# Business Change and Resources Scrutiny Commission
## Agenda

**Date:** Thursday, 22 September 2016
**Time:** 9.30 am
**Venue:** City Hall

## Distribution:

**Councillors:** Graham Morris (Chair), Stephen Clarke (Vice-Chair), Donald Alexander, Tom Brook, Barry Clark, 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), Cathy Mullins (Interim Service Director Policy, Strategy and Communications), Annabel Scholes (Interim Service Director Finance), Johanna Holmes (Policy Advisor - Scrutiny), Sarah Wilson (DLT Support Manager - Business Change) and Louise deCordova (Democratic Services Officer)

**Issued by:** Louise deCordova, Democratic Services
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**Date:** Wednesday, 14 September 2016

# Agenda

**1.    Welcome, Introductions and Safety Information**                **9.30 am**

**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.

**5.    Action Sheet**

To note the progress of actions from the previous meeting.

**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 Friday 16 September 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 Wednesday 21 September 2016**.

**8.    Introductions from Service Directors**                          **10.00 am**


**9.    Q1 Finance Monitoring for Business Change**                **10.15 am**

That the Commission consider and comment on the relevant Business Change extracts detailed below taken from the Q1 Finance Report that went to Cabinet on 6th September 16.                          **(Pages 15 - 23)**


**10.   Q1 Performance Report for Business Change**              **10.55 am**

To note the Business Change Outturn Performance Report for Quarter 1 of 2016/17 and to identify a suite of performance indicators for future reporting (Q2 onwards) from the list provided.                          **(Pages 24 - 36)**


**11.   Business Change Directorate Risk Register**              **11.20 am**

To review and scrutinise the Directorate Risk Register as at 22 September 2016 (attached to this report.)                          **(Pages 37 - 51)**


**12.   Legal Services Directorate Performance**              **11.45 am**

To consider and comment on the update regarding the performance of the Legal Services Directorate for Q1 16-17.                          **(Pages 52 - 63)**

# Public Information Sheet

## Inspection of Papers - Local Government (Access to Information) Act 1985

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Committee rooms are fitted with induction loops to assist people with hearing impairment.  If you require any assistance with this please speak to the Democratic Services Officer.

## Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings.  Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting.  Please submit it to democratic.services@bristol.gov.uk  or Democratic Services Section, City Hall, College Green, Bristol BS1 5UY.  The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).

We will try to remove personal information such as contact details.  However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement

contains information that you would prefer not to be in the public domain. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

**Process during the meeting:**

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions.
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.

## Webcasting/ Recording of meetings

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**Bristol City Council
Minutes of the Business Change and Resources
Scrutiny Commission**

**18 July 2016 at 9.30 am**

**Members Present:-**
**Councillors:** Graham Morris (Chair), Donald Alexander, Tom Brook, Barry Clark, Stephen Clarke, Helen Godwin, Geoff Gollop and Tim Kent

**Officers in Attendance:-**
Anna Klonowski (Interim Strategic Director - Business Change), Shahzia Daya (Interim Service Director - Legal and Democratic Services), Dominic Mason (Interim Service Director for Change), Johanna Holmes (Policy Advisor - Scrutiny), Sarah Wilson (DLT Support Manager - Business Change), Louise deCordova and Andrea Dell

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

The Chair welcomed members and led introductions.

2. **Apologies for Absence**

Cllr Afzal Shah, Richard Billingham (Service Director Human Resources), Cathy Mullins (Interim Service Director Policy, Strategy and Communications), Julie Oldale (Interim Service Director Finance)

3. **Declarations of Interest**

Cllr Gollop referred to Item 10 Business Change Outturn Performance Report for Quarter 4 of 2015/16 and asked the Committee to note that he had served as Assistant Mayor and Executive Member for Business Change and Resources Scrutiny Commission in the previous municipal year and had been responsible for progress towards delivery of the Corporate Plan 2014/17.

4. **Minutes of the Previous Meeting**

The Committee AGREED the minutes of the last meeting as a correct record.

**Subject to the following addition at Minute 85 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.'* Add the words **'However, it was also agreed that the maximum transparency possible should be attained.'**

<div align="right"><b>Action: Louise deCordova</b></div>

The following points were noted in discussion:

*Reference Minute 85 f. Bristol is Open.* An update to be provided on the progress to date since March 2016.

<div align="right"><b>Action: Dominic Mason</b></div>

## 5. Action Sheet

The Committee noted the progress of actions from the previous meeting.

The following points were raised in discussion:

*Ref. Action 7. Income Generation.* Members asked whether options for the Inquiry Day event had been progressed. Scrutiny Officers confirmed that there had been an overlap of interest between Business Change and Place on this topic. An Inquiry Day involving both Scrutiny Commissions could be progressed if members were minded to prioritise this within the 2016/17 work programme.

<div align="right"><b>Action: Johanna Holmes</b></div>

## 6. Chair's Business

The Chair recognised that the Business Change Directorate had undergone significant structural change which had resulted in amendments to the planned agenda.

The Chair proposed that the key to the commission's success would be a work programme which took a strategic view over a 3-4 year period, underpinned by robust and rigorous scrutiny; delivered in a respectful way.

## 7. Public Forum

None received.

## 8. Business Change Service Director Introductions

The Commission received a position summary from the Strategic Director for Business Change which referenced the number of interim positions currently in post. There was a renewed focus to deliver stability for the team, the workforce and for councillors. Recruitment had commenced for two statutory

posts, Service Directors for Legal and Finance. The Directorate Leadership team would need a short time to reflect on the Mayor's Bristol Plan; the Local Authority financial position ; and the need to protect frontline services; against the backdrop of emerging national picture and central government policy.

Officers tabled the Business Change structure chart. (attached)

The Service Directors for Change and Legal and Democratic Services introduced their service areas.

The following points were raised in discussion:

a. It was agreed that Service Directors for HR, Policy, Strategy and Communications and Finance introduce their areas of service at the next meeting.

**Action: Service Directors**

b. It was noted that Citizen Services had moved into the Neighbourhoods Directorate and Procurement had moved to the People Directorate.

c. Restructuring was an inevitable next step in the move towards an automated self-serve environment.

d. A Finance Improvement Programme report was being considered by the Audit Committee, the outcomes would be shared at the next meeting.

**Action: Anna Klonowski**

e. Members asked for the current position with regards to the statutory Head of Paid Service post. Officers confirmed that the Strategic Leadership Team were covering the position on a weekly rotating basis. The Monitoring Officer confirmed that this was a legitimate temporary measure whilst the selection process for an interim Head of Paid Service was being progressed.

## 9. Business Change Scrutiny and Resources Scrutiny Commission Annual Report

The Commission considered a report of Democratic Services which set out the Commission's Annual Business for 2016/17.

**The Commission RESOLVED:-**
**(i)       To elect Cllr Stephen Clarke as Vice-Chair of the Scrutiny Commission**
**(ii)      To note the Commission's Terms of Reference as set out in the report.**
**(iii)     To confirm the meeting dates and times for the Commission in 2016/17 as set out below:**

| 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 |

## 10 Quarter Four Performance Report 2015/16

The Commission considered the report from the Strategic Director of Business Change in respect of the Quarter 4 Outturn Performance report 2015/16. The report and appendices summarised the main areas of progress towards delivery of the Corporate Plan 2014-17.

The following points were noted in discussion:

a.  Ref. BU163 – *Percentage of ICT requests using self-service.* Members asked for clarification on the -12% variance from target. Officers confirmed that work was being progressed to improve the take up of the self-service offer. Customers would be consulted and the outcomes would inform a tailored communications plan, supported by service level agreements to support delivery.

b.  Ref. BU205 – *Number of Knowledgebase hits to Advice Centre calls.* Members asked for clarification of the terminology used. Officers advised that this related to the number of calls received from customers that prompted the use of pre populated 'knowledgebase' scripts used by advice centre staff to answer telephone enquiries. Officers to confirm the targets expected.

**Action: Dominic Mason**

c.  Ref. BU171 – *% procurement spend with 'Small and Medium sized Enterprises' (SME's) s.* Members requested detailed analysis to include local spend. Officers confirmed that the definition of 'local' was still under consideration with a scope of BS16 a preferred option. Officers to report back to Committee.

**Action: Shahzia Daya**

d.  Members referred to *the progress against the major projects within the Single Change Programme (SCP)* and asked whether progress had been made with reference to the use of Salesforce to enable councillors to track local case work. Officers confirmed that a solution for this work was still under consideration. Committee Members asserted that progress on this would be both useful and welcomed. The Strategic Director confirmed that future reports would be presented with a prioritised view of projects within current financial constraints.

e.  Members referred to the Customer Relationship Management (CRM) solution and asked for clarification regarding the current position and whether customer facing staff now had access to the full functionality of the system. Officers confirmed that whilst the Citizens Account had been achieved this was not yet functional with the CRM tool. Further enhancements were needed to provide a single software platform. A staff training programme would then need to be developed. Officers to update the Commission on the current position with reference to a local casework solution.

**Action: Shahzia Daya**

f.  Ref. BU115 – *Customer satisfaction (%) with ICT service desk service.*  Members questioned the rationality of reporting this type of target at Scrutiny level.

g.  Ref. BU011 – *Percentage of financial audits concluding the level of control is acceptable or above.* Members commented that the analysis reporting a considerable improvement on quarter 2 painted a confusing picture. Officers were asked to report back on the areas that had not measured a satisfactory level of control.  Officers confirmed that detailed reports were already considered by the Audit Committee but could be shared with the Commission.

**Action: Julie Oldale**

h.  Officers reassured Councillors that Finance Services had commenced an improvement programme which was being monitored by the Audit Committee.

i.  Ref. BCP182 – *Number of working days lost due to sickness absence.*  Members asked whether sickness absence was being monitored at Committee level and whether officers could be apprised of the Fire Authority performance with reference to this difficult issue.   Cllr Godwin, Chair of the Human Resources Committee confirmed that sickness absence would be looked at in detail this year.

j.  Members asked for clarification with reference to the *Forecast budget outturn position* of (£0.1m). It was confirmed that this related to a People Directorate overspend of £6.5m and an underspend of £6.6m, particularly related to capital projects.

k.  The Strategic Director asserted that there was a need to provide clarity between Business Change results and the rest of the organisation.  Future budget monitoring reports would deliver one version of the truth providing greater transparency and opportunity to challenge.

l.  The Commission discussed the potential of obtaining a more meaningful suite of performance indicators that was dynamic, relevant and demonstrated trends.  This could support monitoring of the Commission's work programme and well as performance which denoted significant financial impact to the organisation.  Officers confirmed that this approach would be welcomed and would mirror existing work being carried out within the directorate; with the objective being to link performance with the correlating financial impact to create a fuller picture.  Members commented that this should be a joint process. It was agreed that officers arrange an informal workshop to explore this work further and in the context of the Mayor's vision and other significant factors.

**Action: Andrea Dell**

m.  Members raised concern that Procurement had moved to the People Directorate and therefore under the remit of the People Scrutiny Commission.  There was strong feeling that this area should be scrutinised by a different department, either through OSM or Business Change.  The Strategic

Director would reflect the concerns raised with the Strategic Leadership Team and the new Head of Paid Service when in post.

**Action: Anna Klonowski/Lucy Flemming**

## 11 Change Programme - Presentation

The Commission received a presentation from the Interim Service Director, ICT/Business Change. (attached) The overarching objectives being to synch with the Mayor's Bristol Plan; address the financial savings targets; and guide major changes to ensure business continuity.

The following points were noted in discussion:

a.  It was confirmed that the executive member for Business Change was invited to engage regularly with the Directorate Leadership Team.

b.  Members voiced concerns that a significant impact of channel shift was a loss of confidence in systems. Citizens feedback suggested that the online tools to engage with Waste and Parking services did not deliver; and any frustration was compounded by the reduction in support staff and digital telephony systems.

c.  Officers confirmed that that work was being carried out in service areas to ensure that when frontline and telephony systems moved to digital services that teams had plans in place to resource the transition period in the right ways through citizen centric contracts.  This was being monitored through regular reporting of the customer experience and took steps to address areas of concern.

d.  Officers confirmed the need to re-engage and restore confidence to Councillors in order that Councillors were able to provide the support needed to drive through the necessary changes.

