

# Resources Scrutiny Commission (formally Business Change and Resources Scrutiny Commission) Agenda



**Date:** Monday, 24 September 2018

**Time:** 3.00 pm

**Venue:** Room 1P05, 1st Floor - City Hall, College Green, Bristol, BS1 5TR

## **Distribution:**

**Councillors:** Graham Morris, Stephen Clarke (Chair), Donald Alexander, Tim Kent, Afzal Shah (Vice-Chair), Mark Brain, John Goulandris, Margaret Hickman, Sultan Khan, Steve Pearce and Clive Stevens

**Copies to:** Pauline Cowley (DA to Shahzia Daya), Johanna Holmes (Policy Advisor - Scrutiny), Sarah Wilson (DLT Support Manager - Business Change), Louise deCordova (Scrutiny Advisor), Denise Murray (Service Director - Finance & Section 151 Officer), Penny Fell, Lucy Fleming (Democratic and Scrutiny Manager), Mike Jackson (Executive Director of Resources and Head of Paid Services), Karen Johnson (Director's Assistant to Exec Director: Resources), Simon Oliver, Steve Somerfield, John Walsh (Director: HR, Workforce and Organisational Design (Interim)), Sara Manix (DLT Support Manager), Jan Cadby (Risk Manager) and Mark Wakefield (Service Manager - Performance & Infrastructure)

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**Date:** Monday 24<sup>th</sup> September 2018



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 4 - 5)

## 2. Apologies for Absence

## 3. Declarations of Interest

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

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

## 4. Minutes of the Previous Meeting

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

(Pages 6 - 10)

## 5. Chair's Business

To note any announcements from the Chair

## 6. Annual Business Report

(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](mailto: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 Tuesday 18<sup>th</sup> September.

Petitions and Statements - Petitions and statements must be received on the



working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on Friday 21<sup>st</sup> September.

- |   |                        |
|---|------------------------|
| <b>8. ICT Systems and Strategy</b>                                      | <b>(Pages 14 - 27)</b> |
| <b>9. Commercialisation and Income Generation</b>                       | <b>(Pages 28 - 39)</b> |
| <b>10. Resources Quarterly Performance Progress Report</b>              | <b>(Pages 40 - 47)</b> |
| <b>11. Corporate Risk Management Report and Corporate Risk Register</b> | <b>(Pages 48 - 75)</b> |
| <b>12. Resources Period 10 Finance Information</b>                      | <b>(Pages 76 - 89)</b> |



# Public Information Sheet

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

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For those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

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

## Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting. Please submit it to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) or Democratic Services Section, Brunel House St Georges Road Bristol BS1 5UY. The following requirements apply:

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

Please see [www.bristol.gov.uk](http://www.bristol.gov.uk) and the '[How to Have Your Say](#)' pdf for the parameters of each individual Committee and what will happen to your submission.

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

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



We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

### **Process during the meeting:**

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

### Webcasting/ Recording of meetings

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

## Bristol City Council Minutes of the Resources Scrutiny Commission

23 March 2017 at 9.30 am



### **Members Present:-**

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

### **Officers in Attendance:-**

Denise Murray (Service Director Finance), Andrea Dell (Service Manager Democratic Engagement), Tara Dillon (Service Manager, Programme Management Office), Merlin Jones (Project Manager), Johanna Holmes (Policy Advisor - Scrutiny), Tracy Mathews (Performance Improvement Advisor) and Louise deCordova (Democratic Services Officer)

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

The Chair led welcome and introductions.

### **2. Apologies for Absence**

Apologies were received from Cllr Stephen Clarke. Cllr Charlie Bolton attended in substitute.

### **3. Declarations of Interest**

There were no declarations of interest.

### **4. Chair's Business**

The Chair advised that Item 13, the Resources Directorate Risk Register had been rescheduled for April's meeting.

The Service Director, Finance confirmed that the April report would include an in depth work schedule and deliverability plan.



## 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 respect of the Commission's referral to Cabinet, to express continued support for the Social Value Policy, the Chair confirmed that the Social Value Policy objectives had been endorsed by the Mayor.

## 7. Public Forum

There had been no public forum received.

## 8. Work Programme

Members to continue to flag any issues for a future Scrutiny Work Programme, however, it was noted that Scrutiny was not expected to continue in its current format.

The Service Manager, Democratic Engagement outlined ongoing discussions by Councillors to explore the future structure of Scrutiny, with support from officers and the LGA, which had commenced with a 'hothouse' workshop and would continue with a further session on 5 April.

## 9. Capturing Commercialisation

The Commission considered a report of the Service Director, Finance, which described the vision for a process to funnel, explore, assess and deliver commercial ideas. Members were asked to consider and comment on the proposed Commercialisation Greenhouse Process.

