

Resources Scrutiny Commission Agenda



Date: Monday, 19 December 2016

Time: 9.30 am

Venue: The Writing Room, City Hall

Distribution:

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

Copies to: Anna Klonowski (Interim Strategic Director - Resources), Richard Billingham (Service Director HR), Shahzia Daya (Interim Service Director - Legal and Democratic Services), Annabel Scholes (Interim Service Director Finance), Johanna Holmes (Policy Advisor - Scrutiny), Sarah Wilson (DLT Support Manager - Business Change) and Louise deCordova (Democratic Services Officer)

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Date: Friday, 9 December 2016



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Agenda

1. Welcome, Introductions and Safety Information

2. Apologies for Absence

3. Declarations of Interest

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

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

4. Minutes of the Previous Meeting

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

(Pages 4 - 11)

5. Action Sheet

To note the progress of actions from the previous meeting.

(Pages 12 - 15)

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 **5pm on Tuesday, 13th December 2016**.



Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by **12.00 noon on Friday, 16th December 2016.**

8. Work Programme

To note the work programme.

(Pages 16 - 23)

9. Debt Collection (Presentation)

The Committee to consider and comment on the presentation.

10.00 am

(Pages 24 - 32)

10. Business Change Period 6 Finance (Report)

The Commission to consider and comment on the relevant Business Change/Resources extracts detailed below taken from the Period 6 Finance Report that went to Cabinet on 6th December 2016.

10.30 am

(Pages 33 - 47)

11. Quarter 2 Performance Report for Resources Directorate (Report)

To note the Business Change Outturn Performance Report for Quarter 2 of 2016/17 (including Quarterly Update of Outcomes of Legal Cases).

11.00 am

(Pages 48 - 66)



Bristol City Council

Minutes of the Resources Scrutiny Commission

24 November 2016 at 9.30 am



Members Present:-

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

Officers in Attendance:-

Anna Klonowski (Interim Strategic Director - Resources), Richard Billingham (Service Director HR), Shahzia Daya (Interim Service Director - Legal and Democratic Services), Annabel Scholes (Interim Service Director Finance), Netta Meadows (Service Director Strategic Commissioning & Commercial Relations), Robert Orrett (Service Director Property), Lucy Murray-Brown (Service Director Integrated Customer Service), Alison Slade (Interim Service Manager Strategic Commissioning and Procurement), Jemma Prince (Programme Accountant), Johanna Holmes (Policy Advisor - Scrutiny), Sarah Wilson (DLT Support Manager - Business Change) and Louise deCordova (Democratic Services Officer)

1. Welcome, Introductions and Safety Information

The Chair led welcome and introductions.

2. Apologies for Absence

Apologies were received from Cllr Shah.

3. Declarations of Interest

There were none declared.

4. Minutes of the Previous Meeting

The Commission resolved:

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

5. Action Sheet

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



The following points were noted in the discussion that followed:

Agency Spend

- a. Agency Spend is currently under consideration by the Human Resources Committee. Outcomes to be shared at a future meeting of Resources Scrutiny.

Financial Reporting

- b. It was agreed that from the start of the next municipal year, Resources Scrutiny Commission meetings would be programmed to track Cabinet meetings to allow for the most current financial information to be available to Members.

Web Browser

- c. Officers confirmed that work was ongoing to explore the most suitable option available for councillors to access the internet via iPads. **Action: Richard Billingham**

Income Generation

- d. After discussion, it was suggested that Scrutiny officers provide a summary of the income generation items that had been considered by Scrutiny Commissions to date. A cross council working group had been convened to explore income generation corporately and the Finance Director could provide an update at a future meeting. It was noted that Cllr Pearce had been asked to carry out some income generation investigation in some selected areas. **Action: Johanna Holmes/Anabel Scholes**

Resources Scrutiny Commission

- e. It was clarified that the closure of the Council's change programme, had signalled the closure of business change as a directorate. The Resources title reflected more fully the work of the teams which provided support and enabled other directorates to carry out their roles. Where projects had been progressed to business as usual activity, the responsibility and accountability framework would be transferred to the relevant directorate. The senior leadership team would follow up with communications to the rest of organisation and Legal and Democratic Services were amending the constitution to reflect the change.

6. Chair's Business

There was none.

7. Public Forum

There was none received.

8. Work Programme

The Commission noted the updates to the work programme.



9. Business Change Period 5 Finance (report)

The Commission considered a report from the Interim Service Director, Finance. The report set out the relevant Business Change/Resources extracts taken from the Period 5 Finance Report that went to Cabinet on 1st November 2016. Service Directors presented additional commentary on their respective service areas in the slide deck appended to the report.

HR Savings 16/17 to 17/18

In discussion and in response to Members questions the following points were raised:

- a. Members recognised that service levels had been maintained for a significant period in the face of budget reductions.
- b. Members registered their concerns that Bristol's benchmarking performance highlighted that the organisation was in a phase of crisis management. the Annual HR activities budget per employee, identified a lack of investment in staff, mostly related to learning and development, which could cause problems for the organisation in the future. Preventative action needed to be taken to mitigate against the cycle of staff not being developed to meet the future challenges ahead.
- c. Officers confirmed that statutory and mandatory training was being maintained with a third of the budget allocated for this. Officers confirmed that the organisations future learning and development need was part of a wider conversation about the organisation's culture and the results of the staff survey would feed into these discussions.
- d. It had not yet been resolved whether Learning and Development spend would sit corporately or in individual departments. Specific areas such as the Benefits Service had its own training budget to enable teams to stay abreast of ongoing legislative changes. A member expressed concern that a devolved budget could mean that the opportunity to scrutinise these issues could be lost.
- e. A member suggested that the organisation required a Learning and Development Strategy and that this should be a matter for the Human Resources Committee.
- f. The Interim Strategic Director, Resources would share the Commissions concerns with the senior leadership team but stated that any increased investment for learning and development would need to be found from other budgets. **Action: Anna Klonowski**

ICT Savings 16/17 to 17/18

In discussion and in response to Members questions, officers confirmed that

- g. A reduction in staff would not result in an increase in consultant fees. Transition arrangements were progressing, to move from a reliance on agency staff to permanent core staff.
- h. Advances in technology had resulted in more efficient processes and a reduction in back office staff. Teams to relocate from Romney House to City Hall. There were plans to trial a drop in 'Geek Bar' to provide a more efficient response to requests for service or repairs.



- i. A single ICT strategy was in development and had commenced with a review of the organisations current applications. There would be increased governance around ownership of technology at service level to enable ICT enable to deliver more effectively.

Finance Savings 16/17 to 17/18

In discussion and in response to Members questions, the following points were raised:

- j. There was a need to achieve a balance between back room and front line finance services, with recognition that cuts that were too extreme could amount to asset stripping and jeopardise the organisations ability to deliver some services. Lessons had been learned from previous finance restructures and service managers would need to be equipped to take advantage of a self-serve finance model. Members requested that officers confirm how many people currently work in each of the areas listed under the revised finance structure. **Action: Anabel Scholes**
- k. The Interim Strategic Director confirmed that there was a priority to understand the technology available across all services and make it work effectively. There was a role for members to challenge officers to do more to deliver savings and at the right pace to ensure the benefits are realisable.

10. In-depth Review: Bristol Workplace Programme (presentation)

The Commission considered a Bristol Workplace Programme project review, led by the Service Director Human Resources. The presentation detailed Bristol Workplace Programme (BWP) as a series of projects that set out to change 'how we work', whilst also delivering significant savings. There were three themes of work, Assets, Technology and People. The presentation slides reviewed the scope, delivery headlines, delivery challenges and programme transition.

Officers responded to the following questions and comments raised in the discussion that followed:

Business Case and Scope

- a. A Member raised a question regarding the 'continued use of Parkview'. As a member of Cabinet under the previous administration, it was not clear that this had been a decision reached by Cabinet and suggested that this change in direction may have amounted to a key decision. The Service Director, Property advised that the Council were tied in to the Parkview lease until 2020. The Strategic Director, Resources advised that a revised business case needed to be brought to cabinet to reflect the changes. **Action: Robert Orrett**

Scope: significant changes to scope WITHIN the overall funding envelope

- b. Officers confirmed that despite increases in programme scope, these had always been contained within the overall budget envelope. The Interim Strategic Director, Resources advised that some changes in scope would be expected in a capital programme of £72m.



Asset rationalisation assets in scope and annual savings

- c. The thinking around neighbourhood touchdown locality offices were not specified in the business case, it had been expected the thinking would grow as the programme progressed.
- d. Avonvale Road was an example of a Council Service demonstrating alternative use for a site earmarked for disposal. The Education Capital Programme had transferred a capital receipt to BWP and had found the budget to take on operating costs.
- e. It was confirmed that the 'annual savings' referred to in the slide captured the total annual cost including rent.
- f. Officers confirmed that the anticipated Romney House savings under Bristol Workplace programme had seen a shortfall due to contributing revenue savings having already been ringfenced to other services.

Delivery Review

- g. A Member questioned whether there had been enough engagement with the workforce, to understand the specific needs or concerns of some teams in moving to a new location. Officers confirmed that the programme had engaged with teams through a discovery process and assumptions had been challenged to identify what needs were generic and where BWP needed to work with services to provide exceptions.
- h. A Member asked whether there was sufficient support of staff disability needs, for example where individuals required voice activated software. Officers confirmed that identification of support need started with the discovery exercise and an occupational health assessment. Managers to provide ongoing monitoring and support to individuals based on occupational health reports and individual feedback. Officers confirmed that where individuals found the workspace challenging, BWP worked with individuals and their managers to find spaces that could work. Officers confirmed that the Disability equality group had identified some unforeseen consequences to the move but officers were continuing to engage to resolve outstanding concerns
- i. Officers confirmed that a workforce survey provided a mixed picture where City Hall had received positive feedback from some staff whilst some others had felt it was not working for them.
- j. A Member commented that there were still problems with noise at Temple Street. Officers confirmed that this was being addressed by the Corporate Health and Safety Manager.

Capital Receipts over business case period (note 3)

- k. A member questioned why KPMG had not been kept on as a tenant of Temple Street as the rental income could have been of value to the Council. Officers confirmed that the space had been required for staff to move into, in line with the project plan.
- l. There was some discussion over the current status of disposals on some properties. Action: Officers to provide an update on the disposal of properties, identifying where capital receipts had equalled or exceeded those outlined in the business case for BWP. **Action: Officers**



Risks to Delivery

- m. There was a discussion over the implications of scope changes and business case changes and whether this had been impacted by changes in personnel. In response to members questions the Interim Strategic Director confirmed that there had been an impact in terms of good internal governance and procedures, which could be attributed in part, to the way project had evolved and suggested that a project business case should be revised as and when the scope changes. The project had however, been delivered within the original business case cost and this was a testament to the workforce managing scope changes to always bring the project back on budget. It was confirmed that project governance was under review within the constitutional cross party working group. In addition, the Council had commissioned an internal audit review in order to get an independent prospective. The interim finance director would specify the scope of the review before the end of December.
- n. A member agreed that the business case had remained the same and with exception of the status of Park View, which was a significant change, delivery was as expected. The Cabinet had received 6 monthly Change Programme reports which were in the public domain to enable scrutiny of the issues. The member commented that there had been vast immeasurable, intangible benefits to the programme, resulting in an organisation that works very differently now. The ability for internal communications works significantly better than the way it used to work between 17 different buildings.
- o. A member questioned whether outreach staff would have access to mobile technology in order to reduce the need for them to return to the office when out on site. Officers confirmed that mobile staff had not previously been within the scope of the project and some staff were still out of scope. It was understood that ongoing service redesign work would address some of the issues.
- p. A member sought clarification about the impact of Fire Regulations for the building. Officers confirmed that the fire safety management of City Hall is dependent on monitoring occupancy at all times. Due to stairways being unequal in the building, Fire Officers are satisfied that the building can safely hold up to 1600 people, current numbers of staff are around 1200, and well within regulations.
- q. A question was raised about the plans for Neighbourhood touchdowns. Officers confirmed that locations for these had never been nailed down and were now looking at possibilities for colocation of services across partner organisations which may attract government funding under the One Partnership Estate initiative.
- r. Members asked whether consideration had been given to renting out the buildings that had been released for sale. Officers advised that this had been considered but most were small sites in non-central locations and not really marketable. AvonQuay had been the only site considered advantageous due to redevelopment type options available.
- s. Questions were raised regarding the continuation of the Enterprise car scheme. Officers advised that the scheme was under review as part of a more general discussion about the Council's transport fleet. Pool cars to be part of how transport demand was managed.