Meeting ended at 11.20 am

**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 18 July 2016 | | | | |
| 4 | Minutes of the previous meeting | • Minute 85k.<br>Add the words *'However, it was also agreed that the maximum transparency possible should be attained.'*<br><br>• Minute 85f. Bristol is Open.<br>An update to be provided on the progress to date since March 2016. | Louise deCordova<br><br><br><br><br>Stephen Hilton / Johanna Holmes | Complete<br><br><br><br><br>Bristol Is Open no longer sits within the BC&R Directorate so it is suggested that future updates be considered by the Neighbourhoods Scrutiny Commission. |
| 5 | Action Sheet | • Income Generation Inquiry Day Scrutiny Officers to confirm with Members whether this is a priority within the 2016/17 work programme. | Johanna Holmes | Is included on the list of potential work programme items. |
| 8 | Business Change Service Director Introductions | • Service Directors for HR, Policy, Strategy and Communications and Finance to introduce their service areas at the September meeting.<br><br>• Outcomes of the Finance Improvement Programme report, being considered by | Richard Billingham<br>Cathy Mullins<br>Annabel Scholes<br><br><br>Anna Klonowski | All of the remaining Directors are aware of this and will attend.<br><br><br>Links to the Audit Committee Report emailed to members |

**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 |
|---|---|---|---|---|
| | | Audit Committee, to be shared at the next meeting. | | Complete |
| 10 | Quarter Four Performance Report 2015/16 | • Ref. BU205 – Number of Knowledgebase hits to Advice Centre calls.<br>Officers to confirm the targets expected. | Dominic Mason | The 2016/17 target for BU205 is 30. This means that for every call to the advice centre we are aspiring to get 30 hits on knowledgebase. The target of 30 is based on the channel shift target of 30% which is adopted in many services across the Council eg Citizens Services, where we are aiming to increase online transactions and decrease telephone calls, face to face visits and emails |
| | | • Ref. BU171 – % procurement spend with 'Small and Medium sized Enterprises' (SME's) s.<br>Officers to report to Committee detailed analysis of spend to include 'local' spend. | Shahzia Daya | We are in the process of sourcing a tool before the end of September which we would allow us to produce this information easily and permit us to analyse the data in a number of other ways. |
| | | • Customer Relationship Management (CRM) solution - Officers to update the Commission on the current position with reference to a local casework solution for Members. | Shahzia Daya | Salesforce is the Customer Relationship Management solution currently used by Bristol City Council. Officers aim to review the strategic use of Salesforce over the next three months. However, the effects of Voluntary Severance, |

**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 |
|---|---|---|---|---|
| Page 14 | | | | consequent restructure and budget reductions may impact on this objective, as we will be coping with the loss of key staff in this period. |
| | | • Ref. BU011 – Percentage of financial audits concluding the level of control is acceptable or above. Officers to report back on the areas that had not measured a satisfactory level of control. | Annabel Scholes | It was the Bank reconciliation audit which received a 'partial' Assurance rating.  Bank reconciliation is now part of the Finance Improvement Plan which is reported to Audit committee. |
| | | • Performance Indicators (PI) development Officers to arrange an informal workshop to explore this further, in the context of the Mayor's vision and other significant factors. | Andrea Dell | Following on from this discussion, OSMB Lead Members have considered the approach to reporting on PIs and have agreed that they should only be set once the Corporate Plan available.  A paper summarising this will be included in the papers for OSMB on the 8th Sept 16 |
| | Minute 8m. | • Members concerns over the remit of Procurement Scrutiny. The Strategic Director to raise Members concerns to the Strategic Leadership Team and the new Head of Paid Service when in post. | Anna Klonowski/Johanna Holmes | Members concerns were passed onto to SLT.  However, at this time procurement is to remain in the People Directorate. |

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

Agenda item

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| **Bristol City Council**<br>**Business Change & Resources Scrutiny Commission**<br>**22 September 2016** |

**Report of:**  **Interim Service Director, Finance**

**Title:**  **Q1 Finance report for Business Change**  **Ward:** Citywide

**Officer presenting report:**  **Annabel Scholes**

**Contact telephone number:**  0117 922 2419

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**Recommendation**

That the Commission consider and comment on the relevant Business Change extracts detailed below taken from the Q1 Finance Report that went to Cabinet on
6th September 16.

**Summary**

The Q1 Finance report was considered by Cabinet at their meeting on 6 September. The report included a progress report on the Council's overall financial performance against revenue and capital budgets for the 2016/17 financial year that were approved by Council on the 16th February 2016. The report focused on significant variances to meeting the budget in 2016/17 in order to take timely actions to deliver a balanced position at year end.

This scrutiny session is to specifically focus on The Q1 Financial information for the Business Change Directorate.

**Note:**
Q1 Finance Report for Business Change – Appended

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**Extracts – Q1 Finance Report, Business Change**

**Extract 1**

13. The following table provides a summary of the general fund revenue position at directorate level.  A more detailed analysis is provided at Appendix A.

**Table 1: General Fund Forecast Net Expenditure**

| General Fund Revenue Budgets – QTR1<br><br>Directorate | Net Budget £m | Forecast Outturn £m | Forecast Outturn Variance (Under)/ Over Spend £m |
|---|---|---|---|
| People | 222.6 | 233.6 | 11.0 |
| Place | 20.1 | 26.9 | 6.8 |
| Neighbourhoods | 54.8 | 53.3 | (1.5) |
| Business Change | 25.9 | 30.2 | 4.3 |
| City Director | 9.4 | 9.4 | 0.0 |
| Change Programme (Net Budget) | (15.6) | (1.8) | 13.8 |
| **SUB TOTAL – SPENDING ON SERVICES** | **317.2** | **351.5** | **34.3** |
| Other Budgets * | 28.2 | 23.0 | (5.2) |
| **TOTAL** | **345.4** | **374.5** | **29.1** |

**Extract 2**

**13.4 Business Change - £4.3m overspend**

| 2016/17 Budget | Gross Expenditure £m | Gross Income £m | Net Revenue Budget £m |
|---|---|---|---|
| Business Change | 39.2 | (13.3) | 25.9 |

The main variance within Business Change is within the ICT Service.  This relates to additional hardware and maintenance costs (£2.8m), software development service increases (£1.3m) as a result of growth in additional demand for license costs.  This is in part as a result of investment in new technology and digital developments.

**Historical ICT budget management**
The cost of ICT within BCC has reduced by 47% since 2013/14, equating to a £7.4m reduction (from £16.9m to £8.5m by the end of 2015/16). This was achieved by an internal project that:

- Reduced ICT headcount from 129 (at end of 2014) to 105 (by end of 2015)
- Saved £3.0m by reviewing other major ICT costs and strict management of ICT contracts. A contracts register was built, bringing the number of contracts managed within IT procurement from 12 to 319 and allowing us

to renegotiate costs savings from, for example, major contracts with IBM and Vodafone2b.

**Sources of budget overspend**

However, despite the above, the overspend has grown on ICT budgets to £4.4m, at present the analysis is believed to be as follows but, the Interim Strategic Director of Business Change is planning to undertake some detailed investigatory and remedial action sessions with the team over the next few weeks to assure herself of the causes and solutions going forward:

| Name | £k | Description |
|---|---|---|
| Data Centre Relocation | 740 | Data centre was moved, at necessary increased scope, from council-run to outsourced supplier to allow release of capital asset of Romney House |
| Digital Services platform licences and support | 530 | Change Programme: Charges to provide web based digital services. E.g. Liferay, Experian, Salesforce. |
| Alfresco | 266 | As a result of the move to reduce storage of paper associated with more agile and flexible ways of working there has been a significant growth in the number of licences to support use of Electronic Document (EDRM) storage (700 to 5000) which was not budgeted for. |
| Laptop and other mobile working support and replacement costs | 250 | As part of the move to more agile ways of working there has been a need to support and replace laptops, accessories and related infrastructure. |
| Small service/support contracts | 70 | For additional systems support, e.g. Election System |
| Data Centre ongoing costs | 276 | There has been a growth in kit, usage and connectivity due to new systems and new more agile ways of working associated with the changes |
| Web platforms | 300 | Change Programme: PFIKS support contract (£75k), AWS (£125k), Arcus (£14k), plus various other smaller platforms |
| Storage Growth | 50 | Anticipated EDRM driven growth |
| Unanticipated further systems | 255 | Vision HR unanticipated contract renewal (£240k), plus unanticipated additional costs for more users and additional licences on other platforms |
| **TOTAL** | **£2,737** | |

There is also significant use of interims in ICT (52) which needs to be reviewed. This will part of the Interim Strategic Director's review agenda.

Total (above)                    £2.7m
Under delivery in previous MTFP   £1.4m

Miscellaneous items             £0.3m
Sum total:                       £4.4m

The following paragraphs provide more detail in relation to the above but needs further investigation and verification:

a) The Change Programme
As projects in the Change Programme were scoped out it was identified that there would be an ongoing dis-benefit to the ICT budgets of a minimum of £1.5m per annum from 15/16 onwards.

b) Variations from the planned Change programme business case
The Change Programme was agreed in October 2013 but it subsequently grew and added projects outside of its original scope, such as the new Council website. In total, 12 additional projects were added without any further contribution to ICT budgets being made.

c) Agile and mobile working
The original BWP Business Case incorporated £5.8m for ICT expenditure; this consisted of a budget for devices, software for those devices and software to support flexible working. No year on year ICT revenue budget was identified but, it is believed that ICT were left with the challenge of rationalising existing services to address this but no plan was put in place, This will be verified as part of the Interim Strategic Director's investigations.

d) Data centre relocation project
Two aspects have been identified as leading to the increased the costs of the data centre on an ongoing basis from that included in the original business case because of:
    i. the need to improve the resilience because of necessary protection, and service levels;
    ii. the need to include additional capacity as more of our storage is digital rather than physical.

e) Increased demand for ICT services
    a. The additional 12 new systems in 2 (above) were initiated without the additional revenue costs being recognised on an ongoing basis.

    b. In addition, the Change Programme original business cases were based on an estimated number of users, whereas, in practice this has proven to be an under-estimate in almost all cases.

f) Previous under-delivery
The ICT Sourcing programme was expected to deliver savings totalling £7.6m between 2013/14 and 2018/19 which was incorporated into the approved MTFS and relevant year's budgets. However, this was based on estimates which have not come to fruition. There is therefore a shortfall of circa £1.3m at present.

g) Interim management costs
   As stated above there are circa 52 interim and agency staff currently engaged within the delivery of ICT services, including the projects listed above.

**Mitigation**

As previously highlighted, the Interim Strategic Director for Business Change will be undertaking a series of meetings with the ICT management team to investigate the causes overspend, opportunities for mitigation and further savings opportunities.

Stronger governance, and an understanding from ICT of the Bristol Plan strategy, are the two biggest factors that can mitigate this overspend.

The first factor, strong governance, reduces spend immediately by limiting access. The second, required direction, ensures any remaining spend is strategic.

Governance has immediately been changed. All requests for ICT services must have a fully structured business case including approval by Finance and budget transfer. ICT's own expenditure requests are analysed externally via the PMO team. That same PMO team also analyse business requests before they get to ICT, those are then subject to a second layer of ICT analysis.

Towards further mitigating this overspend, a service improvement plan has been drafted and will be tested during the meetings above.  This plan, now in progress, will be implemented to move towards an effective, benchmarked ICT service.

The Service Director meets with his team daily to discuss actions, forward planning and meeting structures.  In addition, all ICT management staff are attending twice weekly management team meetings.

**Other areas of cost pressure in Business Change**

Cost pressures in other areas are mainly as a result of additional agency/interim staffing costs.  Business Change are proactively recruiting permanent staff with two of the vacant Service Directors Roles out to recruitment currently.

**13.5 City Director - £0.0m**

| 2016/17 Budget | Gross Expenditure £m | Gross Income £m | Net Revenue Budget £m |
|---|---|---|---|
| City Director | 15.6 | (6.2) | 9.4 |

Overall, the directorate is currently forecasting a balanced position by year end. There are additional cost pressures in year as a result of the cost of running elections, but these will be managed over a period of years through an offsetting

arrangement, whereby budget is set aside in non-election years to fund election years.

**13.6 Change Programme - £13.8m Overspend**

At the beginning of the financial year, the Council had a savings target against the Change Programme of £34.7m, which comprised £15.2m undelivered savings from 2015/16 and £19.5m relating to 2016/17. For the purposes of this report, we have shown a net figure. The following table provides estimates of the forecast savings delivery split between items previously identified within the change programme and newly identified (non-change programme) savings.

