

Resources Scrutiny Commission Agenda



Date: Thursday, 23 March 2017

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 and Afzal Shah

Copies to: Anna Klonowski (Chief Executive), Shahzia Daya (Service Director - Legal and Democratic Services), Denise Murray (Service Director Finance), Nicki Beardmore (Interim Service Director: HR, Change & Communications), Johanna Holmes (Policy Advisor - Scrutiny), Sarah Wilson (DLT Support Manager), Louise deCordova (Democratic Services Officer)

Issued by: Louise deCordova, Democratic Services
City Hall, PO Box 3167, Bristol, BS3 9FS
Tel: 0117 35 26151

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

Date: Wednesday 15 March 2017

www.bristol.gov.uk



Agenda

1. Welcome, Introductions and Safety Information

2. Apologies for Absence

3. Declarations of Interest

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

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

4. Chair's Business

To note any announcements from the Chair

5. Minutes of the Previous Meeting

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

(Pages 5 - 10)

6. Action Sheet

To track the progress of actions from the previous meeting.

(Pages 11 - 13)

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 17th March**.



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 22nd March 2017**.

8. Work Programme

To note the work programme.

(Pages 14 - 23)

9. Capturing Commercialisation

10.00 am

The Commission is asked to consider and comment on the attached discussion piece in relation to the Commercialisation greenhouse process.

(Pages 24 - 38)

10. Change Governance and Support

10.45 am

The Commission to consider and comment on the information and proposal contained within the paper.

(Pages 39 - 44)

11. Resources Finance Information : Period 9

11.30 am

That the Commission consider and comment on the relevant Resources extracts detailed in the Period 9 Finance Report.

(Pages 45 - 60)

12. Resources Performance Report : Quarter 3

11.50 am

The Commission to note the Resources Outturn Performance Report for Quarter 3 of 2016/17.

(Pages 61 - 67)

13. Resources Director Risk Register

12.10 pm

The Risk Register is being updated and will be published prior to the Resources Scrutiny Commission meeting on 23rd March 17.

(Page 68)



Bristol City Council Minutes of the Resources Scrutiny Commission

20 February 2017 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 Afzal Shah

Officers in Attendance:-

Denise Murray (Service Director - Finance), Nancy Rollason (Service Manager - Legal), Rob Logan (Service Manager - Contracts & Quality), Tariq Rizwan (Head of Citizen Services), Andrea Dell (Service Manager – Democratic Engagement), 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 Anna Klonowski (Interim Strategic Director Resources), Nicki Beardmore (Interim Service Director: HR, Change and Communications).

3. Declarations of Interest

Cllr Brook declared an interest in Atkins as a company which engaged with the Council's procurement process.

4. Chair's Business

There was no Chair's Business.

5. Minutes of the Previous Meeting

The Commission resolved:



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

6. Action Sheet

Members considered the update on actions from the previous meeting.

In discussion the following points were raised:

Care contract: Out of Hours liability

Action: Scrutiny to arrange a meeting with Netta meadows and Cllr Barry Clark

Property Update

Action: Cllr Alexander and Cllr Pearce to meet with Robert Orrett and report findings to a future Commission.

Members IT

It was confirmed that an ICT Members steering group had been convened and would be formally approaching members with a survey of equipment and future training needs.

7. Public Forum

Public Forum had been received from VOSCUR and the Federation for Small Business in relation to item 10 Social Value Policy : One year on. It was confirmed that the public forum statement would be taken before the item it related to.

8. Work Programme

The Chair asked members to note that a number of items would be added to the future work programme:

- Business Rates retention
- Governance : New approach to track revenue and capital efficiency to ensure savings captured and delivered.
- Income generation report March update

An income generation working group had been set up to capture and share commercial ideas and concepts, which resources scrutiny commission could help to shape.

It was confirmed that OSM would consider the Review of 2016/17 Forecast Budget Deficit Report and members would have an opportunity to take part.



It was confirmed that an OSM Hothouse would look at the structure of Scrutiny to confirm whether scrutiny was working for the organisation and bring ideas forward for how the service could change. Members to feed in thoughts to OSM or group offices.

April meeting date to be rescheduled. **Action: Scrutiny Officers**

In response to Members questions it was noted that business rates retention would include the Enterprise Zone which would be piloting 100% retention of business rates early. It was noted that this was a change from the original City Deal and it was important to understand the mechanics of the process as a whole and review the interdependencies to ensure the Council was not losing out.

9. Channel Shift

The Commission considered a report from the Service Director, Citizen Services presented by Rizwan Tariq – Head of Citizen Services. The report set out the current approach to channel shift and use available data to manage demand, reduce failure, inform Citizen service redesign through digital channels where possible.

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

- a. Customer Services operatives were employed after a comprehensive recruitment and selection process and undertook a rigorous training programme to ensure that the service was deploying compassionate and effective people. In addition regular policy training was undertaken each week.
- b. For citizens who found it difficult to get to the customer service point, a telephone service was available, which could provide an automatic call back to citizens on request to save them waiting in a call queue.
- c. A trial tracking system was available on some services such as waste to enable customers to track the progress of their requests.
- d. An ongoing citizen engagement strategy could take advantage of citizen outreach work such as the Clean Streets Campaign, to use these opportunities to alert citizens to digital forms of self-service with the Council through. In the future it may be possible to equip officers in the community with the equipment such as iPads to demonstrate this first hand.
- e. Work was ongoing to ensure that the Council's duties were met under the equalities act to mitigate against groups which were adversely affected by the changes. Officers liaised with advice agencies to provide them with the information they need to support citizens where they are.



- f. A new telephony system would be in place during May/June with more functionality. Officers to note how call data analysis was presented by the Energy company as this had proved to be a useful format. **Action : Rizwan Tariq**
- g. It was confirmed that non English speakers had access to interpreters and multiple language speakers through 3-way phone calls. Officers to provide data to Members **Action : Rizwan Tariq**
- h. Officers confirmed that the Department for Work and Pensions were moving the Job Centre into the Temple Street site but this was separate to the customer service point. It was noted that there could be opportunities for joint work with citizens where appropriate.
- i. Officers to confirm to Councillor Shah the current status of the Council's website via Jacqueline Miller. **Action : Rizwan Tariq**
- j. Officers to confirm who was leading on the work to develop an online citizen account and portal and whether there were opportunities for online assistance for SMEs. **Action : Rizwan Tariq**

10 Social Value Policy: One Year On

The Commission considered a report of the Social Value Advisory Group presented by Rob Logan- Service Manager, Contracts & Quality. The report set out the Social Value Policy one year on and proposed next steps.

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

- a. Concern was raised that smaller specialist contractors found it difficult to compete due to large aggregated contracts which demanded greater financial capability to meet the criteria. It was confirmed that there was an effort to replace citywide contracts with three geographic zones.
- b. Councillor Clarke declared an interest in the Bristol Pound.
- c. Concern was raised that a trick had been missed by not promoting local trade more. It was felt to be important to improve the percentage of SME's that were based in Bristol, as micro organisations added real value in the City demonstrated by the multiplier model. It was noted that tenders could not restrict applicants by geographic location but that it was a priority to engage smaller and more local organisations.
- d. It was considered that Bristol organisations could offer more social value because of where they were based, with the ability to prioritise jobs in Bristol through the Social Value and Procurement policies and further to prioritise not-for-profit and local business.



- e. Members raised concern about the difficulty experienced by officers in capturing essential information about supplier's geography manually rather than through electronic means, and that a lack of data may impact decision making.
 - f. It was noted that a balance sheet was not of substantive value when assessing an organisations ability to deliver a contract and requests to meet this type of criteria demonstrated a continual preference for larger businesses.
 - g. There was an opportunity to capture and drive the social value agenda through the Medium Term Financial Plan, making use of flex in financial regulations to set proportional criteria which encouraged and incentivised the local market. It was not possible to require suppliers to use the Bristol Pound however it could be evidenced that use of a local currency could demonstrate social value.
 - h. There was a need for a strategic road map to engage BME and women SMEs. It was noted that a peer to peer engagement event was being planned by VOSCUR and FSB.
 - i. Resources Scrutiny Commission to raise their comments and concerns with Cabinet Members.
- Action: Johanna Holmes**

The Commission resolved:

To note the report and presentation, and the comments and actions arising.

11 Resources Period 8 Finance Information (Draft Extract)

The Commission considered a report from the Service Director, Finance. The report set out the relevant Business Change/Resources extracts taken from the Period 8 Finance Report.

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

Overall Risk Assessment

- a. It was confirmed that the cost of the Mayoral Combined Authority, once constituted, was still to be fully quantified. A Mayoral fund and a Combined Authority fund would be funded by each constituent Local Authority.
- b. It was noted that a customer relationship management system which councillors could interrogate to support casework with constituents would be welcomed. It was acknowledged that the project which had formed part of the implementation of the citizen's services programme had been put on hold.

The Commission resolved to note the report.



Meeting ended at 12.10 pm

CHAIR _____





Resources Scrutiny Commission Action Tracker 2016/2017

| Agenda Item | Title of Report/ Description | Action required and deadline | Responsible officer | Action taken and date completed |
|--|--|---|---|---|
| RSC Actions 24 November 2016 | | | | |
| 12 | Procurement Up-date | Care Contract : Out of Hours liability - Offline discussion with Cllr Barry Clark | Netta Meadows | Officers have been in contact with Cllr Clark to discuss this. TBC at the scrutiny meeting if this action is now complete. |
| RSC Actions 19th December 2016 | | | | |
| 11 | Quarter 2 Performance Report for Resources Directorate | <u>Legal Services</u> Officers to provide a chart of all income for ease of comparison and some analysis of key indicators which identified chargeable and non-chargeable hours and how these were being used efficiently to generate income. Members to discuss this further at the April Scrutiny Commission meeting. | Shahzia Daya / Nancy Rollason/ Johanna Holmes | The performance monitoring information for Legal Services is being discussed between Members and Senior Officers. At the Planning Meeting on the 6/3/17 it was agreed that due to the commercial sensitivity of the information this item still requires further discussion to determine exactly what should or shouldn't be reported publically. To note: that outcomes of the discussions will feed into the corporate setting of future performance measures. |
| RSC Actions 20th February 2017 | | | | |
| 8 | Work Programme | April meeting date to be rescheduled | Johanna Holmes | The April meeting date has now been rescheduled for the 25 th April at 5pm |

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 |
|-------------|----------------------------------|--|---|---|
| 9 | Channel Shift | <ul style="list-style-type: none"> Officers to note how call data analysis was presented by the Energy Company, as this had proved to be a useful format. It was confirmed that non English speakers had access to interpreters and multiple language speakers through 3-way phone calls. Officers to provide data to Members Officers to confirm to Councillor Shah the current status of the Council's website via Jacqueline Miller. Officers to confirm who was leading on the work to develop an online citizen account and portal and whether there were opportunities for online assistance for SMEs. | <p>Rizwan Tariq</p> <p>Rizwan Tariq</p> <p>Rizwan Tariq</p> <p>Rizwan Tariq</p> | Officers aim to provide an update to these actions before the Resources Scrutiny meeting on 23 rd March 17. |
| 10 | Social Value Policy: One Year On | Resources Scrutiny Commission to refer a note to Cabinet to express and their continued support and the high level of importance of the Social Value Policy to Cabinet Members. | Johanna Holmes | <p>A summary of the key points of discussion was submitted to the 07/03/17 Cabinet meeting as a 'referral from scrutiny' as follows:</p> <p>https://democracy.bristol.gov.uk/documents/b7828/Referral%20from%20Resources%20Scrutiny%20Commission%2007th-Mar-2017%2016.00%20Cabinet.pdf?T=9</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 |
|-------------|-----------------------------|------------------------------|---------------------|---------------------------------|
| | | | | |

