

Business Change and Resources Scrutiny Commission Agenda



Date: Monday, 18 July 2016

Time: 9.30 am

Venue: City Hall

Distribution:

Councillors: Graham Morris (Chair), Donald Alexander, Tom Brook, Barry Clark, Stephen Clarke, Helen Godwin, Geoff Gollop, Tim Kent and Afzal Shah

Copies to: Anna Klonowski (Interim Strategic Director - Business Change), Richard Billingham (Service Director HR), Shahzia Daya (Interim Service Director - Legal and Democratic Services), Dominic Mason (Interim Service Director for Change), Patsy Mellor (Service Director Citizen Services), Julie Oldale (Interim Service Director Finance), Cathy Mullins (Interim Service Director Policy, Strategy and Communications), Johanna Holmes (Policy Advisor - Scrutiny), Sarah Wilson (DLT Support Manager - Business Change) and Louise deCordova

Issued by: Louise deCordova, Democratic Services

City Hall, College Green, Bristol BS1 5TR

Tel: 0117 35 26151

E-mail: democratic.services@bristol.gov.uk

Date: Friday 8 July 2016



www.bristol.gov.uk

Agenda

1. Welcome, Introductions and Safety Information

2. Apologies for Absence

3. Declarations of Interest

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

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

4. Minutes of the Previous Meeting

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

(Pages 4 - 9)

5. Action Sheet

To note the progress of actions from the previous meeting.

(Pages 10 - 11)

6. Chair's Business

To note any announcements from the Chair

7. Public Forum

Up to 30 minutes is allowed for this item.

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5 pm on Tuesday 12 July 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 Friday 15 July 2016**.

8. Business Change Service Director Introductions

9. Business Change Scrutiny and Resources Scrutiny Commission Annual Report

To elect a Vice-Chair of the Scrutiny Commission, outline the terms of reference for the Business Change Scrutiny Commission and propose meeting dates and times for occurrences of Scrutiny within the 2016/17 municipal year.

(Pages 12 - 16)

10. Quarter Four Performance Report 2015/16

To note the Business Change Performance Report for 2015-2016, Quarter Four. The report and appendices are a summary of the main areas of progress towards the delivery of the Corporate Plan 2014-17.

(Pages 17 - 37)

11. Change Programme - Presentation

To consider an update to the change programme.





Bristol City Council Minutes of Business Change and Resources Scrutiny Commission

Monday 14 March 2016 at 9.30am

Members Present:-

Councillor Lovell (Chair)	Councillor Weston	Councillor Malnick (Vice Chair)
Councillor Mead	Councillor Rylatt	Councillor Clarke

Apologies:-

Councillor Brain, Councillor Windows, Councillor Kent

Also in attendance:- Councillor Gollop (Deputy Mayor)

Key officers in attendance Business Change:-

Max Wide - Strategic Director
Patsy Mellor - Service Director, Integrated Customer Service
Lucy Murray Brown - Programme co-Director, Workplace Programme
Janet Ditte - Service Manager, Finance Business Support
Sarah Wilson - Directorate Leadership Team Operations Manager
Johanna Holmes - Policy Advisor (Scrutiny)
Louise deCordova - Democratic Services

79. Apologies for absence, substitutions and introductions (Agenda Item 1)

Apologies were received from Councillors: Mark Brain, Chris Windows and Tim Kent.

80. Public forum (Agenda Item 2)

None received.

81. Declarations of interest (Agenda Item 3)

None declared.

Email: democratic.services@bristol.gov.uk

Website: <http://www.bristol.gov.uk>

82. Minutes – 15 February 2016 (Agenda Item 4)

Resolved:-

To agree the Minutes of the Business Change Resources Scrutiny Commission meeting as a correct record subject to the following clarification at minute 78. para k. Amend the wording to say;

- a. Of the percentage of people who disagreed with the 10% social value threshold, how many respondents supported i) a higher or ii) a lower percentage?

83. Action Sheet – 15 February 2016 (Agenda Item 5)

Progress was noted on actions agreed at the meeting.

- a. The Commission discussed the suitability of a quarterly performance monitoring report, of Bristol Companies', being brought to Business Change Scrutiny. Members suggested that a watching brief could form part of regular performance updates.
- b. Officers expressed concern that, as the governance and reporting arrangements surrounding this had been extensively agreed with the Overview and Scrutiny Management Board, there was likelihood of duplication of scrutiny without the governance to support it.
- c. It was generally agreed that Overview and Scrutiny was the right Committee to have oversight over this, but some expressed concern regarding the tension between commercial sensitivity and democratic transparency.
- d. Members suggested that Overview and Scrutiny reports, could be shared with Business Change, and any concerns could be fed back through the Overview and Scrutiny Management Board. Officers to consider reporting arrangements that could reasonably include Business Change, including the format and identification of pathways for escalation. **Action: Max Wide/Johanna Holmes**

84. Chair's business (Agenda Item 6)

None reported.

85. Income Generation (Agenda Item 7)

The Strategic Director, Business Change introduced the discussion paper, Generating Income: Principles, performance and possibilities.

The following points were noted:

- a. The Council was not yet fully geared up for commercial trading but had pockets of excellence in the organisation which could be usefully shared.
- b. The Energy company was an example of robust business planning, however there were other examples of traded services within the Council where a more

robust approach to commercial trading and income generation opportunities was required.

- c. Traded Services Financial Performance 2014/15 identified net expenditure of £478k under the heading 'Management and Other'. Members asked for this to be clearly defined. **Action Max Wide**
- d. Members sought clarification over membership of the Shareholder Group and the Holding Company. The Shareholder Group included the Mayor, Cabinet, Chair of the Overview and Scrutiny Management Board. The Holding Company included the Strategic Director Business Change, the City Director the Chair of each company and 2 x independent members. As the potential for additional companies increased then the Council would retain an inbuilt majority.
- e. The Holding Company had a role to agree and oversee the company business plans and other commercial opportunities, as well as enforce trading standards and ethical operation.
- f. Bristol is Open was a partnership with the University of Bristol, to bring together the Council's fibre ring (hardware) and the university's super computers (software), to create an experimental platform. The use of which could be sold to others for high speed data visualisation and research. A further 100km of hardware had been discovered but required investment to go live.
- g. There was acknowledgement of the tension between, how management could balance the need to i) prioritise and make resource efficiencies and ii) enable space for staff to innovate and allow for risk and failure.
- h. The Council was building the capability and capacity of staff in Business Change to improve commercial skills and tools, to spot new opportunities and develop them, maximise cross Council opportunities and increase expertise around risk management.
- i. The Bristol companies were each very different businesses requiring very different management approaches. For example the Waste company was more familiar ground, with the budget now ringfenced to develop its service offer. A lower risk, incremental model. Energy was new expertise that needed to be developed by the Council moving into an existing market.
- j. Bristol is Open was in effect a start-up business in a developmental arena, which had the potential to contribute far more, through a high risk high reward model. The Council did not have enough capital to exploit this on its own or absorb all the risk, but recognised that it could be a catalyst to invite multinational companies in to take advantage of the opportunity, mitigating or sharing risk with other organisations.

- k. It was generally agreed that there was some tension between transparency and scrutiny vs commerciality and that there was a need for increased speed in commercial decision making. The Council would need mature debate about how this was managed. The principles of recruiting the right expertise would go some way to enable confidence in the governance around commercial decision-making, alongside robust business planning and monitoring.
- l. Bristol's companies represented a growing market for Business Change services. There was a need to continue to move towards an efficient model of sufficient quality which could be sold to other local authorities and organisations. Communication internally would prove to the workforce that the move towards digitalisation and self-service was the quicker way to get things done.
- m. Members raised concern that the companies may be trying to do too much, and whether the focus should be to drive income or achieve something else. Opportunity costs evaporate quicker if not focused and maximised. Recognised that it was difficult to justify officers time without a return of social benefit.
- n. A councillor raised concern that the Members of the Holding Company retain a lot of responsibility, in a part-time capacity and whether this was sustainable given the risks. Consideration was being given to the possible recruitment of a Commercial Director funded through opportunities the post holder would need to develop.
- o. The Chair commented that the discussion document presented a good basis to develop either an Inquiry Day or Task and Finish Group/Working Group to look at cost neutral proposals for income generation. Members considered that an expert on risk management could be invited to support this. There was recognition of the difficulty in making long term projections, and the need to learn from others' success stories, citing the example of income generation work by Kent County Council.
- p. Other members commented that the Companies' governance arrangements should be shared with all Members ahead of any Inquiry Day to ensure that the event was able to focus on clear outcomes. **Action: Johanna Holmes**

Resolved:-

- (i) To note the report, discussion points and progress the actions arising.**

86. Paperless Meetings (Agenda Item 8)

The Programme co-Director, Workplace Programme introduced the report and provided an overview and update to Members on the plans for paperless Council meetings from May 2016; how the new technology would work in practice; and how the individual training and support, to be offered to all Councillors would be rolled

out. Members to be invited to a test day for the new hardware. **Action: Lucy Murray Brown.**

Resolved:-

(i) To note the report.