**Table 2: Summary of Net Change Programme Budget Position**

| | |
|---|---|
| 2016/17 Change Programme Savings | £19.5m |
| 2015/16 Undelivered change programme savings | £15.2m |
| **TOTAL** | **£34.7m** |
| Less: | |
| Change Programme Savings Secured or in Delivery | £6.3m |
| New Savings Identified/secured to address the gap | £9.7m |
| Release of Change Programme Contingency | £6.3m |
| **TOTAL TO BE IDENTIFIED** | **£12.4m** |
| Overspend against change programme expenditure | £1.4m |
| **TOTAL CHANGE PROGRAMME** | **£13.8m** |

The Council has initiated a Council Wide programme of activities and workstreams to specifically focus on delivering the savings needed in the current financial year. This has included:

- A review of all spend against corporate budget lines resulting in reduced budgets across areas such as staff expenses, conference and training budgets, printing etc;
- A review of all vacancies to delete any vacant posts that are no longer required, resulting in budget reductions;
- All services and directorates developing and preparing savings proposals for delivery through the remainder of this financial year;
- A contingency was included in the original programme to mitigate against risks of non-delivery of savings or savings double counts. This has been released;
- A review is underway of all the Council's service directorate earmarked reserves.

As savings are validated, budgets across services and directorates are being reduced to secure these savings.

Within this budget line, there is investment required to facilitate the delivery of some of the savings. There is a current forecast overspend of £1.4m against these items. As part of the current programme of activity and to mitigate this

overspend, all current planned expenditure is subject to review.

The reported pressure in this area mainly relates to savings yet to be identified.

### 13.7 Other / Corporate Budgets – (£5.2m) Underspend

The main budget in this area is the capital financing budget of £19.3m. It is currently forecast that this budget will be underspent by £4.1m as a result of re-profiling of the capital programme. This area also includes certain contingency budgets and other expenditure budgets of a corporate nature, including expenditure on levies.

The general contingency included in other budgets stands at £2.8m. This is held as a contingency to cover miscellaneous cost pressures across all service areas. To date, there has been no call on this contingency in this financial year, but it is assumed that it will be required by the end of the financial year. Other budget contingencies of £1.6m have been released to support the overall financial position.
In this quarter, the Council has identified a potential workforce pressure as a result of a court case ruling on annual leave entitlements for staff in receipt of regular overtime. The current estimated cost of this is £0.5m, and this is included in this section.

The Medium Term Financial Plan agreed  items to support social care expenditure have been transferred to the People Directorate. In addition, the Council Tax levy collected in support of adult social care has been transferred to the Social Care Adults division.


**Extract 3**

**Table 5: Changes to the Capital Programme, being slippage from 2015/16**

| | |
|---|---:|
| **Business Change**<br>  - Re-profile spend from 2015/16 to 2016/17 in relation to the Bristol Workplace programme. | 6.0 |
|   - Bristol Operations Centre Project vired to Neighbourhoods. | (5.5) |
| Sub-total Business Change | **0.5** |

**Extract 4**

# F - Treasury Management

1. No borrowing has been undertaken to date during 2016/17. Net debt (borrowing less investment) increased by £8m from £271m to £279m due to a small change in working balances as at the end of quarter one.

2. The average level of funds available for investment purposes during the quarter was £175m. The return for period was 0.60% compared to the recognised benchmark of 0.36% (7 day Libid).

3. In addition the Council's agreed policy is to defer borrowing while it has significant levels of cash balances (£136m at June 2016), £75m estimated for March 2017).  This strategy is prudent as investment returns are low and counterparty risk is relatively high.  However, due to the significant change in the financial markets and fall in interest rates due to the referendum long term borrowing rates are at historic low levels and external borrowing will be considered if rates are expected to rise significantly from their current position. If implemented, this action will reduce the authority's exposure to interest rate risk.

4. The Council has complied with all treasury management legislative and regulatory requirements during the period and all transactions were in accordance with the approved Treasury Management Strategy.

**Extract 5**

**Risk Assessment**

5. In the Budget Report presented to Full Council in February 2016, a number of significant risks were identified.  This report identifies that a significant number of these risks have come to fruition in the early part of the financial year, or remain relevant.  The list below highlights the most significant of these risks:

   - the scale of overall reductions to all directorate budgets (£35.4m identified and included in the approved budget) and the potential of non-delivery of these savings;
   - the potential of overspends against budgeted net expenditure;
   - Care placements & budgets, both in terms of activity as a result of demographic pressures and also unit costs;
   - Potential delay in delivery of capital receipts;
   - Increase in pension liabilities;
   - volatility in business rate income including the level of successful appeals and the result of the application for mandatory charitable relief made by a number of hospital trusts;

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

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

# Business Change & Resources
# 22nd September 2016

**Report of:**     Richard Billingham - Service Director HR

**Title:**     Business Change Performance Q1 2016/17 - Existing and New Indicators

**Ward:**     *Citywide*

**Officer Presenting Report:**     Tracy Mathews, Performance Improvement Advisor

**Contact Telephone Number:**     0117 92 23850

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**Recommendation**

1) To note the Business Change Outturn Performance Report for Quarter 1 of 2016/17 (where data provided)
2) To identify a suite of performance indicators for future reporting (Q2 onwards) from the list provided

**Summary**

This report consists of:

a) Existing performance indicators already reported in Business Change and,
b) Potential new performance indicators that could be reported, subject to development.

All indicators aim to show the progress made to supporting the delivery of the Corporate Plan 2014/17.

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

The most significant highlights, milestones and performance issues are contained within the Business Change 2016/17 Quarter 1 Outturn Performance Report, attached as Appendix A.

**Policy**

*1.* *Not applicable*

**Consultation**

**2.** **Internal**
*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, detailed information for all the Business Change DLT measures were historically included for information. However, since the previous report (Q4) it was decided that members should have an opportunity to identify which indicators are reported. Therefore this report includes the progress of all relevant existing indicators along with a list of potential new indicators.

4.3 These measures of success are sorted by service area.

4.4 Reports for Q2 onwards will be based upon the indicators selected by the committee at this meeting.

**Proposal**

5. The Commission is asked to note the contents of the summary outturn report as attached as Appendix A and identify which measures they would like reported for Q2 onwards.

**Other Options Considered**

6. *Not applicable*

**Risk Assessment**

7. *Not applicable*

**Public Sector Equality Duties**

8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion

or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

i)   Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.

ii)  Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --

   -   remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;

   -   take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);

   -   encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
   - tackle prejudice; and
   - promote understanding.

8b)  This report is a statement of the progress on delivery of the Corporate Plan objectives and therefore no equality impact assessment 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 – Business Change Performance Q1 2016/17 - Existing and New Indicators*

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

*None*

# BUSINESS CHANGE PERFORMANCE Q1 2016/17 - EXISTING AND NEW INDICATORS

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **BUSINESS CHANGE & ICT** | | | | | | | | | | | | |
| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 / Jun | Q2 / Sep | Q3 / Dec | Q4 / Mar | Actual to Date | Variance | Officer Notes |
| **Commissioning and Supplier Relationship Management** | | | | | | | | | | | | |
| Data not due | BU156 | % staff who have completed Information Security Training | + | n/a | 90% | n/a | n/a | n/a | | n/a | No data | |
| | NEW | % ICT contracts renewed on time | + | Potential new PI | | | | | | | | |
| | NEW | Value of live waivers (£) | - | Potential new PI | | | | | | | | |
| | NEW | Average response time to supplier queries | - | Potential new PI | | | | | | | | |
| | NEW | Number of high and critical security issues found during network health checks | - | Potential new PI | | | | | | | | |
| | NEW | % ICT spend with SME's | + | Potential new PI | | | | | | | | |
| | NEW | % ICT agency spend (Guidant) | - | Potential new PI | | | | | | | | |
| | NEW | Number of lost / stolen laptops, mobile phones, blackberry's or tablets | - | Potential new PI | | | | | | | | |
| **Digital Services and Customer Insight** | | | | | | | | | | | | |
| Above target | BU180 | % availability of Bristol City Council website | + | 99.90% | 99.50% | 100.00% | | | | 100.00% | 0.50% | |
| No target | BU181 | Number of hits on Bristol City Council website | + | 10,474,447 | tbc | 3,833,123 | | | | 3,833,123 | No target | |
| No target | BU183 | Number of transactions performed online on BCC website | + | 277,178 | tbc | 64,668 | | | | 64,668 | No target | |
| **ICT Delivery** | | | | | | | | | | | | |
| Below target | BU111 | Percentage "first call fix" on the ICT Service Desk | + | 55% | 50% | 47% | | | | 47% | -5% | |
| Well below target | BU112 | Percentage of calls to the ICT Service Desk abandoned before they were answered | - | 10% | 5% | 10.2% | | | | 10.2% | -104% | There is a temporary increase in call times while new recruits are being trained. |
| Above target | BU114 | Number of Business Critical System (P1) incidents reported in the month | - | 49 (2015/16) | 36 (3 pcm) | 2 | | | | 2 | 33% | 13/6: I:61812 Main telephone switchboard failure affecting CSC. Voxeo server restarted. Achieved SLA. 16/6: I:62204 Council Tax general enquiry form down on the BCC website. Breached SLA. Network issue. |
| Well above target | BU115 | Customer satisfaction (%) with ICT service desk service *(definition to be amended in Q2 to just measure satisfaction with issue resolution)* | + | 89% | 90% | 100% | | | | 100% | 11% | **Current DLT MEASURE**: 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.<br><br>During Q1 the majority of respondents were satisfied with the service, with just two respondents unhappy with the length of the Service Desk call answering wait times (but happy with issue resolution). A rota is already in place to meet high volume call demand eg 9-10am, and resources are distributed accordingly. |

| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 / Jun | Q2 / Sep | Q3 / Dec | Q4 / Mar | Actual to Date | Variance | Officer Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Above target | BU160 | % Key ICT system availability | + | 99.4% | 99.5% | 99.7% | | | | 99.7% | 0.2% | **Current DLT MEASURE**: This PI measures the percentage availability of the following key corporate systems in line with the SLA defined targets:  1) Web site, 2) Email, 3) Source, 4) ABW, 5) Vision, 6) Digital Platform, 7) Office tools, 8) Alfresco<br><br>There were two systems down during June (Main Switchboard failure on the 13th June for 1 hour affecting the CSC and the Council Tax general enquiry form on the BCC website down on the 16th June affecting Bristol Citizens) however performance at 99.7% was still above the target of 99.5%. |
| Well below target | BU161 | Number of incidents reported to the ICT service desk | - | 26514 | 1900 pcm | 2210 | | | | 2210 | -16% | The number of calls was higher than usual due to outage at Temple Street |
| Well below target | BU162 | Number of service requests reported to the ICT service desk | - | 18480 | 1000 pcm | 1639 | | | | 1,639 | -64% | |
| Below target | BU163 | Percentage of ICT requests using self-service | + | 26% | 50% | 29% | | | | 29% | -5% | This figure has remained at or around the 25-27% level. An investigation will be undertaken to determine what needs to be done to move this nearer the newer, higher target. |
| Above target | BU164 | % ICT requests completed within 5 days | + | n/a | 85% | 86.2% | | | | 86.2% | 1.4% | **Current DLT MEASURE**: This PI measures the percentage of ICT requests completed within 5 days.  Service requests are defined as new services or 'how do I' requests. To put the workload into perspective, in 2016/17 the average number of monthly service requests was 1,540 although the service is working hard during 2016/17 to reduce the number of requests to approximately 1,000 per month. Performance for the year to date is broken down as follows:<br><br>April:  86.5%,  May:  83.9%,  June: 86.2% |
| NEW PI | BU165 | Average time taken to reinstate service following a Priority 1 incident | - | n/a | 2.0 hours | n/a | | | | n/a | n/a | NEW PI - In development |
| NEW PI | BU166 | Average time taken to reinstate service following a Priority 2 incident | - | n/a | 4.0 hours | n/a | | | | n/a | n/a | NEW PI - In development |
| | | | | | | **Projects** | | | | | | |
| | NEW | Cost of ICT per fte | - | Potential new PI | | | | | | | | |
| | NEW | Number of ICT staff per 1000 fte | - | Potential new PI | | | | | | | | |
| | NEW | % of projects realising benefits projected | + | Potential new PI | | | | | | | | |
| | NEW | Ratio of strategic ICT projects to Business Projects | n/a | Potential new PI. | | | | | | | | This helps us track how ICT is managing it's projects, a good ratio in favour of ICT shows we are on track against BCC strategy, a high business request ratio shows that ICT is off against BCC strategy or services are not on strategy, or other issues.  Target = 80/20. |
| | NEW | Budgetary Post Delivery Review (RAG rating) | RAG | Potential new PI. | | | | | | | | Will include sub PIs of cost/benefit analysis, adherence to budget process, adherence to approved budget, adherence to approved resource plan) |
| | NEW | Unit costs vs. benchmarks | n/a | Potential new PI. | | | | | | | | Examples of unit costs include service desk, laptop deployment, desktop configuration, mobile devices |
| | NEW | ICT Fixed vs Variable Cost Ratio | n/a | Potential new PI. | | | | | | | | This helps us track if we are commissioning services that flex with our need esp, cloud) |