Resources Scrutiny Commission

20th February 2017



Report of: Andrea Dell, Service Manager – Democratic Engagement

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 – Note two OSM Meetings (5th and 19th) | | | | |
| Update on the Crisis Line | Neighbourhood Partnerships | <i>Meeting Cancelled</i> | <i>Meeting Cancelled</i> | 5 th Jan - Companies' Business Plans (to include exempt information) |
| Annual Education Performance – All Key Stages | Review of the Housing Revenue Account Business Plan | | | 19th Jan - Budget Scrutiny – to consider and endorse the draft response to Cabinet |
| Performance monitoring Q2 | Voluntary and Community Sector | | | |
| Commissioning approach | Supermarkets dealing with waste - update on current position | | | |
| Page 17 | Finance Update (to include the context of Actions and Objectives set out for Neighbourhoods in the Corporate Strategy and Business Plan) | | | |
| | Performance Information - Q2 | | | |
| February 2017 | | | | |
| 3rd Feb – Inquiry Day School place planning and school admission arrangements (all Cllrs invited to attend) | Review of Parks - positioning statement | Air Quality (N'ds SC invited to attend) | Business Change Finance Information (P8 extracted from Cabinet Report) - to include ICT Spending Pressure | Elimination of the Gender and Race Pay Gap |
| 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- | Local Housing Company Strategic Business Case | Cultural Strategy - Plus up-date on the Dec 15 Culture Inquiry Day Recommendations | Procurement & Social Value Policy – Up-date | Feedback Regarding Budget Process |

| | | | | |
|---|---|--|--|---|
| operative, perioperative and postoperative care in cardiac surgical services. | | | | |
| | Housing Delivery Plan | Cabinet Member Q&A Session (Cllr Tincknell) | Channel Shift | Scrutiny Structures and Ways of Working |
| | Budget Issues (to include an assessment of the impact of budget decisions on Neighbourhoods) | Community Assets - Overview | | Scrutiny Resolution and Full Council Action Tracker – standing item |
| | Bristol Waste Company | | | Inquiry Day Recommendation Tracker |
| | | | | Scrutiny Work Programme - standing item |
| | | | | Mayor's Forward Plan – standing item |
| March 2017 | | | | |
| Performance monitoring Q3 | Performance Information - Q3 | Climate Change and Energy Security Framework | Resources Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure | Independent Review of Green Capital |
| Risk Register | Risk Register | Energy Services | Q3 Performance Report for Resources – Quarterly Update re Outcomes of Legal Cases | Independent Review into the Council's Financial Position |
| Mental health working group action plan update (Neighbourhoods Scrutiny Cllrs invited to attend) | Finance Update | Warm Up Bristol | Resources Directorate Risk Register | Financial Monitors – P8 and P9 |
| Plans for improving the experience that people and organisations have of S136 of the Mental Health Act (previously titled the use of Police custody as a place of safety) | Local Council Tax Reduction Scheme | ELENA Programme Update | | Process for Dealing with Exempt Material |
| Home Care Update – written | MUGA at Manor Farm – Briefing | Heat Networks | Capturing Commercialisation | Mayor's Forward Plan – standing |

| | | | | |
|--|--|--|---|---|
| <i>update for information</i> | | | | item |
| | Neighbourhood Partnerships | Performance Monitoring | Change Governance and Support | Scrutiny Work Programme - standing item |
| | Update on Libraries consultation | | | Minutes and action sheets from meetings December 16 to February 17 – <i>note unavailable at previous meetings due to time constraints</i> |
| <p>New meeting date required for a joint meeting with the Neighbourhoods Scrutiny Commission:</p> <ul style="list-style-type: none"> The Health and Wellbeing Board work programme (to be presented by the Chairs of the Board) Introduction to the Mental Health and Wellbeing strategy, to include an update on the Mental Health Summit and the Freedom of Mind festival (Young People's Mental Health) | | | | Scrutiny Structures and New Ways of Working – Hot House Proposal |
| | | | | Decision Pathway |
| April 2017 | | | | |
| Joint Health Scrutiny Committee – Sustainability and Transformation Plan | Parks | Joint Spatial Plan & Joint Transport Study (<i>Information paper</i>) (WoE Joint scrutiny) | Capital Programme | Financial Monitor |
| | Tree Services | Colston Hall | Resources Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure | Future of Performance Reporting |
| | Trial of Glyphosate -Free Weed Treatment - Report back | Arena Update (WoE JS also looking at this) | Business Rate Retention | Annual Performance Report (note – provisional item) |
| | (For information only) Homelessness Prevention and | | | Update from the Devo Working Group |

| | | | | |
|--|---|--|--|--|
| | Reduction funding | | | |
| | (For information only) Preventing homelessness accommodation services for homeless families and adults | North Fringe and Cribbs Patchway New Neighbourhood | | Scrutiny Structures and New Ways of Working |
| | | Prince Street Bridge Report | | |
| May 2017 | | | | |
| 2 x May meetings; <ul style="list-style-type: none"> 1 x meeting in common with South Gloucestershire Health Scrutiny Committee 1 x People Scrutiny Committee | | Visit to the Bottle Yard Studios and Filwood Green Business Park (TBC) | | |
| Meeting in common (with South Gloucestershire Health Scrutiny Committee) - Health Providers - Quality Account reports - Other health updates (Members to highlight required information) | | | | |
| Education themed meeting Learning City Board Work programme | | | | |
| Update on the Employment and Skills strategy (to include information on work experience) | | | | |
| SENCO responsibilities, SEND reforms and High Needs funding – the impact on pupils and their learning | | | | |
| Alternative Learning update report (including information on exclusions) | | | | |

| | | | | |
|--|---|--|--|--|
| Briefing note - Update on work related to Bristol as City of Sanctuary and Supporting refugees and asylum seekers, including unaccompanied minors / care leavers | | | | |
| June 2017 | | | | |
| Targeted Youth Services Plan - update following consultation | Performance Information - Q4 | | | Financial Monitor |
| Children Services Improvement Plan Year 2 | Risk Register | | | |
| Youth Offending Team update (to include information about CYP in Gangs) | Finance Update | | | |
| Bristol Community Links – update following consultation | | | | |
| Family Hubs (Early Help and Children's Centres) - update following consultation | | | | |
| | | | | |
| Items to be scheduled | | | | |
| Further scrutiny of the Sustainability and Transformation Plan (STP) | Provisional - TBC by Strategic Director - Briefing on Information, Advice and Guidance Review | Long Ashton Park and Ride - Management | | <i>Provisional item</i> – Update (s) from the Future of Devolution Working Group |
| Update on Children Centre's | VCS | MetroWest (WoE Joint Scrutiny) | | <i>Provisional item</i> – Update (s) from the Democratic Engagement Select Committee |
| Jan / Feb 2018 - Meeting in common with South Gloucestershire Health Scrutiny Committee to receive a one year update on the University Hospitals Bristol response to the Independent Review of Children's Cardiac Services in Bristol and a Review of pre-operative, perioperative and postoperative care in cardiac | Libraries | Bristol Transport Plan | | Outcome of the external review of elections (note – report may also be shared with the Democratic Engagement Select Committee) |

| | | | | |
|--|--|--|--|--|
| surgical services. <i>Update visit prior to this also to be arranged.</i> | | | | |
| | | City Centre Movement Strategy and City Centre North East Spatial Framework | | Green Capital – Maintaining the Momentum (<i>suggested date summer 2017</i>) |
| | | | | Inquiry Day Outcomes – update reports to come back to OSM with a view to being referred onto the Mayor |
| | | | | Budget Setting Timeline 2017/18 |
| | | | | Update Regarding the Elimination of Gender and Race Pay Inequalities (<i>suggested date summer 2017</i>) |

Resources Scrutiny Commission

23rd March 2017



Report of: Denise Murray, Service Director - Finance

Title: Capturing Commercialisation

Ward: N/A

Officer Presenting Report: Denise Murray

Contact Telephone Number: 0117 35 76255

Recommendation;

Members are asked to consider and comment on the attached discussion piece in relation to the Commercialisation greenhouse process.



Commercialisation Greenhouse Process (Discussion Piece)



How To Destroy An Idea

7 WAYS TO DESTROY AN IDEA

1. IGNORE IT

2. SCORN IT

3. LAUGH IT OFF

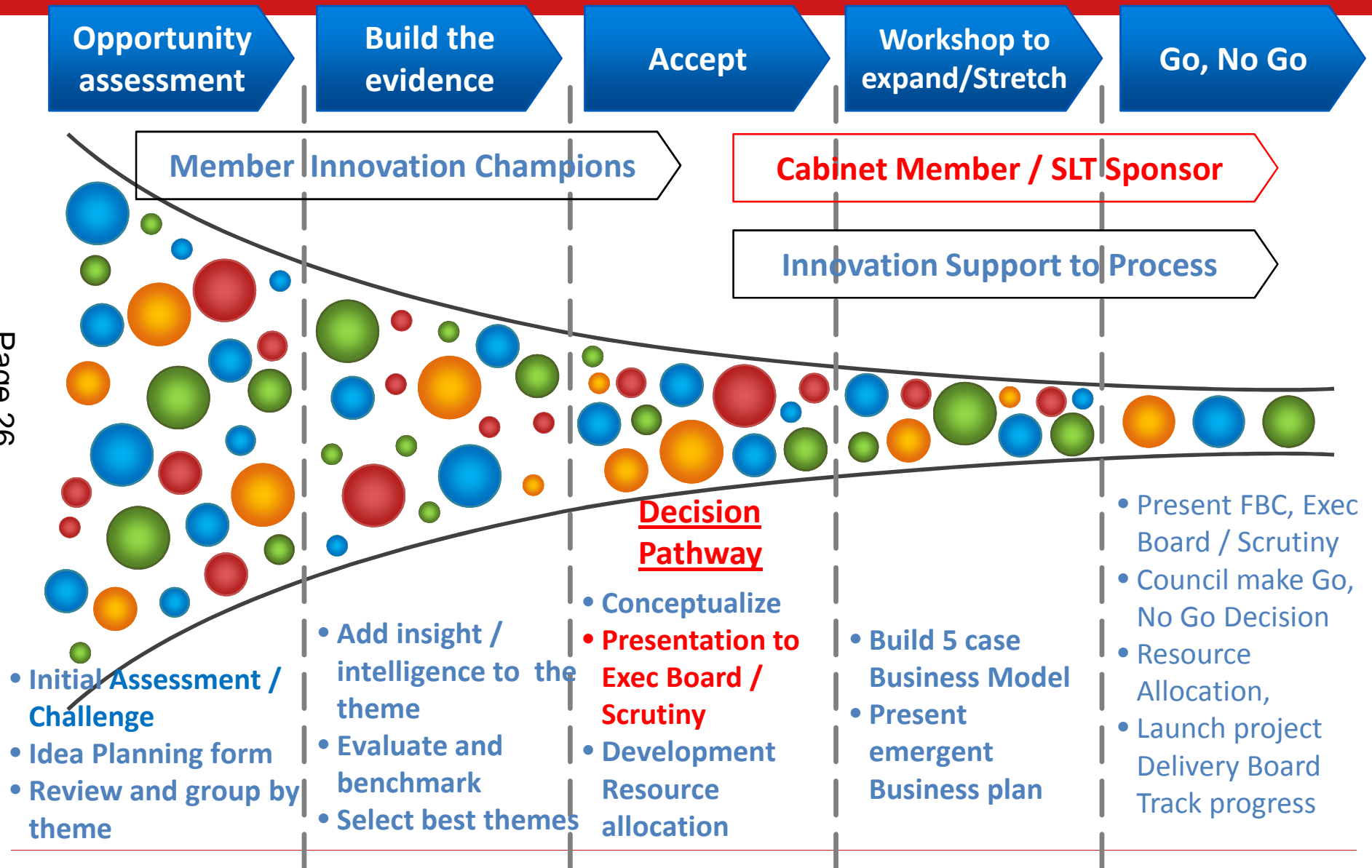
4. SAY “OH, WE’VE TRIED THAT BEFORE”

5. TRY TO CHIP BITS OFF IT

6. APPOINT A COMMITTEE

7. RETURN IT TO SENDER

Commercialisation Greenhouse Process



Strategic Principles - Scrutiny 'ASKS'

Page 27

- 
- Key driver for change - financial climate
 - Challenging blockers and risk-averse mind-set
 - Market enabler / shaper
 - Invest to generate / save cashable funds to BCC @x%
 - Select projects with the highest expected return / payoff
 - SMART commercial governance; fail fast & forward
- What is our commercial ethos?
 - What is our risks appetite; perception of losses ?
 - Market intervener/ disrupter
 - Invest for costs avoidance , wider social value to the city
 - Portfolio of projects that meet business objectives and enable future projects
 - Wider engagement and accountability

Operational Readiness

What's:

- What are we trying to accomplish
- What does a good idea look like
- What will be the criteria for the idea selection
- What is the 'ask' of the proposer
- What resources are available
- What is our agile structure
- What support can we offer

Engage and Communicate the Plan

How's:

The Art of the Possible

- Expand knowledge base external to the council and access to information to increase the number of new product /process ideas.

Streamline / filter

- Will the assessed good ideas be screened and resources focused on not just the most attractive opportunities.