87. Under Occupancy Charge (Agenda Item 9)

The Service Director, Integrated Customer Service introduced the report and provided an update on the legal developments with reference to the Under Occupancy Charge. The Supreme Court had ruled that although discrimination had been found, the Department for Work and Pensions had mitigated for this through the application of Discretionary Housing Payments.

Resolved:-

(i) To note the report.

88. Quarter Three Financial Monitoring Report (Agenda Item 10)

The Service Manager Finance introduced the report, summarised the key details.

The following points were noted as part of the discussion:

- a. There was a budget pressure of £3.7m as at December 2015, however, it was anticipated that a balance budget would be achieved by quarter 4. Budget pressures to be offset by underspends in corporate areas and directorates had been directed to stop non-essential spend.
- b. The organisation was working towards better budget forecasting protocol and reporting to improve recognised timing issues.
- c. In delivery of the capital programme, there was a tension between use of cash reserves and borrowing at the right time to get the best interest rates.
- d. The Housing Revenue Account could be added to the Scrutiny Work Programme for next year, linked to quality of services standards for tenants and workforce concerns. **Action: Johanna Holmes**

Resolved:-

(i) To note the report and progress actions arising as stated above.

89. Quarter Three Performance (Agenda Item 11)

The Strategic Director, Business Change introduced the report and invited questions.

The following points were noted as part of the discussion:

BU227 - % Corporate FOI requests responded to within 20 working days

- a. Bristol was performing well in most areas in comparison to Core Cities, but less well in respect of response times to Freedom of Information Requests. Officers had made significant progress to date, to improve performance, through staff training and systems upgrades. It was possible that some data, with reference to the Council's responses to requests had not been fully captured. Councillors asked how many requests had been received per capita of population in comparison with Core Cities and whether the Council had received more requests than other Core Cities. Officers to confirm. **Action: Patsy Mellor**

BU011 – Percentage of financial audits concluding the level of control is acceptable or above

- b. Internal Audit was performing significantly below target. Councillors requested the reasons for this. **Action: Max Wide**

BCP182 – Number of working days lost due to sickness absence

- c. Councillors asked for further detail regarding Glasgow's performance which was significantly better than other Core Cities. **Action: Richard Billingham**

Resolved:-

- (i) **To note the report and progress actions arising as stated above.**

(Meeting ended at 12.10pm)

CHAIR



Business Change & Resources Scrutiny Commission Action Tracker 2016/2017

Agenda Item	Title of Report/ Description	Action required and deadline	Responsible officer	Action taken and date completed
BC&RSC Actions 14 March 2016				
4	Minutes – 15 February 2016	<ul style="list-style-type: none"> At minute 78. para k. Amend the wording to say: 'Of the percentage of people who disagreed with the 10% social value threshold, how many respondents supported i) a higher or ii) a lower percentage?' 	Louise deCordova/ Kay Russell	Minutes amended for signature. COMPLETE
5	Action Sheet – Company Performance Reports	<ul style="list-style-type: none"> Officers to consider reporting arrangements that could include Business Change Scrutiny, including the appropriate format and the identification of pathways for escalation. 	Max Wide/ Johanna Holmes	Added item and explanation to list of potential items for 2016/17 – COMPLETE
7	Income Generation	<ul style="list-style-type: none"> Companies' governance arrangements to be shared with all Members ahead of any Inquiry Day. 	Johanna Holmes	As and when arrangements are made for an ID the information will be communicated
8	Paperless Meetings	<ul style="list-style-type: none"> Members to be invited to a test day for the new tablets/hardware. 	Lucy Murray Brown	Members have now been provided with new IT equipment - COMPLETE
10	Quarter Three Financial Monitoring Report	<ul style="list-style-type: none"> The Housing Revenue Account to be added to the Scrutiny Work Programme shortlist for next year, linked to quality of services standards for tenants and workforce concerns. 	Johanna Holmes	Item added to list of potential items for 2016/17 – COMPLETE

Please Note: Items marked as complete will be removed from the Action Tracker before the next meeting

Agenda Item	Title of Report/ Description	Action required and deadline	Responsible officer	Action taken and date completed
11	Quarter Three Performance	<ul style="list-style-type: none"> Sickness Absence: Officers to provide rationale regarding Glasgow's performance which was significantly better than other Core Cities. 	Richard Billingham	Officers have reported that the figures reported were for a different timespan and therefore not comparable on this occasion.

Business Change & Resources Scrutiny Commission

Monday 18 July 2016



Report of: Interim Service Director, Legal & Democratic Services

Title: Business Change & Resources Scrutiny Commission
Annual Business Report 2016/17.

Ward: N/A

Officer Presenting Report: Louise deCordova

Contact Telephone Number: 0117 35 26151

Recommendations:

- (1) To elect a Vice Chair for the municipal year 2016-2017;
- (2) To note the Business Change & Resources Scrutiny Commission Terms of Reference;
- (3) To confirm the meeting dates for the Business Change & Resources Scrutiny Commission 2016/17

Summary:

The report outlines the terms of reference for the Scrutiny Commission and proposes meeting dates and times for occurrences of Scrutiny within the 2016/17 municipal year.



Context and Proposal

Terms of Reference of the commission

At its meeting on 31 May 2016 Full Council established this commission with the following terms of reference:

BUSINESS CHANGE & RESOURCES SCRUTINY COMMISSION

Terms of Reference

Overview

The role of the commission is the overview and scrutiny of matters relating to the Business Change Directorate including the council's business change programme, ICT, integrated customer services, legal, financial and HR services.

Functions

1. To ensure that overview and scrutiny directly responds to corporate and public priorities, is used to drive service improvement, provides a focus for policy development and engages members of the public, key stakeholders and partner agencies.
2. To develop an annual work programme within the total of ten meetings per year allocated to the Commission which concentrates on limited areas for in depth review (including the use of time limited task and finish groups to facilitate this e.g. Select Committees, Working Groups, Inquiry Days) using the following framework:
 - (a) Scrutiny of corporate plans and other major plan priorities with particular reference to those areas where targets are not being met or progress is slow;
 - (b) Input to significant policy developments or service reviews;
 - (c) Review and scrutiny of decisions made, or other action taken in connection with the discharge of any functions which are the responsibility of the Mayor/Executive, functions which are not the responsibility of the Mayor/Executive, and functions which are the responsibility of any other

bodies the Council is authorized to scrutinize.

3. To make reports and recommendations to Full Council, the Mayor/Executive and/or any other body on matters within their remit and on matters which affect the authority's area or the inhabitants of that area and to monitor the response, implementation and impact of recommendations.
4. To work in collaboration with the Mayor/relevant Executive Member and receive updates from that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.
5. To report on a quarterly basis to the Overview and Scrutiny Management Board on progress against the work programme and on any recommendations it makes.
6. To develop a budget review process and ensure that budget proposals are subject to rigorous challenge.

The Commission is asked to note its terms of reference as agreed by Full Council (Recommendation 2)

Dates and times of meetings.

Mondays or Thursdays, start time 9.30am are proposed for meetings/occurrences in 2016/17 and recommended as follows:

2016	2017
Thursday 22 September	Thursday 19 January
Thursday 20 October	Monday 20 February
Thursday 24 November	Thursday 23 March
Monday 19 December	Thursday 20 April

The full Scrutiny Work Programme is due to be developed and agreed at a Scrutiny day in September.

The commission to consider and confirm its meeting dates in 2016/17 (Recommendation 3)

Policy

1. N/A

Consultation

2. Internal

N/A

3. External

N/A

4. Other Options Considered

N/A

5. Risk Assessment

N/A

6 Legal and Resource Implications

N/A

7. Public Sector Equality Duties

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.

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

- Annual Council Minutes – 31 May 2016

Business Change & Resources 18th July 2016



Report of: Business Change

Title: Q4 Performance Outturn report 2015/16 – Business Change

Ward: Citywide

Officer Presenting Report: Richard Billingham

Contact Telephone Number: 0117 9222670

Recommendation

To note the Business Change Outturn Performance Report for Quarter 4 of 2015/16

Summary

This report is a summary of the main areas of progress towards 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 Business Change 2015/16 Quarter 4 Outturn Performance Report, attached as Appendix A.



Policy

1. *Not applicable*

Consultation

2. **Internal**
Business Change Directorate Leadership Team
3. **External**
Not applicable

Context

- 4.1 The mayoral themes formed the basis of the Corporate Plan 2014/17 that was agreed at Full Council on 22nd July 2014. A suite of measures of success (including both performance indicators and key projects) have subsequently been agreed to determine progress towards the strategic objectives identified with the Corporate Plan.
- 4.2 As Business Change only accounts for five Corporate Plan measures (2 PI's and 3 projects), detailed information for **all** the Business Change DLT measures have been included for information. These measures of success are sorted by service area, and graphs have been produced to track performance over the past two to three years (where available) identifying any trends or significant changes.
- 4.3 Core City benchmarking data has been provided where possible for common indicators including sickness absence and financial invoicing response rates. Comparative data is only available where Core Cities have responded to a request to share data. Data is not available from a central hub.

