

# Summons to attend an Extraordinary meeting of Full Council



**Date:** Tuesday, 27 June 2017

**Time:** 6.00 pm

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

**To: All Members of Council**

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

**Issued by:** Ian Hird, Democratic Services  
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**Date:** Monday, 19 June 2017



# Agenda

## **1. Welcome and safety information**

Members of the public intending to attend the meeting are asked to please note that, in the interests of health, safety and security, bags may be searched on entry to the building. Everyone attending this meeting is also asked please to behave with due courtesy and to conduct themselves in a reasonable way.

Please note: if the alarm sounds during the meeting, everyone should please exit the building via the way they came in, via the main entrance lobby area, and then the front ramp. Please then assemble on the paved area between the side entrance of the cathedral and the roundabout at the Deanery Road end of the building.

If the front entrance cannot be used, alternative exits are available via staircases 2 and 3 to the left and right of the Council Chamber. These exit to the rear of the building. The lifts are not to be used.

Please do not return to the building until instructed to do so by the fire warden(s).

## **2. Apologies for absence**

## **3. Declarations of interest**

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

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

## **4. Lord Mayor's business**



## 5. Public forum

Please note: public forum business is permitted for this Extraordinary Full Council provided that it relates to the business for which the meeting has been arranged (i.e. the items on the meeting agenda). Up to 30 minutes is allowed for this item.

Public forum items should be emailed to  
[democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

Please note that the following deadlines will apply in relation to this meeting:

**Questions:** Written questions must be received at least 3 clear working days prior to the meeting. For this meeting, this means that question(s) must be received by 5.00 pm on Wednesday 21 June 2017 at the latest.

**Petitions and statements:** Petitions and statements must be received by 12 noon on the working day prior to the meeting. For this meeting, this means they must be received by 12.00 noon on Monday 26 June 2017 at the latest.

## 6. Petitions with 3500+ signatures

- a. Petition: Jubilee Pool, Knowle – for debate.
- b. Petition: Scotland Lane, Stockwood – for presentation.

**(Pages 5 - 8)**

## 7. Bristol City Youth Council manifesto

To receive the Bristol City Youth Council manifesto.

**(Pages 9 - 16)**

## 8. The Mayor of Bristol's annual statement to Full Council

To receive the annual statement from the Mayor of Bristol.

Procedural note: after the Mayor's statement, each of the other political group leaders is entitled to make their own statement to Full Council, following which the Mayor will be given an opportunity to make a final response.

## 9. Response to the Bundred review - for information

To note the response to the Bundred review, as approved by the Cabinet on 16 May 2017.

**(Pages 17 - 29)**



Signed

A handwritten signature in black ink, appearing to read 'S. Dwyer'.

Proper Officer  
Monday, 19 June 2017



# Extraordinary Full Council

27 June 2017

Agenda item 6 a



**Report of:** Shahzia Daya, Service Director – Legal & Democratic Services

**Title:** Petition debate – “Save Jubilee Pool”

**Ward:** Knowle

## Recommendation

**That Full Council debates the petition and refers it to the Mayor / relevant Cabinet member for a formal response.**

## Summary

Under the Council’s petitions scheme, where a petition has 3,500 or more signatures from people who live, work or study in Bristol, the petition organiser can request a Full Council debate.

The Council has received a petition entitled “Save Jubilee Pool.”

The petition organiser has requested that Full Council debates the petition.

**Details of the petition**

1. The wording of the petition is as follows:

Petition title / subject: "Save Jubilee Pool"

Petition wording:

"We the residents of Knowle, neighbouring areas and supporters and users of Jubilee Pool wish to send a message to Bristol City Council to demand that they ensure the continuation of this valuable public facility.

Jubilee Pool is particularly valuable because of its small scale and the fact that so many of its users get there by walking and other means of sustainable transport. The investment in the mini Gym some years ago not only widened the user group but also made it far more sustainable financially.

It is regrettable that the Council budget cut was announced without any discussion with interested parties including the management and we demand that appropriate actions take place in advance of the September cut-off date to ensure a continued service."

2. The petition organiser is Councillor Gary Hopkins.
3. The petition secured 6,108 signatures.
4. The Full Council is asked to debate the petition.
5. Under the petition scheme, the petition organiser is permitted up to 5 minutes to present and speak to the petition. The petition scheme allows a further period of up to 15 minutes for discussion of the petition by councillors at the Full Council meeting.
6. The Full Council has agreed the following in relation to dealing with petitions with over 3500 signatures:  
The topic of the debate should be referred to the Mayor/Cabinet, or other relevant body with the petitioner views and Full Council's views.

**RECOMMENDATION**

**The Full Council is recommended to refer the petition to the Mayor, together with the comments as expressed by members in the debate at this meeting, in order that the Mayor can consider his response, in liaison with the relevant Cabinet member(s).**

# Extraordinary Full Council

27 June 2017

Agenda item 6 b



**Report of:** Shahzia Daya, Service Director – Legal & Democratic Services

**Title:** Petition – “Scotland Lane”

**Ward:** Stockwood

## Recommendation

**That Full Council receives and notes this petition.**

## Summary

Under the Council’s petitions scheme, where a petition has 3,500 or more signatures from people who live, work or study in Bristol, the petition organiser can request a Full Council debate.

The Council has received a petition entitled “Scotland Lane.”

The petition organiser has advised that that whilst he wishes to formally present the petition to Full Council, he is not, at this stage, requesting a debate on the petition.