Effectiveness / Proof of Concept

- Evaluate whether the projects selected, delivered objectives anticipated when initially endorsed



Idea in Development – Template










The Business Model Canvas

Designed for:

Designed by:

One

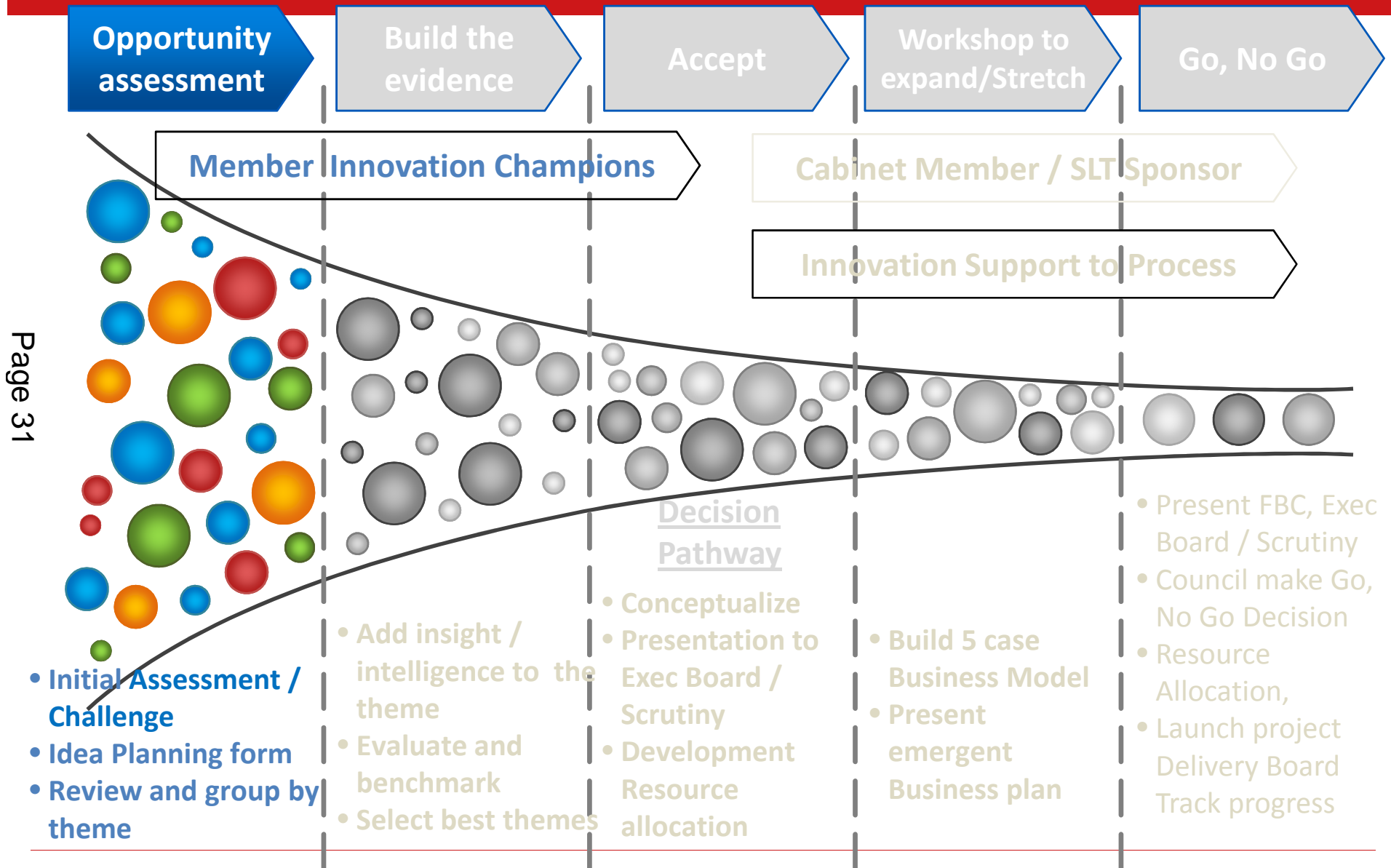
Iterations

| | | | | |
|--|---|---|--|---|
| Key Partners  <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> | Key Activities  <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> | Value Propositions  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we addressing?</p> | Customer Relationships  <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> | Customer Segments  <p>For whom are we creating value? Who are our most important customers?</p> |
| Key Resources  <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> | | Channels  <p>Through which Channels do our Customer Segments want to be reached? How can we reach them cost-effectively? How can our Channels be integrated? Which ones work best? Which ones are most cost-efficient? How can we integrate them with customer relations?</p> | | |
| Cost Structure  <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> | | Revenue Streams  <p>For what value are our customers really willing to pay? For what do they currently pay? How can they currently pay? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> | | |

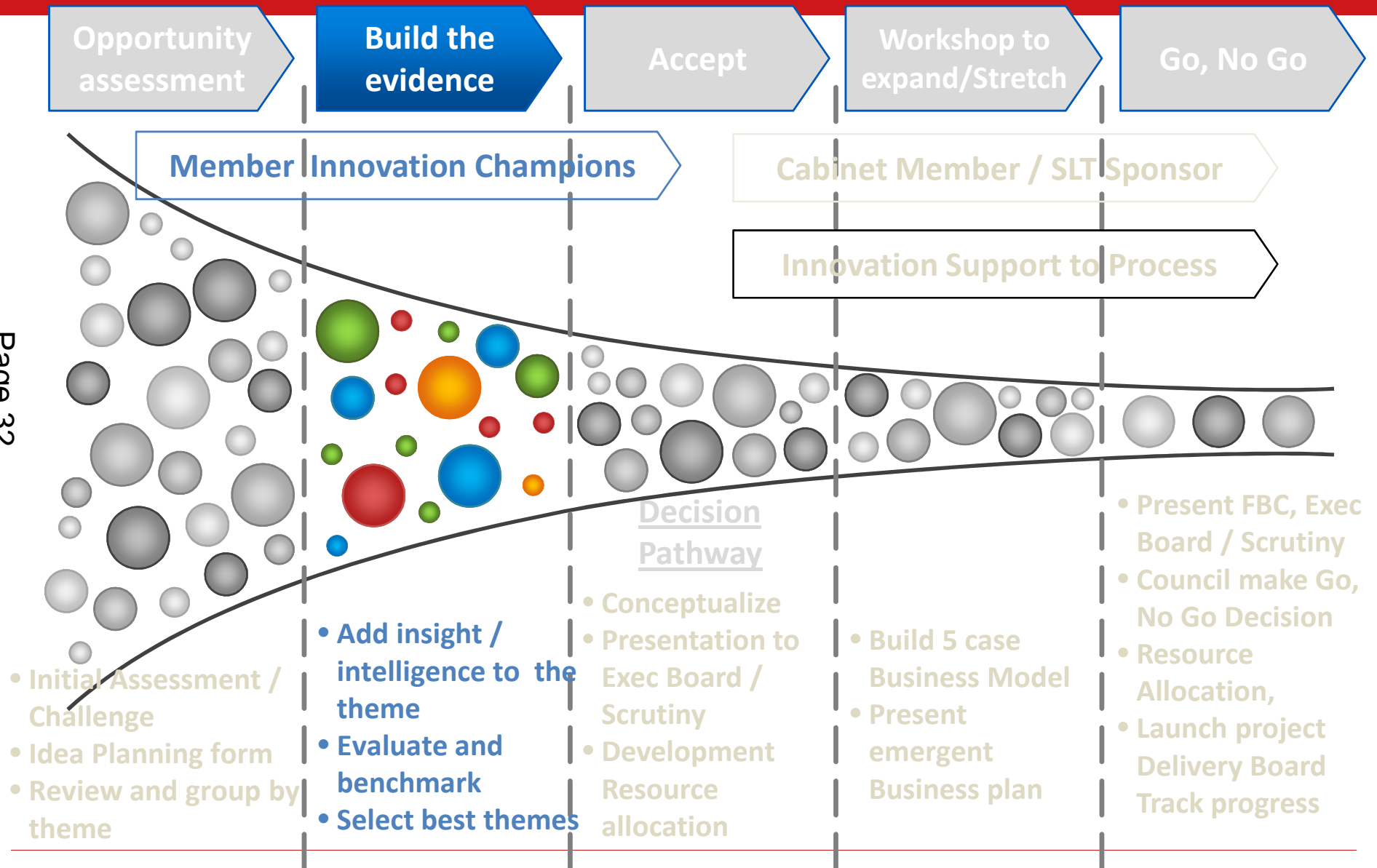
Idea in Development – key Drivers

1. **Customer Segments:** Who are the customers? What do they think? See? Feel? Do?
2. **Value Propositions:** What's compelling about the proposition? Why do customers buy, use?
3. **Channels:** How are these propositions promoted, sold and delivered? Why? Is it working?
4. **Customer Relationships:** How do you interact with the customer through their 'journey'?
5. **Revenue Streams:** How does the business earn revenue from the value propositions?
6. **Key Activities:** What *uniquely* strategic things does the business do to deliver its proposition?
7. **Key Resources:** What unique strategic assets must the business have to compete?
8. **Key Partnerships:** What can the company *not* do so it can focus on its Key Activities?
9. **Cost Structure:** What are the business' major cost drivers? How are they linked to revenue?