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

- a. A commercial ethos and need for a commercial return should be balanced with a need for social value outcomes. The Council may benefit from being uniquely placed to maximise social value over profit concerns.
- b. Exposure to risk should be minimised through understanding of the acceptable parameters
- c. Communication and messaging should demonstrate that ideas will be respected, seriously considered and assessed. However, it was important to be clear and manage expectations



- d. There should be a focus on quick wins to prove the concept works.
- e. The submissions process should be agile and flexible and where possible, not stifle innovation, embrace new technologies as well as the imagination of the proposers, a mixed approach including Dragon's Den styled sales pitches
- f. Each submission could contain as little or as much detail as available and not necessarily constrained by templates. It was recognised that some proposers may wish to submit an idea and move on, whilst others may wish to be fully involved or take a lead in developing an idea.
- g. There was a need to process ideas at pace, and evaluate against established parameters working with a member panel, supported by a group of internal volunteers and university partners to provide research and benchmarking.
- h. Feedback would be an important part of the process, when ideas were discounted it was important to tell people why.
- i. Existing income generation work carried out in a business as usual context was currently out of the scope of this process and potentially a different piece of work. However, it was recognised that there may be opportunities within departments to expand and maximise their work and may benefit from a greater understanding of departmental income and cost.
- j. Consideration could be given to reward and incentives for ideas that progressed to fruition
- k. The Service Director Finance to consider organisations such as Set Squared, Natwest or the Engine Shed which could be invited to share their expertise for how ideas are cultivated and to act as a catalyst for the Council's own scheme.

**The Commission Resolved:**

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

(Cllr Godwin and Cllr Shah joined the meeting)

**10. Change Governance and Support**

The Commission considered the report of the Interim Service Director, HR, Change and Communications. Members were asked to consider and comment on the Change Governance and Lifecycle slides presented by the Project Manager.

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





- a. It was noted that the new Change Governance principles were more robust, with increased focus on regular monitoring of key milestones, the recognition of and work to address issues before they go 'red', and the regular input of professional views from officers from Change, Finance and HR.
- b. It was planned that best practice training would be delivered to officers to support the new governance principles.
- c. Scrutiny involvement was critical and the mechanism for Members to raise questions in the public domain needed to be a fundamental part of the governance structure to ensure transparency and accountability. A question was raised whether a member of OSM should sit on the Delivery Working Group. **Action: Craig Cheney/Denise Murray**

**The Commission Resolved:**

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

**11. Resources Finance Information : Period 9**

The Commission considered a report from the Service Director, Finance. The report detailed the relevant Resources extracts taken from the Period 9 Finance Report.

In response to Members questions the following points were raised:

- a. A root and branch review of ICT Licences would continue to identify savings and ensure ownership was transferred to departmental budgets, although central oversight would remain.
- b. Concern was raised that departmental litigation costs were met by Legal Services budgets in all cases. The Legal Services Business Model was still to be fully defined to understand the internal and external cost nuances. A Member suggested that there may be more that Councillors could do to understand the financial litigation consequences of Committee decision making. It was confirmed that there were plans for Member Development supported by the LGA and HR Learning and Development, which could involve a refresh of Members' role, remit and responsibilities.

**The Commission Resolved:**

**To note the report and comments arising.**

**12. Resources Performance Report : Quarter 3**

The Commission considered the Resources Performance Report for Quarter 3 of 2016/17, presented by the Performance Improvement Advisor. All indicators aimed to show the progress made to support the delivery of the Corporate Plan 2014/17.



In response to Members questions, in respect of performance measures that were 'well below target' (red) the following points were raised:

*Finance: BU355 Percentage of invoices paid on time (BCC)*

- a. Members raised concern that delayed payment of to SMEs could result in a reputational risk for the Council, discourage SMEs from working with the Council and posed a risk to the livelihood of SME suppliers. It was noted that most SMEs were paid within 30 days of the invoice date. Officers to provide data of where payments exceeded 60 days to understand the impact of this measure on SME suppliers and where improvements should be targeted. **Action: Tracy Mathews**

*HR/Change: BU208 Percentage of employees with a completed 'My Performance' 15/16 review form (BCC)*

- b. Members raised concern that almost half of employees had not completed a review. It was deemed to be an important target that needed to be monitored however the performance to date suggested a lack of will within the management structure. It was noted that there had been significant change for staff across the organisation and this may have contributed to the number. Officers to provide more narrative to support reasons for this result. **Action: Tracy Mathews**
- c. It was noted the Commission should also have a focus on the 'below target' (amber) measures in an effort to take action to prevent them becoming 'well below target' (red).
- d. It was noted that the organisations performance monitoring and reporting would be refreshed in the new financial year, which would see performance targets which were aligned to the Mayors vision and related to Mayoral and Chief Executive priorities. These would then inform departmental business plans and performance targets.

**The Commission Resolved:**

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

Meeting ended at 12.00 pm

**CHAIR** \_\_\_\_\_



# Resources

## Scrutiny Commission

### 24<sup>th</sup> September 2018



**Report of:** Service Director - Legal & Democratic Services

**Title** Resources Scrutiny Commission - Annual Business Report 2018-19.

**Ward:** N/A

**Officer Presenting Report:** Johanna Holmes, Scrutiny Advisor

**Contact Telephone Number:** 0117 90 36898

#### Recommendations

1. To note chairing arrangements and elect a Vice Chair for the 2018-19 municipal year.
2. To note the Scrutiny Commission's Terms of Reference.
3. To note meeting dates.
4. To note the topics that were selected as priorities for the Commission at the OSMB workshop on the 30<sup>th</sup> May 2018.