**Details of the petition**

1. The wording of the petition is as follows:

Petition title / subject: "Scotland Lane"

Petition wording:

"We, the undersigned, call upon the Mayor to instruct council officers to find a solution to the regular and enduring flooding of Scotland Lane - a major commuter link between Stockwood and Brislington. Aside from the huge inconvenience caused to local people arising from the closure of this route, the annual cost of cleaning and re-opening this road (£30k) means that proper investment in solving this problem must now take place. Such a move would be cost effective over the long term. Consequently, this is a project which needs to be included in the Mayor's next Capital Programme."

Additional information provided by the petition organiser:

Access to Stockwood and Brislington is greatly restricted when this lane is closed. The drains are broken and problems with this lane have significantly worsened in recent years. When the lane is closed, all traffic has to head out of Stockwood on the one remaining road, putting increased pressure on bus routes and impacting local residents and schools.

2. The petition organiser is Councillor Graham Morris.
3. The petition secured 5,200 signatures.
4. The petition organiser has advised that he is aware that a funding application regarding Scotland Lane (and other roads) has been submitted to the Department for Transport for consideration. In light of this, the petition organiser has advised that whilst he wishes to formally present the petition to Full Council, he is not, at this stage, requesting a debate on the petition.

**RECOMMENDATION**

**That Full Council receives and notes this petition.**



# Extraordinary Full Council

27 June 2017



**Report of:** Bristol City Youth Council

**Title:** Bristol City Youth Council manifesto

**Ward:** Citywide

## Recommendation

That Full Council receives and notes the Bristol City Youth Council manifesto, as attached.





## **Bristol City Youth Council Manifesto Campaigns 2017 – 2019**



### **Introduction from Bristol City Youth Council Chair Hannah Gardner**

February 2017 marked a huge democratic achievement for young people in Bristol: a record number of 12,534 young people voted in the Bristol Youth Vote to elect 28 members onto their Youth Council. This shows the willing of our city's young people to engage in political life and make their voices heard on the issues they feel are most important. The Youth Council consists of 28 elected representatives and 5 co-optees from equalities groups and forums, who will work together over the next two years to promote and campaign around the issues facing young people in our city.

This manifesto document is our first step on that journey. In it, we outline our key priorities for our up-and-coming term in office, presenting everything we wish to achieve in the next two years. This term, our priorities fell into four main categories:

- **Young and Equal**
- **Education for Life**
- **Youth Voice**
- **What Next? – ages 15 to 18**

In this manifesto document, we also outline the priorities of our four United Kingdom Youth Parliament (UKYP) representatives, and our two Youth Mayors. One of our first actions as a Council was to elect these six positions of responsibility, and they provide important links to other youth councils across the country, as well as to key political figures. Their campaigns are separate to those of Bristol City Youth Council but are all supported by and championed by the Youth Council.

This manifesto is the result of much careful work on behalf of the Bristol City Youth Council, and is an accurate reflection of the issues that young people aged 11 to 18 across Bristol feel need to be focused on. Hopefully, with the cooperation of other organisations and decision-makers, we can make the changes promised in this document, and make Bristol a better place for young people.

**Hannah Gardner  
Chairperson  
Bristol City Youth Council 2017**

## About This Manifesto

Over the next two years, the Bristol City Youth Council will work hard to achieve change in a number of areas that affect young people across the city. As we do this we will seek to further embed young people at the heart of democracy in Bristol. This city can be proud of how far it has come regarding young people's involvement, but it still needs to continue to push forward to become a standard bearer for the rest of the United Kingdom and Europe.

**The priorities featured in this manifesto originated from a number of different sources:**

- Campaigns that members of the Bristol City Youth Council stood for
- Mayoral priorities
- UK Youth Parliament priorities
- Equality Forum priorities

As well as focusing on the campaigns, Bristol City Youth Council has also committed to supporting **Equality Youth Forums** in the city. Although the equality forums will lead these campaigns, Bristol City Youth Council will also champion these priorities on their behalf:

<b>Listening Partnership</b>	Pathways for disabled young people to meaningful employment
<b>Children in Care Council</b>	Support for young people in care around body image
<b>Unity BME Youth Forum</b>	Breaking down the barriers for BME young people to succeed in Bristol
<b>Freedom Youth and Equal Youth Forum</b>	Specific services for LGBT+ young people
<b>Young Carers Voice</b>	To be confirmed

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## Bristol City Youth Council Priorities

### Young and Equal

The aim of this campaign is to challenge discrimination to all groups. We would like to create a city free of discrimination and create a pledge to all children and young people living in the city that discrimination will not be tolerated regardless of your identity.

**Campaign targets:**

- We will work to develop the **Young Equality Champions** to help train young people that are confident about speaking up for equalities in their schools and communities.
- We will team up with equalities forums to create a network with a view to running an equalities youth conference in 2018.

- We will create a pledge and a charter standard that young people can sign up to and show their support for equalities.
- We would like to produce a video to promote equalities that could be shown in all schools.
- We would like to produce a survey that helps understand what the experiences are of Bristol children and young people.
- We want to advertise ourselves on social media and this may include a blog and hashtag.

## **What Next for 15 to 18 Year Olds**

The aim of this campaign is to change how work experience is made available to young people in Bristol, by getting more companies involved in the process.

### **Campaign targets:**

- We want to create more work experience opportunities as well as making existing opportunities fairer to every young person in the city.
- We would like to create a platform for education establishments and individual companies to communicate and work together, or promote any current existing platforms that are operating already. As an example, the 'Bristol Learning Works' website is a platform that is currently operational and we will hopefully be working closely with them in the future.
- Following on from this, we want to support young people after they have completed their work experience with future opportunities to help further develop their futures with expanding out in to the workplace.
- We would also like to work with the Listening Partnership Disability Forum so disabled young people can secure more work experience that is valuable and will benefit them in the future.
- Finally, once we are satisfied with the level of improvement, we would like to advance the amount of help and advice given to students about the possibilities that can arise in their future through careers advice.