Process – Step 1

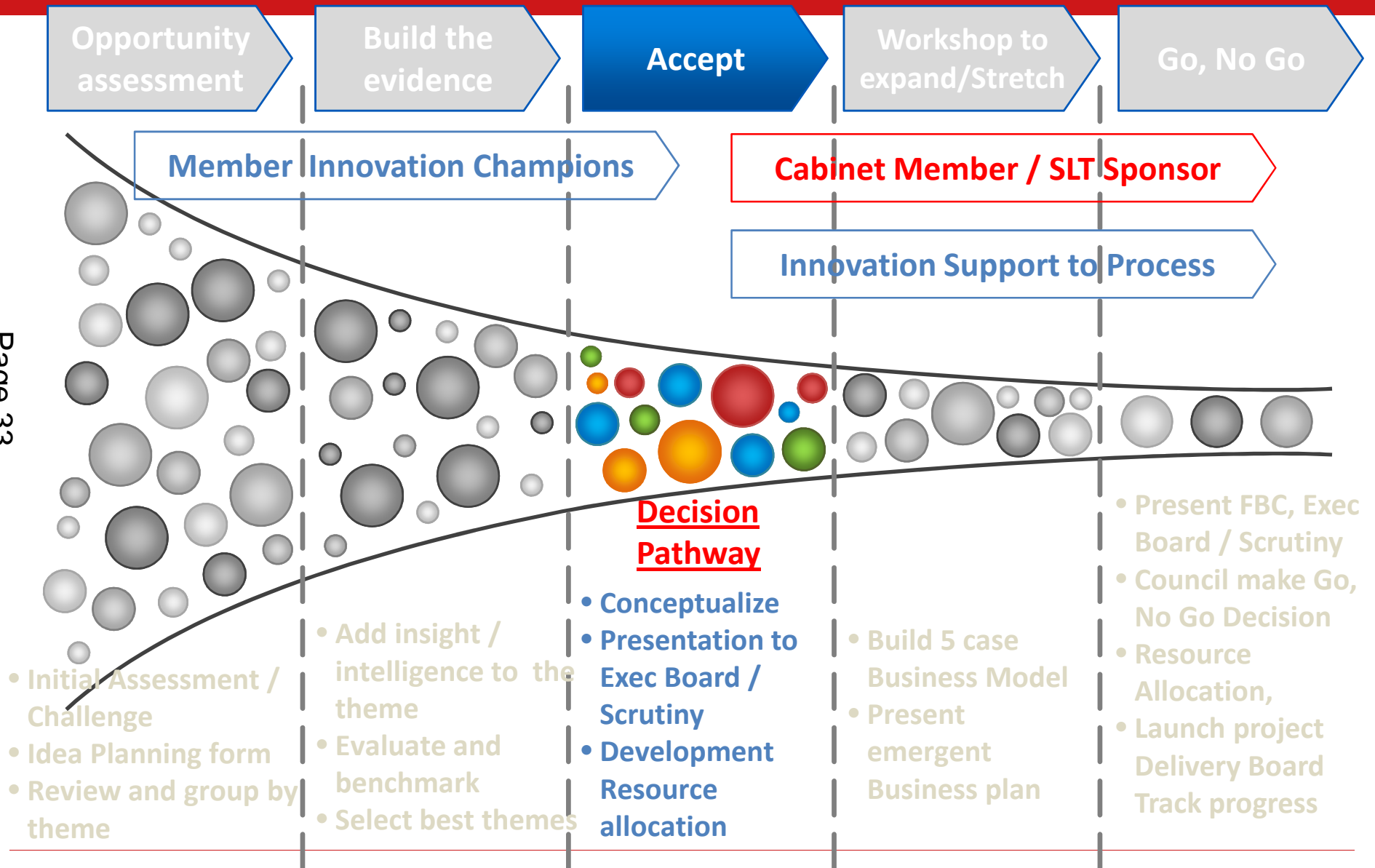


Process – Step 2



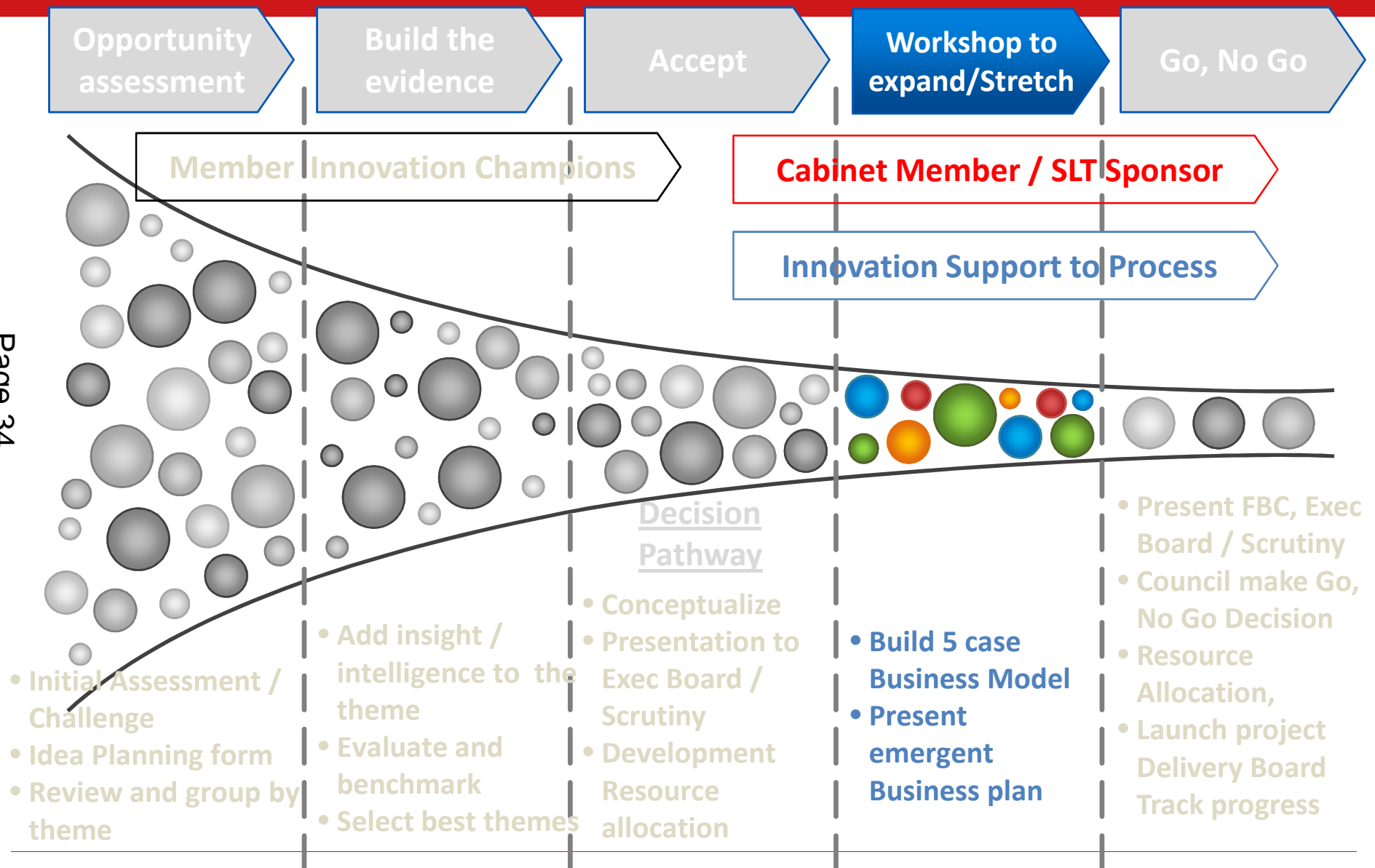
Process – Step 3

Page 33



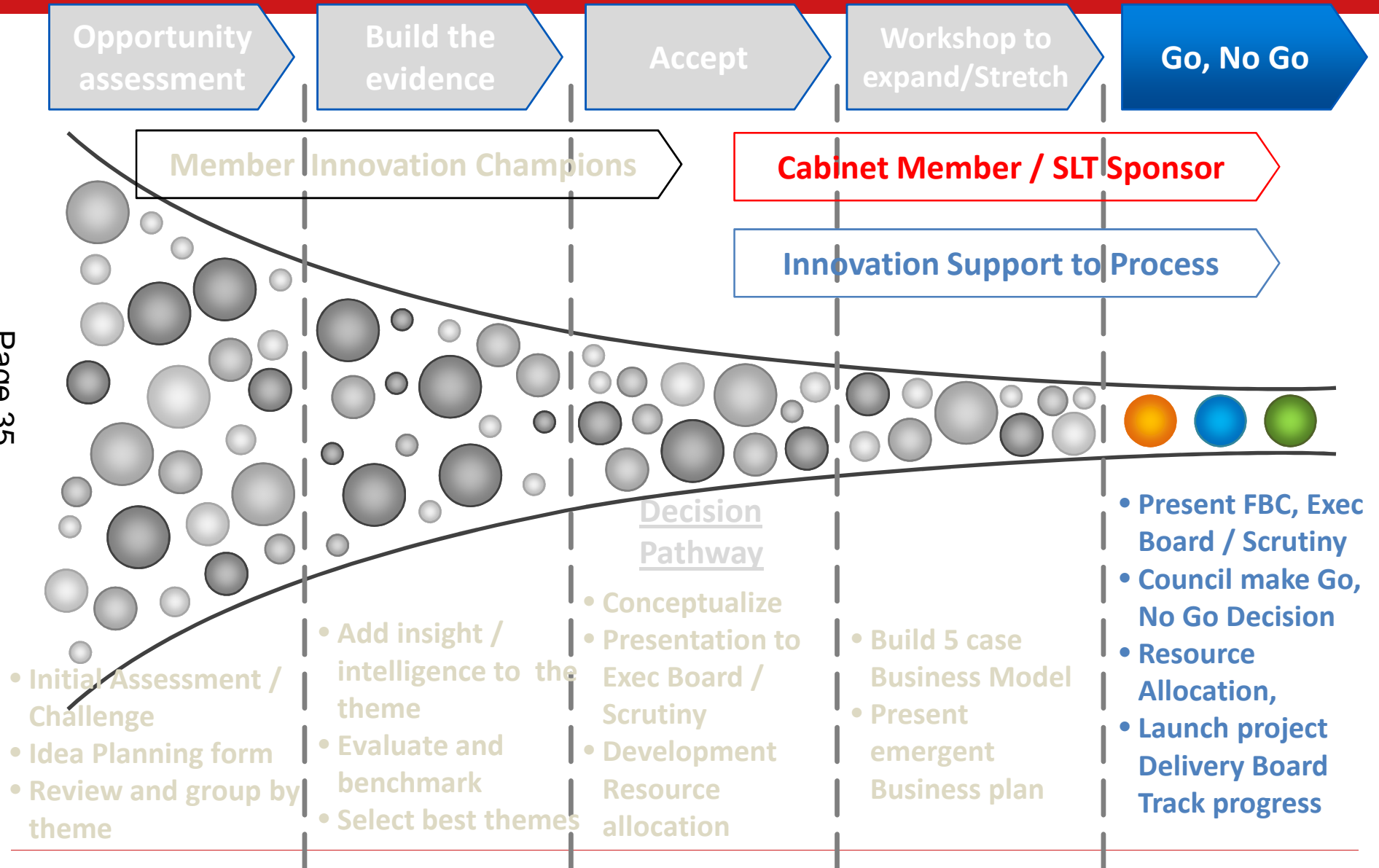
Process – Step 4

Page 34



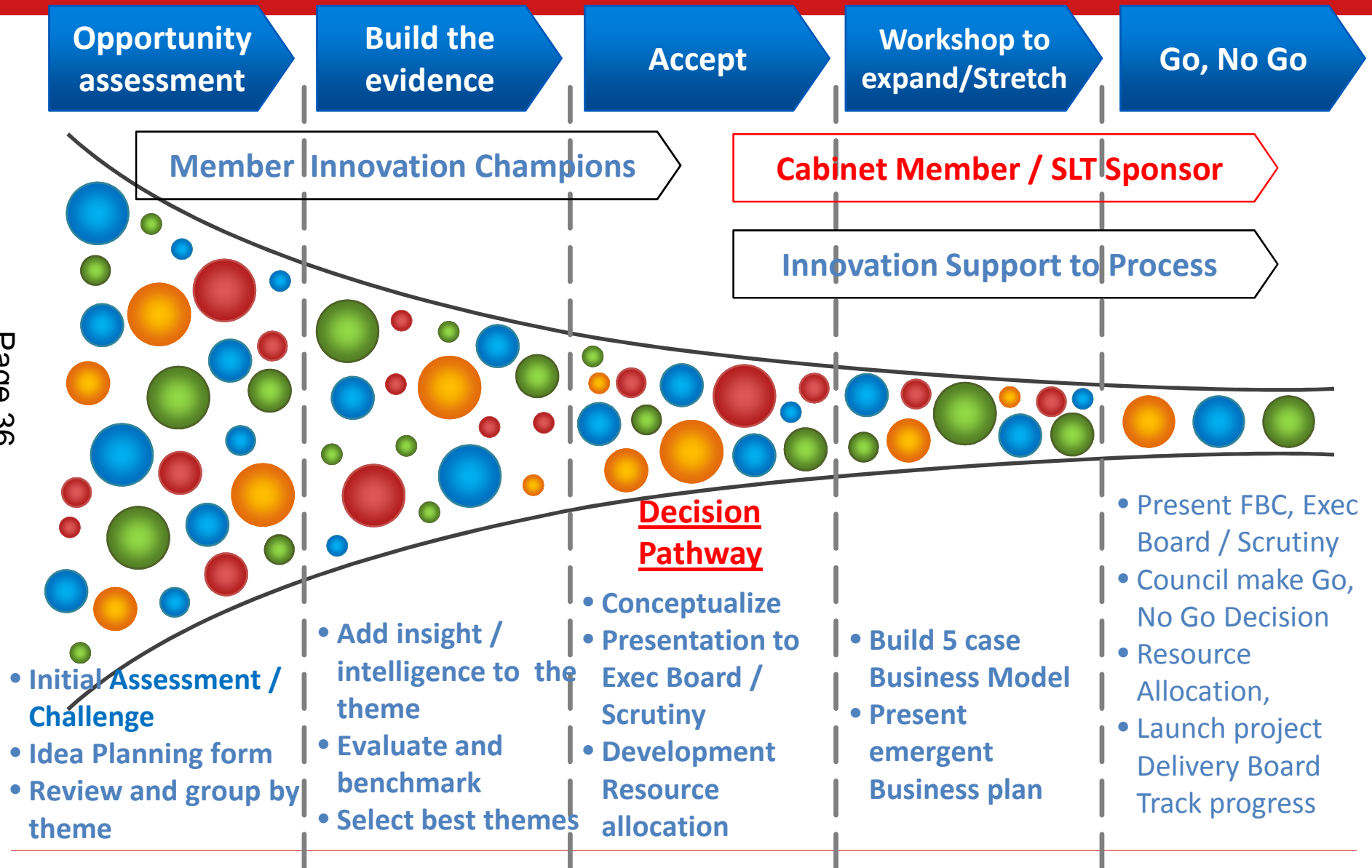
Process – Step 5

Page 35



Commercialisation Greenhouse Process

Page 36



Next Steps

Engagement:

- DLT / Cllr Cheney
- SLT March – date TBC
- Scrutiny – 23 March

Implementation:

- Framework
- Online platform

Resources Scrutiny Commission

23rd March 2017



Report of: Nicki Beardmore, Interim Service Director, HR, Change and Communications

Title: Change Governance and Support

Ward: N/A

Officer Presenting Report: Nicki Beardmore

Contact Telephone Number:

Recommendation:

That Members consider and comment on the information and proposal contained within the paper.