## 1. Chairing arrangements

Cllr Clarke was appointed as the Chair of this commission at the OSM Board annual meeting on 18 June 2018. The commission is asked to formally elect a Vice-Chair.

## 2. Terms of Reference of the Commission

At its meeting on 22 May 2018, Full Council established this commission with the following terms of reference:

### **RESOURCES SCRUTINY COMMISSION**

#### **Terms of reference - Overview**

The role of the Commission is the overview and scrutiny in respect of the implementation of policies, decisions, performance and actions relating to the Resources Directorate with functions that include Legal, Finance, HR, ICT, Policy & Strategy, Procurement and Revenue and Benefits.

- A. To ensure that overview and scrutiny directly responds to corporate and public priorities, is used to drive service improvement, provides a focus for policy development and engages members of the public, key stakeholders and partner agencies.
- B. To action the annual work programme set by the Overview and Scrutiny Management Board using the following framework:
  - Scrutiny of corporate plans and other major plan priorities within its remit with particular reference to those areas where targets are not being met or progress is slow;
  - Input to significant policy developments or service reviews;
  - Review and scrutiny of decisions made, or other action taken in connection with the discharge of any functions which are the responsibility of the Mayor/Executive, functions which are not the responsibility of the Mayor/Executive, and functions which are the responsibility of any other bodies the Council is authorised to scrutinise.
  - To make reports and recommendations to Full Council, the Mayor/Executive and/or any other body on matters within their remit and on matters which affect the authority's area or the inhabitants of that area and to monitor the response, implementation and impact of recommendations.
  - To work in collaboration with the Mayor/relevant Executive Member and receive updates from that member on key policy developments, decisions taken or to be taken and progress against corporate priorities.

- To report to the Overview and Scrutiny Management Board on progress against the work programme and on any recommendations it makes.
- To develop a budget review process and ensure that budget proposals are subject to rigorous challenge.
- To report to the Overview and Scrutiny Management Board on progress against the work programme and on any recommendations it makes.

### **3. 2018-2019 Meeting Dates**

- 3pm, 24th September 2018
- 4pm, 6th December 2018
- 4pm, 28th February 2019

### **4. Topics that were selected as priorities for the Commission by the OSM Board:**

- ICT Systems and Strategy
- Commercialisation and Income Generation
- Workforce and Performance

#### **Plus the following Resources Directorate related Scrutiny Task Groups:**

- MTFP and the Budget
- Social Value, Procurement and SME's

# Resources Scrutiny Commission

24<sup>th</sup> September 2018



**Report of:** Simon Oliver

**Title:** Director, Digital Transformation

**Ward:** N/A

**Officer Presenting Report:** As above

## Recommendation

Members to review and comment the IT Strategy below.





# IT Strategy 2018 - 2023

**Delivering services  
that our users and  
citizens expect and  
deserve**







Councillor Craig Cheney

# Foreword

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Delivering the level of digital services that our users and citizens expect and deserve

As the leading Smart City in the UK Bristol citizens and users of our services rightly expect a digital experience comparable to other areas of their lives.

For many people accessing services online, outside of office hours is often the only way to get things done in today's busy world. This doesn't mean that those citizens who can't or don't want to access services online should be left behind, quite the opposite. Excellence in digital service delivery frees up staff to be able to spend more time answering phones and conducting face to face meetings in order to support people more effectively.

In Bristol we are in a truly unique position to bring our innovative culture to a **digitally literate demographic** whilst remaining mindful of those not comfortable in a digital world. The digital agenda provides a new lens through which major city and city council challenges may be addressed.

As described in our **Corporate Strategy** the way in which the council will interact with its citizens will need to change, delivering quicker and better outcomes, helping the council to be more efficient whilst making things easier for citizens.

Our digital ambitions have a critical part to play in achieving the future vision of a council that **encourages inclusion, independence and enablement of all its citizens.**

Our digital implementation plans over the next five years are carefully designed to achieve the right balance of **minimising operations cost whilst maximising the quality and effectiveness of our services.**

It is difficult to foresee how technology will evolve beyond 2023. However, we do know that **the services today's council provides will fundamentally change through the use of innovative, life-changing technology.** We aim to create a digital environment for the future generations of our citizens.

# Our digital aspirations over the coming years will be underpinned by four critical digital ambitions:

## 1. Improving our digital capability

We have already made significant strides in upskilling our internal digital teams in new world technologies and ways of working. However, there is more to be done in accelerating this capability and **broadening digital skills across both the wider council and its citizens.**

## 2. Accelerating channel shift

Fewer people need to waste time visiting or calling us where we have invested in new, digital, citizen-facing services, notably Waste Services, Council Tax and Rent Management.