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## FINANCE

| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Finance | | | | | | |
| Well below target | BU355 | Percentage of invoices paid on time | + | 93.08% (not comparable with 16/17) | 96.00% | 71.37% | | | | 71.37% | -25.65% | **Current DLT MEASURE**: 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.<br>The data has recently been revised to ensure that relevant finance categories have been included, resulting in decreased performance. Data is reported at directorate level in the Organisational Health Matrix and can be broken down to team level to identify poor performers. |
| Well above target | BU356 | Reduction during the year in opening balances of general debtors debt | + | 76.58% | 90% | 46.40% | | | | 46.40% | 106.22% | Debt collection performance is usually higher during the early part of the financial year as debts raised in periods 11/12 are likely to be paid in periods 01/02. |
| Below target | BU357 | Level of rolling year debt collected | + | 87.35% | 90.00% | 83.09% | | | | 83.09% | -3.13% | |
| No target | BU358 | % P2P invoices paid with a retrospective order | - | 24.0% | tbc | 26.0% | | | | 26.0% | n/a | **Current DLT MEASURE:** This indicator measures the number of invoices that are paid where the order date is greater than the invoice date. This means that officers are not raising orders until they receive an invoice and results in a longer time to pay the invoice.<br>Data is reported at directorate level in the Organisational Health Matrix and can be broken down to team level to identify poor performers. |
| | NEW | Agency spend as % of total salary bill | - | Potential new PI | | | | | | | | Report Business Change data for DLT and council wide data for Scrutiny |
| | NEW | Overtime spend as % of total salary bill | - | Potential new PI | | | | | | | | Report Business Change data for DLT and council wide data for Scrutiny |
| | NEW | ROI for Capital | tbc | Potential new PI | | | | | | | | Report Business Change data for DLT and council wide data for Scrutiny |
| | NEW | Forecast budget (trend analysis) - (Janet Ditte to provide definition) | tbc | Potential new PI | | | | | | | | Report Business Change data for DLT and council wide data for Scrutiny |

| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | **Audit** | | | | | |
| Well above target | BU352 | Percentage of planned Internal Audit Statutory Assurance work completed against Annual Plan | + | 93.00% | 90.00% | 31.50% | | | | 31.50% | 40.00% | **Current DLT MEASURE**: 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.<br><br>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. |
| Data not due | BU392 | % of high and medium risk IA recommendations implemented or escalated for significant risk audits | + | 68.00% | 90.00% | n/a | | n/a | | n/a | n/a | Six monthly PI |
| Above target | BU394 | Percentage of customers satisfied with Internal Audit ('Good' or better) | + | 85.00% | 90.00% | 92.00% | | | | 92.0% | 2.20% | |
| Well below target | BU395 | The number of Council owned properties recovered for letting | + | 47 | 45 | 6 | | | | 6 | -25% | Recovery rate down due to loss of experienced member of staff to maternity leave in first quarter. Recruitment currently in progress for back fill. |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **HR** | | | | | | | | | | | |
| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes |
| Well above target | BU134 | Number of working days lost due to sickness absence (Business Change) | - | 6.06 | 8 | 5.01 | | | | 5.01 | 37.38% | **Current DLT measure:** This PI illustrates the number of working days lost due to sickness absence in Business Change 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.<br><br>The average number of working days lost for Quarter 1 2016/17 was 5.01 which compares favourably to the Council average of 8.44 days. The area of greatest concern is long term sickness absence, which earlier in 2015/16 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. |
| Above target | BU200 | Number of hits on HR Knowledgebase webpages | + | 813,531 | 223,721 (Q tgt) | 226,351 | | | | 226,351 | 1.00% | |
| Below target | BU201 | Number of calls received in the HR Advice Centre | - | 32,585 | 7,457 (Q tgt) | 7,731 | | | | 7,731 | -4% | |
| Below target | BU205 | Number of Knowledgebase Hits to Advice Centre Calls | + | 24.97 | 30 | 29.28 | | | | 29.28 | -2.4% | **Current DLT measure:** 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.<br>Good performance is typified by high ratios. In Q1 there were 226,351 hits on the Knowledgebase webpages and 7,731 calls to the advice centre meaning that for every call to the advice centre there were 29.28 hits on Knowledgebase, performing just below the target of 30. |
| Well below target | BU207 | % of employees with a completed 'My Performance' Baseline review form (BCC) | + | 50% | 90% | 80% | | | | 80% | -11.11% | Data is reported at directorate level in the Organisational Health Matrix. |
| Well below target | BU208 | % employees with a completed 'My Performance' 15/16 review form (BCC) | + | n/a | 90% | 51% | | | | 51% | -43.3% | Data is reported at directorate level in the Organisational Health Matrix. |

| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| On target | BU209 | % Customer satisfaction with HR Advice Centre service | + | 75.00% | 75.00% | 75.00% | | | | 75.00% | 0.00% | **Current DLT measure**: 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.<br>Due to ICT issues a smaller sample than usual were requested to respond to the survey in Q1, resulting in a low number of responses.  However overall, 3 out of 4 respondents were satisfied with the service.  The other respondent was neither satisfied nor unsatisfied.<br>The way this service operates is currently under review and this PI may no longer be relevant. |
| Below target | BCP182 | Number of working days lost due to sickness absence (BCC - excluding schools) | - | 8.36 | 8 days | 8.44 | | | | 8.44 | -5.50% | |
| | NEW | Difference between progression rate of BME and non-BME employee | tbc | Potential new PI | | | | | | | | |
| | NEW | Difference between progression rate of Women and Men | tbc | Potential new PI | | | | | | | | |
| | NEW | % staff who understand BCC vision and strategy | + | Potential new PI | | | | | | | | Data would come from a staff / pulse survey (tbc) |
| | NEW | Female earnings – highest paid 5% of earners | tbc | Potential new PI | | | | | | | | Report Business Change data for DLT and council wide data for Scrutiny |
| | NEW | % return to work interviews taking place | + | Potential new PI | | | | | | | | Report Business Change data for DLT and council wide data for Scrutiny |
| | NEW | Cost of HR per fte | - | Potential new PI | | | | | | | | |
| | NEW | Number of HR staff per 1000 fte | - | Potential new PI | | | | | | | | |
| | NEW | Number of jobs completed by Bristol Design Team | tbc | Potential new PI | | | | | | | | |
| | NEW | Number of Press Releases issued | tbc | Potential new PI | | | | | | | | |

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## LEGAL

| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Legal Services** |||||||||||||
| Well above target | BU128 | Customer satisfaction (Internal) with Legal Services | + | 100% | 90.00% | 100% | | | | 100% | 11.11% | Surveys based on completed cases - low response rate. Doesn't capture the more strategic view. |
| Below target | BU129 | Chargeable hours worked within Legal Services | + | 100.00% | 100.00% | 93.40% | | | | 93.40% | -6.6% | **Current DLT Indicator:** The purpose of this indicator is to measure and monitor the efficiency and productivity of the service through the effective use of staff time. NB There is a central re-charge for work done by Legal Services, and it is monitored by volume per directorate and work type.<br><br>For the roles of lawyer, legal officer and legal assistant the percentage of chargeable hours is 80%, so in a standard 7.5 hour working day, the aim will be to charge for 6 hours per fte. Downtime is spent on admin due to reduced admin support, and also mandatory training, supervision, etc. Due to management responsibilities team leaders aim to charge 50% of their hours and service managers 25%. Whilst chargeable hours are valid in the context of local government, the level of chargeable hours is under review.<br><br>Comparisons with other core cities shows Bristol to be significantly higher than most in terms of chargeable hours. The standard is 1200 hours per annum compared to 1354 for Bristol. This places us in the top quartile.<br><br>Due to commercial sensitivity it is not possible to ascertain how we compare to the private sector. Two major Bristol commercial firms have provided their targets for chargeable hours but have asked for the information to remain confidential and not be used. |
| Above target | BU211 | Legal Services - External Income vs Target | + | n/a | £812,000 | £213,000 | | | | £213,000 | 5% | **Current DLT Indicator:** The purpose of this indicator is to measure progress against the external income target. In Q1 the target was £203k and actual income was £213k resulting in an additional £10k (+5%). Income can be broken down further by the following headings if required: 3rd party income (LICO, Interest, S106), Public bodies income, School income and External project work income. |
| Well above target | BU212 | Legal Services spend on external legal advice and representation | - | n/a | £578,000 | £75,000 | | | | £75,000 | 48% | This budget is demand led and although performing well above target it is too early to predict the year end outturn as a single case could prove costly. |
| Well below target | BU213 | Legal Services spend on agency costs (as a % of overall salary budget) | - | n/a | 20% | 24% | | | | 24% | -20% | Q1 = 24% (Agency costs of £177,700 / Overall salary budget £740,674) |
| | NEW | Number of times costs awarded to BCC as a result of Legal Challenge | + | Potential new quarterly PI | | | | | | | | Detail would include what areas the challenges came from, amount of cost etc |
| | NEW | Number of times costs awarded against BCC as a result of Legal Challenge | - | Potential new quarterly PI | | | | | | | | Detail would include what areas the challenges came from, amount of cost etc |

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| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
|  | NEW | In house advocacy as a % of total advocacy in high demand areas with a target of top quartile with comparator authorities | + | Potential new annual PI |  |  |  |  |  |  |  | Need to identify high demand areas eg care proceedings, prosecutions, housing litigation, anti-social behaviour, court of protection. |
|  | NEW | Total income earned against a target of 20% total budget with a target of top quartile with comparator authorities | + | Potential new annual PI |  |  |  |  |  |  |  |  |
|  | NEW | Number of qualified lawyers per 1000 population | - | Potential new annual PI |  |  |  |  |  |  |  |  |
|  | NEW | Cost of Legal per 1000 population | - | Potential new annual PI |  |  |  |  |  |  |  |  |
| **Statutory and Democratic Services** |||||||||||||
| Data not due | BU130 | Customer satisfaction with Register Office | + | 98.56% | 90% | n/a |  | n/a |  | n/a | n/a | Six monthly PI |
| Well above target | BU328 | % Channel shift achieved for the Bristol Register Office | + | 29.10% | 30.00% | 44.10% |  |  |  | 44.10% | 46.90% | **Current DLT Indicator:** 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. Since April 2015, customers have the opportunity to book Birth, Death and Still-Birth appointments through the Booking bug system.<br><br>For the period 1st April 2016 to 30th June 2016, 3,951 appointments were made to the registration service broken down as follows:<br><br>Telephone 2,272  (57.5%)<br>Online  1,649  (41.7%)<br>Walk in 30   (0.8%)<br><br>Any savings resulting from the channel shift will be experienced at the CSC (not the Registration Service) where phone calls have decreased, freeing up staff to take other calls.  Appointments online, as opposed to appointments made by phone have no real impact on the Registration Service. (Legally relatives must attend to make the registration in person) It just allows the relatives an alternative option that can be used out of core hours for appointment making. |
| Well below target | BU324 | % Birth registration appointments available within 5 working days of request | + | 89.00% | 95.00% | 85.60% |  |  |  | 85.60% |  | 3059 births were registered in Q1. 2635 booked appointments in April – June(86.13%). In Q1 85.57% of those who booked were offered an apt within 5 working days. |
| Above target | BU326 | % Death registration appointments available within 2 working days of request | + | 98.00% | 95.00% | 99.40% |  |  |  | 99.40% |  | 1263 deaths were registered in Q1 From April - June 1162 appointments were booked of these 99.39 % (1155) were offered an apt within 2 days |

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| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | NEW | Percentage of committee reports issued on time | + | Potential new PI | | | | | | | | |
| | NEW | Percentage of committee minutes issued on time | + | Potential new PI | | | | | | | | |
| | NEW | Percentage of reports published on the Council's website on time | + | Potential new PI | | | | | | | | |
| **PSC** | | | | | | | | | | | | |
| Status | Code | Title | +/- | Prev Year End | Annual Target | Q1 Act | Q2 Act | Q3 Act | Q4 Act | Actual to Date | Variance from target | Officer Notes |
| No Target | BU501 | Number of Public Consultations | + | 17 | n/a | 9 | | | | 9 (1/4) | No Data | **Current DLT measure:** Purdah throughout April/start of May - no consultations in this period. |
| | NEW | % of data and intelligence queries responded to within 10 working days | + | Potential new PI | | | | | | | | |
| | NEW | % of Education / Social Care statutory returns submitted on time (eg Ofsted, HSCIC, Dept of Education) | + | Potential new PI | | | | | | | | |
| | NEW | Achievement level of National Address Data Standard | + | Potential new PI | | | | | | | | |
| | NEW | % of PI's submitted without management comments | - | Potential new PI | | | | | | | | |
| | NEW | Number of open Policy work packages | tbc | Potential new PI | | | | | | | | |

| Bristol City Council<br>Business Change & Resources Scrutiny Commission<br>22 September 2016 |
| --- |

**Report of:**   Richard Billingham, Service Director HR

**Title:**        **Business Change Risk Register**        **Ward:** Citywide

**Officer presenting report:**        **Richard Billingham**

**Recommendation**

The Commission review and scrutinise the Directorate Risk Register as at 22nd September 2016 which is attached to this report.