## **Education for Life**

This campaign is based around the belief that the current PSHE curriculum needs to be updated to suit the requirements of the current generation of young people in education. We want a comprehensive syllabus that acknowledges changing attitudes and topics that we feel are not being adequately covered. We want all young people to feel like their education does not leave any unanswered questions and prepares and supports them for their life.

### **Campaign targets:**

- Resource Packs: We want all teachers to be fully equipped with lesson materials and discussion points to effectively deliver lessons that are engaging yet informative.
- Teacher Training: We will liaise with professionals that provide training for PSHE teachers to ensure that they are all fully aware of what we, as young

people, want from the curriculum and that teachers are enthused and informed to be able to teach us.

- Create Centre: The Create Centre was an opportunity that made a lasting positive impact when we were younger. We believe that if appropriate sessions were provided for KS4 students, about topics that are prevalent in their lives, it could deliver an informative and engaging experience that could enhance our lives and develop our skills.
- We will work in tandem with the UK Youth Parliament representatives on their Curriculum for Life Campaign.

## **Youth Voice**

Over 12,500 young people took part in this year's Bristol Youth Vote, representing a 40% turnout of 11-18 year olds living in Bristol. This shows a willingness to engage politically and we want to ensure that Bristol City Youth Council continues to be seen as a point of contact for Bristol's young people.

### **Campaign targets:**

- We would like to work with Rife to release a BCYC broadcast, promoting what we do and explaining the campaigns of the youth council.
- In October 2017, we will be running a youth conference during National Democracy Week to discuss political engagement and the issues facing our city's young people.
- We would like to reach out to youth groups, explaining the work of the youth council and making sure we are approachable and represent their views and ideas.

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## **UK Youth Parliament**

The Bristol Members of Youth Parliament, Matt Simpson and Fintan Yeatman as well as Deputies Alistair Wall and Hannah Fritsch were elected after the Youth Council elections in February. We are part of the 276 member UK Youth Parliament. Bristol City Youth Council is a member of the British Youth Council.

UK Youth Parliament campaigns are:

### **1. Curriculum for Life**

We believe that every young person deserves to be equipped with the knowledge to make positive choices for themselves, and are ready for adult life. We deem these topics paramount and need to be covered on the PSHE curriculum.

- Politics
- Personal finance
- Sex and relationships
- Drugs

- Mental health
- First aid
- Essential I.T skills (e.g. spreadsheets, touch typing)
- Challenging discrimination

**In Bristol we will;**

- Work with schools, colleges and youth centres to ensure that the young people of Bristol have access to impartial information and advice surrounding these issues.
- Work with the Bristol City Council to ensure that young people are consulted when decisions are made about guidelines for PSHE lesson content.
- Aim to ensure that **every** secondary school in Bristol is committed to teaching a Curriculum for Life by the end of our term.
- Champion Curriculum for Life becoming compulsory on a national scale.

## **2. Votes at 16**

We feel that 16 year olds should be empowered to shape their future. Therefore, they should have the opportunity to vote in all elections and referenda, as these will have a huge impact on their lives.

**In Bristol we will;**

- Lobby the Mayor, local MPs to support the Votes at 16 campaign and champion the Votes at 16 messages in all areas of the youth council.
- Push political education within the Curriculum for Life so young people can make an informed vote.

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## **Bristol Youth Mayors**

The Bristol Youth Mayors Jack Payne and Eve Szczelkun were also elected in February 2107. They have created a different manifesto to improve the lives of young people through education.

As well as championing the Youth Council's manifesto, the Youth Mayors have decided to campaign on removing the stigma surrounding mental health including a focus on male mental health. Mental health is a topic both Youth Mayors feel passionate about. Mental health affects everybody as everyone is searching for mental wellbeing. For males, cultural pressures have created a stigmatised image of a 21st century man, suicide is the biggest killer of men 18-40 years old, this statistic is one of the reasons why the Youth Mayors want to help challenge these stereotypes. Another priority is political education, so that we can have a better, kinder democracy with an emphasis on increasing the number of young people registered to vote for the upcoming local elections in 2020 and general election in 2022. The Youth Mayors would like to see more young people engaged in politics by supporting votes at 16 and encouraging 16 year olds and over to register to vote.

## **Campaign targets:**

- Work with the Mayor, cabinet and councillors to create a campaign, to raise awareness and to increase the number of young people voting in elections. One suggestion for this is to create a social media campaign to raise awareness of registering to vote at 16 so they are ready to vote in the upcoming 2020 and 2022 elections.
- Another way to increase youth voice and engagement in politics could be to run a debate/discussion at the Youth Conference in October 2017 about votes at 16 and use the conference as a platform for political engagement and encouraging young people involved to register
- Take part in panel discussions, and encouraging more young people to get involved with open conversations about mental health.
- Run a conversation at The Freedom of Mind Festival about the topic of male mental health.
- Work with organisations such as Off the Record, to encourage more support systems for men and ways they can express their feelings.

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## **Emerging Priorities**

Bristol City Youth Council will respond to emerging issues over their term in office, as they occur. Issues may emerge if decision makers from the Bristol City Council, other organisations or Bristol young people wish to consult with us, or raise any concerns.

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## **Conclusion from the Bristol City Youth Council Chair**

Now that you are familiar with the priorities of the Bristol City Youth Council, we hope that you can support us in our endeavour to achieve these aims. If you feel you can support us in any way, or want to get involved in our campaigns, please contact us. Any questions, comments, or concerns regarding the manifesto or the Youth Council as a body, can be directed to the contacts below.