Proposal

5. The Commission is asked to note the contents of the summary outturn report as attached as Appendix A.

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:

Page 18

- 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 has 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

Appendices:

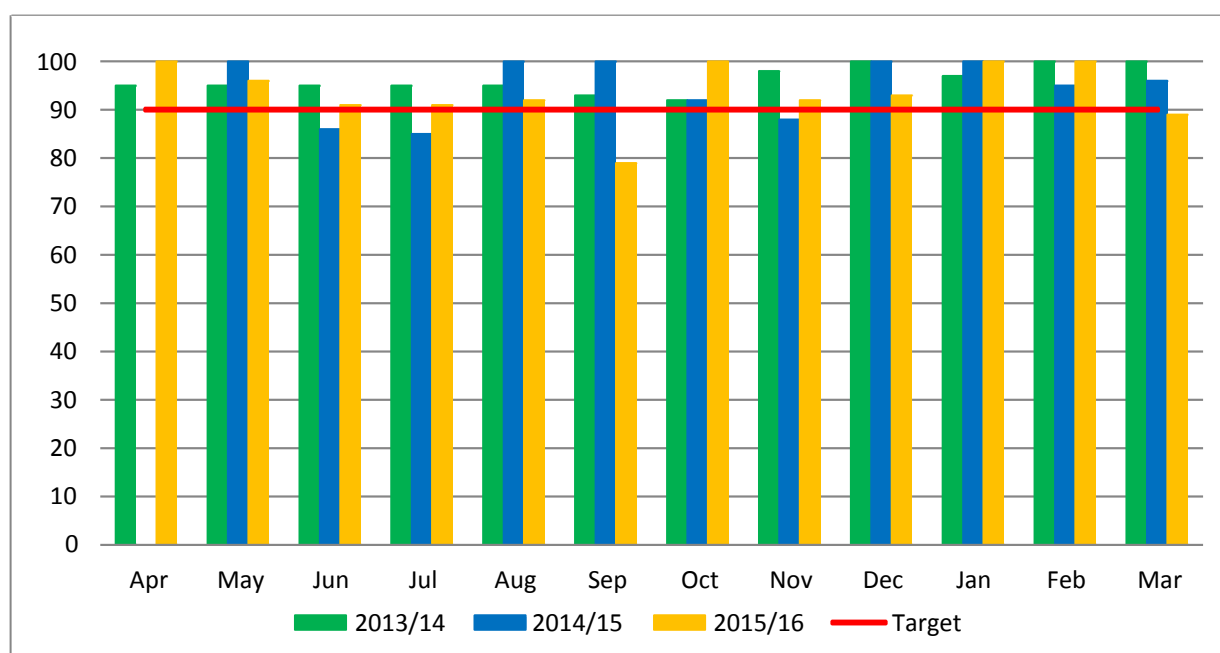
Appendix A – Q4 Performance Outturn Report 2015/16 – Business Change

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

None

BUSINESS CHANGE & ICT – DLT measures

Summary							
Status	Code	Title	+/-	Prev Year End	Annual Target	Variance from target	Actual to Date
Below target	BU115	Customer satisfaction (%) with ICT service desk service	+	96%	90%	-1.0%	89%
Below target	BU160	% Key ICT system availability	+	n/a	99.50%	-0.1%	99.4%
Well below target	BU163	Percentage of ICT requests using self-service	+	23%	30%	-12%	26%

BU115 Customer satisfaction (%) with ICT service desk service

This PI measures the percentage of customers satisfied with the ICT service desk based on a 10% sample of staff registering a call with the ICT service desk.

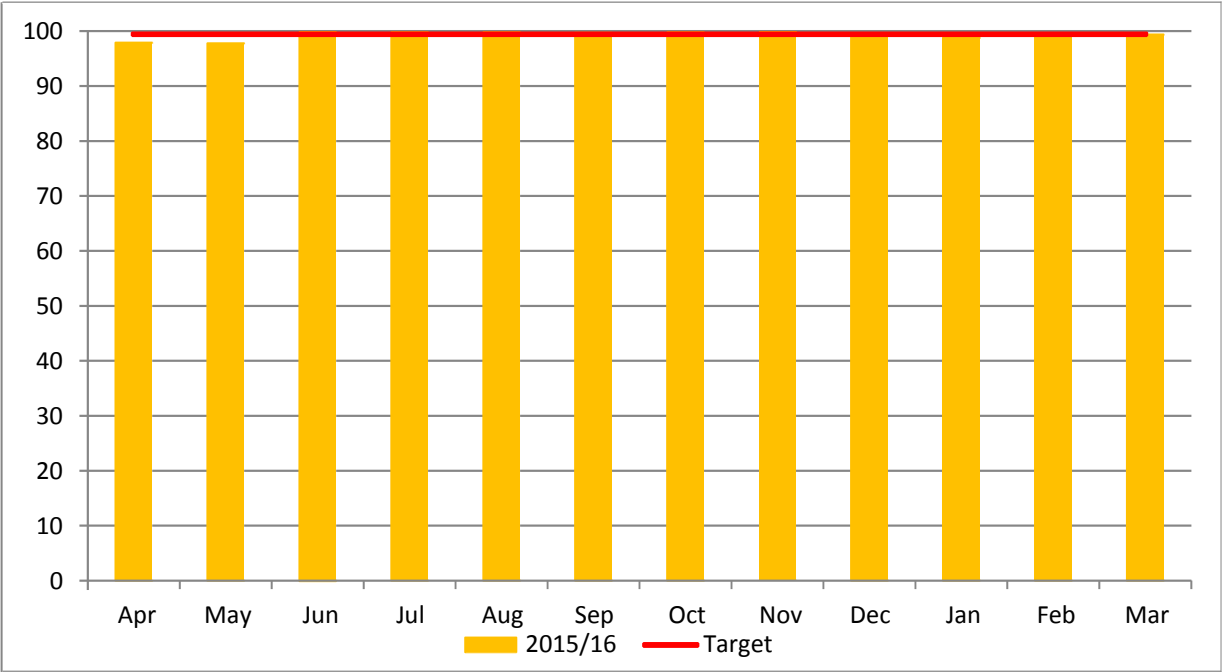
During March 2016, 18 Service Desk satisfaction surveys were returned of which 2 did not meet the standards expected 1) I:51660 - Removal of Direct Access on Laptop in

Error, 2) I:56220 - Wi-Fi issue at Symes House. Generally, satisfaction with the service is very high and is not of significant concern.

BU160 % Key ICT system availability

This PI measures the percentage availability of the following key corporate systems in line with the SLA defined targets:

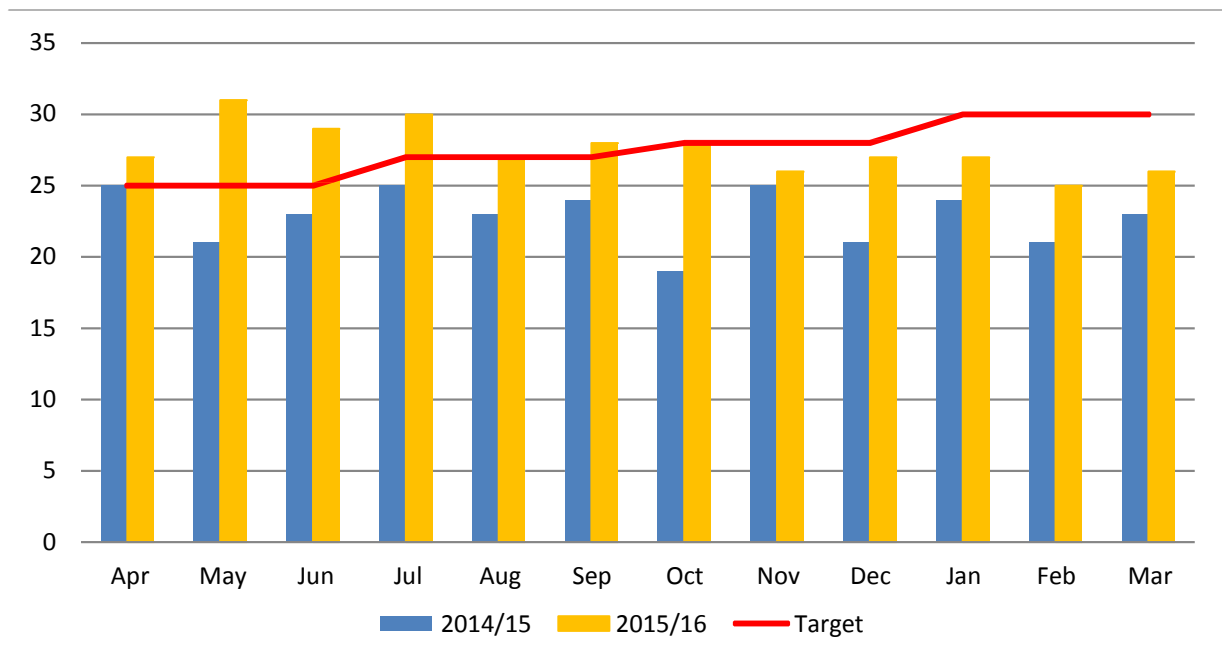
- Web site
- Email
- Source
- ABW
- Vision
- Digital Platform
- Office tools
- Alfresco



Key ICT system availability is consistently high, however power outage on the 16 March 2016 (I:55646) at CRITA & DC2 affected the Internet, Intranet, several Servers & Applications and the Genesys Telephone system. This resulted in performance just below the target.