**Summary**

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

The significant issues in the report are:
- Process for review of Directorate risks.  (Paragraph 5.2)
- Issues arising from the Directorate Risk Register (Paragraph 5.5)
- The full directorate risk register (Appendix 1)

Policy

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

Consultation

2.      Internal
Directorate Leadership Team / Risk Owners / Cabinet Member – Business Change

3.      External
Not applicable

4.      Background – Risk Management and the Corporate Risk Register

4.1.    Risk is defined in the Risk Management Policy as 'the chance of something happening that will impact (positively or negatively) on the achievement of the Council's Objectives'.  Risk Management is the planned and systematic approach to the identification, evaluation, prioritisation and control of risks and opportunities facing the Council Management.

4.2.    Risk Assessment is the measure of likelihood and impact on objectives of an uncertain action of event.

4.3.    The Corporate Risk Register (CRR) is an integral element of the Council's Strategic Risk Management arrangements and aims to support the delivery of the Council's objectives by setting out the strategic high level risks facing the Council in delivering its plans and how they are ensuring these risks are effectively managed.

4.4.    The CRR is used by the Strategic Leadership Team to monitor risk levels and take assurance that all necessary steps are being taken to ensure the risks are managed to a level acceptable to them.

5.      The Directorate Risk Register

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

5.2.    The Directorate Risk Register was developed following:

•       DLT Risk identification and assignment of a risk owner who is responsible to ensure each risk is effectively managed
•       Detailed work with the Risk Owner to determine key current mitigations and further actions to ensure the risk is properly managed
•       Re-review by DLT to ensure risk levels are correctly identified and target risk levels are acceptable
5.3.    The Business Change Directorate Risk Register is attached as Appendix 1 for scrutiny.  The register is presented in the standard format agreed by ELT / SLT and uses the risk management methodology in the risk management policy agreed by the SLT and the Audit Committee in November 2014.  Appendix 2 provides helpful extracts from that policy to assist Members in understanding risk levels recorded in the register.  The risk matrix, Guidance parameters used to measure impact and Guidance parameters used to measure likelihood.

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

5.5.    The Business Change Directorate Scrutiny Commission last received the Directorate Risk Register on 15th February 2016.  The following paragraphs summarise the key changes to the risk environment since then:

5.6.    New risks identified and added to the register include:

5.6.1 Risk 3: Over reliance on interim senior management in Business Change

5.7.    Previous risks which are no longer relevant and removed from the register include:

5.7.1  Leadership development and Continuous Service
5.7.2  Democratic reform
5.7.3  Income generation
5.7.4  New Company start ups
5.7.5  PSC Service redesign
5.7.6  Redesigned Revenue and Benefits Service
5.7.7  Citizens Services Redesign
5.7.8  Identity and Brand
5.7.9  Corporate Plan

5.8.    Previous risks which have changed into new risks:

5.8.1  The Delivery of the medium term financial plan (MTFP) and the Change Programme risks have been replaced by Risk 1 in the Risk Register – The organisation's ability to maintain a balanced budget in the short and medium term.

The following table demonstrates where risk levels have increased/decreased or stayed the same compared to the Risk Register in February 2016.

| Current Risk ref | Risk | Feb 2016 Previous risk level | Sept 2016 Current risk level |
|---|---|---|---|
| 1 | The organisation's ability to maintain a balanced budget in the short and medium terms | Replaced previous risk | (purple) |
| 2 | The ongoing availability and stability of core Finance and HR/Payroll systems. | (amber) | (red) |
| 3 | Over reliance on interim senior management in Business Change | New | (red) |
| 4 | Effects of ICT under-delivery on business confidence and knock-on effect to in-flight projects. | (green) | (red) |
| 5 | The integration of new technology into business operations, training and empowering users. | (red) | (amber) |
| 6 | Recruitment and retention | (red) | (amber) |
| 7 | Bristol Workplace Programme governance and control mechanisms | (amber) | (amber) |
| 8 | Service Transition –the activity designed through BWP is not effectively transitioned to the business to manage | (red) | (amber) |
| 9 | Performance Management Framework and System not being effectively embedded into BAU Business Change activities | Amended risk | (green) |

Other Options Considered

6.      None necessary

Risk Assessment

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

Public Sector Equality Duties

None necessary for this report

Legal and Resource Implications

Legal

None sought

Financial
(a) Revenue
None arising from this report

(b) Capital
None arising from this report

Land
Not applicable

Personnel
Not applicable

Appendices:
Appendix 1 – Business Change Directorate Risk Register
Appendix 2 – Risk Matrix, Guidance parameters used to measure impact and Guidance
            parameters used to measure likelihood

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

None

# Appendix 1

| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|
| **1.** | | | | | | | | | |
| **Risk description:**<br><br>**The organisation's ability to maintain a balanced budget in the short and medium terms**<br><br>**Cause**<br>- A challenging Local Government Financial Settlement<br>- Delayed delivery of existing savings plans contributing to financial pressures<br>- Q1 Financial Monitor is forecasting a significant budget gap<br><br>**Consequence**<br>- Potential need to draw on General Reserves that are otherwise set aside for unforeseen emergencies | Annabel Scholes<br><br>Anna Klonowski | Regular financial monitoring to each DLT and to SLT and key corporate boards (e.g. Capital Programme Board)<br><br>Savings tracker in place and reviewed with all services<br><br>Savings tracker a standing item on weekly SLT meetings.<br><br>A programme of Voluntary Severance was started on 22nd August to reduce workforce cost quickly to achieve in year savings.<br><br>Series of mitigating actions agreed by Cabinet in Q1 monitor.<br><br>Production of savings proposals for consideration by Cabinet to cover 2017-20 | ↑<br><br>Ongoing<br><br><br><br>Regularly reviewed and ongoing<br><br><br><br>VS scheme started and ongoing<br><br><br><br>ELT to produce for 16 Sept | **Critical / likely (20)** | **Critical / possible (20)** | Ongoing programme of work via SLT<br><br>Cabinet and SLT 2 day Away Day to examine savings proposals for 2016/17 and 2017-20<br><br>Line by line budget review<br><br>Establish the process and timeline to set the MTFP | Ongoing<br><br>19/20 Sept | SLT<br><br>SLT<br>Annabel Scholes<br><br>Annabel Scholes/ Stephen Hughes | Quarterly |

| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|
| **2.** | | | | | | | | | |
| **Risk description:**<br><br>**The ongoing availability and stability of core Finance and HR/Payroll systems.**<br><br>**Cause:**<br>- Finance system Milestone 4 is out of support by Unit 4 from December 2016<br>- Ongoing availability of HR and payroll business critical platforms is required<br>- Delivery of a stable, and functional Finance platform is required<br>- Ownership of the Finance Platform Project has been unclear between IT and Finance.<br>- Governance structure for replacement projects required.<br>- Our relationship with the service supplier, Agilisys (Service) is not strong.<br>Our contact with the product supplier, Unit4, has been limited.<br>- Additional resourcing needed in short-mid term to ensure expertise, stability and care. | Richard Billingham<br><br>Annabel Scholes<br><br>Dominic Mason | Programme governance has been put in place for both Finance and HR&Payroll systems<br><br>A plan is in place to deliver an upgraded Finance Platform by Christmas 2016.<br><br>HR & Payroll project group is in place and considering immediate options to ensure continuity of system availability.<br><br>Relationship with Agilisys (Operations) is being strengthened.<br><br>Ownership of the Day to day operation, workflows and configuration of the Finance Platform Project is with Finance Support, supported by ICT. Ownership of the Finance Platform Project platform and contract and is with IT, advised by Finance through the Finance Platform Project Steering Group.<br><br>Steering groups, governance and terms of reference for the two new projects: Finance and HR&P have been initiated.<br><br>Dialogue is required with the platform supplier Unit 4, to ensure best knowledge of the current version and ongoing product roadmap. | The Finance Platform Project Steering Group and Finance Platform Project Working Group have both sat and decided to upgrade the existing platform, address the product backlog managed by Finance Support, and negotiate an extension of the support contract by one year from May 2017 to May 2018.<br><br>The Finance Platform Project upgrade is expected to hit its delivery deadline of Dec 6th 2016.<br>The HR&P Project Steering group has sat and will decide on future direction in a meeting on 25/08.<br><br>Enterprise Architecture resources & IT PM resources are involved (a minimum of 3 months) to advise and support Finance Support in available expertise in stabilising and creating a forwards plan for the Finance Platform Project.<br><br>We now have direct access to our AM and Senior AM at Unit4, they are open to advising us on their product. | Catastrophic / probable (16) | Critical / possible (9) | HR&P steering group give direction on future platform strategy<br><br>Finance support/IT agree on risks and complete project plan for Finance Platform Project upgrade.<br><br>Finance support/IT initiate Finance Platform Project upgrade<br><br>Finance Platform Project steering group approves plan<br><br>Renegotiation of support contract past May 17 is successful to Finance Platform Project steering group<br><br>Finance Platform Project upgrade is successful and UAT report is successful to Steering Group | 25/08<br><br>30/08<br><br>30/08<br><br>w/b 05/09<br><br>est. Oct 2016<br><br>16/12 | Richard Billingham Dominic Mason<br><br>Sam Marsh Graham Booth<br><br><br>Graham Booth<br><br><br>Annabel Scholes Dominic Mason<br><br>Annabel Scholes Dominic Mason<br><br>Annabel Scholes Dominic Mason | Monthly |

| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|
| **3. New** | | | | | | | | | |
| **Risk description:**<br><br>Over reliance on interim senior management in Business Change<br><br>**Cause:**<br><br>- Turnover of senior staff within a short space of time has resulted in 5 senior positions being covered by interim managers.<br>- In Finance there have been ongoing problems recruiting to senior roles owing to both the availability of suitable candidates in the local labour market and the relative uncompetitiveness of the financial package for these roles | Richard Billingham | Processes have been initiated to permanently recruit to senior statutory roles including:<br><br>- Service Director Finance successfully recruited to with new s151 starting in Nov 2016<br>- Service Director Legal – interview to be held October 2016<br><br>Targeted search underway for other senior finance roles to ensure a permanent cadre of senior finance personnel.<br><br>Senior pay review completed and implemented | Recruitment processes for vacant statutory officer roles are all in hand and nearing completion.<br><br>Exec search is being initiated to identify suitably qualified candidates for senior finance roles. | Likely / Significant (10) | Significant / probable (8) | Review of senior structure in Business Change to consolidate services under fewer Service Directors in order to achieve in year and recurring savings.<br><br>Recruitment process for permanent Strategic Director Resources to be commenced. | Oct 2016<br><br>Oct 2016 | Anna Klonowski<br><br>Richard Billingham | |
| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
| **4.** | | | | | | | | | |
| **Risk description:**<br><br>Effects of ICT under-delivery on business confidence and knock-on effect to in-flight projects.<br><br>**Cause:**<br><br>-Very large delivery | Dominic Mason | IT Service Improvement plan delivers Nov 2016<br><br>A service improvement programme is in place, it reports into Business Change DLT and completes Nov 2016. This programme's aim is bringing | Ongoing<br><br>Ongoing | Significant / Likely (10) | Significant / probable (8) | The service improvement forward plan's first deliverable is an IT roadmap, service catalogue and set of performance indicators.<br><br>The above will allow to form an improved delivery model for ICT, consisting (at its core of): | A detailed project plan is available.<br><br>New model expected complete | Dominic Mason | Monthly |

| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|
| agenda and linked to many other cross-council deliverables<br>- Structural issues<br>- Quality issues<br>- Financial issues | | together all of the activities needed to address this risk.<br><br>ICT Project Governance has been strengthened by re-starting governance review measures and creating a governance loop via PMO.<br><br>ICT Management meeting frequency is temporarily twice weekly<br><br>Financial pressures are in open discussion with Finance.<br><br>An ICT restructure has been proposed | Ongoing<br><br>Ongoing<br><br>Ongoing<br><br>Ongoing | (red) | (amber) | • A plan, approved by SLT and circulated to ELT for a more fit-for-purpose ICT service<br>• The above plan linked to ongoing BCC strategy and continuous improvement (CI) planning.<br>• A service catalogue and proposed service levels<br>• Plain English guide to: How BCC buy ICT services<br>• Plain English guide to: How ICT deliver those services<br>• ICT governance, processes and tools in place for successful delivery<br>• Clear and simple budgetary governance and reporting<br><br>Ongoing liaison with PMO to ensure ICT work packages meet BCC Governance standards. | Nov 16 with incremental service improvement en route.<br><br>During ICT Management meeting of 01/09 | | |

| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|
| **5.** | | | | | | | | | |
| **Risk description:**<br>**The integration of new technology into business operations, training and empowering users.**<br><br>**Cause:**<br>- The workforce does not understand use or benefits<br><br>- Introduction of new technology not signposted to potential users.<br><br>- 'Technophobic' culture amongst a significant proportion of staff | Richard Billingham<br><br>Lucy Murray Brown | Delivery through the technology workstream of the Bristol Workplace programme.<br><br>Monitored through the BWP Steering group<br><br>Mitigations:<br>-Tech deployment training which 'brings technology opportunities to life'.<br><br>-BWP discovery process now includes additional support on use of technology<br><br>-Paperless environment | ⬇<br><br>Resources have now been dedicated to business transition of new technology, ensuring clear support and guidance is in place.<br><br>Formal transition | **Significant/ probable (12)** | **Critical / unlikely (6)** | • Develop and implement process for integrating technology into user communities for all new technologies planned for implementation<br><br>• Integrated into council training & development and induction arrangements for new staff<br><br>• Implement data dashboard to measure impact of BWP interventions, including use of technology and spaces associated with new ways of working<br><br>, | D Moving to new operational model for workplace support, open access core office hubs (Temple and City Hall by late 2016) and the closure of the final 6 amber rated surplus | Steve Palmer (BWP tech)<br><br>Robin Burton (BWP engagement)<br><br>Ian Gale, Annabel Parfitt<br><br>Service Director and Manager lead TBC | Quarterly |

| Risk Description, Causes Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|

(continued from previous page)

| | | | | | | | office sites that BWP will come out of by March 2017. | | |
|---|---|---|---|---|---|---|---|---|---|
| - difficulties embedding new technology within user communities and empowering users to exploit these tools<br><br>**Consequence:**<br><br>Below optimal take up and exploitation of technology.<br><br>Inability to realise the direct and indirect financial benefits, as set out in the BWP business case, as a result of new ways of working supported by new technology. | | more robustly encouraged through discovery<br><br>-Reduced storage<br>New behaviour challenge and communications approach being tested at core office accommodation and some 'swing space' sites such as St Annes, Parkview, B Bond etc. | | | | | | | |

| **6.** | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Risk description:**<br><br>Workforce planning including recruitment and retention and talent management<br><br>**Cause:**<br>- Failure to recruit to critical posts within service structures owing to uncompetitive pay lines and employment proposition<br>- Lack of a clear employee value proposition and brand<br>- Badly designed and | Richard Billingham | • Review of pay structure for senior and specialist roles that draws on national and local labour market pay data<br>• Development of a clear Employee Value Proposition that articulates the value of employment for internal employees and external applicants<br>• Review of recruitment and resourcing | ⬇ | **Critical / possible (9)** | **Critical / unlikely (6)** | • Review of pay structure to be incorporated in the Pay Policy for 2016/17<br>• Implementation of workforce planning that enables services to design for future need and establish effective supply of suitably qualified personnel.<br>- Development of talent management approaches that provide clear routes to progression through professions and the wider organisation.<br>- Provision of prototype mechanisms to develop employees from under-represented groups and achieve a workforce profile that is representative of the communities | By March 2017 | Mark Williams<br><br><br><br>Richard Billingham | |

| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|
| defined roles that hinder effective applications<br>- Lack of effective workforce planning to develop a clear understanding of workforce demand and supply issues<br>- Consequent lack of talent development approaches | | processes (Cohort 4) to ensure that applications can be made easily and the process is in the hands of recruiting managers. | | | | BCC serves<br>- Linking up of pay, reward and benefits with a clear employee value proposition and efficient recruitment and induction processes | | Alex Holly | |

**7.**

| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|
| **Bristol Workplace Programme governance and control mechanisms**<br><br>*If programme delivery governance, decision making and control mechanisms are not maintained it will be difficult to monitor and control progress and accurately forecast budgets and benefit realisation.*<br><br>**Consequences:**<br>Issues arise during delivery of change, potentially adversely impacting the delivery of services and the programme has significant problems in delivering the expected benefits | Lucy Murray-Brown | BWP programme is now status GREEN.<br><br>a. Improved programme governance, financial and benefits forecasting, decision making and visibility of key programme artefacts; monitor through robust programme processes<br>b. Operating with an agile need-based resourcing model moving forward<br>c. integrated programme plan in place<br>d. Gateway Review completed and recommendations approved<br>e. ADAPT partnership products recast | Significant progress has been made and continues to be made in implementing and monitoring the agreed mitigations | **Critical/ Possible (9)** | **Significant / unlikely (4)** | Continue to review progress and make continuous improvements to programme delivery to ensure risks are minimised.<br><br>Current priorities:<br><br>City Hall re-occupation is being delivered to plan<br><br>Brunel decommissioning on schedule<br><br>Next 6 building disposals have been brought forward and are on track for delivery by end of March 2017.<br><br>ADAPT monitoring strengthened and partnership output dramatically reduces from January 2016<br><br>New, appropriate, programme artefacts in place – monitor effectiveness. | | Lucy Murray-Brown | Monthly |

| Risk Description, Causes, Consequences and Horizon | Risk Owner | Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO): | Status of Current Mitigation | Current Risk Like/Imp | Target Risk Like/Imp | Further Actions Required | Timeframe for Action | Responsible Officer for Action | Risk Review Period |
|---|---|---|---|---|---|---|---|---|---|

| 8. | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Service Transition** –the activity designed through BWP is not effectively transitioned to the business to manage.<br><br>High risk areas being the operational blueprint for City Hall and new technology products and processes.<br><br>**Consequences:**<br><br>The expected direct and indirect benefits are not extracted.<br><br>New ways of working are not embedded<br><br>New technology is not exploited<br><br>Operational support function unable to support the business in an appropriate way. | Lucy Murray Brown<br><br>Richard Billingham | Mitigation:<br><br>- FM services directly related to core office hubs are aligned with the BWP programme structure<br><br>- Phase 1 operational blueprint for City Hall has been successfully implemented, roadmap for final model developed.<br><br>- BWP providing temporary service transition support to ICT operations<br><br>- New technology training being provided via BWP (through engagement work) as new products are installed and teams are moved around the estate | Technology transition resources in place, operational blueprint for city hall being supported by ADAPT, some FM staff wokring in BWP to enable skills transfer | **Significant / probable (8)** | **Significant/ possible (6)** | Transition resource needs to be protected<br><br>ADAPT doing Quality Assurance on City Hall operational blueprint<br><br>Capitalise and look for opportunities to transfer skills from BWP to BAU through continued handing over of BWP products to the business | | Steve Palmer (BWP ICT)<br><br>Ellen Hitchins (Workplace Support) | Quarterly |
| **Risk Description, Causes, Consequences and Horizon** | **Risk Owner** | **Current Risk Management Arrangements (Current Mitigation)**<br>**Responsible officer (RO):** | **Status of Current Mitigation** | **Current Risk Like/Imp** | **Target Risk Like/Imp** | **Further Actions Required** | **Timeframe for Action** | **Responsible Officer for Action** | **Risk Review Period** |
| 9. | | | | | | | | | |
| **Risk description:** Performance Management Framework and System not being effectively embedded into BAU Business Change activities<br><br>**Cause:** Difficulty ensuring the new system is utilised | Richard Billingham | 'My Performance' system implemented in August and available to 4600 employees.<br><br>Work currently underway to improve the use and uptake of the new system to ensure | ↓ | **Probable / Significant (8)** | **Unlikely / marginal (2)** | • Introduce peer challenge and focus on meeting specific targets – managers chunking their targets up for individuals<br>• Ensure the business process is widely used and that all employees have recorded performance objectives.<br>• Need to clearly set expectations around end of | | | |

| | | | | |
|---|---|---|---|---|
| to its full effect, fully embedded in the organisation and aids proper accountability<br>-Difficulty linking individual performance with organisational and team objectives<br>Lack of a mature approach to performance management across service management levels | | that all employees have performance objectives. Integration with Business World scheduled for post HRIS go live (Q2 2016) | | |

**Appendix 2**

**Risk Matrix**

**Likelihood**

| | | | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|
| 6 | Almost Certain | | 6 | 12 | 18 | 24 |
| 5 | Likely | | 5 | 10 | 15 | 20 |
| 4 | Probable | | 4 | 8 | 12 | 16 |
| 3 | Possible | | 3 | 6 | 9 | 12 |
| 2 | Unlikely | | 2 | 4 | 6 | 8 |
| 1 | Almost Impossible | | 1 | 2 | 3 | 4 |

| | Marginal 1 | Significant 2 | Critical 3 | Catastrophic 4 |
|---|---|---|---|---|
| | | Impact | | |

## Appendix 3

## Severity of Impact Guidance

| | | Effect on service provision | Potential Financial loss/gain | Potential Fraud & Corruption loss | Reputation | Legal | Environmental | Communities | Personal safety |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Marginal | Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements | Under £0.5m | Under £50k | Minimal and transient loss of public trust. Contained within the individual service | No significant legal implications or action is anticipated | No effect (positive/negative) on the environment/community | Minimal effect on community | Minor injury to citizens or staff may result or can be prevented. |
| 2 | Significant | Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame. | Between £0.5m - £5m | Between £50k - £100k | Significant public interest although limited potential for enhancement of or damage to reputation. Dissatisfaction reported through Council Complaints procedure but contained within the Council Local MP involvement Some local media/social media interest. | Tribunal/ BCC legal team involvement required (potential for claim) | Short term effect (positive or negative) on the natural and or built environment. | Short term effect (positive or negative) on a small number of vulnerable groups/individuals | Significant injury or ill health of citizens or staff may result or be prevented. |
| 3 | Critical | Severe effect on service provision or a corporate Plan priority area. Effect may require considerable additional resource but will not require a major strategy change. | Between £5m - £10m | Between £100k - £1m | Serious potential for enhancement of or damage to reputation. Dissatisfaction regularly reported through Council Complaints procedure . Higher levels of local or national interest. Higher levels of local media/social media interest. | Criminal prosecution anticipated and or civil litigation. | Serious local discharge of pollutant or source of community annoyance that requires remedial action. | Medium term effect (positive or negative) on a significant number of vulnerable groups/individuals. | Major injury or ill health of citizens or staff may result or be prevented. Long term disability/absence from work. |
| 4 | Catastrophic | Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame, or by a short term allocation of resources and may require major strategy changes. The Council risks 'special measures' Officer/Member forced to resign. | More than £10m | More than £1m | Highly significant potential for enhancement of or damage to reputation Intense local, national and potentially international media attention. 'Viral' on line social media Public enquiry or poor external assessor report. | Criminal prosecution anticipated and or civil litigation (> 1 person) | Lasting effect on the natural and or built environment. | Lasting effect positive or negative) on a significant number of vulnerable groups/individuals. | (Avoidable) Death of citizens or staff may result or be prevented. Long term disability/absence from work. |