In providing this we have improved the responsiveness, availability and usability of services by up to 25%. **By 2023 we aim to ensure the same or better level of digital presence in all core council services.**

## 3. Working smarter

We have a real opportunity to consolidate, standardise and simplify our current technology estate. Improved integration and connectivity between our core services and more streamlined processes will **unlock significant efficiencies and direct funds to frontline service delivery.**

## 4. Building on a culture of innovation

We are proud of our reputation as the UK's leading Smart City. Our achievements are due to the creative talents of our people, our unique third party collaborations and a community of citizens that embrace change... **the perfect environment to support our digital ambitions in the future.**



# Principles of our approach

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## An innovative mindset

We want a council that is configured for continuous digital change. Core IT in partnership with the business underpins the development of new digital services, curated using the best sources of external innovation.

80% of today's CEOs believe digital disruption is imminent, and almost half think their business model will be obsolete by 2020.

(Harvard Business Review Analytic Services Survey, Competing in 2020)

## Better by design

We will design digital services that are user and citizen centric.

The number of services delivered digitally in the Public Sector had increased by 37%. Moreover, this is expected to grow by 140% over the next three years.

(GOSS 'Digital Self-Service in the Public Sector' report 2016.)



## Getting IT right

We want a simpler, safer and more efficient core service, taking out the complexity and risk of outdated, unsupported 'legacy' IT.

We have already realised significant benefits from replacing old, unsupported services for new world equivalents.



## Flexibility in the way we commission digital services

We will move to a multi-vendor, cloud-based, digital ecosystem, reducing in-house support costs and creating the flexibility we need to meet our digital ambitions.

Between 2016 and 2020, IT organisations will decommission more than three times the number of applications they have decommissioned since 2000.

('Decommissioning Applications: The Emerging Role of the Application Undertaker'. Gartner)



## Unlocking the power of data

We will mine richer data sets, crucial to us in improving frontline services and providing valuable, transparent information to our citizens.

Data will be a driving force in transforming the role of the council and its understanding of city needs.

## Strategic Theme 1

# Improving our digital capability

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Technology alone cannot meet the digital expectations of today's citizens. It must be coupled with an organisational structure and mindset that embraces digital innovation

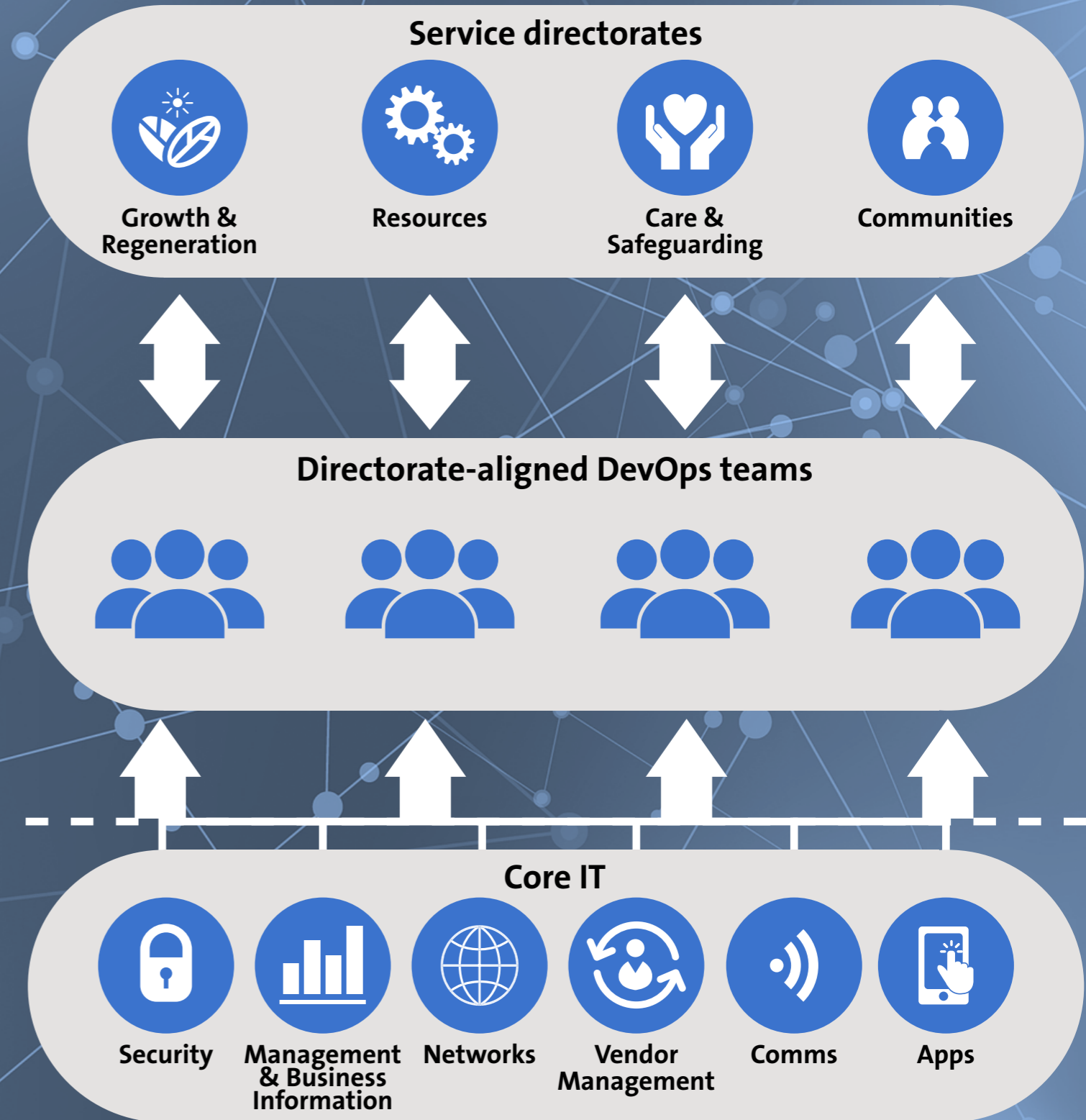
**C**itizen expectation of digital services has and will continue to increase significantly. Simply adding a digital channel to an offline process is no longer sufficient to meet the demands of a culture used to 24/7 access to online forms of entertainment, commerce, knowledge, communication and social interaction.