BU163 % of ICT requests using self-service

This PI measures the percentage of incidents and service requests carried out through ICT self-service channels. Its purpose is to monitor the number of ICT self-service transactions and the impact on the service desk. With the development of self-service channels it is anticipated that demand on the service desk will reduce.

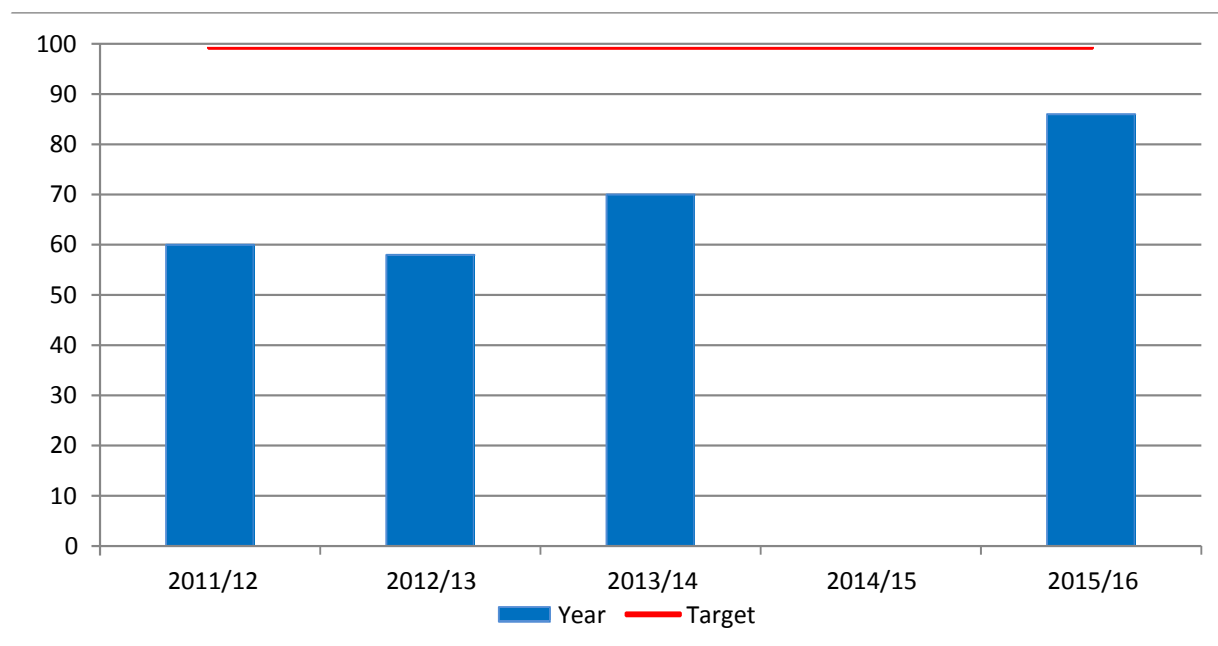


Although the year-end target of 30% was not met, performance has significantly improved when compared to the previous year. The average % of requests using self-service in 2015/16 was 27.6 compared to an average of 22.8 in 2014/15.

FINANCE - DLT Measures

Summary							
Status	Code	Title	+ / -	Prev Yr End	Annual Target	Variance from target	Actual to Date
Below target	BU011	Percentage of financial audits concluding the level of control is acceptable or above	+	Not available	100.00%	-14.0%	85.7%
Above target	BU352	Percentage of planned Internal Audit Statutory Assurance work completed against Annual Plan	+	87.6%	90%	+3.33%	93.0%
Below target	BU355	Percentage of invoices paid within 30 days	+	90.10%	96.00%	-3.04%	93.08%

BU011 – Percentage of financial audits concluding the level of control is acceptable or above



Internal Audit performs reviews of key financial systems on a regular basis in accordance with its risk based annual audit plan. The reviews conclude a level of control of Good, Acceptable, Partial or None and a residual level of risk for the system based on the outcome of the testing. The levels of risk are in accordance with the Corporate Risk matrix zones of:

- Purple
- Red

- Amber
- Green

The 2015/16 plan contains 10 financial reviews including: Budgetary Control (Main and directorate based), Creditors, Debtors, Treasury Management, Housing Rents and Bank Reconciliation. Of the 10 planned audits the status as at the end of Q4 was as follows:

- 7 complete, 2 in progress and 1 on hold due to resourcing issues.

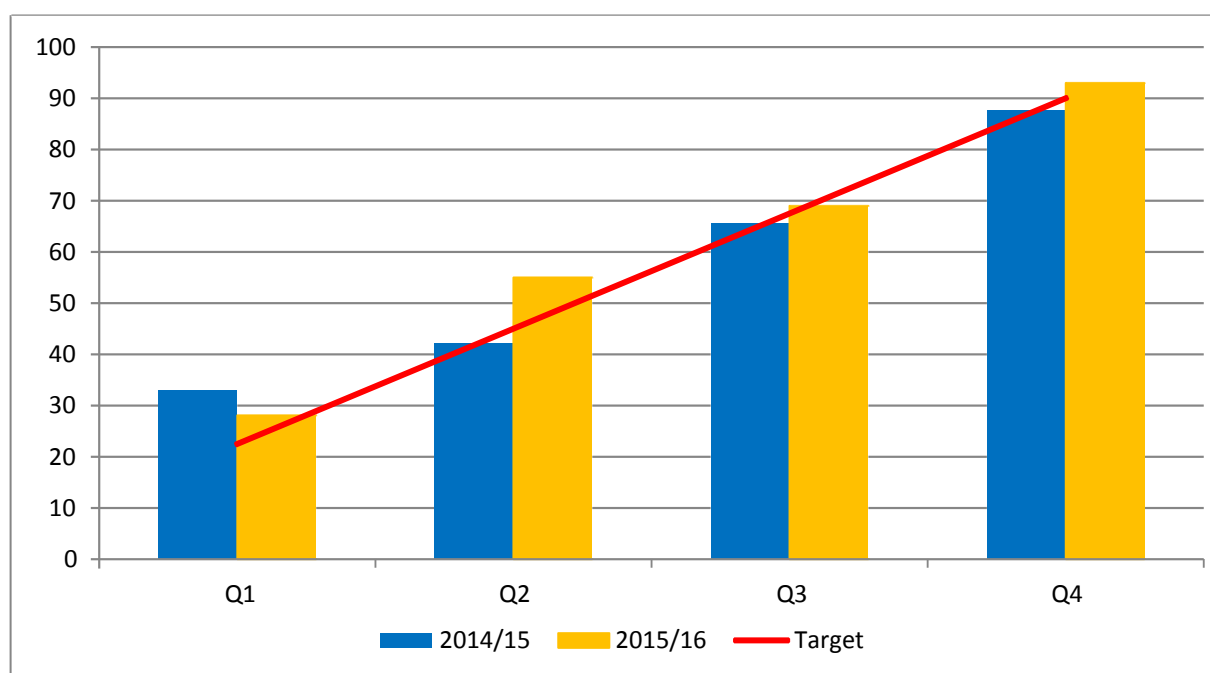
Of the 7 completed, 4 had an Acceptable level of Control; and 2 had a Good level of control, thereby giving an 85.7% return on target, a considerable improvement on Quarter 2.

The indicator reports the percentage of the ten key financial systems under review that have a level of control of 'Acceptable' or above and an acceptable level of risk based on the most recent Internal Audit review. Based on that criteria, of the 7 completed reviews, 85.7% had an acceptable or higher level of control.

The indicator (measured biannually) is a measure of how effectively the Council's key financial systems are performing. The indicator measures what percentage of the key financial systems have appropriate controls in place to reduce the level of risk to the Council to an acceptable level.

Data for 2014/15 has not been entered into SPAR.net as IA have taken to interim reporting in order to allow the service time to implement recommendations which will improve the control environment in an effective and efficient manner. As such at year-end a number of the finance reviews were at an interim status and IA were therefore unable to provide a final opinion.