**Appendix 4**

## Assessment of the likelihood guidance

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

**BRISTOL CITY COUNCIL**

**Business Change and Resources Scrutiny Commission**

**22nd September 16**

**Report of:**    Shahzia Daya, Head of Legal and Democratic Services (Interim)

**Title:**    Legal Services – Performance Report: Quarter 1 (April to June) 2016/17

**Ward:**    n/a

**Officer Presenting Report:**    Shahzia Daya

**Contact Telephone Number:**  0117 9222413

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**RECOMMENDATION**

That Members consider and comment on the update regarding the performance of the Legal Services Directorate for Q1 16-17

**Summary**

The report provides information regarding;

- Income
- Spend
- Productive hours; and
- Costs awarded to and against the Council

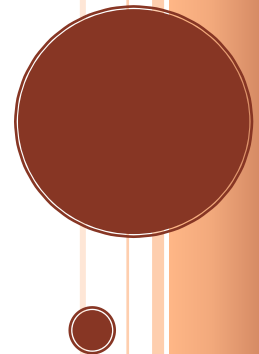**The significant issues in the report are:**

The performance of the Legal Services directorate for Q1

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**Appendices:**

**Appendix A - Q1 Performance Report: Quarter 1 (April to June) 2016/17**

# LEGAL SERVICES

**Performance Report: Quarter 1 (April to June) 2016/17**

## QUARTER 1 (2016/17) HEADLINE POINTS

**Income:**
Income is forecast at £853k against a budget of £812k. This has subsequently been adjusted downwards due to an overpayment.

**Spend:**
Spend is forecast at £736,000 against a budget of £1,087,430.  The forecast spend is likely to increase as the year progresses and is unpredictable due to the reactive nature of council spend.
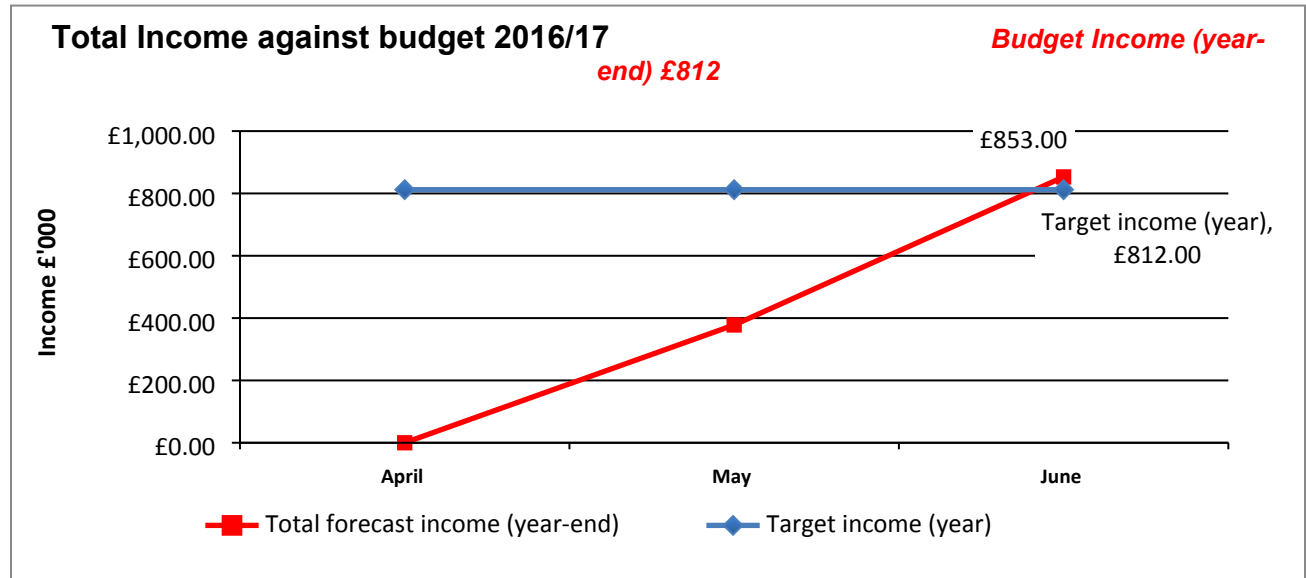
**Productive hours**:
The productive hours at Quarter 1 are 93.40%.

**Costs awarded to and against the Council**; will be included in the next performance report.

## LEGAL SERVICES INCOME

- **External Income**; for public bodies and other external organisations.
- **Project work**; carried out for the Council but grant funded. **These are billed on a quarterly basis**
- **Third Party Income**; litigation costs and work for the council but funded by 3rd parties

**Total Income against budget 2016/17**          *Budget Income (year-end) £812*



**Breakdown of Income**

**Third Party Income 2016/17**          *Budget Income (year-end) £453*



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## Public Bodies Income 2016/17

**Budget Income (year-end £231)**

Income £'000

| | April | May | June |
|---|---|---|---|
| £250.00 | | | £235.00 |
| £200.00 | | | |
| £150.00 | | | |
| £100.00 | | | |
| £50.00 | | | |
| £0.00 | | | |

─■─ Forecast income (year-end)

## External Project Work Income 2016/17

**Budget Income (year-end) £165**

Income £'000

| | April | May | June |
|---|---|---|---|
| £180.00 | | | |
| £160.00 | | | £165.00 |
| £140.00 | | | |
| £120.00 | | | |
| £100.00 | | | |
| £80.00 | | | |
| £60.00 | | | |
| £40.00 | | | |
| £20.00 | | | |
| £0.00 | | | |

─■─ Forecast income (year-end)

**External Billing** (April to June 2016/17)



- Bristol Energy & Technology Services Ltd — 50%
- Bristol Waste Co Ltd — 22%
- Curo Housing — 27%
- Devon County Council
- Fire Authority
- Somerset County Council — 1%

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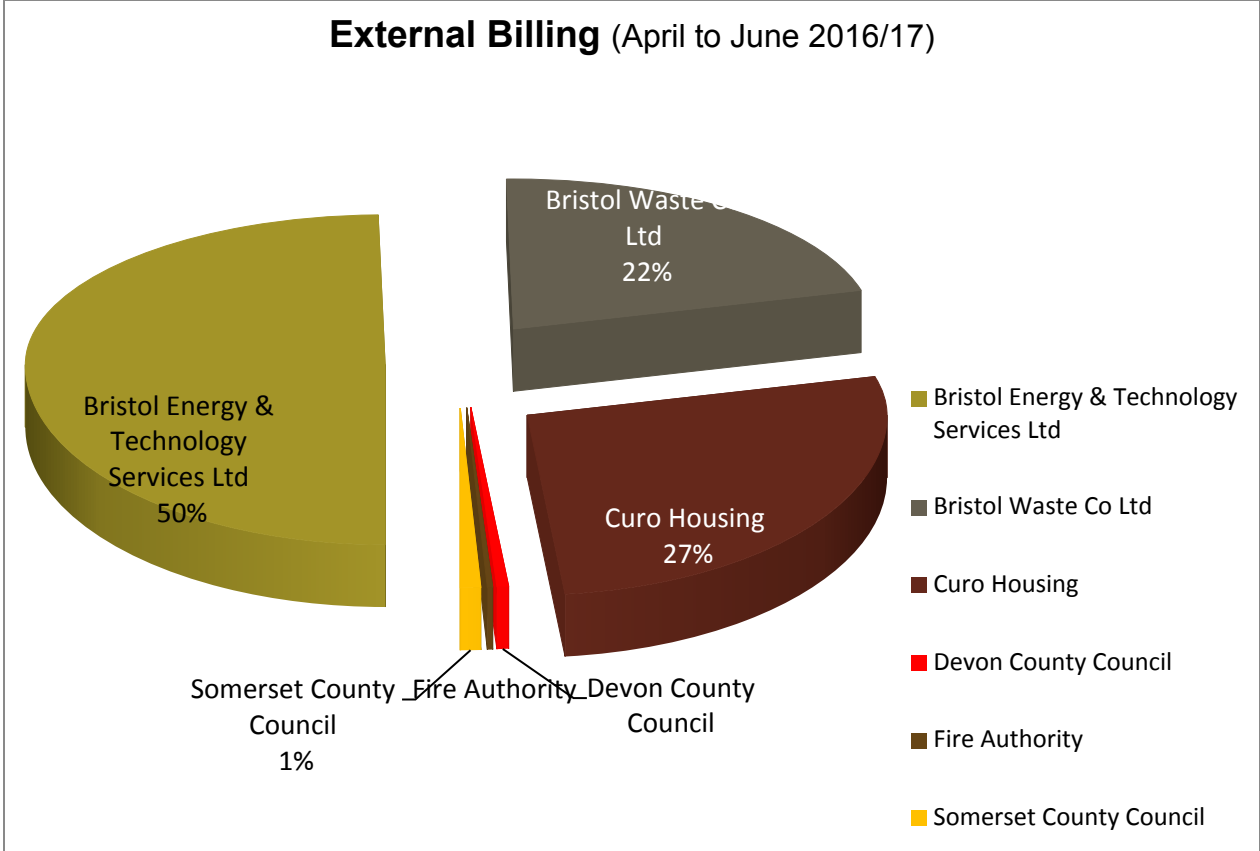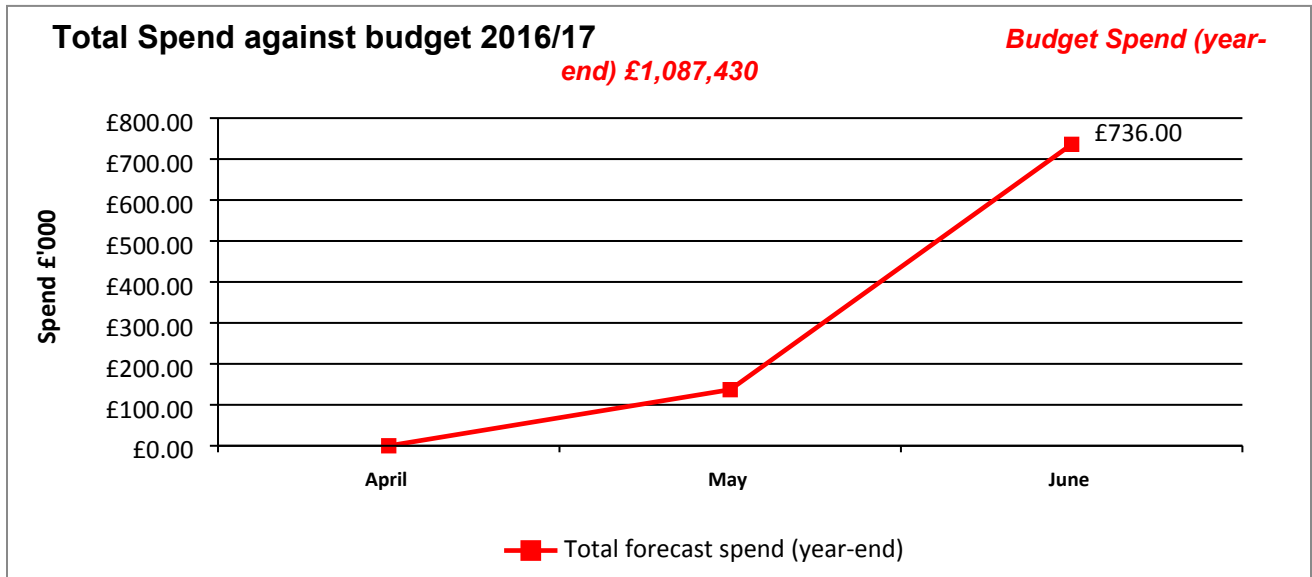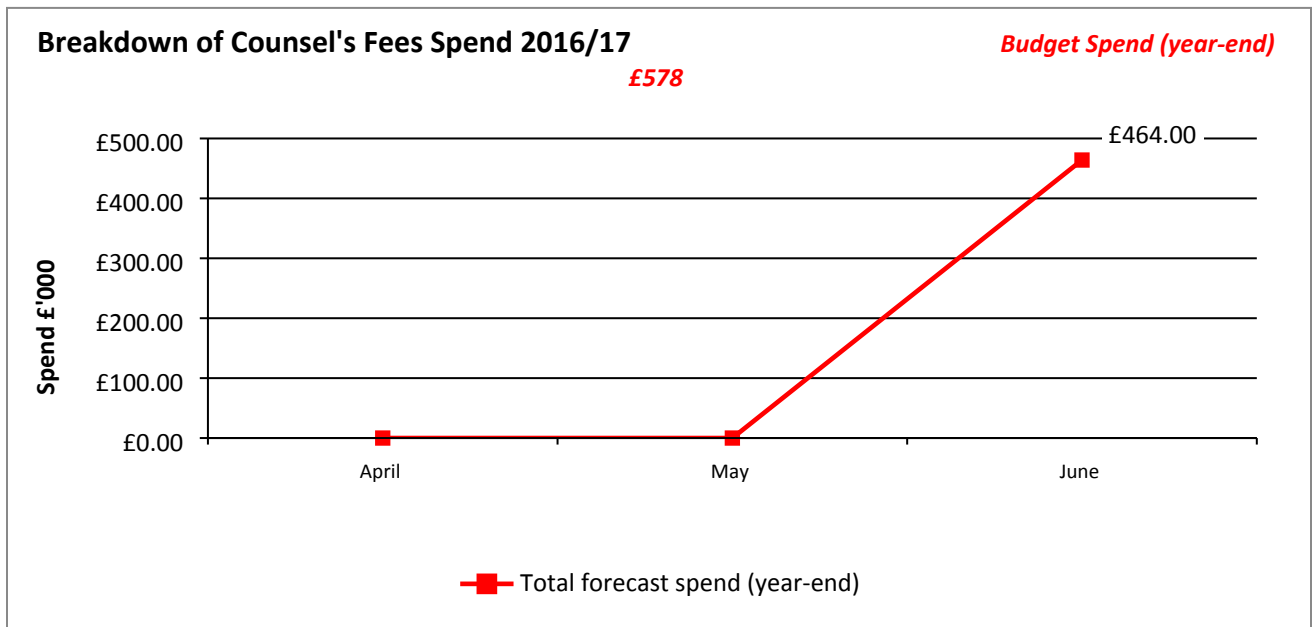
## LEGAL SERVICES SPEND