11. Procurement Update (report)

The Commission considered a procurement update report from Netta Meadows, Service Director, Strategic Commissioning & Commercial Relations. The report outlined the changes being made as to how procurement and commissioning takes place across the Council, including the creation of a Commissioning & Procurement Group and included an update on Social Value and how this was being implemented across the Council.

In response to Members questions the following points were raised:

- a. A member asked why suppliers would agree to renegotiate contracts down. Officers confirmed that some suppliers had proven to be receptive to a flexible approach when appraised of the Council's financial position.
- b. A member asked whether First Bus had been subject to state aid waivers. Officers confirmed that transport was a complicated area and would confirm the current state with regard to First Bus.
Action: Shahzia Daya
- c. A member asked for additional detail to be provided. Officers to include the number of contracts, how many involved key decisions and an indication of how much time, the new step extends the process by. The member suggested that it would be useful for all councillors to have access to a list of contracts up for renewal each quarter. Officers to share with Councillors. **Action : Netta Meadows**
- d. Officers confirmed that the insurance contract was currently out to tender and would be in place on time.
- e. A member asked for more detail regarding the liability for out of hours staffing on the Council's home care contract. Officers confirmed that under the current contract the Council was not liable for any additional costs if the supplier had to sub contract at a higher cost. Officers to contact Member to provide more detail. **Action: Netta Meadows**

Social value – policy and toolkit

- f. Officers confirmed that all tenders must include a question regarding social value. Officers to provide a further update, scheduled in the work programme for February.
- g. A member asked how SME direct spend of 36.95% compared with other councils. Officers to carry out a benchmarking exercise against other Councils/Core Cities. **Action: Alison Slade**
- h. The Member requested a breakdown on a top level basis within a month. How many SME'S are based locally. 'Locally' to be defined (requested that officers to use discretion for purposes of this action)
Action: Alison Slade
- i. Officers confirmed that for every procurement exercise since March, bar one or two small contracts, consideration of social value had been an absolute requirement. Officers confirmed that a good feedback had been received from a survey conducted in July.



- j. A member asked whether the living wage was being built into contracts. Officers confirmed that the Council was unable to legally bind organisations to pay the living wage. However, this was being encouraged, for example in the joint care partnership arrangement all four suppliers had agreed to sign up to the living wage.

The Commission resolved:

To note the report and the comments and actions arising.

Matters Arising

The Commission noted that Shahzia Daya had been appointed as the Service Director Legal and Democratic Services.

Meeting ended at 12.25 pm

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 24 November 2016				
5	Action Sheet	<ul style="list-style-type: none"> <i>Web Browser</i> Officers to confirm most suitable option available for councillors to access the internet via iPads <i>Income Generation</i> Scrutiny Officers to provide a summary of income generation items considered at Scrutiny Commissions. <p>Officers to provide an update on income generation work progressed in the cross council working group.</p>	<p>Richard Billingham</p> <p>Johanna Holmes</p> <p>Anabel Scholes</p>	<p>Officers will provide an up-date to Members at the meeting</p> <p>This information is currently being collated and will be sent to Members in due course</p> <p>This will be communicated to Members as soon as an up-date is available</p>
9	Business Change Period 5 Finance report	<ul style="list-style-type: none"> <i>HR benchmarking</i> Officers to share concerns HR benchmarking concerns with SLT <i>Finance Savings</i> Officers to confirm how many people work in each of the areas listed under the revised finance structure 	<p>Anna Klonowski</p> <p>Anabel Scholes</p>	<p>The Strategic Director has advised that she has shared Members concerns with the interim Chief Executive and colleagues on SLT.</p> <p>Attached.</p>

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
10	In-depth Review : Bristol Workplace Programme (presentation)	<ul style="list-style-type: none"> <i>Park View</i> Officers to provide a revised business case to Cabinet to reflect the changes. <i>Property Disposals</i> Officers to provide an update on the disposal of properties, identifying where capital receipts had equalled or exceeded those outlined in the business case for BWP 	Robert Orrett	<p>Members to be notified when this has happened</p> <p>Further information will provided to Members as soon as possible</p>
12	Procurement Update	<ul style="list-style-type: none"> <i>First Bus</i> Officers to confirm the position with regard to state aid waivers <i>Contracts</i> Officers to provide additional detail to include number of contracts, how many involved key decisions and an indication of how much time, the new step extends the process by. <i>Contract Renewal Timescales</i> Officers to provide Councillors with a list of contracts up for renewal each quarter. <i>Care Contract : Out of Hours liability</i> Offline discussion with Cllr Barry Clark 	<p>Shahzia Daya</p> <p>Netta Meadows</p> <p>Netta Meadows</p> <p>Netta Meadows</p>	<p>An up-date will be provided to Members as soon possible</p> <p>Commissioning Officers are currently pulling the information together for these actions and they will be sent to Members as soon as they are available.</p>

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
		<ul style="list-style-type: none"> <i>SME Local Spend</i> Officers to provide a breakdown on a top level basis within a month. How many SME's are based locally. (understand locally still to be defined. Cllr Stephen Clarke requested that Officers please use their discretion on definition of 'locally' to provide the response) 	Alison Slade	

Finance

Finance	FTE
Strategic Finance	7.0
Corporate Finance	24.1
Business Support Finance	
People	17.0
Place & Neighbourhoods	12.6
Resources & City Director	10.0
Finance Operations (AR, AP, cash office, contact centre) - 7	30.6
Total	101.3

Internal Audit

Internal Audit	FTE
Audit Plan	11.0
Counter Fraud	8.4
Risk Management	0.6
Governance	0.4
Total	20.4



Business Change and Resources Scrutiny Commission 19th December 2016

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

Title: Scrutiny Work Programme

Ward: n/a

Officer Presenting Report: Johanna Holmes, Policy Advisor - Scrutiny

Contact Telephone Number: 0117 9036898

Recommendation

That Members note the Work Programme.

Summary

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

The significant issues in the report are:

The Resources Scrutiny Commission section of the Work Programme

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

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

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

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

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

March 2017

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

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

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

Debt Management

Neighbourhoods

Citizen Services, Local Taxation

Slide 1



Where we are: Actual

Debt Type	Annual Debit 2016/7	ArRs 30 to 59 Days	ArRs <1 Yr / 2016 only	ArRs 1 to 2 Yrs / 2015 only	ArRs 2 to 4 ½ Yrs / 2014 to 2012	ArRs > 4 ½ Years / 2011 and earlier
Council Tax	£212m	Not Available	£5.97m (current year summonsed)	£3.41m (summonsed only)	£3.28m (summonsed only)	£534k (summonsed only)
Non-Domestic Rate	£221m	Not Available	£2.25m (current year summonsed)	£1.03m (summonsed only)	£632k (summonsed only)	£85k (summonsed only)
Overpaid HB – Benefits (deducted from ongoing HB entitlement)	N/A	Not Available	£3.57m	£1.40m	£2.12m	£986k
Overpaid HB – Debtors (invoiced to claimants)	N/A	Not Available	£2.97m	£2.10m	£3.23m	£1.05m
Sundry Debtors	£122m	£2.16m	£26.56m	£4.40m	£4.07m	£1.9m

Neighbourhoods

Citizen Services, Local Taxation

Slide 2



Where we could be: Potential

- 1 Joined up approach to enforcement
- 1 Efficiency savings through co-location and increased recovery activity
- 1 Increased income through increased recovery activity
- 1 Holistic approach to debt collection; think of the citizen
- 1 Single view of the customer resulting in improved citizen experience
- 1 Fair Debt Policy across all Council services

Centralised Approach to Debt

Stage 1

- 1 Transfer of 1.6 fte (0.6 fte in post) Legal Officers to Revenues to progress adult social care debt in the first instance
- 1 Transfer of £40k collection agent commission budget to Revenues to progress data cleansing exercise and facilitate commission based contracts for collection agents

Centralised Approach to Debt

Stage 2

- 1 Move Accounts Receivable to Revenues to co-locate the invoicing process with those billing and invoicing processes already in place for Revenues
- Investigate further possibilities corporately

Software

- 1 Single view of the customer (SVOC) solution – est £30k (with enterprise architect)
- 1 Propensity to pay solution would allow for targeted recovery activity – est £20k (with enterprise architect) – e.g. Experian / Equifax
- 1 Re-enable and extend use of DIP system for document storage, workflow and performance management – TBA
- 1 Introduce recovery module for ABW to create efficiencies – TBA

Additional Benefit if In House Enforcement Implemented

- 1 Opportunity to create an income stream
- 1 Citizen centric approach to debt management
- 1 Ability to encourage engagement with partners for budgeting support or additional welfare benefits e.g. Debt Awareness Course
- 1 More control over the enforcement process, especially for vulnerable citizens
- 1 Ability to take a pragmatic view on fees

In House Enforcement

- 1 Hot house workshop arranged for 29 Nov to 01 Dec to further investigate costings
- 1 Potential to run a smaller team initially with overflow work being passed to one or more strategic partner(s)
- 1 Creation of Fair Debt Policy across relevant Council services

Fair Debt Policy

- 1 A policy to determine the way in which debts to the Council are collected and the way in which those payments are allocated
- 1 Would need service manager agreement across service areas
- 1 Opportunity for members to help formulate the policy via the scrutiny function

**Bristol City Council
Resources Scrutiny Commission
19th December 2016**

Report of: Interim Service Director, Finance

Title: Period 6 Finance report for Resources

Ward: Citywide

Officer presenting report: Annabel Scholes

Contact telephone number: 0117 922 2419

Recommendation

That the Commission consider and comment on the relevant Business Change/Resources extracts detailed below taken from the Period 6 Finance Report that went to Cabinet on 6th December 2016.

Summary

The Period 6 Finance report was considered by Cabinet at their meeting on 6th December 2016. 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 Period 6 Financial information for the Resources Directorate.

Note:

Relevant extracts of the Period 5 Finance Report for Business Change – Appended

Extracts Period 6 Finance Report – Business Change/Resources

Extract 1

9. As previously reported, officers have established a series of work streams designed to reduce the deficit (see paragraph 9 of the Period 5 Finance Report to Cabinet on 1st November 2016). A summary of the actions taken and outcomes of these actions is summarised below:

Item	Action Taken	Potential Financial Impact
1. Review of the Capital Programme	<ul style="list-style-type: none"> The programme has been reviewed and £62.1m of capital expenditure has been re-profiled from 2016/17 into 2017/18 (as approved by Cabinet on 1st Nov 2016). A further £1.1m has been identified in Period 6, which is reflected in this report. We have reviewed the funding sources of the capital programme, identifying an element of grant funding that can be applied to revenue rather than capital. 	Potential release of c£1.3m grant funding to general revenue fund.
2. Voluntary Severance Programme	This was implemented through September 2016. The total reduction in 2016/17 revenue budgets & spend is £3.9m, with a further £5.4m to be delivered in 2017/18, a total of £9.3m. This includes reductions secured against Public Health, DSG, HRA etc also. These savings are reflected in the current forecasts. This has resulted in a workforce reduction of approximately 300 staff.	There is a reduction in spend of £3.9m in 2016/17 and a further £5.4m in 2017/18.
3. Technical Accounting Adjustments	<ul style="list-style-type: none"> There has been a thorough review of the use of reserves. £1.8m was released from reserves to reduce the deficit in Period 5, with a further £0.6m released this month; We have reviewed the Council's potential use of new powers on the Flexible Use of Capital Receipts, which would allow the release of funding, and a report 	<ul style="list-style-type: none"> £2.4m reduction in forecast outturn deficit, included in forecast; Fund £5.3m transformational costs from Capital Receipts & release funding from

	<p>will be presented to Full Council on 13th December 2016 with appropriate recommendations (please also see Section C : Reserves);</p> <ul style="list-style-type: none"> • An initial review of the Council's Minimum Revenue Provision Policy has been concluded and the relevant conclusions are recommended to be referred to Full Council. 	<p>reserves</p> <ul style="list-style-type: none"> • MRP Base Budget adjustment: anticipated in-year reduction to capital financing costs of £4.3m
<p>4. Capital Disposals Programme See paragraph 38</p>	<p>Property Services and the Property Board (officer group) have reviewed the programme of capital disposals, identifying assets for sale in 2016/17 through to 2019/20 and beyond.</p>	<ul style="list-style-type: none"> • Capital receipts of £5.3m are forecast for 16/17, with a further £15m over 2017/18 & 2018/19.
<p>5. Reduction in non-essential expenditure</p>	<p>This is being reviewed through Directorate Leadership Teams and has been considered by SLT. Budget managers are responsible for forecasting expenditure in these areas, and are being challenged through the regular monitoring process.</p>	<ul style="list-style-type: none"> • There has been a reduction in marketing and advertising forecast spend by £0.5m; • Reduction of equipment spend of £150k
<p>6. Review of Income</p>	<p>A Directors' Working Group (officer group) has been set up and will be reviewing income generating opportunities. This group has been specifically tasked with reviewing all sources of income, to maximise income receipts.</p>	
<p>7. Review of agency spend</p>	<p>All off-contract agency spend has been reviewed – all such contracts to be ended by 31st December 2016. Reductions in forecast agency spend is reflected in the forecasts.</p>	<ul style="list-style-type: none"> • There has been a significant reduction in the spend on IT agency from £1.1m in Q1 to £0.8m in Q2. • There are pressures in social care workforce which has increased spend in these areas.