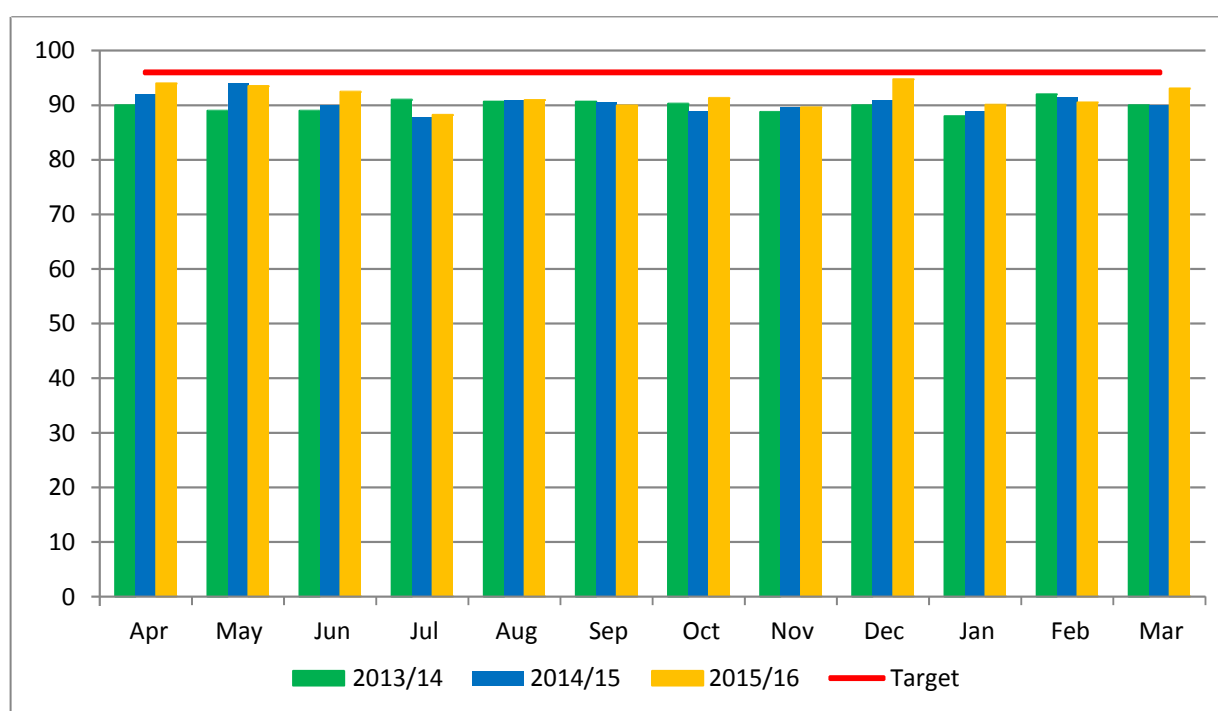
BU352 - Percentage of planned Internal Audit Statutory Assurance work completed against Annual Plan



The planned work in the Internal Audit Plan is categorised as “Statutory Assurance” which is the statutory level of work required by the CIA in order to inform the annual opinion on the control, risk and governance environment within the Council. This indicator measures the percentage of the planned “Statutory Assurance” work completed or in progress at the end of each quarter cumulatively through the year.

The count has to include those in progress or not required as a number of them are ‘opened’ at the start of the year and closed at the end of the year. Audit involvement may be dependent on the progress made by others or on external factors and some may not be required at all. These are counted as completed as without this caveat, there is little value in this indicator as an assessment of Internal Audit performance.

BU355 – Percentage of invoices paid within 30 days



This PI measures the number of undisputed invoices for commercial goods and services paid to external contractors and suppliers during the year by the authority within mutually agreed terms or 30 days if such terms do not exist, as a percentage of all such invoices paid by the authority in the year.

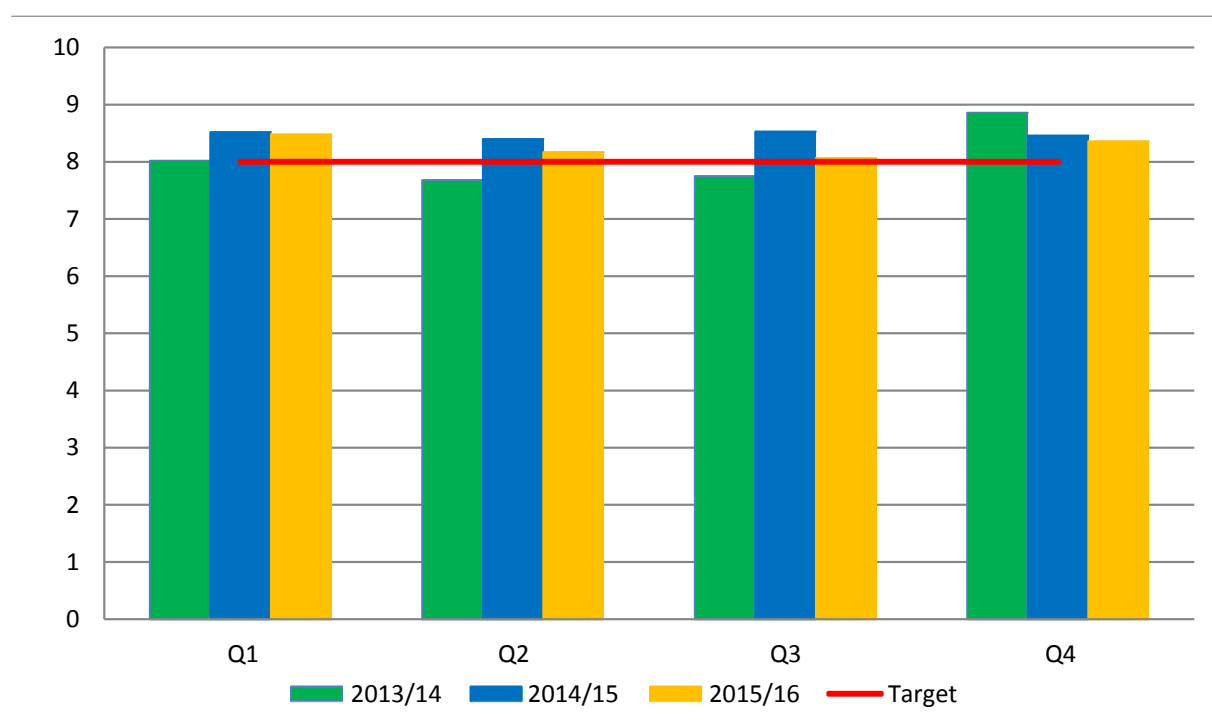
Although the target of 96% was not met during the year the three-year trend is upward with performance in 15/16 on average 1.6%age points higher than in 13/14. In terms of Core City comparisons the following responses have been received:

Liverpool: 97.06%
 Manchester: 85.0%
 Nottingham: Do not currently collate this data
 Sheffield: 91.22%

HR – DLT Measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
Below target	BCP182	Number of working days lost due to sickness absence	-	8.46	8.00	-4.50%	8.36
No Target	BU205	Number of Knowledgebase hits to Advice Centre calls	+	18.0	Baseline	n/a	24.97
No Target	BU208	% Customer satisfaction with HR Advice Centre service	+	n/a	Baseline	n/a	75.0%

BCP182 – Number of working days lost due to sickness absence

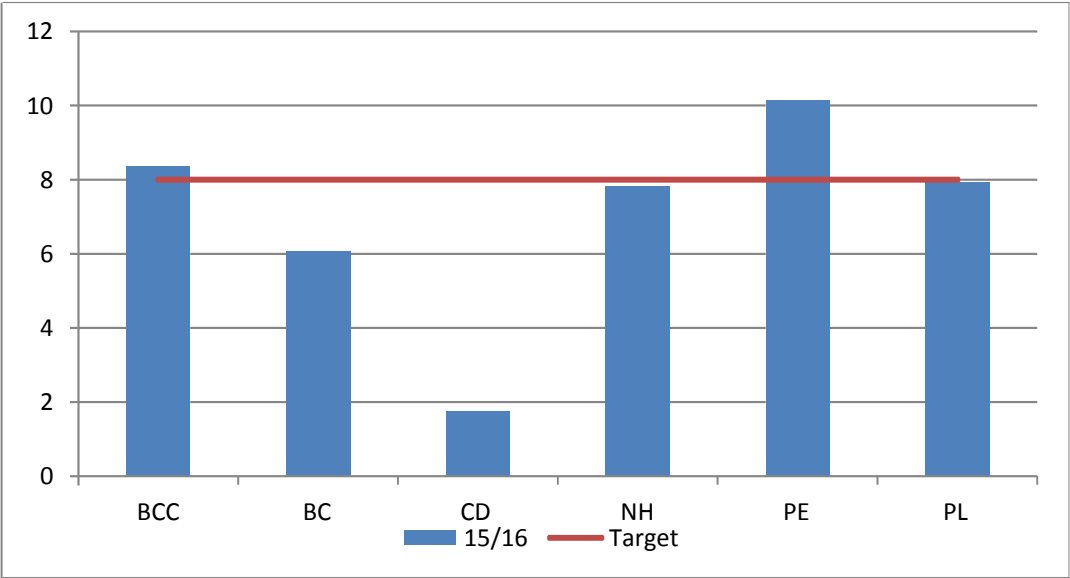


This PI is also a Corporate Plan measure and illustrates the number of working days lost due to sickness absence on a rolling year basis. Employees who have more than one job with the Council are included once for each job. Working days lost is based on a Monday – Friday pattern (excluding Bank Holidays) applied to all instances of absence. Data excludes the absence of all leavers.

The average number of working days lost for quarter 4 2015/16 was 8.36. This figure is an improvement on the previous year (8.46) but a decline on the previous quarter (8.07).