We want to provide services that are easier to use than any other available option, with digital channels designed with full availability and accessibility in mind.

Moving to 24/7 digital-based service offerings will allow the council to offer life-changing services to its citizens while fulfilling the needs of austerity and efficiency.

### To achieve this we will:

- Align the ways of working and capability across the wider council with the pace of digital change required over the coming five years
- Couple deep technical understanding with line of business expertise on a day-to-day basis to exploit how emerging technologies can fundamentally change the way the council addresses citizen need
- Establish blended teams where technical and business leaders are driving digital change at the frontline
- Have a collaborative cloud based environment that enables our staff and partners to work together seamlessly regardless of their role or working patterns
- Move to an environment where technology is an enabler and tools and services are consistently available anywhere on any device
- Foster a culture in which all business change should be considered through a digital lens
- Deliver change incrementally, continuously assessing against strategic principles and outcomes





## Strategic Theme 2

# Accelerating channel shift

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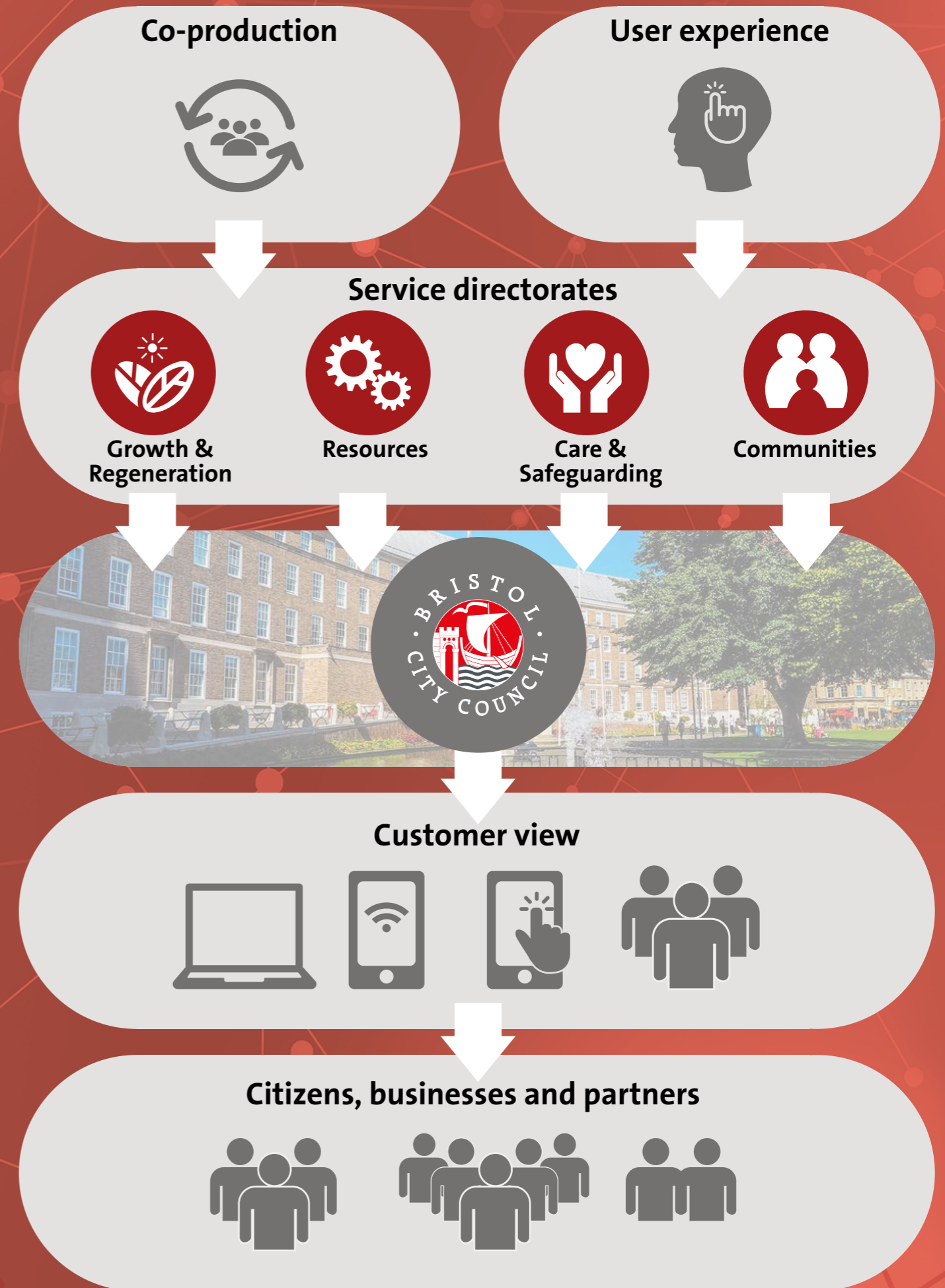
**By 2023 we will provide digital channels for all core council services**