8. Budget Review Meetings	These have now been completed, identifying reserves that could be released in the financial year, see above.	
9. Review of earmarked reserves (see Section C: Reserves)	<ul style="list-style-type: none"> MRP Clawback – to be reviewed as part of the review on the Council's MRP policy; 	

10. The following Table summarises the potential financial impact of these actions on the current general fund forecast outturn deficit, to the extent that they are not already reflected in the forecast.

Table 1: Potential Financial Impact on Forecast Outturn Deficit of Mitigating actions taken.

	£m	£m
Period 6 Forecast Outturn Deficit		27.5
Less: Release grant funding to revenue	c.1.3	
Less: Flexible use of Capital Reserves to release reserves	c.5.3	
Less: Adjustment to MRP Policy	c.4.3	
TOTAL POTENTIAL REDUCTIONS:		(10.9)
REVISED FORECAST OUTTURN DEFICIT (if actions taken)		16.6

Extract 2

11. The following forecasts are based on actual expenditure to the end of September 2016 and Budget Managers' estimates of future spending for the rest of the financial year, as approved by each DLT. The net overall forecast outturn of £27.5m represents 8.0% of the General Fund net revenue budget.
12. The following table provides a summary of the general fund revenue position at directorate level. A more detailed analysis is provided at Appendix A. Also included in the appendix is information on Year to Date spend, compared to Year to Date net budget. This is provided for additional information. Budgets are profiled equally across the year, but spending profiles may be different.

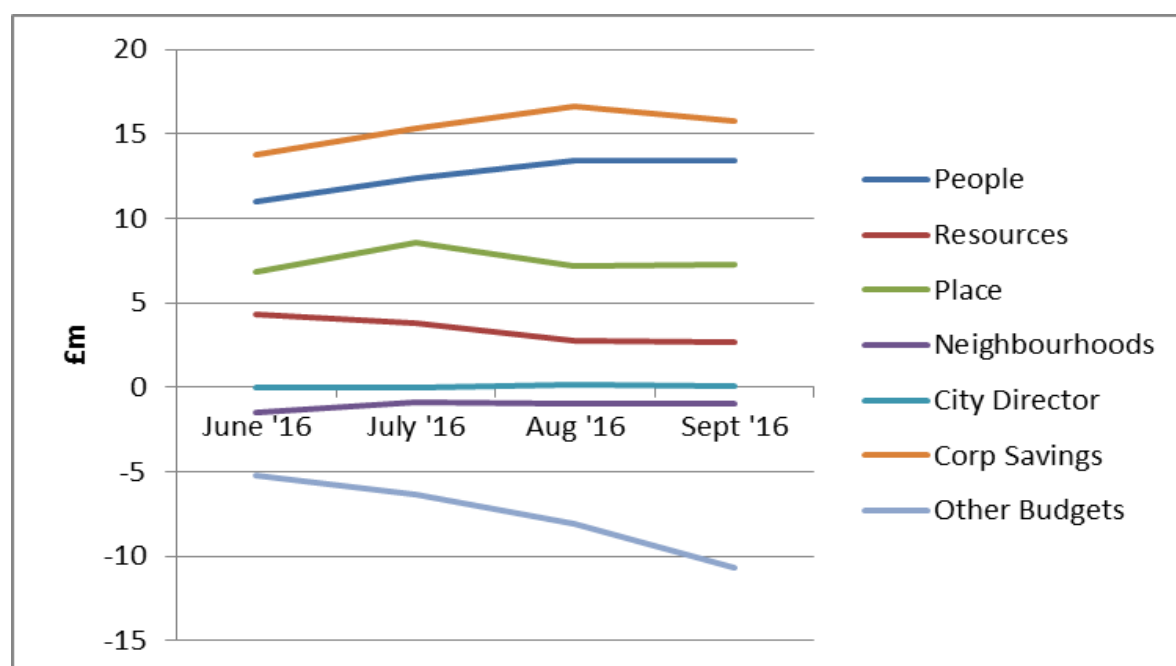
Table 2: General Fund Forecast Net Expenditure

General Fund Revenue Budgets - Period 6			Forecast Outturn Variance (Under)/Over Spend	Forecast Outturn Variance at Period 5	
Directorate	Net Budget £m	Forecast Outturn £m	£m	£m	
People	207.0	220.3	13.3	13.3	
Place	17.9	25.3	7.3	7.2	↑
Neighbourhoods	69.7	68.7	-1.0	-1.0	
Resources	30.5	33.1	2.7	2.8	↓
City Director	2.0	2.1	0.1	0.2	
Corporate Savings Programme (Net Budget)	-10.2	5.6	15.8	16.6	↓
SUB TOTAL – SPENDING ON SERVICES	316.9	355.1	38.2	39.2	↓
Other Budgets *	28.6	20.2	-8.3	-6.3	↓
Released from Reserves	0.0	-2.4	-2.4	-1.8	↓
TOTAL	345.4	372.9	27.5	31.1	↓

*Other Budgets includes capital financing & borrowing costs, un-apportioned central overheads and contingencies.

13. The following chart provides a trend analysis of the forecast outturn, by directorate, reported since quarter 1, end of June 2016.

Chart 1: Trend Analysis of Forecast Outturn



Extract 3

14.4 Resources - £2.7m Pressure

2016/17 Budget	Gross Expenditure £m	Gross Income £m	Net Revenue Budget £m
Resources	49.6	(19.1)	30.5

The overall forecast pressure for Resources of £2.7m represents an improvement of £0.1m since Period 5.

The main variance within Resources is within the ICT Service, which has been offset by savings in other areas. This overspend against budget for ICT relates to additional hardware and maintenance costs (£2.8m) and 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. The current pressure of £3.8m represents an increase of £0.1m since Period 5, which is mainly as a result of increased employee costs.

ICT – £3.8m Pressure

In Period 6, the ICT budget pressure increased by £0.1m. This movement is attributable to previously under-forecast workforce cost pressures in the Software Development Service.

Active mitigation

The ICT management team are working through a series of opportunities for mitigation and further cost reduction. The following actions are being taken:

Review of Agency Spend

A full review is being undertaken to reduce agency spend, in particularly focussing on those contractors/agency staff who have been in post longer than 13 weeks with a view to ending these arrangements and transitioning to a service delivery model that does not incur contingent workforce fees where it is deemed they are not required.

Further any ongoing and future Agency spend will be directed through Guidant with remaining off-contract arrangements being ceased. This will relieve both in-year pressure and transfer through into 2017/18.

Application Rationalisation:

ICT have set up an Application Rationalisation Working Group, this has three functions:

- Dedicated, line by line analysis of ICT Application licence and support costs for 2016/17 savings;
- Analysis and validation of ICT Manager's 2016/17 budget savings proposals from ICT Application licence and support costs;
- Informing and guiding the service for further savings in 2017/18.

This will be reviewed by the Service Director.

In year contract management:

Commissioning and Supplier Relationship Management (CSRM) will monitor all ICT managed contracts, in-year for best value. To ensure that this work is actioned by ICT Managers, CSRM produce a monthly report to be reviewed at the ICT Management Meeting. ICT Managers will be expected to reflect CSRM's savings in their end of period budget reports, for review by the Service Director with the Finance staff.

Addressing previous under-delivery:

The ICT Sourcing programme has been reported as having a budget pressure of circa £1.3m. This is being reviewed by ICT, working with Finance, to address this and identify any reductions against this forecast.

Ongoing activities to avoid increasing pressure on ICT budget

Pressure incurred from other service areas:

ICT, with assistance from Finance, has put in place governance to pursue budgets from other services areas where their activities would have previously created budgetary pressure on ICT. If no budget is found to be available, issues will be escalated through Business Change DLT for an executive decision.

Tightened ICT project governance:

ICT project governance continues to be tightened and all ICT projects, from within ICT or from the business, are subject to two layer governance, once from ICT then again via the PMO. The Service Director now also reviews all weekly ICT project report summaries.

Risks identified

The following is a summary of risks that have been identified to the current budget position within ICT. The high level detail is given here. It is important to note that, at this point in time, if these items were to occur they would result in expenditure from reserves or contingencies.

- Unexpected business demand, such as a result of an Ofsted, or other regulatory body, inspection. (For example requiring issue of laptops, tablets);
- Any remedial actions that may be required to achieve compliance with connection standards, e.g. Public Service Network (PSN);
- Remedial actions in event of serious cyber or other event, (e.g. ransomware), resulting in loss of data/access to key BCC systems and data; actions in event of serious incident or natural event, (e.g. terror attack/fire/flood), resulting in loss of hardware and subsequent replacement costs;
- Information Commissioners fine in case of Data Breach or Loss (may not be an ICT related loss, i.e. may be loss of case papers) and remedial actions in event of Data Breach or Loss;
- Remedial actions in event of major supplier commercial failure;
- Software Development & Support Service is releasing contractors and switching to internal staff from November 2016, but demand for digital delivery and integration of packaged applications from council services remains higher than capacity.

Human Resources – Surplus £0.5m

Human Resources continues to report a forecast of £0.5m underspend. This mainly relates to £485k savings within transactional HR relating to ongoing and prudential unfilled vacancies and additional savings released within this service area. A further £60k underspend within Redeployment is offset by a pressure within Admin Business Support of £49k relating to salaries and early retirement plus other minor variances.

HR Risks identified:

- Unfilled vacancies plus staff leaving through VS will deliver savings but may increase workplace pressures and the ability of the service to respond to organisational requirement during a period of significant workforce change;
- The income target through the Annual Leave top up scheme is dependent on staff take-up across the organisation and this may not be possible as staffing levels will be lower post-restructure. This may mean that the income target is not realised. Also, staff leaving on VS who are in the scheme will cause loss of income in the current year.

Legal Services – On Budget

Electoral Services has moved from City Director to Resources during Period 6 and has a pressure of £1.3m in relation to increased costs in Electoral Registrations due to change of regulations, and the cost of elections in this financial year (the cost fluctuates between years). This will be managed in 2016/17 through a drawdown from reserves, which is built into the current forecast. Moving forwards, the budget requirement for 2017/18 and future years has been reviewed and the fluctuating nature of the cost of elections will be managed through a “balancing” reserve.

This is a small underspend of (£30k) reported for Legal Services at Period 6, which is a (£21k) improvement from Period 5, due to minor variances across Legal Services. Expenditure can be volatile though and the risks are highlighted below:

Risks Identified (including Legal Services, Electoral Services, Mortuary & Coroner, & Register Office):

- demand led and cannot predict its spend – high cost/profile cases could happen at any time;
- there may be an increase in an area of work through e.g court rulings or practice;
- Income is more predictable over the short term as clients are known, but will fluctuate over the longer term with changes in external clients as work and projects come to an end and new work will need to be identified;
- There may be a parliamentary election in 2017 or other smaller elections and referenda, which are not currently included in the 4 year budget predictions and which would have budget implications;
- Legislative changes, such as the introduction of medical examiners, could cause significant budget pressures;
- Increases in the number of deaths due to widespread fatalities that could not be predicted;

- Births and deaths registration are reactive services and cannot be completely estimated.