The legal budget includes payment of most external legal costs. We monitor our spend by type and by team to enable pressures to be identified.

**Total Spend against budget 2016/17**          *Budget Spend (year-end) £1,087,430*



Spend £'000 — £800.00, £700.00, £600.00, £500.00, £400.00, £300.00, £200.00, £100.00, £0.00 / April, May, June / £736.00

Total forecast spend (year-end)

### Counsel Fees Spend

**Breakdown of Counsel's Fees Spend 2016/17**          *Budget Spend (year-end) £578*



Spend £'000 — £500.00, £400.00, £300.00, £200.00, £100.00, £0.00 / April, May, June / £464.00

Total forecast spend (year-end)

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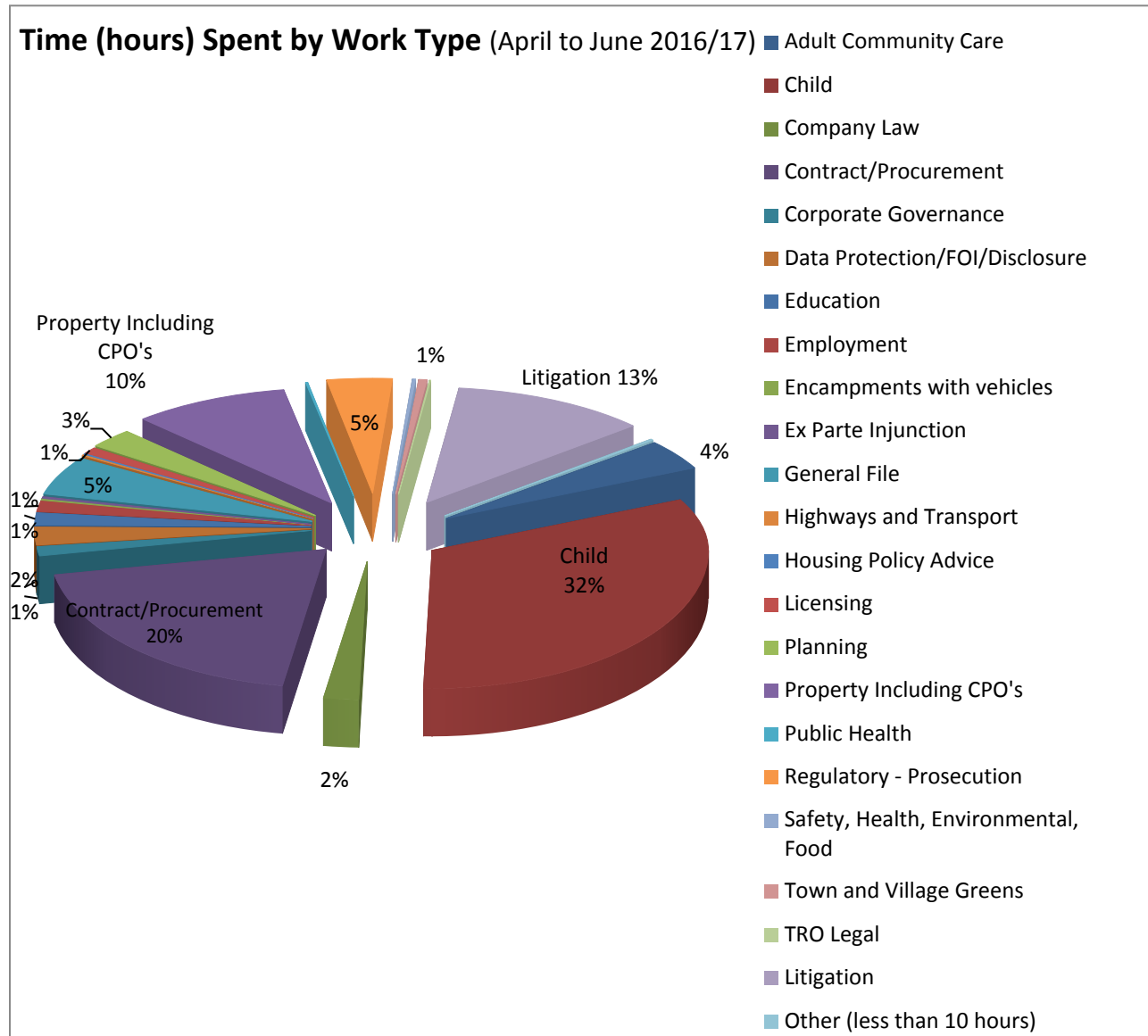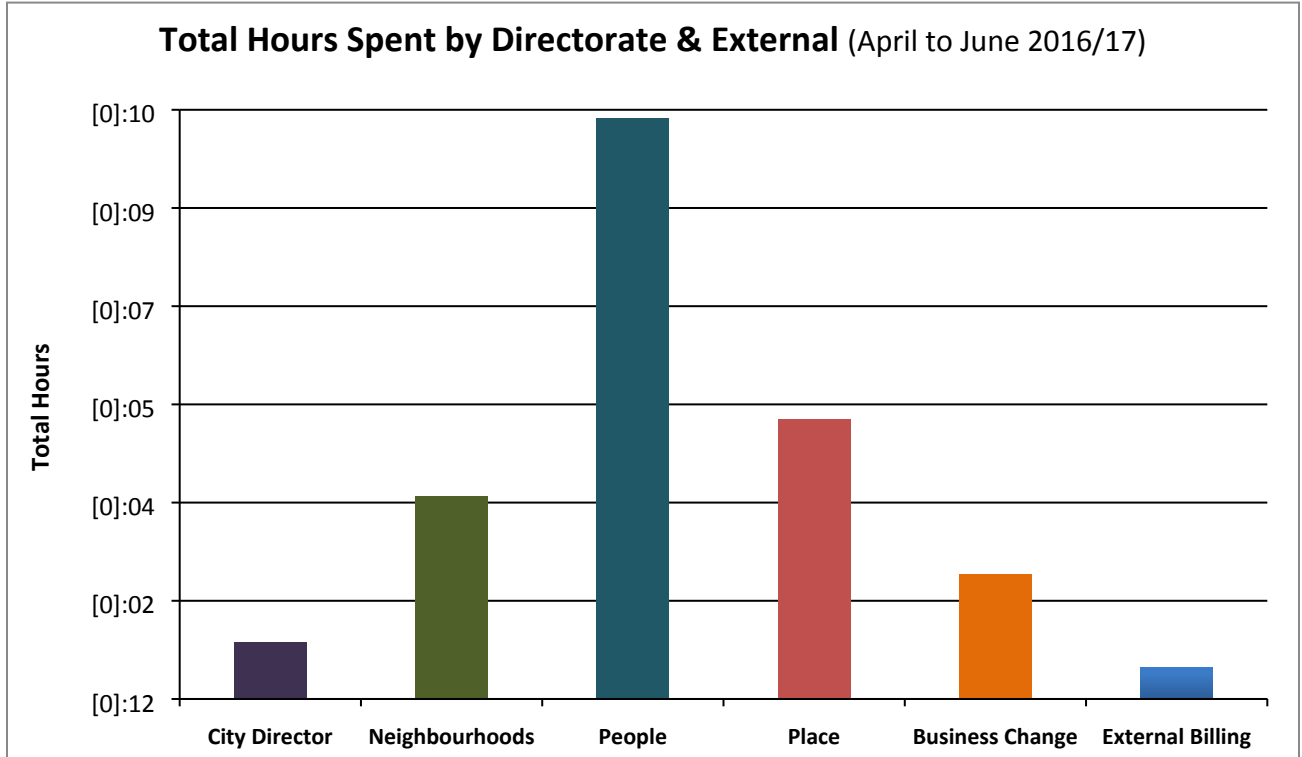
## LEGAL SERVICES BREAKDOWN (TIME SPENT)

### Time Spent by Work Type

**Time (hours) Spent by Work Type** (April to June 2016/17)

Property Including CPO's 10%

3%

1%

1%

1%

2%

1%

Contract/Procurement 20%

2%

1%

Litigation 13%

5%

4%

Child 32%

5%

Legend:
- Adult Community Care
- Child
- Company Law
- Contract/Procurement
- Corporate Governance
- Data Protection/FOI/Disclosure
- Education
- Employment
- Encampments with vehicles
- Ex Parte Injunction
- General File
- Highways and Transport
- Housing Policy Advice
- Licensing
- Planning
- Property Including CPO's
- Public Health
- Regulatory - Prosecution
- Safety, Health, Environmental, Food
- Town and Village Greens
- TRO Legal
- Litigation
- Other (less than 10 hours)

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**Time Spent by Directorate and External**

## Total Hours Spent by Directorate & External (April to June 2016/17)



**Breakdown of Time Spent by Directorates**

## City Director (April to June 2016/17)



City Director 87%

Service Director - Bristol Futures 13%

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## Neighbourhoods Directorate (April to June 2016/17)

Housing Delivery
60%

Neighbourhoods
28%

Public Health
1%

Advice to Strategic
Director
2%

Environment &
Leisure
9%

## People Directorate (April to June 2016/17)

Care & Support
(Children & Families)
65%

Care Provision
3%

Education & Skills
15%

Housing & Crime
Reduction
8%

Strategic
Commissioning
2%

Care & Support
(Adults)
7%

Advice to Strategic
Director
0%

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## Place Directorate (April to June 2016/17)

Advice to Strategic Director

Economy 11%

Energy 14%

Transport 38%

Planning 13%

Property 24%

## Business Change Directorate (April to June 2016/17)

Policy, Strategy & Communications 4%

Business Change & ICT 3%

Legal Services 15%

Finance 37%

Integrated Customer Services 33%

Human Resource 8%

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## LEGAL SERVICES KEY PERFORMANCE INDICATORS

Please note that our performance indicators are currently under review.

**Productive hours worked within Legal Services (BU129)**



Productive hours worked within Legal Services 2016/17