I thank you for reading our manifesto, and hope that it has proved the determination of Bristol's young people to have their voices heard and to change our city for the better.

**Hannah Gardner**  
**Chairperson**  
**Bristol City Youth Council 2017**

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## Contact Details - Bristol City Youth Council

**Telephone:** 07795315286

**Address:** Bristol City Youth Council, The Participation and Involvement Team, Bristol City Council, Early Help Team, The Park, Daventry Road, Knowle, BS4 1DQ

**Email:** [ywparticipation@bristol.gov.uk](mailto:ywparticipation@bristol.gov.uk)

**Website:** [www.bristol.gov.uk/bysc](http://www.bristol.gov.uk/bysc)

**Facebook:** Bristol YWparticipation

**Twitter:** @BristolCYC



## Extraordinary Full Council 27 June 2017



**Report of:** Anna Klonowski, Chief Executive

**Title:** Response to the Bundred Review – for information

**Ward:** Citywide

**Member presenting report:** Mayor / Cllr Craig Cheney, Deputy Mayor with responsibility for Finance, Governance and Performance

### **Recommendation:**

Full Council is asked to note that on 16 May, the Cabinet approved the response set out in appendix 1, including the timescale for implementing the recommendations to improve corporate governance and performance.

### **Summary**

The response document at appendix 1 sets out the 12 recommendations of the Bundred review and the Council's response and timeframe for implementation.



## **Summary and background**

1. The Bundred review was commissioned by Mayor Marvin Rees following last September's Cabinet report outlining a budget deficit of £29.1m in 2016-17. The review was undertaken by former Audit Commission Chief Executive Steve Bundred, who reviewed the causes for the budget deficit and made recommendations for improving financial management.
2. The Report following the review was published on 9 February 2017. There are 12 recommendations across a broad range of topics. They include strengthening the Council's finance department, improving the Council's approach to reporting, writing business cases, managing documents and making specific departments accountable for savings. The report also highlights the need to improve management culture, keep backbench and the wider council membership better informed, and maintain more regular financial reporting to Cabinet.
3. A considerable amount of work has already taken place to strengthen the governance framework and implement necessary changes in response to the recommendations of the Bundred report.
4. The detailed response document at Appendix 1 was considered and approved at the 16 May Cabinet meeting. The document contains detail of activity that has taken place since the publication of the Bundred report and further actions to be fulfilled, along with future proposals.

## **Legal and Resource Implications**

### **Legal implications**

**(advice from Shahzia Daya, Service Director – Legal and Democratic Services)**

The Council is responsible for making sure that the authority's business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for and used economically and efficiently.

The Council also has a duty under the Local Government Act 1999 to put in place proper arrangements for:

- the continuous improvement of the authority's functions.
- the governance of the authority's affairs, which includes arrangements for the management of risk.

The Annual Governance Statement explains how the Council has complied with the Governance Framework. It also meets the requirements of Regulation 6 of the Accounts and Audit Regulations 2015 in relation to the publication of the statement of internal control.

The implementation of the recommendations in the document attached at Appendix 1 enable the Council to meet its statutory duties.

**Financial implications (advice from Denise Murray, Service Director – Finance)**

There are no direct financial implications associated with this report; however the response at Appendix 1 captures the positive trajectory to date on what will be the Council's improvement journey. The actions provide a theme for the vision, principles, objectives, steps and values which the Council will adhere to in order to ensure there is a robust and effective governance framework in place and that the fundamental principles of good governance are embedded across the organisation at every level. Financial accountability and appropriate internal controls will seek to achieve the highest standards of financial probity in the use of public funds.

**Appendices:**

Appendix 1 – Response to the Bundred review, as considered and approved at Cabinet on 16 May 2017

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985****Background Papers:**

Cabinet report and decision – 16 May 2017

## Response to Bundred Review

Recommendation	Responsible Officers: – This response recognises that the actions and steps outlined require whole organisation change and as a result SLT will take collective responsibility for its delivery.
<p>1. For future significant savings programmes, especially any involving <b>projects which embrace more than one Directorate</b>, the Council should ensure <b>stronger governance arrangements and clearer Member oversight</b> (paragraph 45).</p>	<p><b>Response:</b></p> <p>A new process has been designed and implemented that issues all budget Managers with 'directorate Cash Limits', meaning that budgets cannot be overspent unless permission is sought from the relevant authority such as, Cabinet, Full Council etc. This is to ensure that all budget holders are accountable and responsible for budget management and fiscal matters. In addition to this, to safeguard accountabilities, a 'sign off process has been implemented to ensure budget holders are aware of their budget position and directorate cash limits and have collectively accepted them as being deliverable.</p> <p>To ensure that cross directorate saving proposal or proposals that covered more than one Directorate are achieved, each savings proposal has been allocated a named Strategic and Service Director lead as accountable officers. This provides the necessary transparency, clarity and accountability to ensure that savings can be clearly tracked and any risks addressed and mitigated where possible. The relevant proportion of the cross directorate saving has also been allocated to the relevant divisions so that there are no longer any centrally held savings</p> <p>The governance and delivery assurance framework was set out in the Budget and Policy framework agreed at Full Council in March 2017, which provides a robust framework for tracking and monitoring delivery, and provides early sight of any issues that may arise allowing for early intervention and mitigations to be put in place to bring delivery back on track. It has been developed by bringing together best practice from other organisations including the HM Treasury "Green Book" learning in relation to business case development. This new governance has been implemented but will be kept under review and adapted to ensure maximum effectiveness.</p> <p>As part of the governance and assurance framework, all savings proposals also now undergo a formal sign off procedure to ensure that appropriate accountability is clearly and transparently defined and responsibilities are clearly delegated to the appropriate Strategic or Service Director for delivery and tracking. We have also reviewed, aligned and combined the monthly mechanisms for managers and their Service/Strategic directors to submit a holistic view of savings delivery from a financial and action focussed perspective</p> <p>Member oversight is a new element of this governance process that now includes a Delivery Executive. This involves attendance by the Mayor and Deputy Mayor (Finance, Governance and Performance) who is the chair of the new Delivery Executive. This meeting provides an opportunity to discuss the savings proposals, delivery and implementation and provides an additional challenge, enables further investigation of the detail, reviews any mitigating actions and provides a formal feedback loop to Cabinet with an overview of progress on savings delivery. Relevant Portfolio holders also attend these sessions, providing joint ownership and accountability</p>