Finance – On budget

Finance continue to review spend on the service budget to minimise the outturn forecast spend. Expenditure is being maintained within budget by holding a number of vacancies within the service and stopping non-essential expenditure against non-staffing budgets. As previously reported though, the Finance Transformation work must continue and will be funded from reserves earmarked for this purpose.

Finance Risks Identified:

- Unfilled vacancies plus staff leaving through VS will deliver savings but may increase workplace pressures and the ability of the service to respond to organisational requirement during a period of significant workforce change;

Policy and Planning – £0.4m Surplus

Policy and Planning is currently under review with Corporate Communications recently moving under the Service Director for HR, for the Interim. There are a number of staff vacancies across these services and also savings from redundancies that contribute to the current forecast underspend. There are various minor variances as set out below:

- Performance and Infrastructure (£172k) underspend relates to salaries;
- Policy team (£136k) underspend relates to employee costs;
- Wellbeing Fund (£105k) underspend. This cost centre will move to the People Directorate for Period 7, which will reduce the Resource underspend but be reflected in the People Directorate forecast.

It should be noted that there are also pressures in relation to the resourcing of devolution within the Council above the £250k agreed as part of the budget report. This is largely driven by an increasing need to back fill posts across almost all directorates and create more capacity to deliver the current deal and develop future deals. At present a £25k forecast pressure is reported, but this is likely to increase significantly as a result of a review being led by the interim Chief Executive supported by SLT.

Bristol Futures - £0.1m surplus

Fixed term external funding is being used to reduce staff costs. Further savings have been made across the budgets by reducing operational activity and commissioning. For future Periods further reductions in costs will be seen from significantly reducing the management costs through removal of the Service Director post and one of the three Service Manager posts. This has resulted in the joining of City Innovation, Sustainability and Civil Protection teams into one service. In addition voluntary severance and vacancy management has reduced staffing levels significantly.

14.5 City Director - £0.1m Pressure

2016/17 Budget	Gross Expenditure £m	Gross Income £m	Net Revenue Budget £m
City Director	2.0	(0.0)	2.0

The budget for the City Director has reduced by £1.6m since Period 5 due to Electoral Services moving into the Resources Directorate. The Directorate is forecasting a pressure of £0.1m, which mainly relates to the cost of one off payments paid to employees offset by savings within the employee budget and the costs of the Interim Chief Executive and Interim Director of Resources.

14.6 Corporate Savings Programme - £15.8 Pressure

The current forecast pressure of £15.8m represents a reduction of £0.8m since Period 5. The reason for this is twofold. Firstly, the Project Management Office and delivery teams have reviewed resources and staffing requirements, resulting in reduced costs of £0.1m. The current review of savings identified to be delivered has increased by £0.7m. It is expected that the forecast position may fluctuate during the next few months as planned restructures are signed off and implemented.

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.

Table 3: Summary of Net Corporate Savings Programme Budget Position

	£m
2016/17 Change Programme Savings	19.5
2015/16 Undelivered change programme savings	15.2
TOTAL	34.7
Less:	
Savings Identified/Secured to address the gap	14.1
Release of Contingency	6.3
TOTAL TO BE IDENTIFIED	14.3
Overspend against change programme expenditure	1.5
TOTAL CHANGE PROGRAMME	15.8

The Council has initiated a Council Wide programme of activities and work streams 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. During Period 6, the value of savings identified to be delivered has increased slightly since Period 5, and this is reflected in the forecast above.

Within this budget line, there is investment required to facilitate the delivery of some of the savings. There is a current forecast overspend of £1.5 m against these items, which includes the delivery of IT solutions. 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.

14.7 Other / Corporate Budgets – (£8.3m) Underspend

The forecast underspend in Period 6 has increased to £8.3m. 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 Council receives S31 grant each year to cover various business rate reliefs. The budget for this financial year was assumed to be £1.0m. Current forecasts indicate this is likely to be £3.0m in this financial year, which is £2.0m above the budgeted amount. This is now reflected in the forecast for Other / Corporate Budgets.

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. As previously reported, to date £0.8m has been set aside to cover the forecast cost of workforce court ruling and support to the Children's Service as part of the Ofsted Improvement Plan.

Therefore, the remaining contingency is reduced to £2.0m and it is assumed that this will be required by the end of the financial year. For example, a potential pressure relating to unaccompanied child asylum seekers has been identified. We do not expect any additional funding from central government to cover the full cost that may be incurred by the Council, as outlined in 14.1 above. In this event, we will need to consider using this contingency to manage this cost pressure. In addition, as noted in 14.4 above, there are likely to be additional costs arising

from Devolution, and again funding for this may be required from the Corporate Contingency.

Extract 4

31. The following table sets out the forecast of spend by Directorate. Additional detail is provided at Appendix B. Proposed changes to the capital programme, presented to the Capital Board on 25 October are detailed in table 6. These will be reflected in the capital programme when reported for Period 7.

Table 5: Capital Programme Forecast Expenditure & Financing

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

Extract 5

Corporate ERP Project

36. A project to deliver an integrated employee resource application to replace the finance, HR and Payroll systems, commenced in December 2014. To date we have been unable to go live with the product. We are in the process of commissioning a review to gain an independent perspective of the issues and challenges. Whilst commissioning this review we continue to have discussions with the external supplier and systems integrator.

37. As a result of the delay and to avoid the risks of the finance system becoming unsupported we are upgrading the finance system and extending the contract for the current HR and Payroll systems. This will incur additional expenditure above that which has been budgeted for and has yet to be factored into the forecasts. The impact of this will be reported in future updates.

Extract 6

45. At the end of each financial year, the Council is required to calculate a bad debt provision based on its level of outstanding debt. The amount of provision required is dependent on the age of the debt, with all debt over 2 years, being 100% provided for. The current bad debt provision (as at 31st March 2016) is £11.8m. Based on the current level of debt in table 7, if no further action is taken, the required bad debt provision is estimated to be £15.6m. Single, large debts can have a disproportionate impact on the provision required. However, action will continue to be taken between now and the end of the financial year to ensure that the value of outstanding debt is reduced.

Table 7 – Outstanding Debt Analysis by Directorate

Directorate	Outstanding Value £000's	Average Value £
People	16,679	1,515
Resources & City Director	748	9,141
Neighbourhoods	4,545	394
Place	4,988	1,509
Corporate & Other	4,140	398
TOTALS	31,100	2,591

Extract 7

F - Treasury Management

46. No borrowing has been undertaken to date during 2016/17. Net debt (borrowing less investment) has decreased by £7m between the 31st August and 30th September from £286m to £279m, due to expected changes.

47. The average level of funds available for investment purposes during the first six months of the year was £168m. The return for period was 0.60% compared to the recognised benchmark of 0.28% (7 day Libid).

48. In addition the Council's agreed policy is to defer borrowing while it has significant levels of cash balances (£135m at 30 September 2016). 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.

Extract 8

Overall Risk Assessment

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

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

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

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

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

Business Change & Resources

19th December 2016



Report of: Strategic Director – Business Change

Title: Business Change Performance Q2 2016/17

Ward: Citywide

Officer Presenting Report: Tracy Mathews – Performance Improvement Advisor

Contact Telephone Number: 0117 92 23850

Recommendation

1) To note the Business Change Outturn Performance Report for Quarter 2 of 2016/17

Summary

This report consists of existing performance indicators already reported to Business Change DLT. 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 2 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. As the new Corporate Plan 2017/22 is developed it is likely that additional measures will be identified and included in future reports.
- 4.2 As Business Change only currently accounts for five Corporate Plan measures, detailed information for all the Business Change DLT measures are included for information.
- 4.3 These measures of success are sorted by service area.

Proposal

5. The Commission is asked to note the contents of the summary outturn report as attached as Appendix A.
- 5.1 It is also asked to note that Strategic and Service Directors will continue to be involved in developments to performance reporting arrangements and indicators which better reflect the Draft Corporate Strategy 2017-2022 and business plans. This includes how reporting can most efficiently enable Cabinet Leads, DLTs and scrutiny commissions to carry out their roles.

Other Options Considered

6. *Not applicable*

Risk Assessment

7. *Not applicable*

Public Sector Equality Duties

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

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

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

8b) This report is a statement of the progress on delivery of the Corporate Plan objectives and therefore no equality impact assessment 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 2016/17 Quarter 2 Outturn Performance report

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

BUSINESS CHANGE 2016/17 QUARTER 2 OUTTURN PERFORMANCE REPORT

Finance DLT Performance Indicators												
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 (BCC)	+	93.08%	96.00%	72.32%	75.00%			75.0% (BCC) 82% (BCh)	-20.11%	In September 76.69% of invoices were paid on time across the Council. From a quarterly perspective, 75% of invoices were paid on time during Q2. This can be broken down by directorate as follows: Business Change 82%, NH 75%, PE 74%, PL 76%, highlighting Business Change as the highest performer.
No Target	BU357a	Value of rolling debt to be collected (BCC)	-	n/a		£131.2m	£131.4m			£131.4m (BCC) £3.2m (BCh)	n/a	
Below target	BU357b	Level (%) of rolling year debt collected (BCC)	+	87.35%	90.00%	83.09%	86.99%			86.99% (BCC) 92.69% (BCh)	-3.34%	(September) This PI measures the level of debt collected in the 12 month rolling period (excluding previous month to allow 30 days to pay). Of the 4 invoices over £1m from last month there still remains: £2.6m - Bristol Energy (some charges in dispute) £1.3m - NHS (invoice in dispute) Another invoice over £1m was raised in August: £1.7m – Russell Education Trust in relation to capital building works for Bristol Free School. This invoice is under query. These invoices equate to 4% of the debt.
Below target	BU357c	Total uncollected rolling year debt (BCC)	-	n/a	10% of total value	£22.1m	£17.1m			£17.1m (BCC) £0.235m (BCh)	-31.30%	At the end of September there was £17,095,175.27 debt outstanding, equivalent to 13% of the total value of rolling debt to be collected.
No Target	BU385	Agency spend as % of total salary bill (BCC)	-	n/a	Establish baseline	5.00%	4.25%			4.25% (BCC) 10.6% (BCh)	No Data	(Quarter 2) During Q2 4.25% of salary costs can be attributed to agency costs across the council, equivalent to £2.38m. In Business Change this was 10.6%, equivalent to £1.03m. Other directorates performed as follows: CD 0.7%, NH 3.1%, People 2.6%, PL 3.3%. (TM)
NEW		% of sundry debtors accounts paid within 60 days	+									Potential new PI