**O**ur implementation plan requires new ways of working across the entire organisation and an improved technology infrastructure to enable faster-paced, strategic digital change over the next five years.

We are moving to an operating model in which digital skills are embedded across the council. Processes are flexible and are fit to evolve quickly, and our underlying tooling and systems are designed to be extensible, consuming the right solution for the task.

### To achieve this we will:

- Put user experience and customer focus at the heart of the design and evolution of our services and design new services to be fully digital from the start
- Where channel shift has been successful we will phase out more expensive, non-digital alternatives
- Monitor channel shift uptake and measure customer satisfaction with our digital provisions as a fundamental part of what we do
- Make it a priority to understand and resolve why certain users continue to use non-digital methods of engagement
- Embed digital inclusion and digital assistance skills/support in all new digital services to ensure none of our users or citizens are left behind
- Move towards a single view of the citizen. We want our citizens to be able to view and interact with the council via an easy-to-use, standardised interface
- Re-focus the council's social media presence, making it a mainstream service channel to better connect with our citizens, whilst retaining suitable corporate ownership and oversight of its use as an official communications channel



# Working smarter

## Transformational shift in the way we access council services

In the overall context of reduced council funding and increased pressure on frontline services, our digital ambitions will play a critical role in streamlining core functionality and transforming more expensive, manual processes into efficient digital alternatives.

Our strategic plans will enable anywhere, anytime access to an integrated ecosystem of flexible, individual, cloud-based solutions. These solutions will be integrated and protected by their own, content-appropriate security layer.

### To achieve this we will:

- Consolidate, simplify and standardise the existing legacy estate
- Transition to a cloud based infrastructure that can be consumed on-demand
- Standardise core business systems e.g. Customer Relationship Management, Document Management etc.
- Integrate services via robust Application Programming Interfaces and a common Identity and Access Management (IAM) solution
- Accelerate use of self service alternatives in parallel with new digital service design
- Remove the need for manual processes and intervention through more integrated cross-service applications
- Consider total cost of ownership as part of all digital change
- Decommission legacy systems and processes by default
- Adapt business process to accommodate digital innovation, not create onerous digital solutions to address current business practice
- Enable council colleagues to use their own devices where possible, connecting easily over the open internet



# Building on a culture of innovation

## Creating an environment fit for a new breed of digital services

**W**e are proud of our track record in innovation, particularly in the establishment of our sector-leading Operations Centre and ground breaking technology collaboration with third parties.

We want to use advances in technology to transform the lives of our citizens through our city-wide digital ambitions. To enable these we need to fundamentally change the way we work internally, how we interact with the outside digital community, and provide underlying technology platforms with the flexibility to support this ambitious agenda.

### To achieve this we will:

- Provide a strong technology platform to underpin the council's city-wide digital agenda
- Work more closely with our strategic partners in a wider digital context. Our aim is to turn today's ground breaking technology into tomorrow's business-as-usual services for our citizens
- Implement a loosely coupled services architecture where innovations can be trialled and iterated quickly, responding effectively to user feedback and changes in the industry
- Maintain our position as the leading UK Smart City by horizon scanning beyond the public sector to identify upcoming areas of innovation and learn from best practice implementation across industry
- Benefit from new ways of working that bring together technology and citizen services to design change
- Support digital innovation that changes the lives of the most vulnerable, for example enable those who require care to stay in their homes for longer should they wish



University of  
**BRISTOL**



# ENGINE SHED

**WEST OF ENGLAND**  
Combined Authority

BATH & NORTH EAST SOMERSET  
BRISTOL  
SOUTH GLOUCESTERSHIRE



**BRISTOL**  
Operations Centre



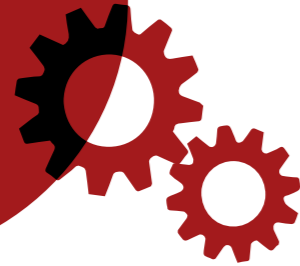
# Our technology initiatives

Our technology initiatives have been designed to achieve the strategic objectives outlined above over the next five years to 2023



# Technology initiatives & outcomes

## 1. Ways of Working and Digital Capability



### Overview



We will redefine our current ways of working across the council to create an environment where digital is at the heart of our business. We recognise that technology needs to be embedded in our frontline service delivery to truly transform the experience that we offer our citizens.

