.
3	Critical	Severe effect on service provision or a corporate Plan priority area. Effect may require considerable additional resource but will not require a major strategy change.	Between £5m - £10m	Between £100k - £1m	Serious potential for enhancement of or damage to reputation. Higher levels of local media / social media interest. Dissatisfaction regularly reported through Council Complaints procedure. Higher levels of local or national interest.	Criminal prosecution anticipated and or civil litigation.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Medium term effect (positive or negative) on a significant number of vulnerable groups / individuals.	Major injury or ill health of citizens or staff may result or be prevented. Long term disability / absence from work.
4	Catastrophic	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame, or by a short term allocation of resources and may require major strategy changes. The Council risks 'special measures' Officer / Member forced to resign.	More than £10m	More than £1m	Highly significant potential for enhancement of or damage to reputation. Intense local, national and potentially international media attention. 'Viral' on line social media. Public enquiry or poor external assessor report.	Criminal prosecution anticipated and or civil litigation (> 1 person)	Lasting effect on the natural and or built environment.	Lasting effect positive or negative) on a significant number of vulnerable groups / individuals	(Avoidable) Death of citizens or staff may result or be prevented. Long term disability / absence from work.