HR and Change DLT Performance Indicators												
Status	Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date	Variance from target	Officer Notes
HR												
Above target	BCP182	Number of working days lost due to sickness absence (BCC)	-	8.36	8	8.44	7.92			7.92 (BCC) 3.67 (BCh)	1.00%	(Quarter 2) 7.92 days lost to sickness is the lowest rolling 12 month period sickness rate since December 2013. Sickness can be broken down by directorate as follows: Business Change 3.67 days, City Director 1.77 days, Neighbourhoods 7.96 days, People 9.84 days, Place 7.21 days. (TM)
Well below target	BU208	% employees with a completed 'My Performance' 15/16 review form (BCC)	+	n/a	90.00%	51.0%	53.0%			53.0% (BCC) 63.0% (BCh)	-41.10%	Business Change 63%, Neighbourhoods 67%, People 41%, Place 58%. (TM)
No Target	BU240	Difference between progression rate of BME and non-BME employee	+	n/a	Establish baseline	n/a	-0.03%			-0.03% (2/4)	No Data	(Quarter 1 - 2) This report has recently been set up and provides a baseline for future reporting. However it was possible to provide some preliminary data based on a two week difference which shows that 10 staff members were promoted. The progression rate for BME staff was 0.14% and for non BME staff was 0.16%. (TM)
No Target	BU241	Difference between progression rate of Women and Men	+	n/a	Establish baseline	n/a	-0.24%			-0.24% (2/4)	No Data	(Quarter 1 - 2) This report has recently been set up and provides a baseline for future reporting. However it was possible to provide some preliminary data based on a two week difference which shows that 10 staff members were promoted. The progression rate for Women was 0.06% and for Men was 0.29%. (TM)
No Target	BU242	Percentage of top earners who are women	+	n/a	Establish baseline	n/a	54.6%			54.6% (2/4)	No Data	
Data not entered	BU243	Cost of HR per fte	-	n/a	Establish baseline						No Data	(Quarter 1 - 2) Definition tbc - salary costs or wider? (TM)
No Target	BU244	Number of HR staff per 1000 fte	-	n/a	Establish baseline	19.89	17.85			17.85 (2/4)	No Data	(Quarter 1 - 2) 17.85 FTE HR staff per 1,000 FTE (100.61 FTE HR staff and 5635.38 FTE BCC staff as at 30 Sep 16). (TM)
Change												
Above target	BU111	Percentage "first call fix" on the ICT Service Desk	+	55%	50%	47%	53%			53% (6/12)	5%	
Below target	BU112	Percentage of calls to the ICT Service Desk abandoned before they were answered	-	10%	5.00%	10.2%	9.0%			9.0% (6/12)	-80.00%	There has been an improvement throughout the year which started at 12% in April, peaked at 15% in May whilst new recruits were trained, and has now steadied out at 9% for both August and September
Well above target	BU115	Customer satisfaction (%) with ICT service desk service	+	89%	90%	100%	100%			100% (6/12)	11%	
No Target	BU157	Number of high and critical security issues found during network health checks	-	n/a	Establish baseline	n/a	19			19 (2/4)	No Data	(Quarter 1 - 2) The IT security health check was carried out in July 2016 and identified 87 incidents of which 19 were deemed as high or critical. (TM)
Data not entered	BU158	Number of lost / stolen laptops, mobile phones, blackberry's or tablets	-	n/a	Establish baseline						No Data	
Above target	BU160	% Key ICT system availability	+	99.40%	99.50%	99.7%	99.9%			99.9% (6/12)	0.40%	
Below target	BU163	Percentage of ICT requests using self-service	+	26%	50%	29%	29%			29% (6/12)	-3%	Q2 target = 30%
Well below target	BU164	% ICT requests completed within 5 days	+	n/a	85.00%	86.2%	75.5%			75.5% (6/12)	-11.20%	September 2016 - Increase in the number of requests from 1307 in August to 1532 in September, of which 376 failed to be completed within the 5 day Request SLA.
Data not entered	BU170	Cost of ICT per FTE	-	n/a	Establish baseline						No Data	(Quarter 1 - 2) Definition tbc - salary costs or wider? (TM)
No Target	BU171	Number of ICT staff per 1000 fte	-	n/a	Establish baseline	26.88	26.24			26.24 (2/4)	No Data	(Quarter 1 - 2) 26.24 FTE ICT/Change staff per 1,000 FTE (147.90 FTE ICT/Change staff and 5635.38 FTE BCC staff as at 30 Sep 16). (TM)

Legal and Democratic Services DLT Performance Indicators												
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												
Below target	BU129	Chargeable hours worked within Legal Services	+	100.00%	100.00%	93.40%	97.80%			97.80% (6/12)	-2.20%	
Well above target	BU211	Legal Services - External Income vs Target	+	n/a	£812,000	£213,000	£489,000			£489,000 (2/4)	20%	(Quarter 1 - 2) At the end of Q2 the external income target was £406k and actual income was £489k resulting in a surplus of £83k (+20%). The areas where the target was met were Public Bodies income and External project work. (TM)
Well above target	BU212	Legal Services spend on external legal advice and representation	-	n/a	£578,000	£75,000	£183,000			£183,000 (2/4)	37%	(Quarter 1 - 2) 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 (TM)
Well below target	BU213	Legal Services spend on agency costs (as a % of overall salary budget)	-	n/a	20.00%	24.0%	22.4%			22.4% (2/4)	-12.00%	(Quarter 1 - 2) Q1-2 = 22.4% (Agency costs of £335,047 / Overall salary budget £1,496,097) (TM)
Data not due	BU214	Total income earned against a target of 20% total budget with a target of top quartile with comparator authorities	+	n/a	Establish benchmark	n/a	n/a	n/a		n/a	No Data	(2016 - 2017) Annual PI - Data due April 2017 (TM)
Data not due	BU215	Number of qualified lawyers per 1000 population	-	n/a	Establish benchmark	n/a	n/a	n/a		n/a	No Data	(2016 - 2017) Annual PI. Data available early 2017 following Core City benchmarking exercise. (TM)
Data not due	BU216	Cost of Legal per 1000 population	-	n/a	Establish benchmark	n/a	n/a	n/a		n/a	No Data	(2016 - 2017) Annual PI. Data available early 2017 following Core City benchmarking exercise. (TM)
Statutory and Democratic Services												
Above target	BU130	Customer satisfaction with Register Office	+	98.56%	90.00%	n/a	97.00%	n/a			97.00%	2641 people used the registration service during September. 167 Survey forms were received (6.32% responded) 142 received said the level of service was excellent 20 received said the level of service was good 5 % returned were from BME group (6 forms) 100% rated us Good or above Total: 97% of these customers who responded to say our level of service was good or above during September
Above target	BU324	% Birth registration appointments available within 5 working days of request	+	89.00%	95.00%	85.6%	97.0%			97.0% (6/12)	2.10%	6056 births registered in April – September (991 registered Sep) 5405 booked appointments in April – September (89.25%). In September 919 (92.73%) Appointments were booked 97% of those who booked were offered an apt within 5 working days between Apr - Sep. 97% of those who booked appointments in September were offered an appointment within 5 working days
Above target	BU326	% Death registration appointments available within 2 working days of request	+	98.00%	95.00%	99.4%	99.0%			99.0% (6/12)	4.21%	2467 deaths were registered April - September 414 deaths were registered in September 99% were offered an appt within 2 days during September (298 booked appts,) From April - September 2393 appointments were booked of these 99% (2368) were offered an apt within 2 days
Well above target	BU328	% Channel shift achieved for the Bristol Register Office	+	38.70%	30.00%	44.1%	45.2%			45.2% (6/12)	50.60%	Total no of appts booked = 1309 Online appts = 593 Walkin = 6 Phone Appts = 593 45.24% channel shift to online appts in month of September

Legal and Democratic Services DLT Performance Indicators												
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		Democratic engagement / scrutiny engagement / items and decisions called in		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	NEW PI. PI to be identified following engagement from Andrea Dell.

LEGAL SERVICES

Performance Report: Quarter 2 (April to September) 2016/17

QUARTER 2 (2016/17) HEADLINE POINTS

Income:

As at Quarter 2, income is forecast at £937,000 against a budget of £812,000. The reduced forecast is due to an award being wrongly credited against the legal budget in Q1. This has now been adjusted.

Spend:

Spend is forecast at £595,000 against a budget of £1,087,000. The underspend is due mostly to court fees in care proceedings being reduced. The forecast is however unpredictable due to the reactive nature of the work undertaken

Productive hours:

Productive hours worked by staff at the end of Quarter 2 (2016/17) are 97.80% of the 100% target. An increase from 93% in Q1.

Costs awarded against the Council at the end of Q2;

£2538 – Tenancy fraud case

£1211 - Contract dispute loss of interim application for stay of proceedings

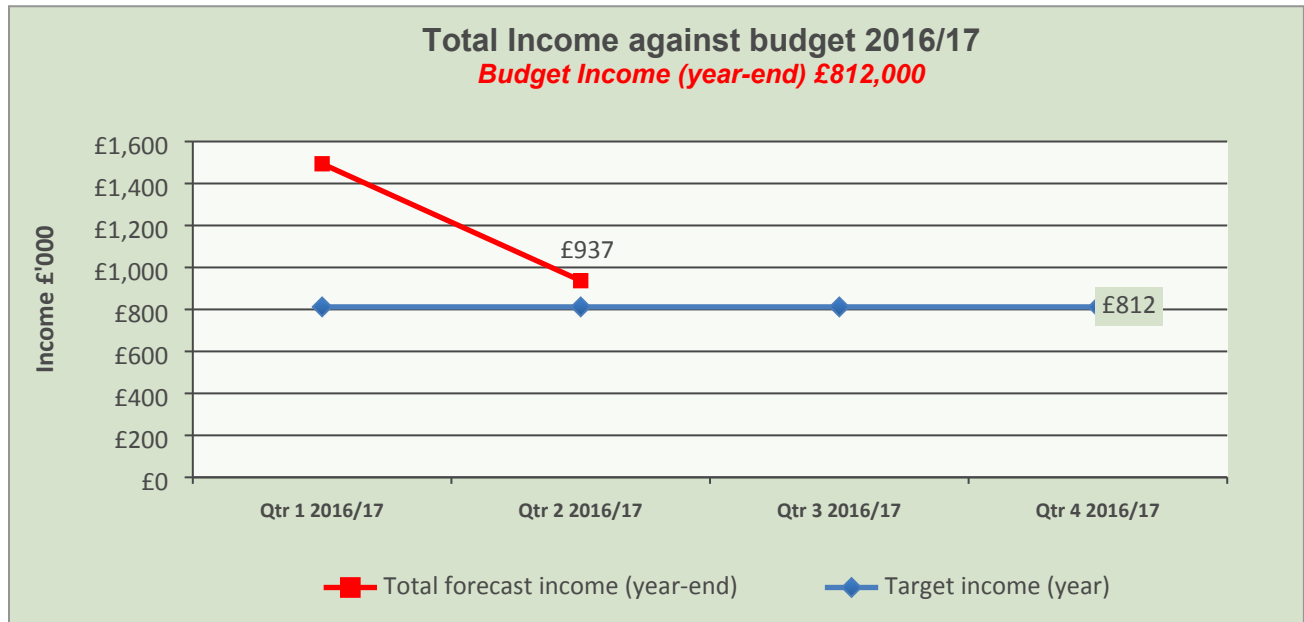
£ 458 - Costs for disclosure hearing in ongoing case– paid by Childrens services

Costs recovered by the Council (not including prosecution cases – reported as part of 3rd party income below)

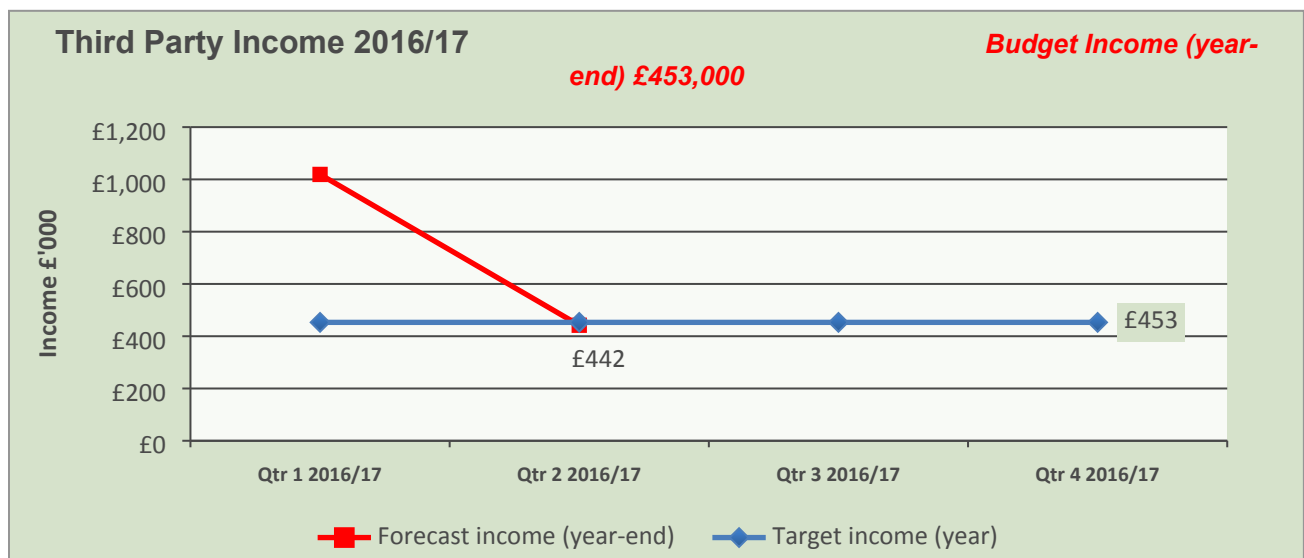
£59,000 – Successful defence of judicial review – costs award in dispute and being independently assessed