	<p>for savings by both members and officers.</p> <p>There is currently an OSMB led review of the Council's arrangements for Scrutiny as this is an important part of ensuring accountability and transparency. The outcome of the OSMB led review will be discussed at full council in September 2017, however officers envisage that scrutiny will wish to receive reports from the Deputy Mayor in relation to delivery.</p> <p>The updated position in respect of the delivery of savings will be routinely reported as part of the budget monitoring report to enable transparent oversight of all savings proposals.</p> <p>A one-off investment fund has been allocated to support savings related change activity across the council, this also includes funding a proportion of the change resource within the council. The resource is limited, making the threshold for allocation of this resource high, therefore promoting local ownership of service change and savings delivery, whilst mitigating against increased savings targets in future years for replenishment once this resource is fully used. Where additional resource is required this will be agreed by the Deputy Mayor and Chief Executive, unless it requires a key decision in which case Mayoral approval in Cabinet will be sought</p> <p><b>Actions, Steps and Timeframe:</b></p> <p>Further consultation will be required in respect of some areas of savings proposals and will commence when the General Elections have concluded. This has required Officers to consider further mitigations to assure delivery of the budgets in these unusual circumstances.</p> <p>Where there is a risk to the delivery of savings, mitigation plans will be developed immediately in conjunction with the relevant Portfolio Holder. All Strategic and Service Directors (who will ensure all budget managers) will manage their budgets in line with their directorate Cash Limits and where necessary, will hold expenditure in abeyance to ensure delivery of the budget. In addition, Directorates will be challenged to explore alternative options for meeting the cost pressures faced within their existing resources or seek supplementary estimate to increase the directorate spending limit – <b>On-going</b></p> <p>The first budget monitoring report will be reported to Cabinet in June 2017 and in the intervening months when there is no Cabinet a draft budget monitoring report will be made available to Members as per normal procedure - <b>On-going</b></p>
2. Wherever possible, the Council should ensure that responsibility for the delivery of specific savings initiatives is allocated to Directorates so that ownership of savings programmes and accountability for them is clear (paragraph 66).	<p><b>Response:</b></p> <p>As stated above responsibility for delivery is clearly and transparently assigned to Strategic and Service Directors to ensure accountability. Responsibility for this has been accepted and signed for by Directors and shared with Portfolio Holders.</p> <p>Cross cutting projects have now been allocated to specific Strategic and Service directors, who will design and ensure delivery of the saving. Most cross cutting savings have been apportioned and built into each Service Directors budget, but further work remains on services such as Admin and Business Support (ABS) for example.</p>
3. The Council should adopt a more disciplined, centrally driven approach	<p><b>Response:</b></p> <ul style="list-style-type: none"> <li>• A new simplified but succinct business case template has been</li> </ul>