Change Governance & Lifecycle

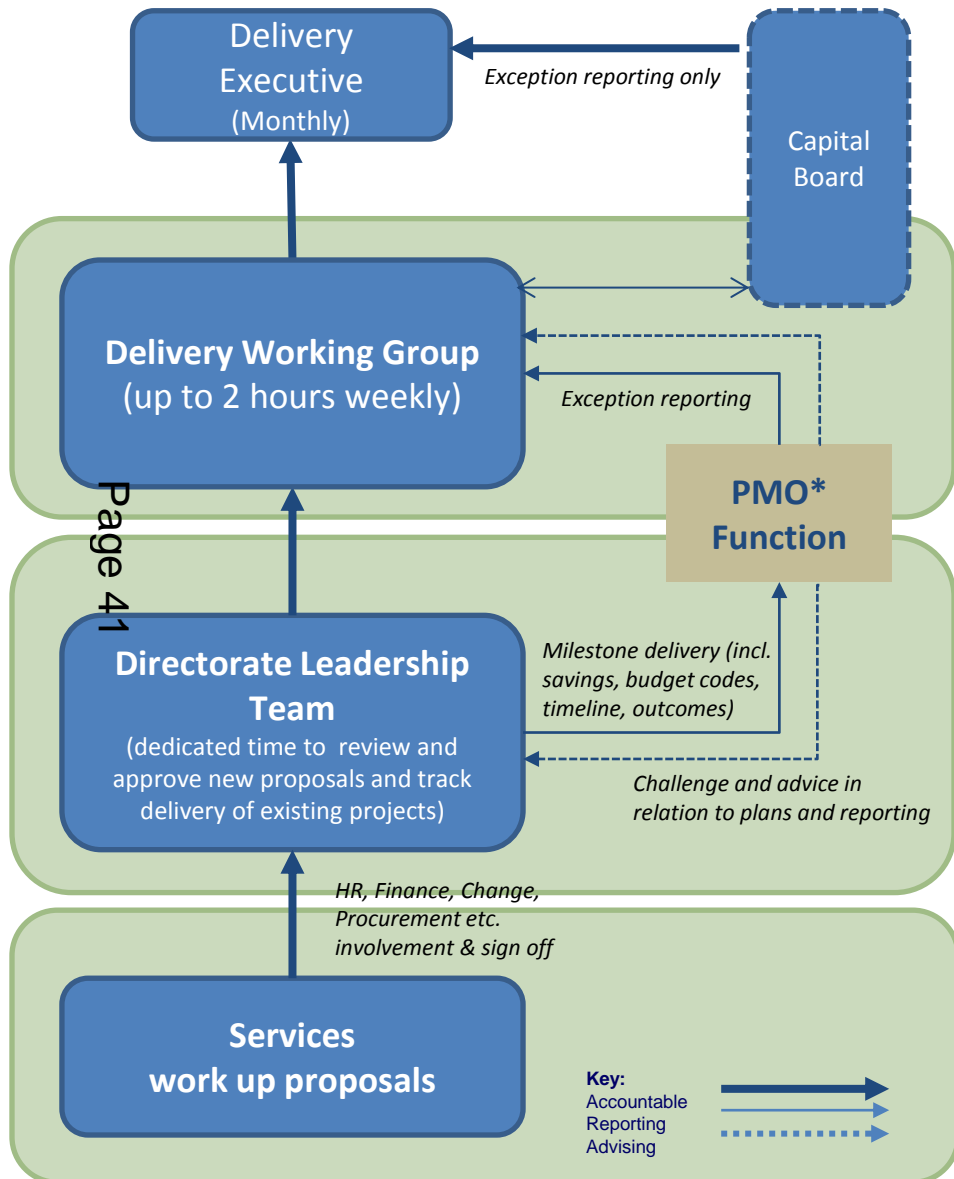
Principles for Governance and Transformation Lifecycle

- Enables fast and flexible decision making.
- Works to a single version of the truth.
- Visible & transparent to all.
- Accountability and ownership with services.
- Proportionate rigour.
- Don't reinvent the wheel.

Governance

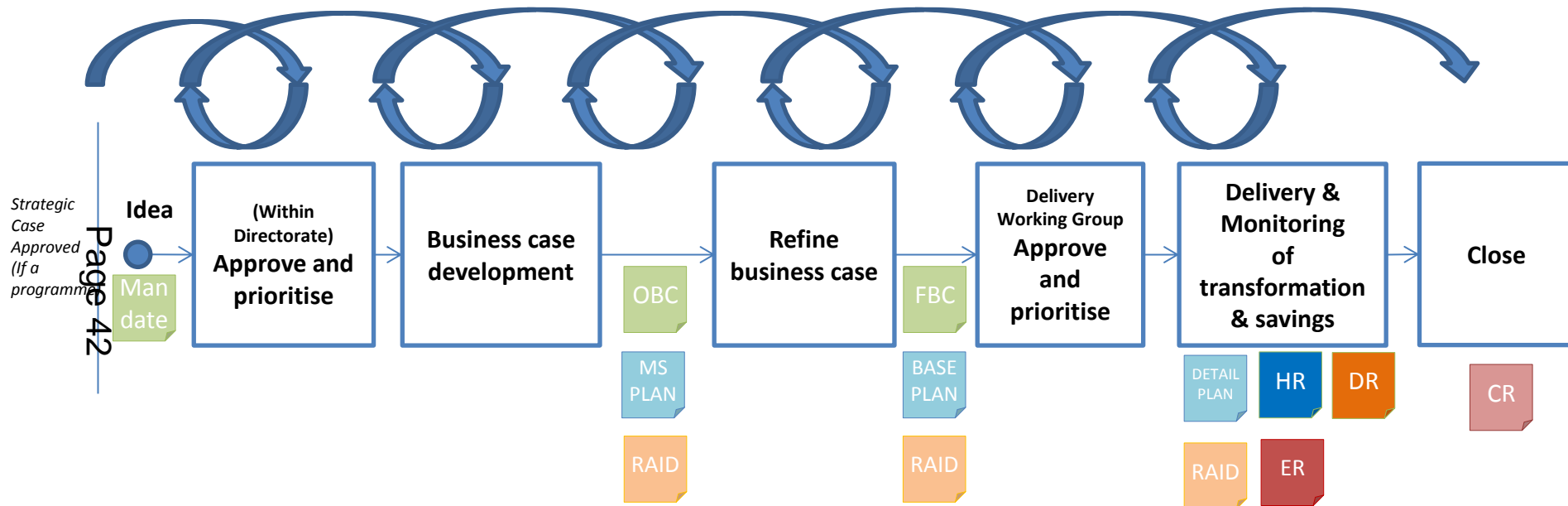
Key Features

- **Delivery Executive** (Portfolio Holder for Finance, Governance & Performance, Chief Exec, Monitoring Officer, Director of Finance, Mayor will attend on a quarterly basis)
- **Strategic & Service Directors report into the Delivery Working Group and Delivery Executive as appropriate** e.g. to expedite resolution of delivery of transformation and savings that are off track.
- **Delivery Working Group chaired by Chief Executive and a rep from each Directorate Leadership Team (DLT)** and supported by other members to provide challenge of business cases and savings tracking . This group would provide:
 - Approval of financial commitment
 - Tracking and ensuring accountability
 - Cross council new concepts/business case decisions
 - Resource allocation
 - Benefits realisation and tracking savings
- **Programme Management Office (PMO) function will support the Delivery Working Group** to have all appropriate information to sign off and have manageability of the programme.
- All business cases for resources, funding, changes to IT/data, workforce etc. would follow this process subject to key decision criteria



Outline lifecycle for transformation proposals

Note that all steps and documentation are iterative and adhere to HMT* “green book” principles



Business Case lifecycle:

- Mandate
- OBC – Outline Business Case (incl. options analysis)
- FBC - Full Business Case (includes detailed spend and benefits)

Project Plans:

- HL MS PLAN: High Level Milestone Plan
- MS PLAN: Milestone Plan
- BASE PLAN: Baseline Plan
- DETAIL PLAN: Detailed Plan(s)

Risk Management:

- RAID: Risks, Assumptions, Issues and Dependencies captured.
- Exception Report (as required)

Regular Project Reporting:

- HR: Highlight Report (includes detailed monitoring of project progress, spend & savings)
- DR – Director reporting
- CR – Closure Report

The right culture to support successful change delivery

- Always striving for success and measurability
- Accepted accountability
- RED is highlighted and is a call to action to resolve (not something to be ashamed of)
- Promotes service ownership and leadership
- Recognises the unpredictable nature of transformation
- Is supportive
- Is all about driving successful delivery and sustaining transformation

Agenda item

Bristol City Council Resources Scrutiny Commission 23rd March 2017

Report of: Service Director, Finance

Title: Period 9 Finance report for Resources

Ward: Citywide

Officer presenting report: Denise Murray

Contact telephone number: 0117 922 2419

Recommendation

That the Commission consider and comment on the relevant Resources extracts detailed below taken from the Period 9 Finance Report.

Extracts from the Period 9 Finance Report

Extract 1

12. The following forecasts are based on actual expenditure to the end of December 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 £11.0m represents 3.1% of the General Fund net revenue budget.
13. The following table provides a summary of the general fund revenue position at directorate level. A more detailed analysis is provided at Annex 1A, with directorate details provided at Annex 1B to 1G. Budgets are profiled equally across the year, but spending profiles may be different.

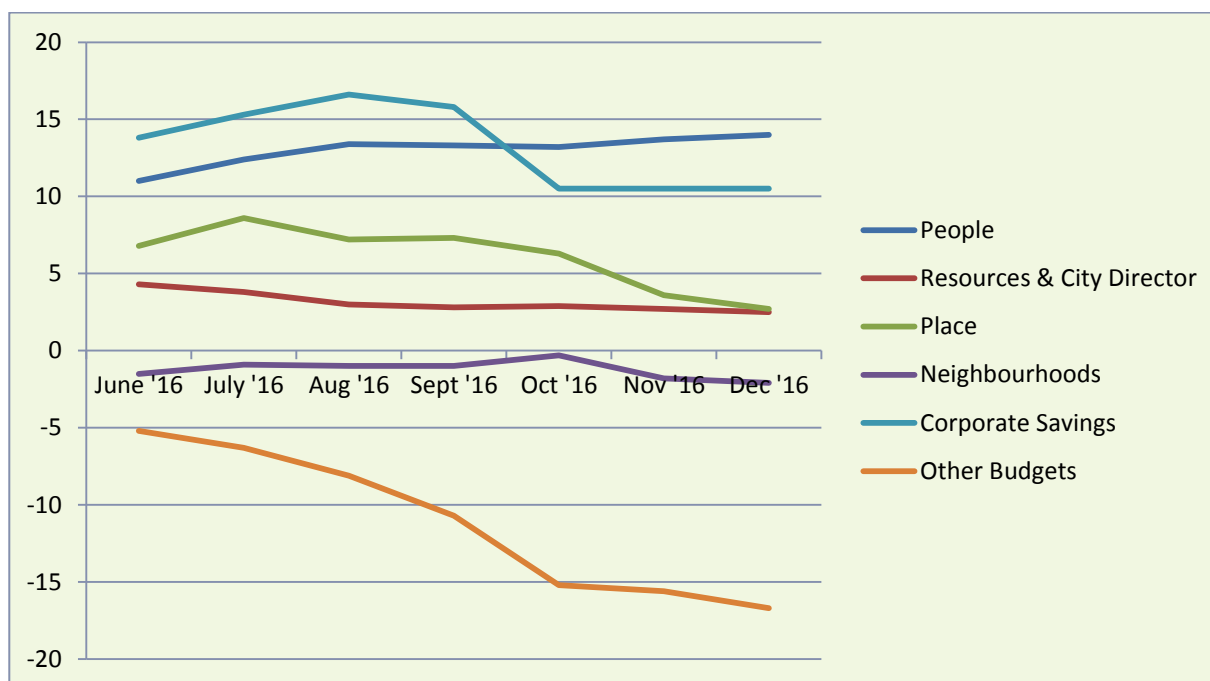
Table 1: General Fund Forecast Net Expenditure

| General Fund Revenue Budgets - Period 9 | | | Forecast Outturn Variance (Under)/Over Spend | Forecast Outturn Variance at Period 7 | |
|--|------------------|---------------------------|--|--|---|
| Directorate | Net Budget £m | Forecast Outturn £m | £m | £m | |
| People | 206.1 | 220.1 | 14.0 | 13.2 | ↑ |
| Place | 17.2 | 20.0 | 2.8 | 6.3 | ↓ |
| Neighbourhoods | 69.1 | 67.0 | -2.1 | -0.4 | ↓ |
| Resources | 25.6 | 28.5 | 2.8 | 3.1 | ↓ |
| City Director | 6.9 | 6.6 | -0.3 | -0.4 | ↓ |
| Corporate Savings Programme (Net Budget) | -8.7 | 1.8 | 10.5 | 10.5 | |
| SUB TOTAL – SPENDING ON SERVICES | 316.2 | 343.9 | 27.7 | 32.7 | ↓ |
| Other Budgets * | 29.6 | 15.3 | -14.3 | -13.4 | ↓ |
| Released from Reserves | 0.0 | -2.4 | -2.4 | -2.4 | |
| TOTAL | 345.8 | 356.8 | 11.0 | 16.9 | ↓ |

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

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 2

13.4 Resources - £2.8m Forecast Overspend

| 2016/17 Budget | Gross Expenditure £m | Gross Income £m | Net Revenue Budget £m |
|----------------|----------------------------|--------------------|-----------------------------|
|----------------|----------------------------|--------------------|-----------------------------|

| | | | |
|-----------|------|--------|------|
| Resources | 40.1 | (14.4) | 25.7 |
|-----------|------|--------|------|

The Resources directorate is reporting a forecast outturn of £2.8m overspend for period 9 which is an improvement of £0.4m from period 7. The main variance within Resources is within the ICT Service, which has been offset by savings in other areas. The 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.