Our new ways of working focuses on citizen need and must acknowledge that not all users and citizens have grown up using digital technology or have access to digital services. Our technology offerings will be complemented with the right support and training to allow as many of our users to use a digital channel even if they would normally struggle to do so.

The right skills required to successfully implement this digital culture shift will therefore play a critical role over the coming years if the council is to achieve its digital ambitions.

### Target



By 2023 digital skill will be embedded within the council's citizen-facing service teams. This will be supported by council-wide ways of working and associated governance that is agile, user centric and fit for purpose to deliver innovative digital change.

Skill gaps will be addressed including support and training in new technology and delivery methods. We will work with external parties to achieve a specialist but flexible digital skillset within the context of austerity.

Innovation will be part of everything we do, as it is only then that we can truly use digital solutions to transform the lives of citizens. Greater leveraging of our successful city wide innovation programme will bring innovative solutions to citizens at the right pace.

## 2. Cloud Migration



### Overview



We will fully embrace a cloud-first approach to our IT, consuming services on-demand and making use of flexible cloud-based infrastructure where possible. Strategic sourcing of our cloud-based services will give us increased agility and security.

### Target



A significant portion of the technology estate will be migrated to the cloud by 2020 and the remaining estate will be re-architected to integrate with a cloud-based security model. By 2023 legacy, on-premise infrastructure will be on a 'needs must' basis only.

## 3. Cloud Productivity



### Overview



We will move to a cloud-based collaboration tooling solution which will allow our council colleagues and users to fully interact and share information. We will also implement a number of centrally managed, cloud-based systems to standardise common activity across the council.

### Target



All users will move to a cloud-based mail and productivity solution by 2023, allowing access to the majority of council systems from any device and location. Shared working space will also be cloud-based and coupled with a robust document management solution which will be integrated with all core council systems by 2023.

# Technology initiatives & outcomes

## 4. Customer Relationship Management



### Overview



We will implement a council-wide customer relationship management system which will provide our citizens with a more cohesive engagement experience, provide us with the data we need to make better informed decisions and improve the speed and quality of our interaction with our citizens and partners.

### Target



A new customer relationship management system will be deployed to the Customer Service Centre and integrated with key council systems by 2019.

The system will be expanded to cover all council systems and made available to all council staff by 2023.

## 5. Citizen View



### Overview



We will create a single citizen portal providing unified access to all council services. We have listened to citizen feedback and recognise how fundamental this ease of access is to achieving real channel shift in the services that we offer.

### Target



We will enable a significant increase in channel shift by ensuring that all core council services are available online, through the unified portal by 2023.

We will measure the ongoing user experience, usability and accessibility of these services as a core business and design metric.

## 6. End User Platform



### Overview



We will consolidate and standardise devices for internal council users based on a robust understanding of user needs across our services. We will also implement a security model that allows for encapsulation of individual services, tailoring their security requirements to their content sensitivity.

### Target



We will improve efficiency in the provisioning of all end user devices, providing the right equipment and digital mobility to enable our staff to serve our citizens.

This includes full support for a “Bring Your Own Device” option for staff members wishing to use their own equipment, accessing council services securely over the open internet.

## 7. Identity and Access Management



### Overview



We will implement an identity and access management system to act as the security layer for all core council systems. A single sign-on access solution will significantly simplify and improve the day-to-day environment for both technology support and users across the council.

### Target



This system will provide a single sign-on capability to all core council systems by 2023, enabling simple and easy access to our services, remotely, from any device from anywhere over the open internet.



# Technology initiatives & outcomes

## 8. IT Service Management



### Overview



We will improve our service management tooling and processes, providing self-serve capability and a streamlined issue resolution system to enhance the day-to-day experience of all council staff and users.

### Target



We will upgrade our current service management tooling to a cloud-based, integrated solution.

Service descriptions and levels of support will be updated in line with new ways of working in a multi-vendor, cloud-based environment.

## 9. Integrated Comms



### Overview



We will migrate to a cloud-based communications infrastructure. This will seamlessly integrate voice, text and video communication channels and leverage the collaboration capabilities of newer forms of communication including social media.

### Target



By 2023 we will have implemented a flexible, IP-based, communications platform that is fully integrated with our cloud-based productivity tooling and identity and access management solutions.

The implemented solution will support all mainstream communication channels including higher usage social media platforms.

## 10. Intranet



### Overview



We will upgrade our current intranet platform to a more flexible, cloud-based solution. Developing the intranet over the next five years will be critical to supporting the council's staff and users in embracing the new digital workplace.

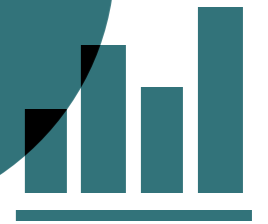
### Target



By 2019 we will have deployed our new intranet platform and by 2023 it will be the complete and only source of internal council information and support.

The intranet will also provide a unified interface to the self-service functions for all council users.