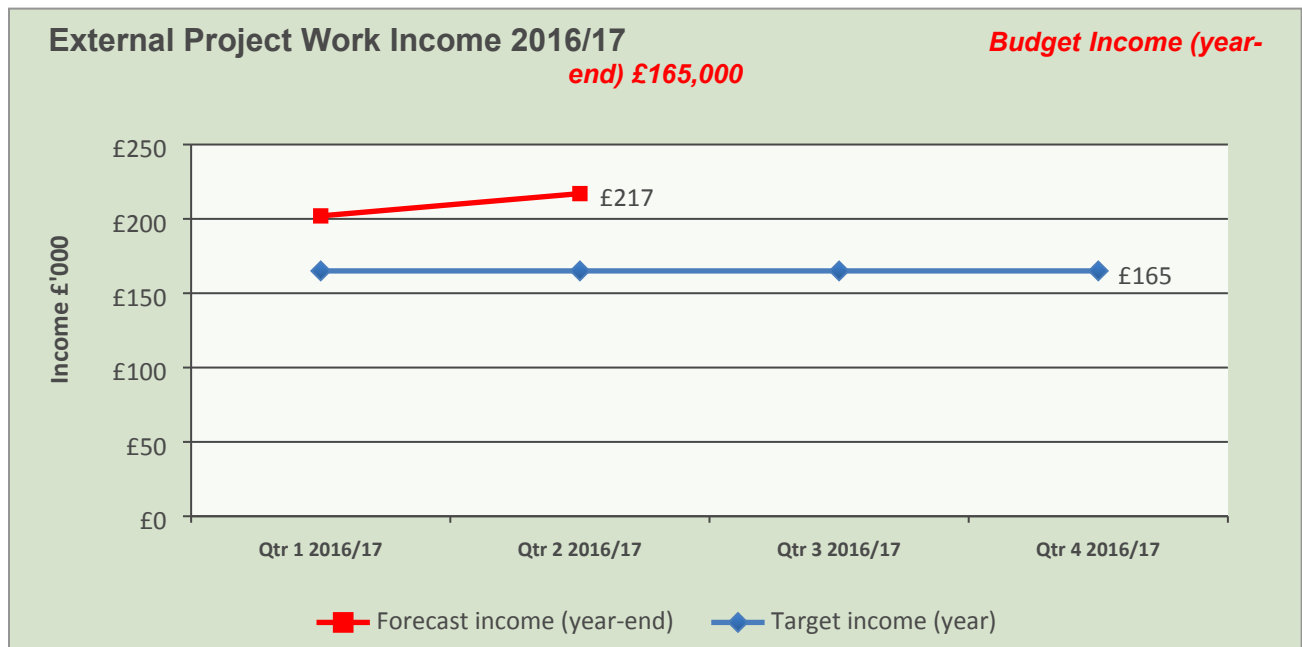
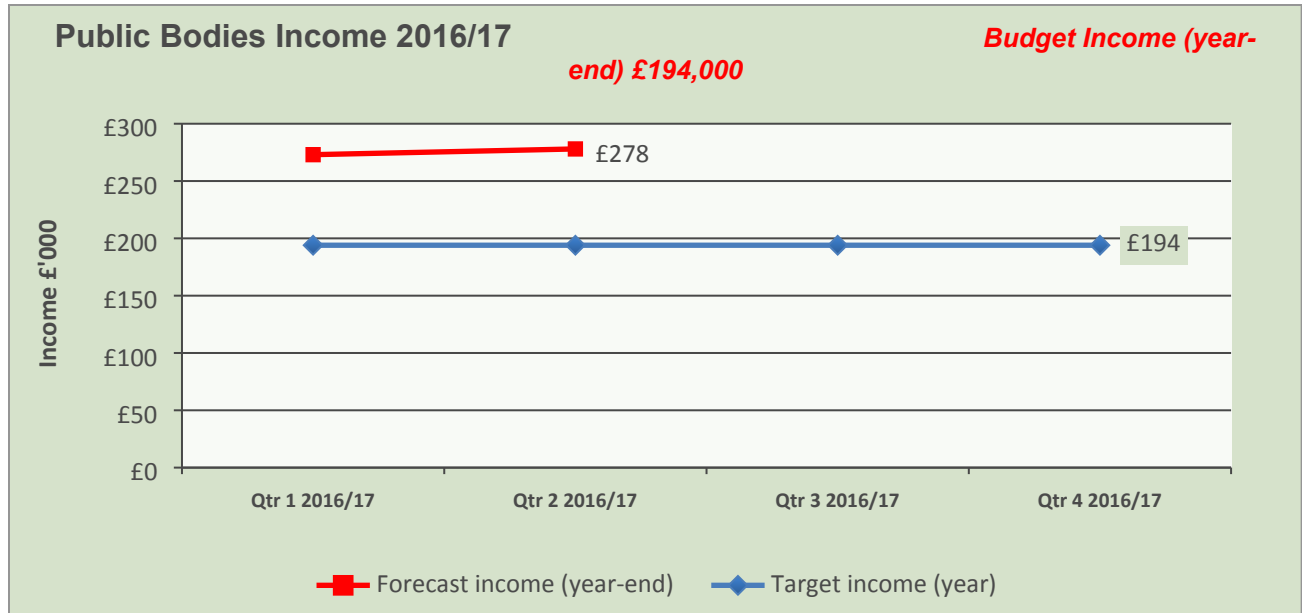
LEGAL SERVICES INCOME

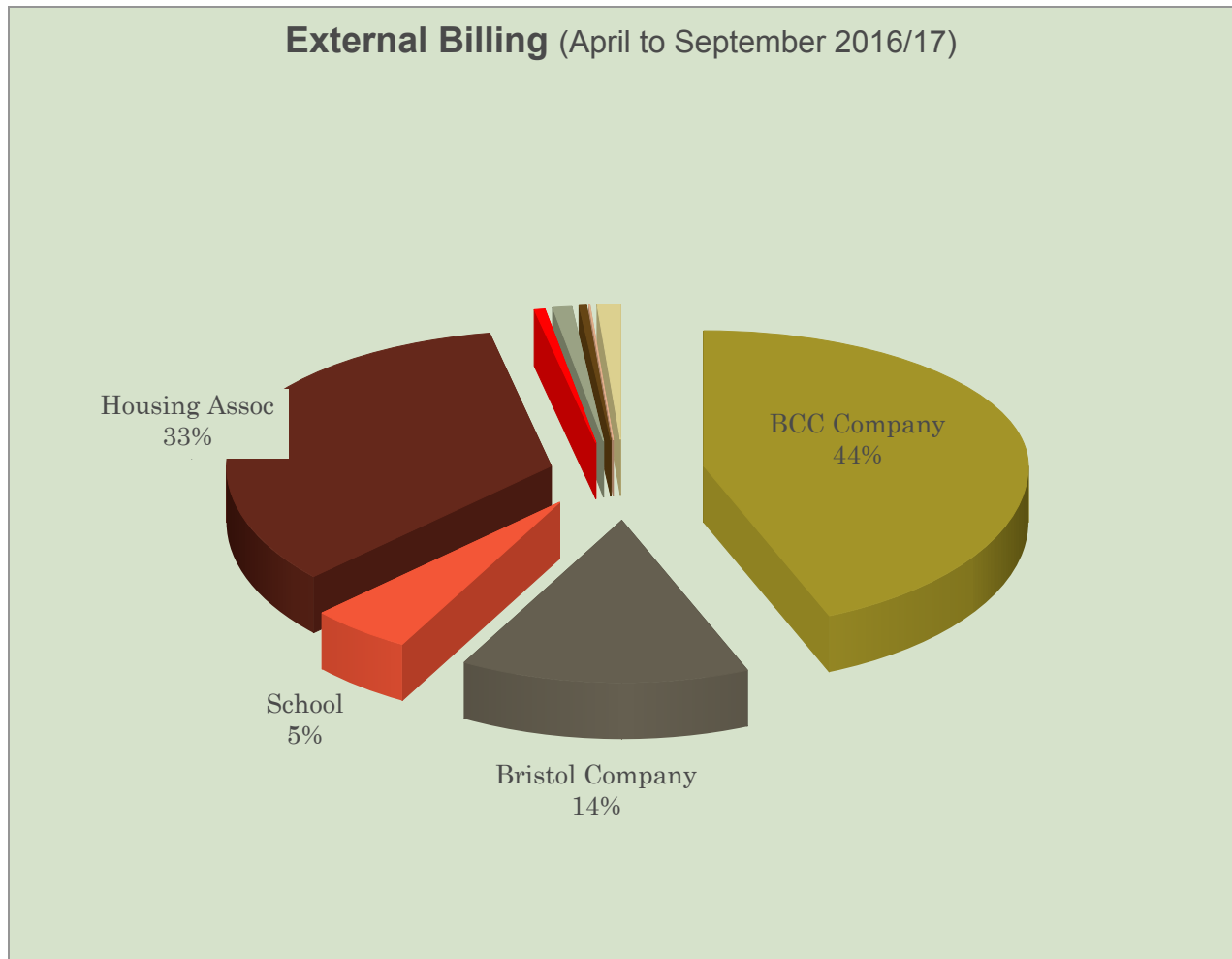
- **External Income**; for public bodies and other external organisations.
- **Project work**; carried out for the Council but grant funded.
These are billed on a quarterly basis
- **Third Party Income**; litigation cost recovery and work for the council but funded by 3rd parties