Extract 3

25. The capital programme changes during the year as the phasing of schemes is reviewed and the notifications of additional schemes and resourcing are received (to the extent that these projects are fully funded). The Capital Board (an officer working group) oversees the coordination of the Capital Programme, ensuring that projects are delivered within their allocation of funding and planned timescales. As at the end of Period 9, there is a forecast underspend for the year of £7.4m. Monitoring indicates that capital spending in 2016/17 will be £216.9m compared to the latest approved budget of £224.3m. It should be noted that this is primarily slippage and will increase costs in 2017/18.

The following table sets out the forecast of spend by Directorate. Additional detail is provided at Annex 2.

Table 6: Capital Programme Forecast Expenditure & Financing

| | Period 7 2016/17 Budget | Capital Budget Adjustments | Period 9 2016/17 Combined Budget | 2016/17 Forecast Outturn | 2016/17 Forecast Outturn Variance | 2016/17 Actual Spend to Date |
|--|-------------------------------|----------------------------------|---|--------------------------------|--|------------------------------------|
| | £m | £m | £m | £m | £m | £m |
| People | 40.8 | (0.1) | 40.7 | 41.3 | 0.6 | 19.2 |
| Place | 87.3 | 0.4 | 87.7 | 82.5 | (5.2) | 44.4 |
| Neighbourhoods | 9.8 | 1.1 | 10.9 | 9.5 | (1.4) | 5.5 |
| Resources | 18.7 | (7.0) | 11.7 | 12.2 | 0.5 | 8.9 |
| City Director | 0.0 | 7.0 | 7.0 | 6.9 | (0.1) | 0.6 |
| Housing Revenue Account | 56.0 | 0.0 | 56.0 | 52.9 | (3.1) | 39.3 |
| Corporate | 10.2 | 0.1 | 10.3 | 11.6 | 1.3 | 7.6 |
| Totals | 222.8 | 1.5 | 224.3 | 216.9 | (7.4) | 125.5 |
| Finance By: | | | | | | |
| Prudential Borrowing | | | 83.7 | 83.8 | 0.1 | |
| Capital Grants | | | 70.3 | 65.9 | (4.4) | |
| Capital Receipts * | | | 0.4 | 0.4 | 0.0 | |
| Revenue Contributions | | | 13.9 | 13.9 | 0.0 | |
| Housing Revenue Account (Self-Financing) | | | 56.0 | 52.9 | (3.1) | |
| TOTAL CAPITAL FINANCING | | | 224.3 | 216.9 | (7.4) | |

26. The actual capital spend to the end of Period 9 is £125.5m (56% of Combined Budget).

Whilst historic trends indicate that capital spending increases towards the end of the financial year, the level of forecast spend to date (31st December 2016) is low compared to the current budget for the financial year. Projected spend to the year end, based on a pro-rata basis, would be £167.3m or 75% of the current budget (67% as at Period 7).

27. During Period 9, there has been the following approved changes resulting in the budget for Period 9 increasing from £222.8m to £224.3m:

- a virement of budget (£7m) from the Resources Directorate to the City Director, reflecting the Bristol Futures service moving between the directorates. A budget increase of £0.4m for Severn Road Avonmouth development to provide the construction of a road access as part of the contract agreement funded from the resulting capital receipt.
- Minor variations to the budget agreed by the Capital Board of £0.1m, which is now reflected in the Neighbourhoods budget. This relates to the receipt of external funding to support the provision of additional play facilities.
- Colston Hall Phase II – At the meeting of the 29th June 2016, Cabinet approved a contribution of £1.6m to progress design work to enable a detailed planning application to be submitted. In addition to this, the Bristol Music Trust have been granted £0.4m from the Arts Council England (ACE) to contribute to this work. It is anticipated that the spend will be £1.6m in 2016/17 and £0.4m in 2017/18.
- The additional award of Disabled Facilities Grants for the year has been incorporated (£1m)

28. As at the end of December 2016, there is a forecast net underspend against the Capital Programme of £6.4m, against an overspend of £3.1m at the end of Period 7. The following is a summary of the significant areas where budget pressures have been identified.

Extract 4- Managing Income

36. 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 8, if no further action is taken, the required bad debt provision is estimated to be £15.9m. 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 8 - Outstanding Sundry Debt Analysis by Directorate

| Directorate | Outstanding Value £000's | Average Value £ |
|--------------------|-------------------------------------|----------------------------|
| People | 17,724 | 1,606 |
| Resources | 317 | 568 |
| Neighbourhoods | 3,416 | 353 |
| Place | 5,387 | 1,549 |
| City Director | 135 | 9,627 |
| Corporate & Other | 3,632 | 1,691 |
| TOTALS | 30,610 | 875 |

Extract 5 – Risk Assessment

APPENDIX D

OVERALL RISK ASSESSMENT: PERIOD 9 FINANCE REPORT

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;
- 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.

DIRECTORATE RISK ASSESSMENT: RESOURCES

ICT Risks identified:

- Unexpected business demand, such as a result of an Ofsted, or other regulatory body, inspection.
- 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.

- 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.
- Remedial actions in the event of sudden or unanticipated change of law or statute.
- Potential additional costs incurred as result of local/regional elections.
- The potential for additional costs incurred as result of currency fluctuations or due to major external influences such as Brexit.
- Capacity to deliver the required pace of change, set upon a backdrop of reducing resources through VS.
- Restructure of the ICT function will require short term additional flexible resource to ensure that approved service projects that have savings requirements, can still be delivered.

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 being drawn down from reserves or contingencies.

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. Stress risk assessments may be required to assess the impact on employees and this could lead to a requirement to prioritise key activities that are achievable, consider temporary resources, or work ceasing.
- Capacity to deliver the required pace of change, set upon a backdrop of reducing resources through VS. Restructure of the HR function will require short term additional flexible resource to ensure that approved service projects that have savings requirements can be delivered. However, this is expected to be able to be delivered within the proposed financial envelope.
- 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 in 16/17 is not realised. Also, staff leaving on VS who are in the scheme will cause loss of income in the current year.
- The staff survey has highlighted a number of key areas for consideration that will require detailed attention to address them.

Legal Services Risks Identified (including 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.
- **Electoral Services** - Currently the postage amount is estimated because printing is billed three months in arrears by Print and Mail Operations. The canvass printing for Oct and Nov for annual canvass printing is currently estimated.
- **Lord Mayor's Office** - Spending freeze - risk that no maintenance spend may reduce income generation potential. Democratic Services - Risk of impact of no longer supporting P&CP and also concerns that school appeals income is not covering reality of staffing costs - review required
- **Members Green** - Political Assistant is due to go on maternity cover in Feb 17, backfill process needs clarification in line with spending freeze
- **Member Development** - Limited Activity on member development, - risk of lack of training to members in chairing positions etc

Finance Risks identified:

- Unfilled vacancies plus staff leaving through Voluntary Severance 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.
- Under resourcing finance can lead to a risk of not meeting the requirements of the role of S151 officer.
- Income targets for future years are dependent on successful bidding and provision of an effective, value for money service offer. There is a risk associated with the income from Avon Fire & Rescue for future years as the contract is due for renewal at the end of 2017/18.

Change Services (incl. PMO) Risks identified:

- Where projects were relying on internal resources to support the delivery of service related projects but due to lack of available resources may need to request external resource which could have a higher cost implication.
- Unfilled vacancies in the team due to the recruitment freeze, in addition to previous reduction through VS, leading to resource pressures. In particular in management roles increasing pressures and the ability of the service to respond quickly to requests/needs
- Staff Retention – experienced change delivery staff (e.g. Project Managers, Business Analysts, IT Specialists) with marketable skills could opt to leave the organisation, intensifying resource pressures and resultant higher costs already referenced above.
- Unexpected business demand (winning unexpected bids and needing Change resource to deliver them, unexpected IT changes which require change input etc).
- Risk that CPG group will trigger previously unexpected/not-anticipated demand.
- The Change Business Partners are currently covering the Service Manager role and working with Finance colleagues to manage the budget position and year end forecast, to mitigate this risk.

Period 9 Budget Monitoring - Detailed budget summary by division\service

Division: ICT

Services provided by ICT

ICT provide high quality Information and Communications Technology (ICT) needed to enable the council to safely deliver efficient and effective business services.

| Summary by Service | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|--------------------|------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| Service | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 212 | ICT Delivery | 8,292 | 7,459 | 10,438 | 2,979 | 21 | 10,417 |
| 213 | Digital Transformation | 1,033 | 2,365 | 3,308 | 943 | (12) | 3,320 |
| 21A | Business Change & ICT | (1,711) | (1,735) | (1,736) | (1) | (7) | (1,729) |
| 21B | ICT Sourcing | 769 | 775 | 529 | (246) | (72) | 601 |
| Total ICT | | 8,384 | 8,865 | 12,539 | 3,675 | (70) | 12,609 |

| Summary by CIPFA group (Account Type) | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|---------------------------------------|-------------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| CIPFA description | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 1 | Employees | 6,460 | 6,707 | 6,423 | (283) | 186 | 6,237 |
| 2 | Premises-Related Expenditure | 1 | 0 | 5 | 4 | (1) | 5 |
| 3 | Transport-Related Expenditure | 12 | 10 | 19 | 9 | (0) | 20 |
| 4 | Supplies & Services | 6,703 | 5,979 | 10,081 | 4,102 | (186) | 10,267 |
| 5 | Third Party Payments | 0 | 0 | 1 | 1 | 1 | 0 |
| 7 | Support Services | 309 | 269 | 293 | 25 | 3 | 290 |
| Expenditure | | 13,483 | 12,964 | 16,822 | 3,858 | 3 | 16,819 |
| 9 | Income | (5,100) | (4,100) | (4,283) | (183) | (73) | (4,210) |
| Income | | (5,100) | (4,100) | (4,283) | (183) | (73) | (4,210) |
| NET Expenditure | | 8,384 | 8,865 | 12,539 | 3,675 | (70) | 12,609 |

Notes

The overspend against budget for ICT has been reported monthly and 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 and investment in new technology and digital developments. The overspend is partly offset by savings on employees, additional income and the freeze in non-essential expenditure. The movement from period 7 of a £70k reduction in forecast is mainly due to the reduction of costs resulting from the early departure of the interim service director. It is proposed to increase the budget envelope for ICT in the 17/18 budget subject to final budget approval.

Period 9 Budget Monitoring - Detailed budget summary by division\service

Division: Legal and Democratic Services

Services provided by Legal and Democratic Services

Legal Services includes the child protection team, community and litigation team, property team, planning transport and the regulatory team. The division also includes statutory registration services and democratic services.

| Summary by Service | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|--|---------------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| Service | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 221 | Legal - Place | 934 | 807 | 1,248 | 441 | 121 | 1,127 |
| 222 | Statutory & Democratic Services | 3,506 | 2,722 | 2,625 | (97) | (54) | 2,679 |
| 224 | Legal - People | 1,404 | 1,408 | 1,300 | (109) | 104 | 1,195 |
| 225 | Legal Services - Other | 524 | 526 | 385 | (141) | (137) | 522 |
| 291 | Electoral Services | 993 | 1,026 | 1,027 | 0 | 106 | 921 |
| Total Legal and Democratic Services | | 7,362 | 6,490 | 6,585 | 95 | 140 | 6,444 |

| Summary by CIPFA group (Account Type) | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|---------------------------------------|---|---------------------|----------------|------------------|------------------|----------------------|------------------|
| CIPFA description | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 1 | Employees | 6,921 | 6,520 | 6,717 | 196 | (64) | 6,781 |
| 2 | Premises-Related Expenditure | 55 | 55 | 64 | 8 | (8) | 72 |
| 3 | Transport-Related Expenditure | 195 | 194 | 158 | (36) | (12) | 169 |
| 4 | Supplies & Services | 4,284 | 4,105 | 3,908 | (197) | (93) | 4,001 |
| 5 | Third Party Payments | 151 | 1 | 3 | 2 | 0 | 3 |
| 7 | Support Services | 622 | 481 | 582 | 101 | (56) | 639 |
| Expenditure | | 12,229 | 11,357 | 11,432 | 75 | (233) | 11,665 |
| 9 | Income | (4,868) | (4,868) | (4,847) | 20 | 373 | (5,221) |
| Income | | (4,868) | (4,868) | (4,847) | 20 | 373 | (5,221) |
| N | Income & Expenditure outside of Net Cost of Service | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to \ from reserves | | 0 | 0 | 0 | 0 | 0 | 0 |
| NET Expenditure | | 7,362 | 6,490 | 6,585 | 95 | 140 | 6,444 |

Notes

Legal Services are forecasting an overspend of £95k and this is shown broken down by service as shown below:

Legal Place

£440k overspend: This is broken down as £227k on salaries mainly for agency staff who bring in income (shown in Legal People), a reduction in forecasted income from land charges of £194k due to lower volume of searches and increased cost from litigation cases where the council is being challenged in the High Court through claims and judicial review and £19k for increased Counsel fees. The proposed new structure for Legal Services aims to reduce the higher costs of agency fees by use of permanent staff who will generate income. **Statutory and Democratic Services £97k underspend:** The underspend is mainly as a result of the expenditure freeze with underspends across the service in transport, catering and other fees. **Legal People £109k underspend:** This mainly relates to £186k increased income which offsets agency expenditure in Legal Place, offset by a forecast overspend of £23k in disbursements and £49k for consultancy costs. **Legal Services - Other £141k underspend:** This relates to a forecast increase in income in Registrars of £136k and £5k underspend across the Coroners and Mortuary Services. **Electoral Services:** As previously reported, there are cost pressures in year as a result of the cost of running elections and electoral registration (£1.3m), 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. These pressures will be managed this financial year through drawdown from reserves.