<p>to business cases supporting investment decisions or savings projects. There should be a standard template of what constitutes an acceptable business case and a standard procedure through which the template must be completed and approved (paragraph 65).</p>	<p>implemented which covers all development gateway stages and adopts the principles of the Her Majesty's Treasury (HM Treasury) Green Book best practice methodology. This puts an emphasis on the identification, management and realisation of benefits. This has now been put into implementation and should ensure there is a shared understanding and approach to council processes across the organisation that supports all Members. The business case template and guidance includes information which facilitates the development of a robust and transparent document. It includes some pre-defined questions to prompt the author / quality assurer, e.g. "does the business case sufficiently answer the following questions":</p> <ul style="list-style-type: none"> <li>• Has the full or key range of possible delivery options been stated and evaluated?</li> <li>• Is the rationale for the shortlist linked to evidence?</li> <li>• Is there a clear qualitative and quantitative result pointing to an optimal option and is this clearly stated with the difference outlined?</li> <li>• Are all Capital, Revenue costs (start-up/ongoing/financing) accounted for?</li> </ul> <p>A new decision pathway has been implemented which identifies an end to end process from idea generation to outcome evaluation. Feedback is being encouraged to ensure that it is clear and efficient, and it will be reviewed and amended when necessary. This includes the development of business cases, when an idea has been deemed to have "legs" and is in accordance with the strategic priorities or generates significant new income. This will also ensure that the, Mayors 'hot coffee, hot topic' sessions and innovation Hothouse for capturing early ideas for commercial income generation, are brought within the Governance framework. As part of this process we will ensure that the protocols regarding the independent assurance of reports is refreshed and strengthened to make sure that all of the relevant professionals e.g. legal, HR, finance, ICT, Property services are given ample time to comment on reports.</p> <p>The resource implications associated with any evidenced proposition will be included within the business case and should demonstrate the delivery of strategic objectives, the annual savings or medium term financial plan implications. It is envisaged that the return on investment assessment will be a key element of the evidence.</p> <p><b>Actions, Steps and Timeframe:</b></p> <p>Review of the decision pathway, associated protocols and process map to ensure consistent implementation - <b>May 2017</b></p> <p>Business Case training for managers when required along with support from a Change Business Partner who support Directors and Managers to complete the Business Case template to ensure high quality and robustness - <b>May 2017 &amp; On-going</b></p> <p>All professional Business Partners, such as Finance, Legal, HR, Change, IT etc. have an independent overview of business cases allowing for an unfettered professional view of viability that is centrally held on record allowing for an open and transparent process.</p> <p>All officers have access to the new business case template through the source which provides a step by step guide to developing a robust business case at all stages in the project lifecycle, by:</p>
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	<ul style="list-style-type: none"> <li>○ Establishing a clear need for intervention - a case for change</li> <li>○ Setting clear objectives - what you want to achieve from the investment</li> <li>○ Considering a wide range of potential options - ensuring an optimal balance of benefits, cost and risk</li> <li>○ Putting the arrangements in place to successfully deliver the proposal</li> </ul> <p>The Change Business Partners work alongside the service leads and signpost to the guidance available on the source as required. In addition, the governance process is explicit that no changes can be made to the reports following completion and sign off without formal changes being made that are recorded at the Delivery Working Group or SLT – <b>April 2017</b></p> <p>The officer responsible for delivering the agreed business case, supported by their Service and Strategic Director, will be responsible for tracking the assumptions underpinning the business case and, where there is a material change are expected to report this to SLT and their portfolio holder(s) in a timely manner and, where appropriate report to Cabinet. In addition, these officers will be also be responsible for preparing closure reports which will evidence to what extent the original benefits have been realised. Such reports will be subject to the independent professional reviews outlined above.</p>
<p>4. The Council should take steps to build on recent improvements in the quality of reporting and document management. Where necessary guidance should be issued, or training provided, to report authors emphasising the importance of clarity, transparency, analysis and advice (paragraph 121).</p>	<p><b>Response:</b></p> <p>All reports must include all of the feasible options available to be implemented and be supported by a robust evidence base or business case. Where not commercially confidential this supplementary information will be available via modern gov as a background paper to all members.</p> <p>SLT have agreed and the Chief Executive has recently reinforced the need for reports rather than presentations to be used as the basis of discussions and decisions at officer meetings and, that our ICT application needs to be used in accordance with standard protocols for storage of all documents received and discussed to improve audit trails.</p> <p>In future each report should have sufficient detail to 'stand- alone', key messages and recommendations must be clear and succinct, supported by appropriate evidence and relevant professional advice; and where necessary, reports must enable councillors to refer easily to relevant policies and previous decisions and discussions. Each report is required to be signed off by the relevant Service and Strategic Directors before submission into the decision pathway process as part of the improved decision making process.</p> <p>Officers are currently developing a new development programme for the Bristol Manager that will assist managers with the key competency requirements.</p> <p>In building on this and in addition to formal arrangements for reporting and challenging budget performance, such as Cabinet and Scrutiny, the Council will also develop more informal, but nevertheless robust arrangements for member briefings on key issues or ward matters. The standard requirements for member briefings include the need; to be clear</p>

	<p>on purpose, capture officer recommendations and the supporting / background information provided.</p> <p><b>Actions, Steps and Timeframe:</b></p> <p>Strategic and Service Directors ensure that sufficient time is provided to enable reports to be fully considered and signed off by all the relevant professionals (Legal, Finance, HR etc. and in accordance with the protocol (see response 3) prior to submission for inclusion on agendas <b>(Review April – 2017 / On-going)</b>.</p> <p>SLT and Service Directors will ensure that the minute taking of meetings and working groups is improved ensuring that a summary of the report and discussion is included along with clear agreements/recommendations and timescales – <b>In progress / on-going</b></p> <p>New protocols will be issued to emphasise the need to comply with internal storage of documents to facilitate audit trails and transparency. <b>June 2017</b></p> <p>As part of the development of the revised working arrangements for the Council, the necessity for all of the current officer working groups will be reviewed, terms of reference will be refreshed / or developed and the levels of delegation that these Boards have, linking back to the constitution, decision pathway and budget and policy framework will be clarified. <b>Ongoing</b></p> <p>The scheme of internal officer delegations will also be reviewed at least annually, if not, when changes in Officer responsibilities occur.</p> <p>A learning and development programme will be created that will help support colleagues across the council to have the right skills and tools to enable them to do their job to a high standard. A module of this will cover report writing, which will enable the production of high quality, transparent, plain language, evidence based reports – <b>July 2017</b></p>
<p>5. Members should be less tolerant of poor quality reports than they appear to have been in the past (paragraph 120).</p> <p>6. Where they do not already exist, arrangements should be made for report authors to receive feedback from Member or senior officer discussion of their reports as a matter of routine (paragraph 113).</p>	<p><b>Response:</b></p> <p>The Mayor, Deputy Mayors and Cabinet members are all encouraged to provide feedback to Officers, on reports throughout their development.</p> <p>A consequence of the need to improve the quality of reports has created a necessity for SLT to be used as a “clearing house”. This is an ineffective use of SLT’s time and has reinforced the need for Strategic Directors to clear all reports before submission to SLT/Cabinet etc. thus reinforcing the leadership responsibilities of Strategic and Service Directors in relation to raising the quality of reports.</p> <p>The new decision pathway facilitates improved Member and Officer engagement through the development of reports.</p> <p>Members will be supported through the Member Development programme to recognise &amp; challenge when a report is of poor quality</p> <p><b>Actions, Steps and Timeframe:</b></p>