The area of greatest concern is long term sickness absence, which earlier in the year accounted for 62% of sickness absence experienced across the Council. As a result of their findings the HR team reviewed all cases of long term sickness absence, particularly those where the manager had not requested HR support to deal with the case, and taking proactive measures to deliver timely preventative and tailored support specific to each case.

Sickness can be broken down by directorate as follows:

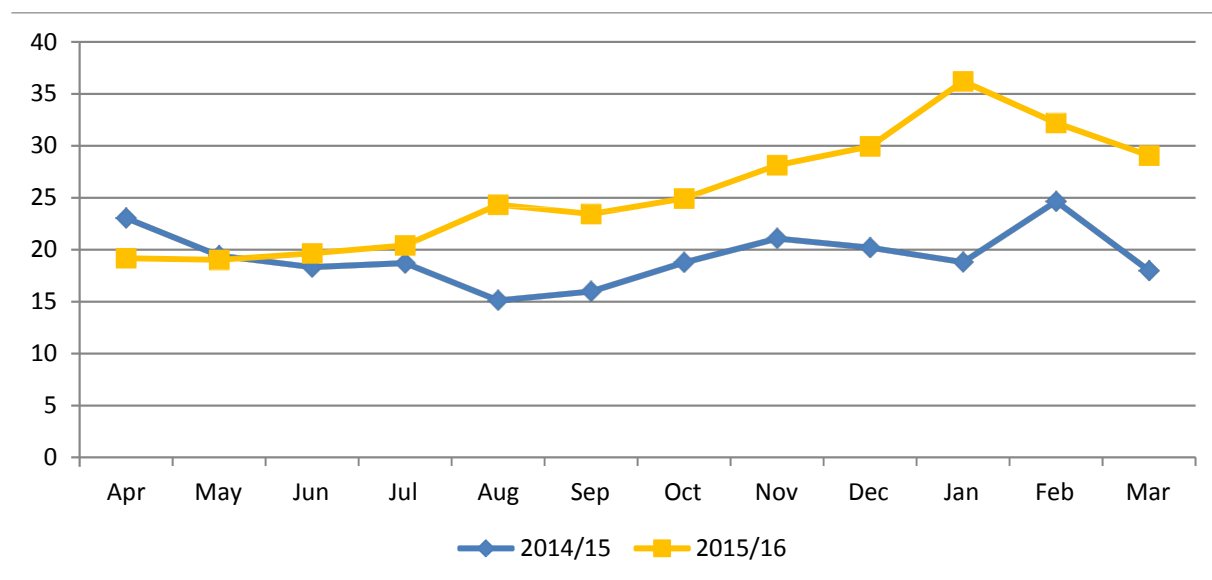


In terms of Core City comparison the following data has been received, but please note that definitions in terms of recording may vary from one authority to another:

Cardiff:	9.56 days
Liverpool:	11.58 days
Manchester:	12.49 days
Nottingham:	10.2 days
Sheffield:	11.43 days

BU205 – Number of Knowledgebase hits to Advice Centre calls

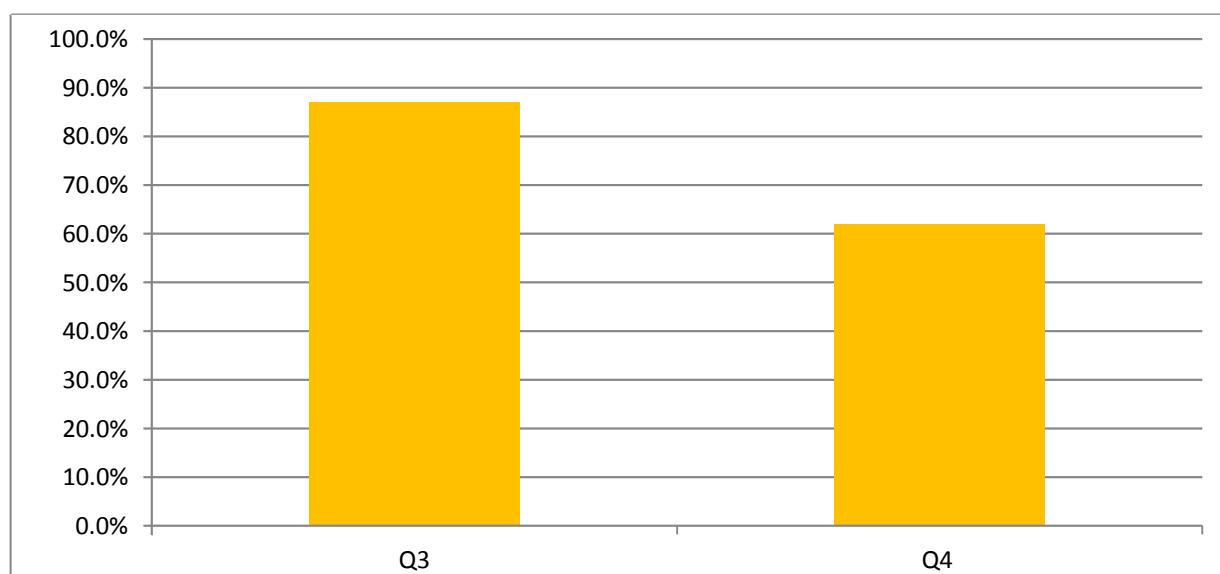
This PI measures the number of hits on the Knowledgebase web pages to every advice centre call received and illustrates the relationship between the two. It is anticipated that as more information is made available on Knowledgebase the demand on the HR advice centre will decrease.



For the 12 month period April 2015 to March 2016 there were 813,531 hits on the Knowledgebase webpages and 32,585 calls to the advice centre meaning that for every call to the advice centre there were 24.97 hits on Knowledgebase, an improvement in performance compared to Q3 which averaged 22.81 hits. Good performance is typified by high ratios.

BU208 - % Customer satisfaction with HR Advice Centre service

This is a new performance indicator which was introduced in Quarter 3 15/16, and measures customer satisfaction with the HR Advice Centre.



Each quarter a survey link is sent to all customers who used the service over a 1 week period. The survey consists of 5 questions covering response times, friendliness, helpfulness, resolution and overall satisfaction.

In December, 23 responses were received from 99 requests, a response rate of 23.2%. Twenty (86.95%) respondents were satisfied overall with the service they received.

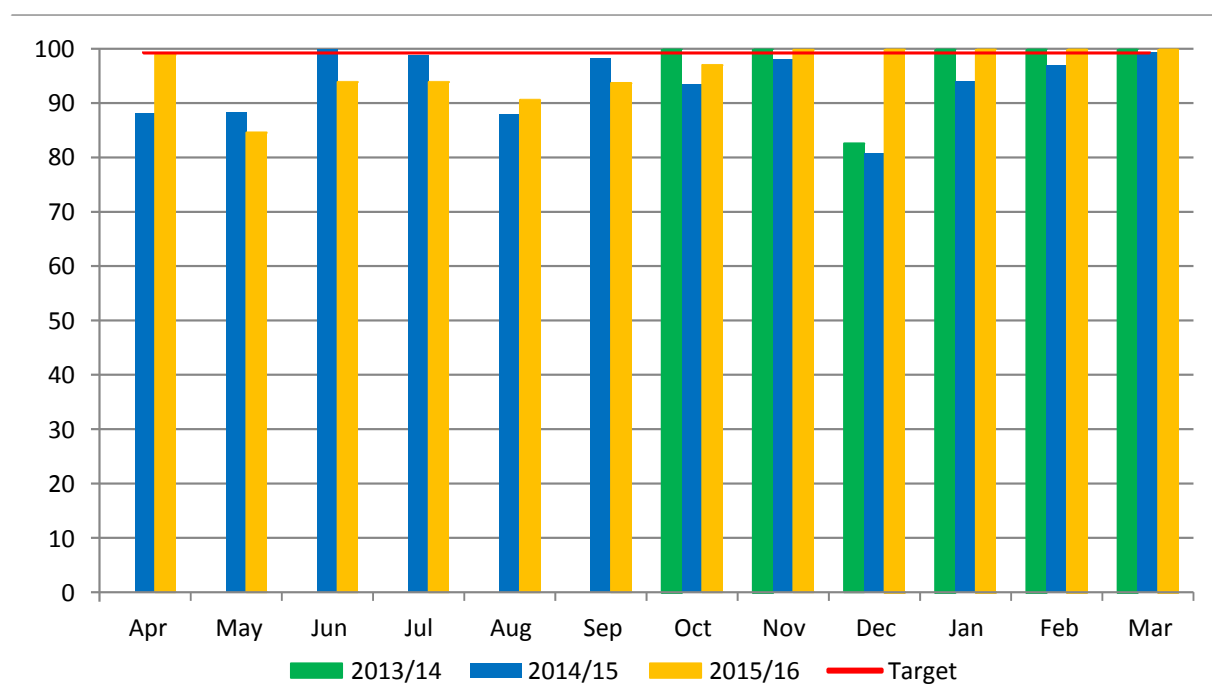
In March, 21 responses were received from 101 requests, a response rate of 20.8%. Thirteen (61.9%) respondents were satisfied overall with the service they received. It would appear that the implementation of Business World had a detrimental effect on satisfaction as 2 customers could not access the information they needed.