Period 9 Budget Monitoring - Detailed budget summary by division\service

Division: Finance

Services provided by Finance

Finance comprises our financial planning function, financial management budget support services, internal and external reporting, finance operations and finance business partnering. Finance also includes the management of our internal audit services.

| Summary by Service | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|----------------------|------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| Service | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 242 | Corporate Finance | 5,554 | 3,421 | 3,421 | (1) | (1) | 3,422 |
| 243 | Chief Internal Auditor | 788 | 766 | 717 | (49) | (40) | 757 |
| Total Finance | | 6,341 | 4,188 | 4,137 | (50) | (42) | 4,179 |

| Summary by CIPFA group (Account Type) | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|---------------------------------------|-------------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| CIPFA description | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 1 | Employees | 5,615 | 5,260 | 5,007 | (253) | 5 | 5,002 |
| 2 | Premises-Related Expenditure | 367 | 0 | 0 | 0 | 0 | 0 |
| 3 | Transport-Related Expenditure | 366 | 5 | 5 | (0) | (2) | 6 |
| 4 | Supplies & Services | 1,833 | 770 | 1,053 | 283 | (22) | 1,075 |
| 5 | Third Party Payments | 122 | 122 | 20 | (102) | (20) | 40 |
| 7 | Support Services | 155 | 116 | 116 | (0) | (1) | 116 |
| X | Capital Financing Costs | 0 | 0 | 13 | 13 | 0 | 13 |
| Expenditure | | 8,458 | 6,274 | 6,214 | (60) | (39) | 6,253 |
| 9 | Income | (2,117) | (2,086) | (2,077) | 9 | (3) | (2,074) |
| Income | | (2,117) | (2,086) | (2,077) | 9 | (3) | (2,074) |
| NET Expenditure | | 6,341 | 4,188 | 4,137 | (50) | (42) | 4,179 |

Notes

The Finance Division covers the Finance and Audit Services and the forecast £50k savings relates to the Audit service which mainly relates to £57k of salary savings offset by a £7k income pressure due to loss of a contract relating to break up of an academy partnership. The Finance service has further reviewed spend against 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. Movement from period 7 is due to vacancies and additional income from internal staff recharges. As previously reported, the Finance Transformation work must continue and will be funded from reserves earmarked for this purpose.

Period 9 Budget Monitoring - Detailed budget summary by division\service

Division: HR & Workplace

Services provided by HR & Workplace

HR provides both a strategic and advisory role for the attraction, delivery and continuous development of a strong, capable, agile and effective workforce.

| Summary by Service | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|---------------------------------|--------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| Service | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 251 | People Operations | 3,966 | 3,344 | 2,733 | (611) | (100) | 2,833 |
| 252 | Change & Performance | 2,066 | 2,054 | 1,807 | (247) | (230) | 2,037 |
| 283 | Corporate Communications | 696 | 702 | 650 | (52) | (10) | 660 |
| Total HR & Workplace | | 6,728 | 6,100 | 5,189 | (911) | (341) | 5,530 |

| Summary by CIPFA group (Account Type) | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|---------------------------------------|-------------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| CIPFA description | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 1 | Employees | 7,511 | 6,972 | 6,347 | (625) | (360) | 6,707 |
| 2 | Premises-Related Expenditure | 4 | 3 | (0) | (3) | (0) | 0 |
| 3 | Transport-Related Expenditure | 43 | 36 | 7 | (29) | (2) | 9 |
| 4 | Supplies & Services | 2,481 | 2,427 | 2,522 | 95 | 27 | 2,495 |
| 5 | Third Party Payments | 13 | 13 | 0 | (13) | 0 | 0 |
| 6 | Transfer Payments | 4 | 4 | 0 | (4) | (1) | 1 |
| 7 | Support Services | 62 | 34 | 33 | (0) | (5) | 38 |
| Expenditure | | 10,118 | 9,489 | 8,910 | (580) | (341) | 9,251 |
| 9 | Income | (3,390) | (3,390) | (3,721) | (331) | 0 | (3,721) |
| Income | | (3,390) | (3,390) | (3,721) | (331) | 0 | (3,721) |
| NET Expenditure | | 6,728 | 6,100 | 5,189 | (911) | (341) | 5,530 |

Notes

Human Resources is reporting a forecast underspend of £911k and this is broken down by service as shown below:

People Operations £611k underspend. There is an underspend of £556k relating to salary vacancies. These are being held as part of the planned savings and restructure in HR and parts of this budget will be removed later in 16/17 and also as part of the budget proposals for 17/18. Further underspends of £134k relate to an underspend of £58k in the redeployment fund which is under review, £65k set aside for graduate trainees which is under review for 17/18 and a reduced activity level in self organised groups giving a £11k saving. These are all offset by forecast overspends of £79k which mainly relate to £35k for the temporary overlap of costs as we outsource the Occupational Health contract and a forecast reduction of £31k for the holiday purchase scheme due to staff leaving the organisation. **Change and Performance £247k underspend.** This relates to a forecast underspend of £197k in Learning and Development which is due to the current freeze on expenditure plus a £50k underspend in the Admin and Business Support team which is due to be centralised in 17/18 and contribute to proposed savings programme. **Corporate Communications £52k underspend.** This mainly relates to salary savings in Marketing and Design in preparation for the future restructure and budget reduction.

Period 9 Budget Monitoring - Detailed budget summary by division\service

Division: Change Programme

Services provided by Change Programme

| Summary by Service | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|-------------------------------|------------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| Service | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 271 | Programme Management Office | (6,023) | (6,127) | (6,266) | (139) | (18) | (6,249) |
| 272 | Change Programme Workstreams | 10,500 | 10,500 | 12,022 | 1,522 | 0 | 12,022 |
| 273 | Change Programme Savings | (22,519) | (14,802) | (426) | 14,376 | (47) | (379) |
| 274 | BWP Project | 1,691 | 1,691 | 1,691 | 0 | 0 | 1,691 |
| 275 | BWP Business Change | 47 | 47 | 47 | 0 | 0 | 47 |
| Total Change Programme | | (16,304) | (8,691) | 7,068 | 15,759 | (64) | 7,133 |

| Summary by CIPFA group (Account Type) | | 2016/17 - Full Year | | | | Period 7 Forecast | |
|---------------------------------------|-------------------------------|---------------------|----------------|------------------|------------------|----------------------|------------------|
| CIPFA description | | Approved Budget | Revised Budget | Forecast Outturn | Outturn Variance | Movement in Forecast | Forecast Outturn |
| | | £000s | | | | £000s | |
| 1 | Employees | (1,181) | (2,140) | 11,778 | 13,917 | (38) | 11,816 |
| 2 | Premises-Related Expenditure | 0 | 0 | 8 | 8 | 0 | 8 |
| 3 | Transport-Related Expenditure | 189 | 189 | 173 | (16) | (1) | 174 |
| 4 | Supplies & Services | 819 | 947 | 3,172 | 2,225 | 0 | 3,172 |
| 5 | Third Party Payments | (2,862) | 0 | 12 | 12 | 12 | 0 |
| 7 | Support Services | (1,891) | 690 | 754 | 63 | (25) | 779 |
| Expenditure | | (4,926) | (313) | 15,897 | 16,210 | (52) | 15,949 |
| 9 | Income | (11,378) | (8,378) | (8,828) | (451) | (12) | (8,816) |
| Income | | (11,378) | (8,378) | (8,828) | (451) | (12) | (8,816) |
| NET Expenditure | | (16,304) | (8,691) | 7,068 | 15,759 | (64) | 7,133 |

Notes

This Division covers the final year of the planned three year Change Programme. The forecast outturn of £15.7m overspend relates to a £1.4m reported overspend on the in-year programme budget plus an estimated £14.3m unidentified change programme savings. We have previously reported that £5.3m of this figure will be funded by one off receipts. This forecast will reduce in the next few months as we remove savings made from other Directorates. However we cannot revise the forecast in this division until the savings are taken as this could lead to a double count with the directorates that currently hold the savings. The variance in the CIPFA employee category is not related to an employee overspend, the reason is that the corporate savings target code is held in this area as the majority of savings related to this saving is expected to come from employee savings.

2016/17 Capital Proposed Budget, Forecast and Variance Analysis

| Directorate | PERIOD 7 2016/17 BUDGET TOTAL £000's | 2016/17 BUDGET ADJUSTMENTS £000's | PERIOD 9 2016/17 BUDGET TOTAL £000's | 2016/17 FORECAST TOTAL £000's | 2016/17 VARIANCE TOTAL £000's | 2017/18 BUDGET TOTAL £000's | 2018/19 BUDGET TOTAL £000's | 2019/20 BUDGET TOTAL £000's |
|---|--|--|--|--|--|--------------------------------------|--------------------------------------|--------------------------------------|
| Resources | | | | | | | | |
| Bristol Futures | | | | | | | | |
| City Innovation | 6,980 | (6,980) | 0 | 0 | 0 | 0 | 0 | 0 |
| Totals - Directorate: City Director | 6,980 | (6,980) | 0 | 0 | 0 | 0 | 0 | 0 |
| Information & Communication Technology | | | | | | | | |
| ICT Refresh Programme | 0 | 0 | 0 | 0 | 0 | 1,500 | 1,500 | 1,500 |
| Total - Information & Communication Technology | 0 | 0 | 0 | 0 | 0 | 1,500 | 1,500 | 1,500 |
| Bristol Workplace Programme | | | | | | | | |
| BWP - Design Contract, Buildings & Technology | 11,701 | (1) | 11,700 | 12,233 | 533 | 2,235 | 0 | 0 |
| Total - Bristol Workplace Programme - Buildings | 11,701 | (1) | 11,700 | 12,233 | 533 | 2,235 | 0 | 0 |
| Totals - Directorate: Resources | 18,681 | (6,981) | 11,700 | 12,233 | 533 | 3,735 | 1,500 | 1,500 |

Agenda item - Additional Information

Bristol City Council Resources Scrutiny Commission 23rd March 2017

Report of: Service Director, Finance

Title: Period 9 Finance report for Resources

Ward: Citywide

Officer presenting report: Denise Murray

Contact telephone number: 0117 922 2419

Supplementary Information for Commission

- Level of the bad debt provision estimated in the forecast outturn and comparison to the do nothing estimate of £15.9m. Likely position based on where we are in the financial year.
- Accounting treatment for bad or doubtful debts and how proactive services are in ensuring evidence is available to facilitate costs recovery.

The report sets out current budgeted provision for bad debts relating to sundry accounts of £11.8m. This should be seen in the wider context of overall general fund provision of some £30m (primarily relating to benefits). As part of year end processes we will review each of these in the round. We are currently anticipating overprovision regarding benefits that will mitigate the final sundry debt position.

Whilst there is currently a risk that sundry debt provision will be higher, as outlined in the body of the report, it is important to stress that the risk incorporates a small number of high value debts where officers are actively negotiating resolution. These include a capital project supporting a local free school, where we anticipate full repayment, and a further local institution where appropriate resolution is being progressed through the Council's property services division. Resolution of these issues alone will reduce the risk by £2.5m.

A breakdown of current sundry debts position is set out in the table below:

| Directorate(T) | 60-89 Days £'000 | 90-119 Days £'000 | 120-365 Days £'000 | 1-2 Years £'000 | 2 - 4.5 Years £'000 | Over 4.5 Year £'000 | Outstanding Amount £'000 |
|-----------------------------------|---------------------|----------------------|-----------------------|--------------------|------------------------|------------------------|--------------------------------|
| People | 983 | 2,883 | 4,402 | 3,138 | 957 | 357 | 12,719 |
| Resources | 19 | 9 | 48 | 56 | 51 | 11 | 193 |
| Neighbourhoods | 140 | 85 | 463 | 352 | 609 | 300 | 1,950 |
| Place | 193 | 314 | 748 | 424 | 482 | 305 | 2,465 |
| City Director | 0 | 0 | 104 | 16 | 15 | 0 | 135 |
| Corporate Funding & Expenditure | 0 | 0 | 20 | 5 | 17 | 0 | 43 |
| Cost centres o/s of rev reporting | 99 | -15 | -111 | 426 | 2,161 | 980 | 3,540 |
| | 1,434 | 3,276 | 5,674 | 4,417 | 4,292 | 1,953 | 21,045 |

As can be seen from the table above, the majority of sundry debts relate to social care. The normal debt collection procedures – including regular follow-up leading to court action where appropriate, the complications of the Care Act legislation now precludes legal charges being placed on property.