	<p>All Strategic and Service Directors will provide the appropriate support and guidance to ensure that the quality of reports improves to address this recommendation. <b>Ongoing</b></p>
<p>7. Relevant officers should be reminded of their responsibilities to keep backbench and Opposition Members properly informed (paragraph 125).</p>	<p><b>Response:</b></p> <p>The relationship between Councillors and Officers is essential for the successful working of the Council.</p> <p>Strategic and Service Directors will make arrangements to brief Members on major issues e.g. MTFP, corporate strategy, savings proposals and policy changes concerning the Council and, more specifically, about issues and events affecting the Ward areas as appropriate.</p> <p>Portfolio holders will also facilitate briefings with backbenchers and opposition members to ensure Councillors are fully briefed on key policy decisions as they evolve.</p> <p><b>Actions, Steps and Timeframe:</b></p> <p>The development of a Protocol On Councillor/Officer Engagement <b>June 2017</b></p> <p>Strategic Directors will provide the appropriate support and guidance to ensure these protocols are embedded throughout their Directorates. <b>Ongoing</b></p> <p>Officers will continue to reflect upon the feedback from OSMB and other Members to further enhance the approach adopted to engaging with all Members on the 2017/18 budget issues in the development of key strategic documents. For example, in developing the Medium Term Financial Plan we will provide comprehensive information on the challenges and options we face and stage a series of early engagement meetings with political groups and scrutiny to listen to the views and seek input into the process, <b>May - July 2017</b></p>
<p>8. The incoming chief executive should be invited to consider and report on the steps needed to improve the <b>management culture within the Council</b>, recognising that any necessary changes will take three to five years to embed. There should be an emphasis on greater openness, professionalism, delegation, mutual respect and better internal communication, but with fewer large and lengthy meetings (paragraph 129).</p>	<p><b>Response:</b></p> <p>The new Chief Executive is taking opportunities to set the tone for a new management culture, and is developing a programme to address the weaknesses identified in this report and issues raised in the staff survey. In addition to this, work is underway to develop a new target operating model that will provide the necessary clarity to ensure the organisation is clear about its priorities, values and behaviours.</p> <p><b>Some of the actions associated with addressing this recommendation are set out below:</b></p> <ul style="list-style-type: none"> <li>• Clarifying and focussing on our strategic priorities with measurable critical success factors – target for delivery <b>June 2017</b></li> <li>• Developing and piloting a programme to ensure there is a single culture within Bristol city council, addressing values, behaviours, and internal communications. This programme is being co-designed with employees and a member steering group is in place to ensure colleagues have ownership for shaping the future organisation - <b>March 2017 and ongoing</b></li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring that performance objectives for all managers flow from our strategic objectives but equally a demonstration of commitment to values and behaviours –<b>June 2017</b>.</li> <li>• The Chief Executive will continue to monitor and challenge the need for the number Officers at meetings. Strategic Directors will provide the appropriate support and guidance to ensure that the issues raised in the Bundred report will be embedded. <b>Ongoing</b></li> <li>• The Chief Executive is leading a more visible way of working by visiting a range of workplaces to listen and talk with colleagues, providing an opportunity for them to share work priorities and challenges. Meetings are being held in different locations and targeting offline staff. <b>March 2017 -Ongoing</b></li> <li>• Improving internal communications by creating space for working collaboratively and transparently on cross-cutting issues, developing a single shared view amongst colleagues of our strategic priorities and our progress against them. A culture that ensures it is “safe for truth to be spoken to power”, encourages two way feedback and values honesty integrity and transparency. April 2017 – <b>Ongoing</b></li> <li>• A learning and development programme will be created for The Bristol Manager that will help support to have the right skills and tools to enable them to do their job to a high standard. <b>July 2017</b></li> <li>• Through the focussed internal communication approach we will actively seek opportunities to recognise and celebrate success – <b>April 2017 - Ongoing.</b></li> <li>• A fund has been allocated to support the work on culture development and invest in colleagues learning and development. <b>Ongoing.</b></li> </ul> <p>In respect of all of the above Strategic Directors will provide the appropriate support and guidance to ensure that the issues raised in the Bundred report will be addressed and new ways of working embedded. To further support the required changes in Culture the Chief Executive and the Mayor are in the process of agreeing a number of LGA peer challenges covering the following areas:</p> <ul style="list-style-type: none"> <li>- Corporate Peer Challenge – Late June/July 2017</li> <li>- Housing Delivery and HRA Peer Challenge – late July/early August 2017</li> <li>- Children's Social Care Peer Challenge (scope to be determined) – circa October 2017</li> <li>- Adult Social Care Peer Challenge (scope to be determined) – Spring 2018</li> </ul>
<p>9. The Council should take further steps to improve the quality of its Finance function, modernise its role and enhance its status.</p>	<p><b>Response:</b> Finance functions are being restructured to implement a more robust business partnering delivery model. This will enable finance to be at the heart of the organisation and influence business decision.</p> <p>The finance function will improve the efficiency of transactional processes</p>