Breakdown of Income

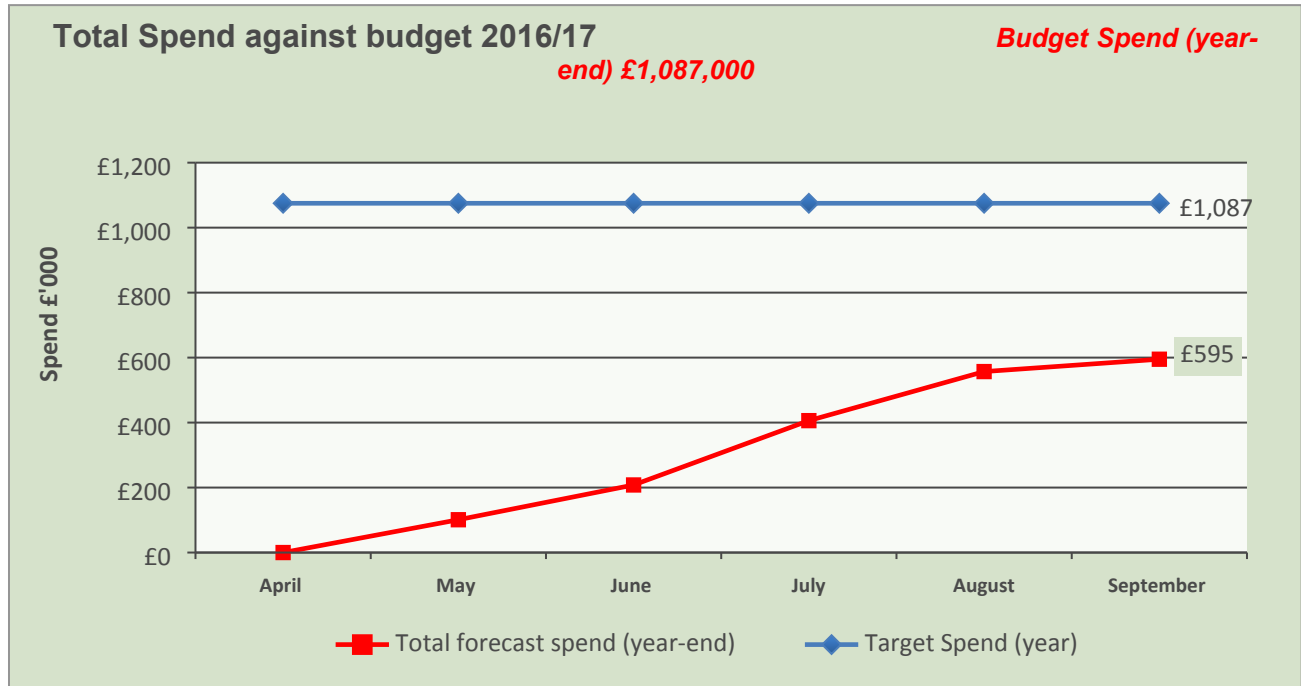




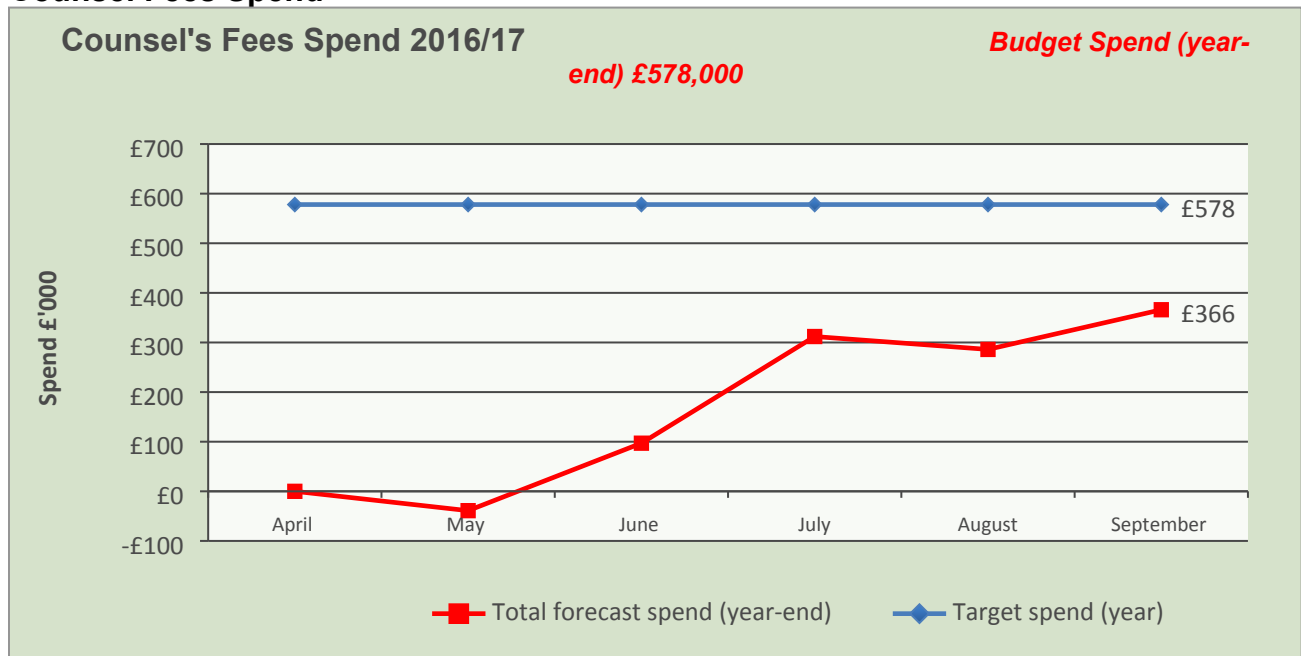


LEGAL SERVICES SPEND

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.

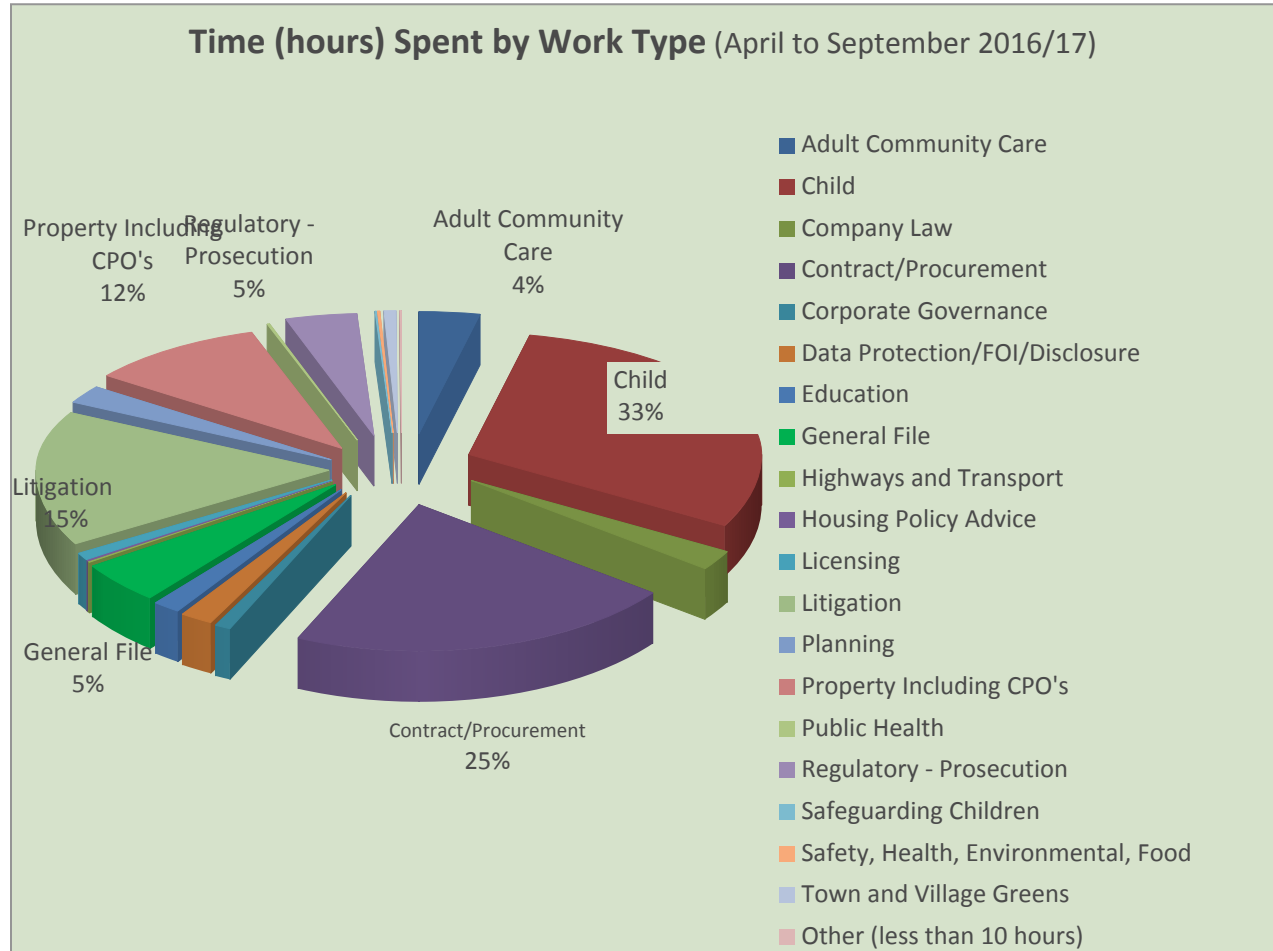


Counsel Fees Spend



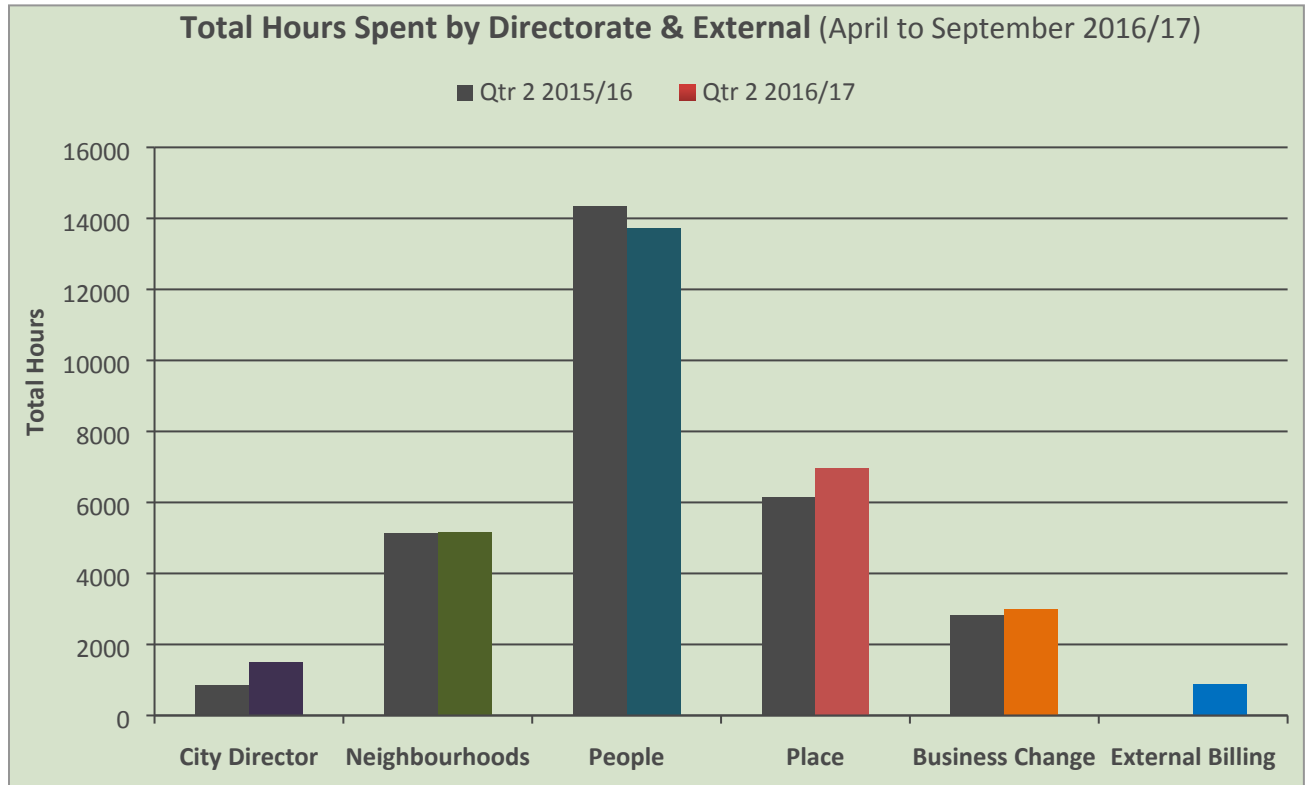
LEGAL SERVICES BREAKDOWN (TIME SPENT)