A more detailed analysis of social care debt is set out below:

| Directorate | Directorate(T) | 60-89 Days | 90-119 Days | 120-365 Days | 1-2 Years | 2 - 4.5 Years | Over 4.5 Year | Total |
|-------------|----------------|------------|-------------|--------------|-----------|---------------|---------------|-------|
| | | £,000 | £,000 | £,000 | £,000 | £,000 | £,000 | £,000 |
| Social Care | | 484 | 483 | 2,338 | 1,605 | 2,165 | 990 | 8,065 |

All debt processes are under review. DMTs are provided with detailed reports on outstanding debt position for their respective areas, and follow-up processes are being developed to ensure effective liaison and evidence jointly made available to enable debt collection agencies to be better utilised. However the process is currently centrally driven, and the review will aim to facilitate greater responsibility within services for receipt of debts in addition to the raising of invoices.

Whilst we account for bad and doubtful debts –that does not mean we write them off. We are duty bound to, and will actively pursue all debts. Accounting is in accordance with the Cipfa code of accounting practice, which splits risks into categories, based on statistical probabilities.

Resources Scrutiny Commission

23rd March 2017



Report of: Strategic Director – Resources

Title: Resources Performance Q3 2016/17

Ward: Citywide

Officer Presenting Report: Tracy Mathews – Performance Improvement Advisor

Contact Telephone Number: 0117 92 23850

Recommendation

1) To note the Resources Outturn Performance Report for Quarter 3 of 2016/17

Summary

This report consists of existing performance indicators already reported to Resources 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 Resources 2016/17 Quarter 3 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 Resources only currently accounts for five Corporate Plan measures, detailed information for all the Resources DLT measures are included for information.
- 4.3 These measures of success are sorted by service area. Headline findings are as follows:
 - There are 33 indicators across the directorate of which 9 have no target as they are new for 2016/17 and are establishing a baseline for future reporting
 - Data has not been entered for two performance indicators as the definition is still to be agreed
 - Three indicators are measured annually - data is due in April 2017
 - Of the 19 indicators where targets have been set:
 - 8 (42.1%) performed above target
 - 11 (57.9%) performed below target of which 6 performed well below target.Supporting information is contained within the report (Appendix A)

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 – Resources 2016/17 Quarter 3 Outturn Performance report

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

RESOURCES PERFORMANCE REPORT - Q3 2016/17

| 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 (BCC) | + | 93.08% | 96.00% | 72.32% | 75.4% | 76.40% | | 74.3% (BCC) 81.2% (RES) | -22.60% | For the period Q1-Q3, 74.3% of invoices were paid on time across the Council. This can be broken down by directorate as follows: Resources 81%, NH 72%, PE 77%, PL 75%. |
| No Target | BU357a | Value of rolling year debt to be collected (BCC) | - | n/a | TBC | £131.2m | £131.4m | £138.2m | | £138.2m (BCC) £2.5m (RES) | No Data | |
| Below target | BU357b | Level (%) of rolling year debt collected (BCC) | + | 87.35% | 90.00% | 83.09% | 86.99% | 89.70% | | 89.7% (BCC) 94.9% (RES) | -0.33% | Of the invoices over £1m previously reported there still remains: £0.2m - Bristol Energy (payment expected in January) £1.3m - NHS (credit note for £0.4m being issued to resolve dispute) £2m – Russell Education Trust in relation to capital building works for Bristol Free School (invoice is under query and replaced a previous invoice issued in August). These invoices equate to 2.5% of the debt |
| Below target | BU357c | Total uncollected rolling year debt (BCC) | - | n/a | 10% of total value | £22.1m | £17.1m | £14.2m | | £14.2m (BCC) £0.129m (RES) | -3.01% | At the end of December there was £14,244,916 debt outstanding, equivalent to 10.3% of the total value of rolling debt to be collected. Resources accounts for £129,809 debt outstanding equivalent to 5% of its total value. |
| No Target | BU385 | Agency spend as % of total salary bill (Resources) | - | n/a | TBC | 16.8% | 10.6% | 12.70% | | 14.5% (3/4) | No Data | For the period Q1-Q3, 14.5% of salary costs can be attributed to agency costs in Resources, equivalent to £ 3,331,620. Agency costs for BCC were 4.5% (£7.3m). Other directorates performed as follows: CD 1.5%, NH 2.7%, PE 2.8%, PL 3.3%. The definition for this PI is the total agency staff cost in the period expressed as a percentage of the total salaries, wages and agency cost. (Data source: ABW) (Account codes used = R1000, R1001, R1002, R1003, R1004, R1005, R1006, R1007, R1050, R1060, R1062, R1100) - SUBJECT TO REVIEW |

| HR and Change | | | | | | | | | | | | |
|-------------------|--------|---|-----|---------------|---------------|--------|--------|--------|--------|--------------------------|----------------------|--|
| 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 | | | | | | | | | | | | |
| Below target | BCP182 | Number of working days lost due to sickness absence (BCC) | - | 8.36 | 8 | 8.44 | 7.92 | 8.4 | | 8.40 (BCC) 4.96 (RES) | -5.0% | 8.4 days lost to sickness for the rolling 12 month period to 31st December. Sickness can be broken down by directorate as follows: Resources 4.96 days, Neighbourhoods 8.49 days, People 10.08 days, Place 7.6 days. |
| Well below target | BU208 | % employees with a completed 'My Performance' 15/16 review form (BCC) | + | n/a | 90.00% | 51.0% | 53.0% | 68.00% | | 68.0% (3/4) | -24.4% | The 15/16 review form was closed on 28 December 2016. All uncompleted forms were archived. Performance by directorate is as follows: RE 78%; CD 53%; NH 76%; PE 61%; PL 66% |

| 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 | BU240 | Difference between progression rate of BME and non-BME employee | + | n/a | TBC | | -0.03% | -0.16% | | -0.16% (3/4) | No Data | 77 staff members were promoted during Q3 although ethnicity is only known for 67 staff. The progression rate for BME staff was 0.99% and for non BME staff was 1.16%. |
| No Target | BU241 | Difference between progression rate of Women and Men | + | n/a | TBC | | -0.24% | -1.31% | | -1.31% (3/4) | No Data | 77 staff members were promoted during Q3. The progression rate for Women was 0.78% and for Men was 1.78%. |
| No Target | BU242 | Percentage of top earners who are women | + | n/a | TBC | | 54.6% | 53.50% | | 53.5% (3/4) | No Data | There are 327 staff in the top 5% earners of which 175 are female and 152 are male. |
| Data not entered | BU243 | Cost of HR per fte | - | n/a | TBC | | | | | | No Data | Definition tbc - salary costs or wider? |
| No Target | BU244 | Number of HR staff per 1000 fte | - | n/a | TBC | 19.89 | 17.85 | 14.78 | | 14.78 (3/4) | No Data | (Quarter 1 - 3) 14.78 FTE HR staff per 1,000 FTE (78.98 FTE HR staff and 5343.25 FTE BCC staff as at 31 Dec 16). |
| Change | | | | | | | | | | | | |
| Above target | BU111 | Percentage "first call fix" on the ICT Service Desk | + | 55% | 50% | 47% | 53% | 48% | | 50.3% (9/12) | 0.6% | |
| Well below target | BU112 | Percentage of calls to the ICT Service Desk abandoned before they were answered | - | 10% | 5.00% | 12% | 10% | 11% | | 11.0% (9/12) | -120% | The service desk number handles calls for a variety of destinations, e.g Vodafone, BWP using the menu options (i.e. these may be calls that are not directly handled by the service desk). We are investigating each of the options to establish whether a specific option is driving up the abandon rate. |
| Well above target | BU115 | Customer satisfaction (%) with ICT service desk service | + | 89% | 90% | 92.7% | 100% | 98% | | 96.9% (9/12) | 7.7% | |
| Below target | BU157 | Number of high and critical security issues found during network health checks | - | n/a | TBC | | 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. |
| No Target | BU158 | Number of lost / stolen laptops, mobile phones, blackberry's or tablets | - | n/a | TBC | | | 8 | | 8 | No Data | Laptops: 5, Mobile Phones: 2, Blackberries: 1 |
| On target | BU160 | % Key ICT system availability | + | 99.40% | 99.50% | 99.5% | 99.2% | 99.6% | | 99.5% (9/12) | 0.00% | |
| Well below target | BU163 | Percentage of ICT requests using self-service | + | 26% | 50% | 29% | 29% | 26% | | 26.5% (9/12) | -33.75% | Q3 target = 40%. We are making changes to the portal interface in order to improve the ease of use of the portal. We also believe that because of the spend freeze, the simple requests that would normally come via this route are declining, resulting in a higher percentage of the more complex calls being received via non self-serve routes. |
| Below target | BU164 | % ICT requests completed within 5 days | + | n/a | 85.00% | 86.2% | 75.5% | 71.20% | | 79.1% (9/12) | -6.9% | |
| Data not entered | BU170 | Cost of ICT per FTE | - | n/a | TBC | | | | | | No Data | Definition tbc - salary costs or wider? |
| No Target | BU171 | Number of ICT staff per 1000 fte | - | n/a | TBC | 26.88 | 26.24 | 26.57 | | 26.57 (3/4) | No Data | (Quarter 1 - 3) 26.57 FTE ICT/Change staff per 1,000 FTE (141.79 FTE ICT/Change staff and 5334.86 FTE BCC staff as at 31 Dec 16). |

| 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 and Democratic Services | | | | | | | | | | | | |
| Legal Services | | | | | | | | | | | | |
| Below target | BU129 | Chargeable hours worked within Legal Services | + | 100.00% | 100.00% | 93.40% | 97.80% | 98.00% | | 98.00% (9/12) | -2.00% | |
| Well above target | BU211 | Legal Services - External Income vs Target | + | n/a | £812,000 | £213,000 | £489,000 | £758,000 | | £758,000 (3/4) | 24% | At the end of Q3 the external income target was £609k and actual income was £758k resulting in a surplus of £149k (+24%). |
| Well above target | BU212 | Legal Services spend on external legal advice and representation | - | n/a | £578,000 | £75,000 | £183,000 | £368,000 | | £368,000 (3/4) | 15% | 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 | 20.00% | 24.0% | 22.4% | 22.40% | | 22.4% (3/4) | -12.00% | Q1-3 = 22.4% (Agency costs of £501,951 / Overall salary budget £2,236,429) |
| Data not due | BU214 | Total income earned against a target of 20% total budget | + | n/a | Top quartile comparator LA's | n/a | n/a | n/a | | n/a | No Data | 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 | Annual PI. Data available early 2017 following Core City benchmarking exercise. |
| Data not due | BU216 | Cost of Legal per 1000 population | - | n/a | Establish benchmark | n/a | n/a | n/a | | n/a | No Data | Annual PI. Data available early 2017 following Core City benchmarking exercise. |
| Statutory and Democratic Services | | | | | | | | | | | | |
| Above target | BU130 | Customer satisfaction with Register Office | + | 98.56% | 90.00% | n/a | 97.00% | n/a | | 97.0% (1/2) | 7.78% | 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% of which rated us Good or above Total: 97% rated the service level as good or above For the September survey we tried emailing the survey rather than paper forms, resulting in a huge decrease in the number of completed forms. We will revert to the paper system for the next time in February. |
| Well below target | BU324 | % Birth registration appointments available within 5 working days of request | + | 89.00% | 95.00% | 85.6% | 97.0% | 87.00% | | 87.0% (9/12) | -8.4% | 8899 births registered in April – December (894 registered Nov) 7952 booked appointments in April – December(89.35%). In December 771 (86.24%) Appointments were booked 87% of those who booked were offered an apt within 5 working days between Apr - Dec. 85% of appointments booked during December 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% | 99.4% | 99.0% | 99.00% | | 99.0% (9/12) | 4.21% | 3782 deaths were registered April - December 446 deaths were registered in December 95 % were offered an appt within 2 days during December (422 booked appts,) From April - December 3510 appointments were booked of these 99% (3467) 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% | 51.20% | | 51.2% (9/12) | 70.70% | Total no of appts booked = 1226 Online appts = 628 Walkin = 4 Phone Appts = 594 51.22% channel shift to online appts in month of December |

Resources Scrutiny Commission

23rd March 2017



Report of: Denise Murray, Service Director - Finance

Title: Risk Register

Ward: N/A

Officer Presenting Report: Denise Murray

Contact Telephone Number: 0117 35 76255

Summary;

The Risk Register is being updated and will be published prior to the Resources Scrutiny Commission meeting on 23rd March 17.