<p>Relevant outstanding recommendations of the review commissioned in December 2015 should be actioned as a matter of urgency (paragraph 130).</p>	<p>which will bring insight, intelligence and support complex propositions. In addition we will seek to improve how reports produced by the internal / external auditor, other regulators and inspectors are dealt with and shared and continue to strengthen our approach for responding to recommendations. Monitoring and proactively managing non-compliance will be essential to ensure systems are embedded throughout the organisation.</p> <p>Within the report, it was acknowledged that the recommendations from the external consultant review of finance in February 2016 were appropriate. Key areas highlighted again with in the Bundred report have been incorporated into the actions below.</p> <p>A prime example of a positive outcome achieved through delivery of the recommendations was seen through the Improvements to the Final Accounts closure process. The 2015/16 accounts were successfully prepared and approved by the external auditors with a similar process being undertaken for the 2016/17 accounts closure.</p> <p>To ensure the achievement of long term improvements in the function, it will be necessary to take an end-to-end approach, combination of top-down and bottom up initiatives, take along those involved in the execution of the operations; optimise the finance functions by removing waste and re-focus on core and value add activities.</p> <p>A more robust approach to providing assurance through the Annual Governance Statement has been developed, ensuring that all budget managers and responsible officers are an integral part of the overall governance assessment. All responsible officers now complete and sign off an AGS statement that feeds into the wider overall assurance across the authority.</p> <p><b>Actions, Steps and Timeframe:</b></p> <p>Continued implementation of the Improvement Plan which will be updated to take into account the recommendations of the Bundred Report. This will continue the development of the financial monitoring arrangements, capital strategy and monitoring thereof, revision of the financial regulations – <b>Ongoing</b>.</p> <p>A more robust approach to providing assurance through the Annual Governance Statement <b>April 2017</b></p> <p>The Resources Directorate are piloting a new delivery model in accordance with the approved policy framework to test internal shared service arrangements in the first instance, which also responds to the advice from the external review of finance - <b>Ongoing</b>.</p> <p>Restructure the finance function (see sections below)</p> <p>Resources Transformation team has taken direct line responsibility for the Finance systems to progress the identified requirement to conclude the IT system developments and avoid the need for significant use of spreadsheets etc. which jeopardises the “single version of the truth” – <b>Initiated April 2017</b>.</p> <p>Peer review of the Internal Audit function has been commissioned which will also embed Key Audit deliverables in Service BAU. Additional resource has been appointed on an interim basis to support the improvement journey - <b>April – September 2017</b>.</p>
<p>10. The previous</p>	<p><b>Response:</b></p>

<p>recommendation that the Council should “Develop a Competency Framework and agree the way forward re Assessment and Development centres” in relation to its Finance staff is overdue and should be given priority (paragraph 134).</p> <p>11. This should be actioned alongside a review of the role and requirements of Business Partners as part of the current review of the Finance Directorate structure (paragraph 134).</p>	<p>The finance function has undergone a sustained period of change; particularly over the last year, we have seen improvements in some key areas and we must not lose sight of that fact when we are considering the further work we need to do on this journey.</p> <p>In response to Business Partners interpreting their strategic role as meaning they “don’t do detail”, further clarification and professional support has been provided to relevant colleagues. Additional external resources have also been recruited on an interim basis to bolster the skills available within the organisation to enable the S151 Officer to deliver their statutory requirements.</p> <p>The appointment to the permanent structure will be based on CIPFA principles utilising an assessment centre developed and successfully utilised in other authorities.</p> <p>The function needs to create the conditions that enable it to be agile, adaptable, and accountable and to learn from success as well as failure so that responding quickly to change is second nature, constantly striving for the best possible services and outcomes for Bristol residents and tax payers.</p> <p><b>Actions, Steps and Timeframe:</b></p> <p>A transitional structure will be implemented (pulling on project resource and realigning budgets from vacant positions to provide the additional resource / capacity to deliver the improvements that we seek – <b>April – May 2017</b></p> <p>The structure has addressed the concern identified in the external review that there are too many direct reports, recommending two would be more manageable in the context of BCC. Within the transitional structure Business Partners and the new internal shared service will lead the Business Support function, ensuring the smooth, seamless coordination and execution of the finance service provider function, including project delivery and maintaining a consistent level of deliverable quality.</p> <p>Both the interim and final finance structures will incorporate a mentoring and larger trainee scheme to enable BCC to “grow its own” ideally with partners in health and private sector</p> <p>As described above appointment to roles will on a skills based assessment <b>May 2017 – June 2017</b></p> <p>A competency framework will be implemented which outline the set of competencies needed to perform each of the roles effectively and career progression pathway - <b>April – May 2017</b>.</p> <p>The organisation is in the process of building the learning &amp; development programme and there are four key areas that finance needs to focus on - <b>April – September 2017:</b></p> <ul style="list-style-type: none"> <li>• workforce performance: including talent development, learning and productivity</li> <li>• workforce resourcing: making sure we have the right level of resource with the right skills, and a planned pipeline for the future</li> <li>• organisation development: Members / Officers with financial responsibility, e-learning suite of training; induction new manager’s members –</li> <li>• professional training, the employee ‘deal and support’ and what we expect from our employees in return</li> </ul>
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<p>12. The more timely reporting of budget monitoring information that has now been introduced should continue into the future. If the Council opts to return to quarterly budget monitoring and the first quarter report cannot be considered in July, there should be routine reporting in June or July of the position as at the end of May (paragraph 118).</p>	<p><b>Response:</b></p> <p>Members and scrutiny receive regular, detailed budget reports that provide information on progress, variance against plans and corrective action already underway or planned. This allows members to scrutinise and challenge financial performance effectively and to hold lead members and officers to account.</p> <p>There will need to be clear links between the Council's capital programme and its service and revenue budget planning processes, both of which take account of the MTFP, to help in minimising the impact of ongoing financial pressures.</p> <p><b>Actions, Steps and Timeframe:</b></p> <p>Finalise the guidance for the new monthly monitoring process to ensure the processes are embedded for 2017/18 financial year – <b>March 2017</b></p> <p>Publish the 2017/18 budget monitoring timetable that reflects the new 6 weekly cabinet cycle. – <b>April 2017</b></p> <p>Capital reporting to be automated and reflect multiple year programme direct from the Finance System – <b>May 2017</b></p>
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