Time Spent by Work Type

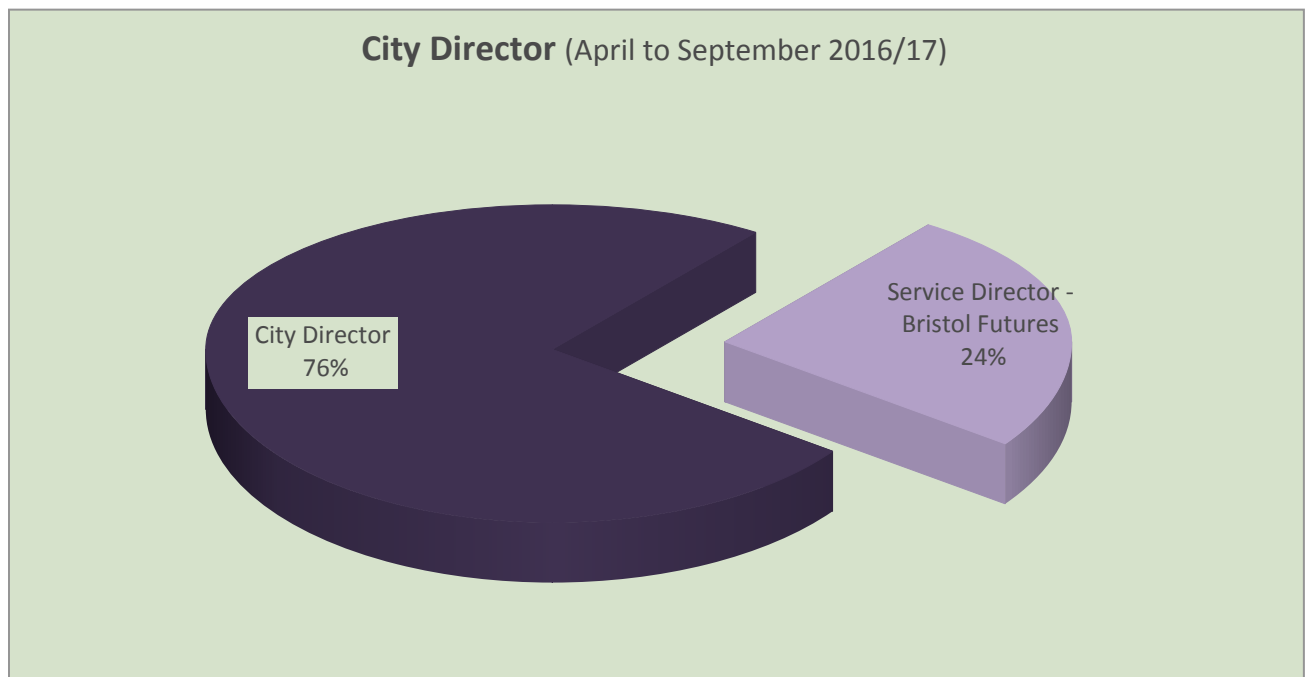


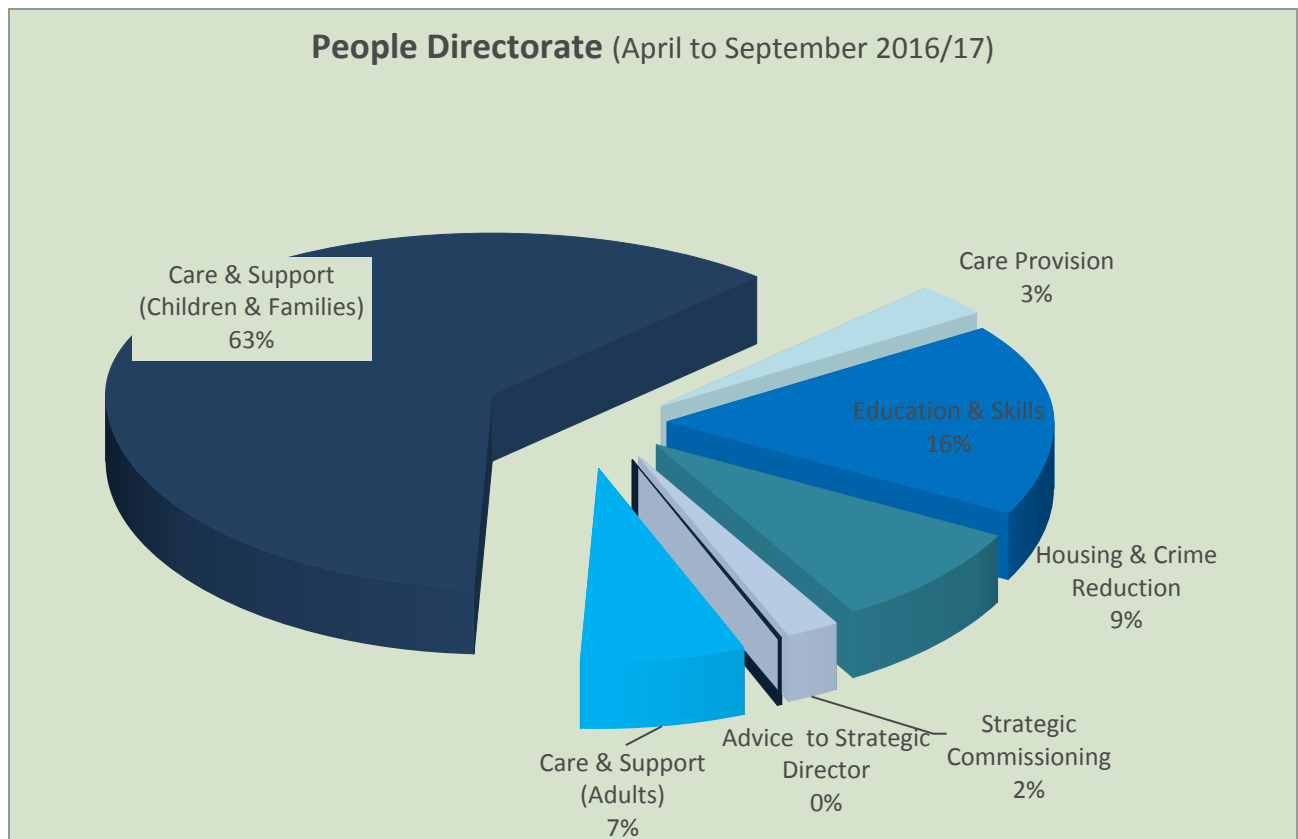
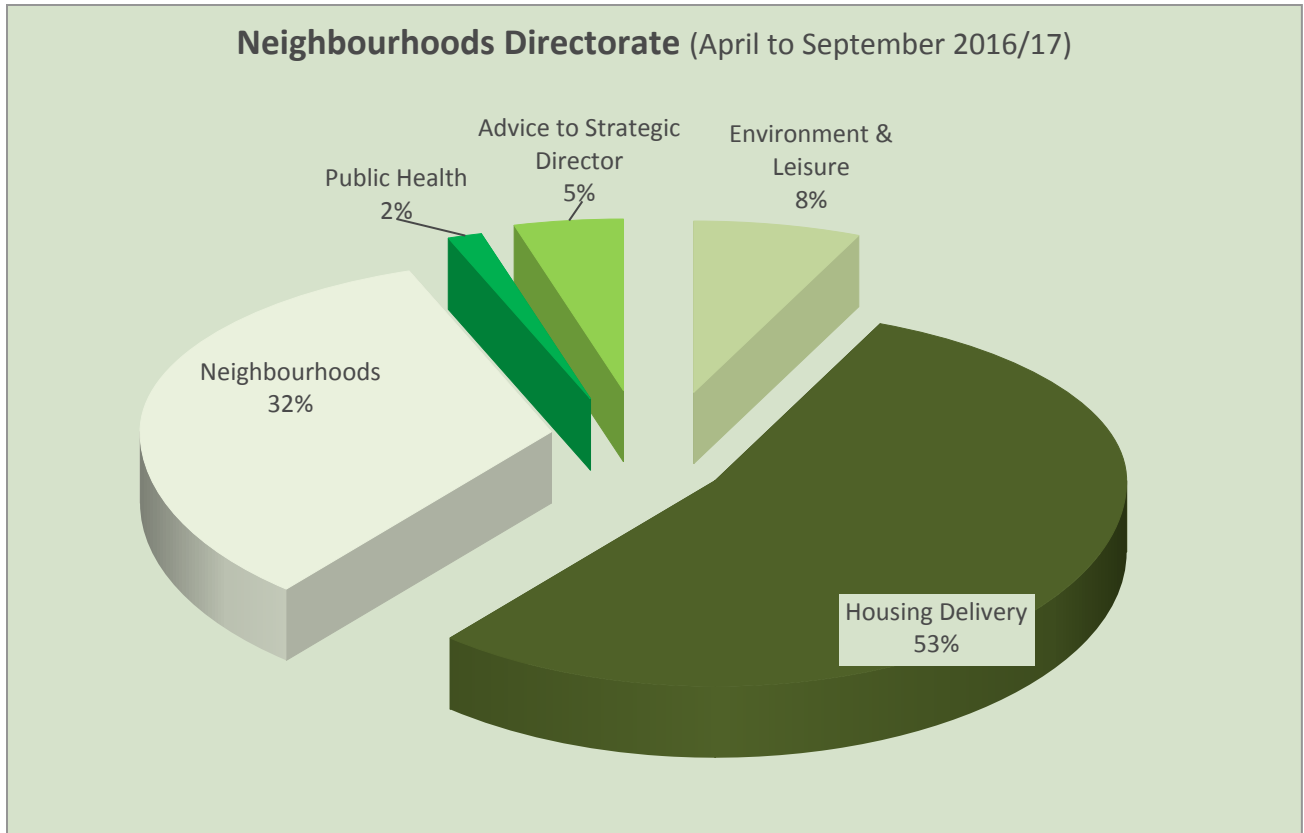
Work Type	Qtr 2 2015/16	Qtr 2 2016/17
Child	33%	33%
Litigation	17%	15%
Contract/Procurement	13%	25%
Property including CPO's	11%	12%
Regulatory – Prosecution	5%	5%
Adult Community Care	5%	4%

Time Spent by Directorate and External

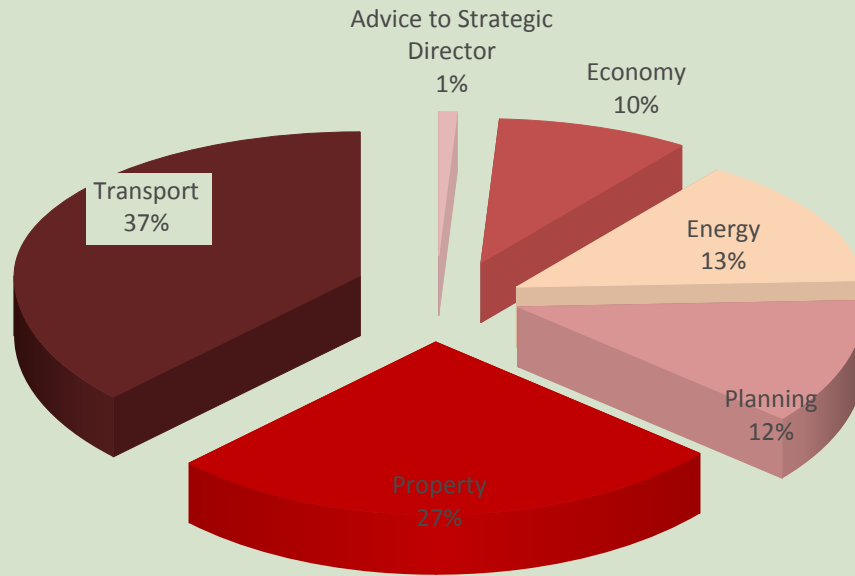


Breakdown of Time Spent by Directorates

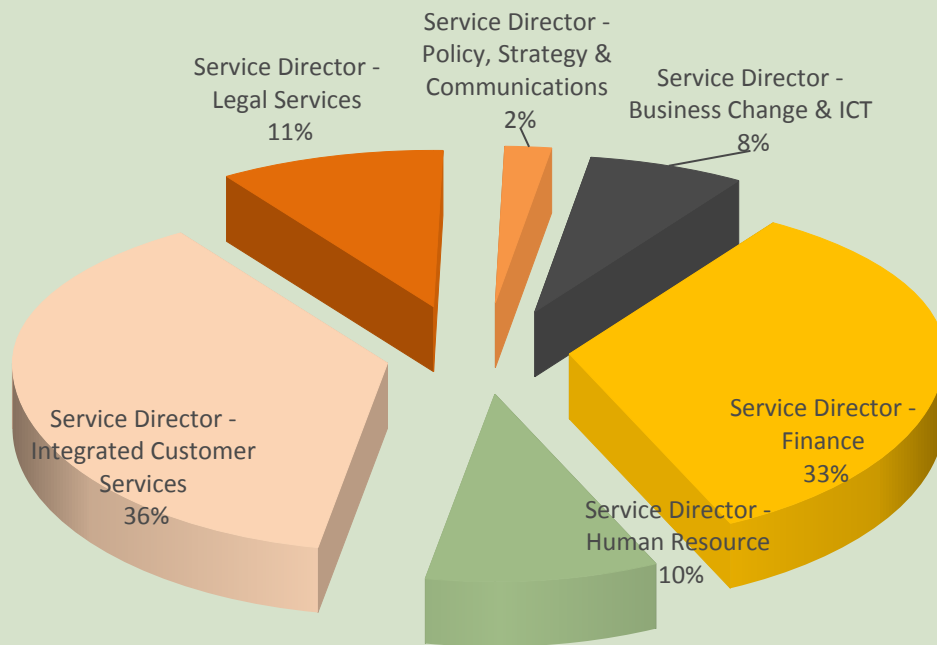




Place Directorate (April to September 2016/17)



Business Change Directorate (April to September 2016/17)



LEGAL SERVICES KEY PERFORMANCE INDICATORS

Please note that our performance indicators are currently under review.

Productive hours worked within Legal Services (BU129)