Overall the level of satisfaction for 2015/16 (Q3 + Q4) is 75%.

LEGAL & DEMOCRATIC SERVICES – DLT Measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
On target	BU129	Chargeable hours worked within Legal Services	+	99.4%	100.0%	+0.0%	100.0%
Well above Target	BU171	% procurement spend with 'Small and Medium sized Enterprises' (SME's)	+	n/a	25.0%	+59.6%	39.9%
No Target	BU328	% Channel shift achieved for the Bristol Register Office	+	n/a	Baseline	n/a	29.1%

BU129 - Chargeable hours worked within Legal Services (%)



The purpose of this indicator is to measure and monitor the efficiency and productivity of the service through the effective use of staff time.

Performance during Q4 has remained consistently high with 100% of chargeable hours worked in January, February and March.

BU171 - % procurement spend with 'Small and Medium sized Enterprises' (SME's)

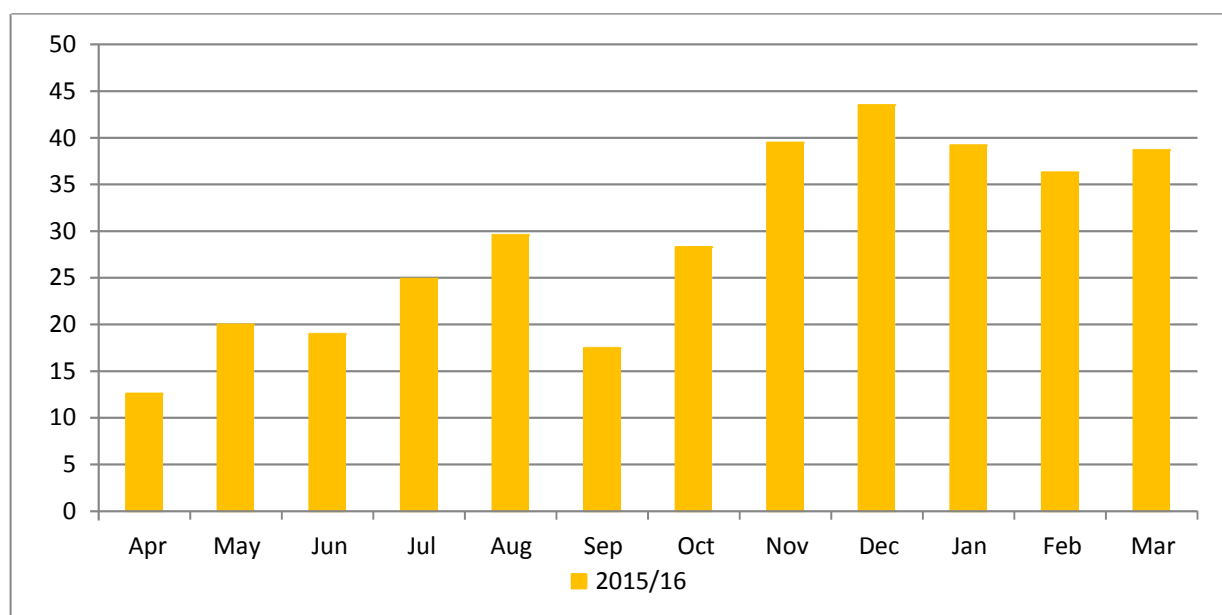
This PI aims to measure the percentage of Bristol City Councils overall procurement expenditure committed to SME's. The aim is to support BCCs policy to ensure that SMEs have the opportunity to bid for and win council contracts.

The Council aims to spend 25% of its commissioning and procurement budget with small to medium businesses, social enterprises and voluntary and community organisations.

The new procurement system went live in December 2015 and it has been possible to ascertain that for Q4 (January – March 2016) 39.9% of spend was with SME's.

BU328 - % Channel shift achieved for the Bristol Register Office

This PI captures the shift in the way customers contact the registration service from the more traditional communication methods (eg telephone and walk-ins) to new digital solutions eg Web.



The new online registrations service went live in mid-April 2015 and now customers have the opportunity to book Birth, Death and Still-Birth appointments through the Booking bug system.

For the period April 2015 to March 2016, 15,435 appointments were made to the registration service broken down as follows:

Telephone	10,817	(70.1%)
Online	4,488	(29.1%)
Walk in	130	(0.8%)

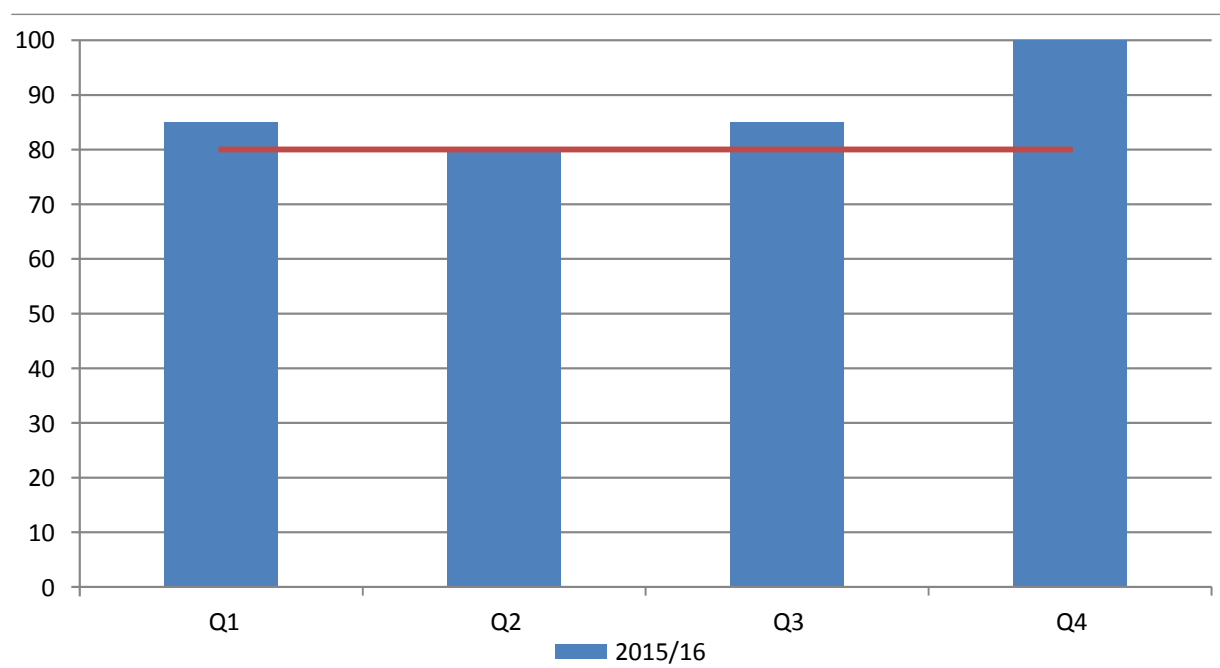
POLICY, STRATEGY & COMMUNICATIONS – DLT Measures

Summary							
Status	Code	Title	+/ -	Prev Yr End	Annual Target	Variance from target	Actual to Date
Well above target	BU411	Communication Campaign effectiveness	+	n/a	80%	+25.0%	100%
Below target	BU412	Bristol Design – Income vs Target	+	n/a	£607,000	-1%	£602,362
No Target	BU501	Number of Public Consultations	+ /-	n/a	Baseline	n/a	78

BU411 – Communication Campaign effectiveness

Corporate Communications and Public Relations run both joint and discrete communication campaigns throughout the year, each with its own specified objectives which link communications activities with defined outcomes. From 2016/17 a forward plan with prioritised campaigns for the coming year will be agreed with SLT.

This PI assesses the overall effectiveness of these activities by measuring their overall combined performance in achieving campaign objectives. The target is to successfully meet an aggregated 80% of communication objectives for communication campaigns annually, based on measurement of at least four top-level campaigns.



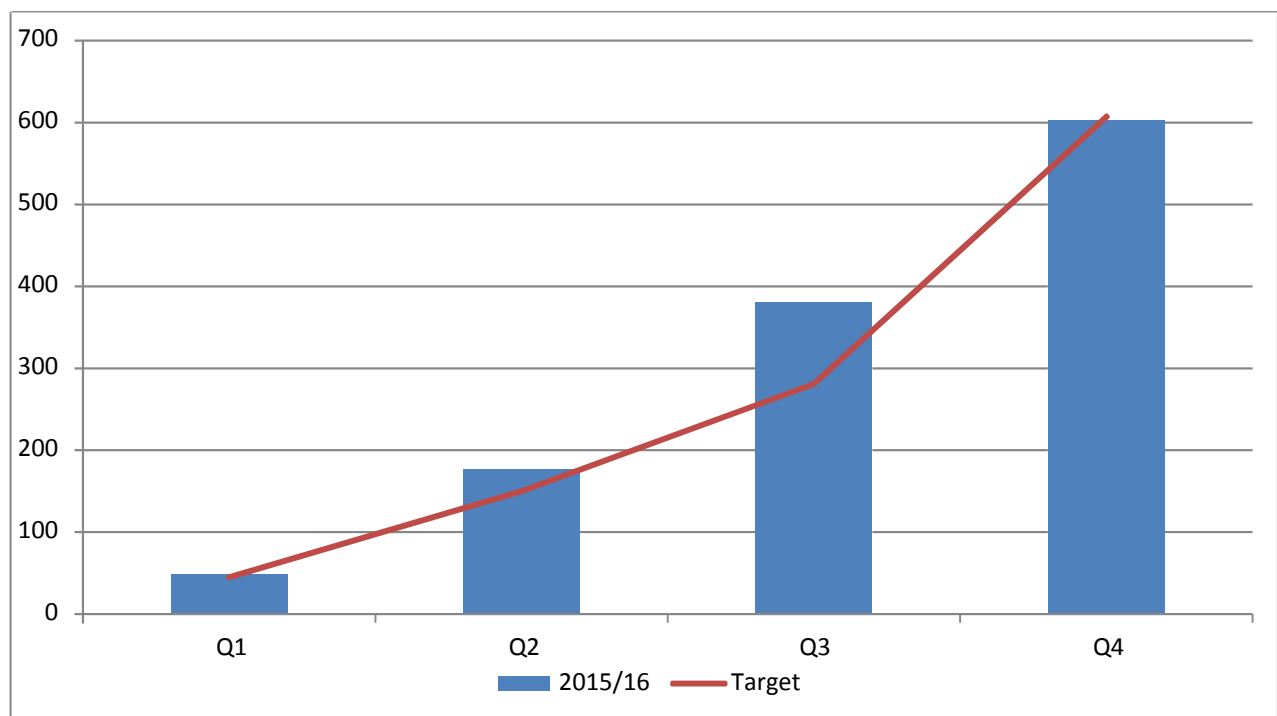
The following campaigns were assessed for effectiveness during 2015/16:

- Q1: Warm Up Bristol
Bristol Is Open launch
Voter registration
- Q2: Our City magazine
Bristol Girls Can
- Q3: COP21
Temple Street staff behaviours
- Q4: Death: The Human Experience
Operation Brooke Serious Case Review

BU412 – Bristol Design – Income vs Target

Bristol Design is a charged service within Corporate Communications which produces professional design work for the council and a small number of external clients.

The target is to raise an income of £585k to wholly cover the cost of the team and raise a £22k surplus each year from commercialised approach to work. This does not include print costs, as these are met by the client and are cost neutral to the team.

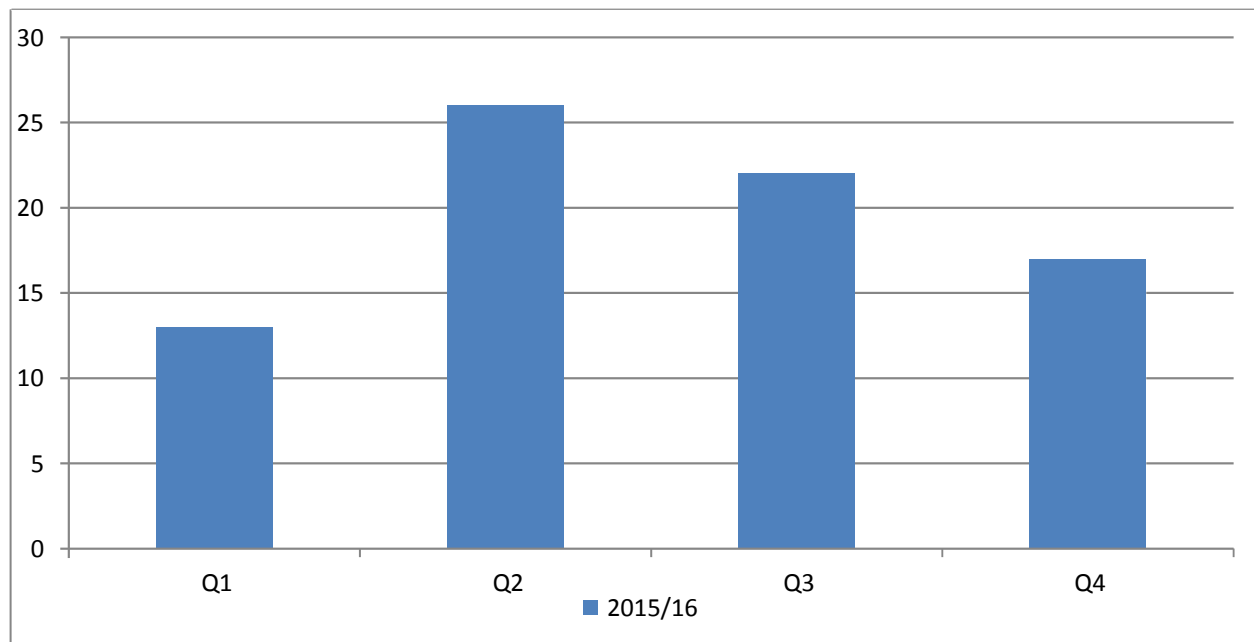


- At the end of Q1, the team were 7% above target (£48k vs £45k)
- At the end of Q2, the team were 18% above target (£177k vs £150k)
- At the end of Q3, the team were 35% above target (£380k vs £281k)
- At the end of Q4, the team were 1% below target (£602,362 vs £607k)

A corporate-wide spending freeze issued in March meant that the income for March was 50% less than target and previous years. However the budget was balanced and the team brought in a modest surplus of just over £17,000.

BU501 – Number of Public Consultations

This indicator is defined as the number of Consultations 'opened' in the Consultation Hub during the reporting period.



In order to improve community engagement and demonstrate value for money BCC consults with the general public on new policies as recorded on the Bristol City Council Consultation hub. The site helps residents to find and participate in consultations that interest them.

At the end of March 2016 there have been 78 consultations opened on the hub, since the start of the year, with subjects as diverse as:

- Clifton Village RPS review
- Creating Social Value in Bristol
- Integrated Education and Capital Strategy
- Review of Polling Districts and Polling Places 2015
- Bristol Temple Quarter Spatial Framework
- Horfield & Lockleaze Neighbourhood Partnership Plan

KEY PROJECTS REPORTED IN THE CORPORATE PLAN

Projects	2014/15 Outturn	Q4 Target	2015/16 Outturn	Comments about progress of the projects
Forecast budget outturn position	£1.7m (Q3)	£0	(£0.1m)	The overall outturn was £0.1m underspend (Departmental overspend of £6.5m was mitigated by £6.6m underspend corporately).
Progress against recommendations within the Annual Governance Statement (AGS)	75% with reducing level of risk	n/a	64.3% with reducing level of risk	<p>Of the 14 matters arising brought forward into 2015/16 the progress at end of Q4 is as follows:</p> <ul style="list-style-type: none"> • 9 items are resolved • 4 items where the risk level has remained the same • 1 item where the risk level is increasing
Progress against the major projects within the Single Change Programme (SCP)	Amber	n/a		<p>We are now approaching the final financial year of the Single Change Programme; to date £33m benefits have been realised and a range of technology solutions and change delivery approaches are now firmly established and available for use by council services to support greater efficiency. Deliverables in Q4 include:</p> <ul style="list-style-type: none"> • Final work on the council's new website which launched at the end of Q3, providing citizens, staff and visitors to the city with easier access to information and services, with improved navigation and content – leading to reduced telephone calls; • Development of the Citizen Account, which will launch in Q1 2016-17, enabling citizens to register and access their accounts with us (e.g. their rent account) online – similar to internet banking – improving access to services and reducing the need for people to contact us; • A new IT solution for handling Mayoral correspondence, making it easy for people to contact the mayor and enabling us to make sure that enquiries and suggestions get to the right people quickly and effectively and track how effectively we're responding to our citizens; • Work to review the process and tool used to assess care needs for adults, helping us to manage our care budget effectively and ensure that the right people receive the

				<p>appropriate type and amount of care;</p> <ul style="list-style-type: none"> • Development of the first instance of our new Customer Relationship Management (CRM) solution in Citizen Service, enabling customer-facing staff to access and build a history of the contacts we've had with each citizen across the full range of services they access – helping us to provide a holistic service to customers and make efficiencies in cross-skilling teams in our contact centre; and... • Enhancements to online services for tenants and benefits claimants – enabling them to report property related issues and upload evidence online, instead of calling us or having to visit a Citizen Service Point (where evidence handling historically amounted to around 40% of transactions) <p>We also have a strong, experienced team of change professionals to deliver projects. Our primary focus is now on ensuring that we will be delivering the right projects to support the organisation to achieve the level of savings required by the end of the current MTFS period in March 2017.</p> <p>A key activity being planned in Q4 and rolling out in Q1 2016-17 are the Benefits Realisation Boards - a series of meetings between the City Director and each Service Manager across the council. The aim of the meetings is to encourage managers to consider where and how they might take advantage of what the programme has delivered to date to deliver additional efficiencies this year.</p> <p>The output from these meetings will give the programme its priorities to deliver this year in order to support the realisation of efficiency savings across the council.</p>
--	--	--	--	--