## 11. Management & Business Information



### Overview



We will implement a standardised, cloud-based data analysis solution across the council. New skills will be developed to unlock transparent service and business data intelligence.

### Target

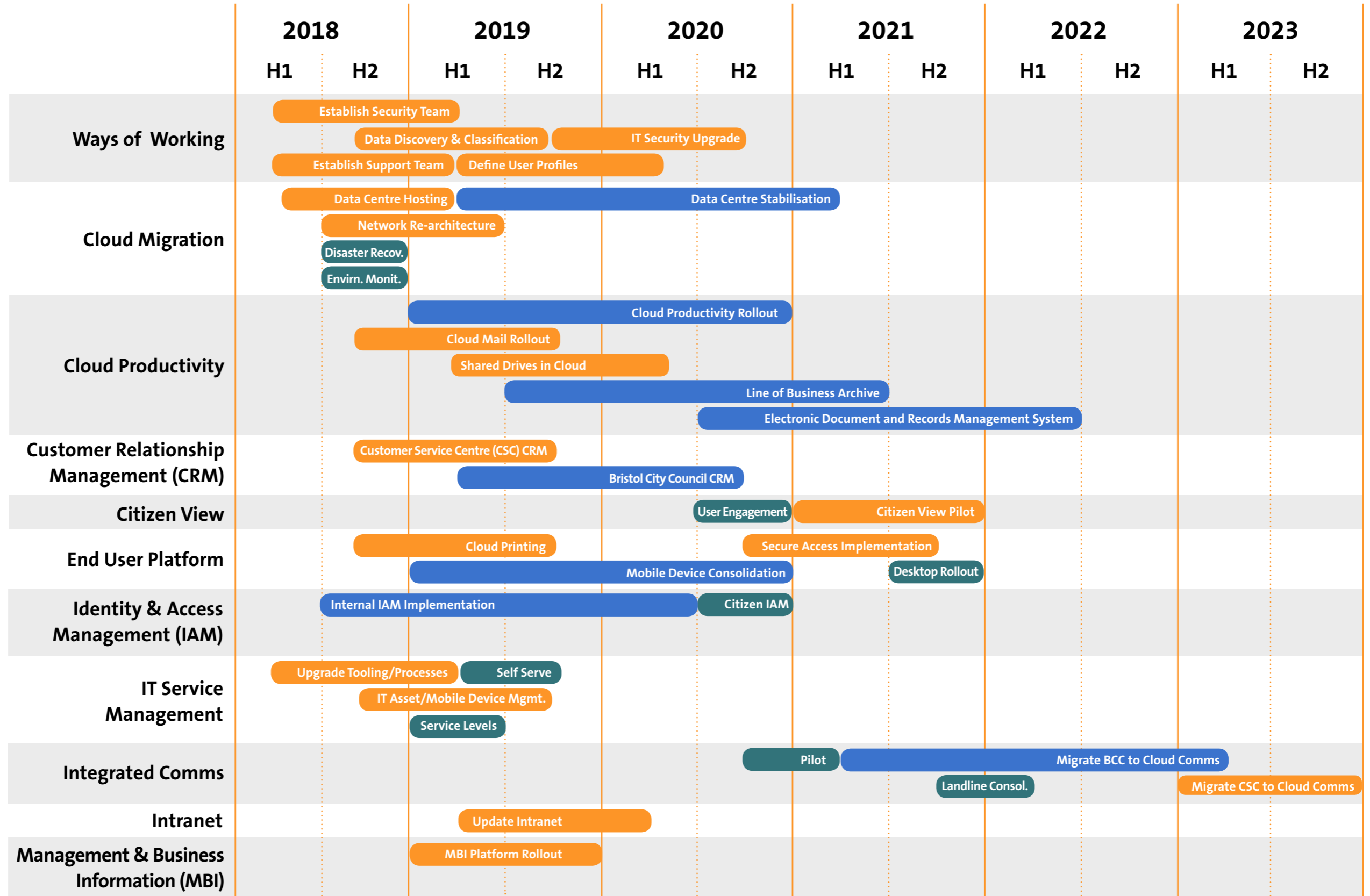


By 2019 we will have defined and deployed our new, cloud-based data analytics platform and made it available to all services via the council's Insight, Performance and Intelligence team.

The solution will allow for self-serve reporting, giving our disparate businesses the ability to define data metrics relevant to them.

# Technology transition plan

## Technology Initiatives



- Large project (24 months)
- Medium project (12 months)
- Small project (6 months)

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# Resources Scrutiny Commission

24 September 2018



**Report of:** Director: Commercialisation

**Title:** Towards a Commercialisation Strategy

**Ward:** N/A

**Officer Presenting Report:** Penelope Fell

**Contact Telephone Number:** 07795971317

**Recommendation:**

That the Resources and Scrutiny Commission note:

1. The progress made in scoping and assessing the council's existing commercialisation initiatives.
2. The next steps needed to implement a council-wide, up-to-date fit-for purpose commercialisation strategy and programme that both offers best value and achieves income growth and efficiency savings for existing and new council services.

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

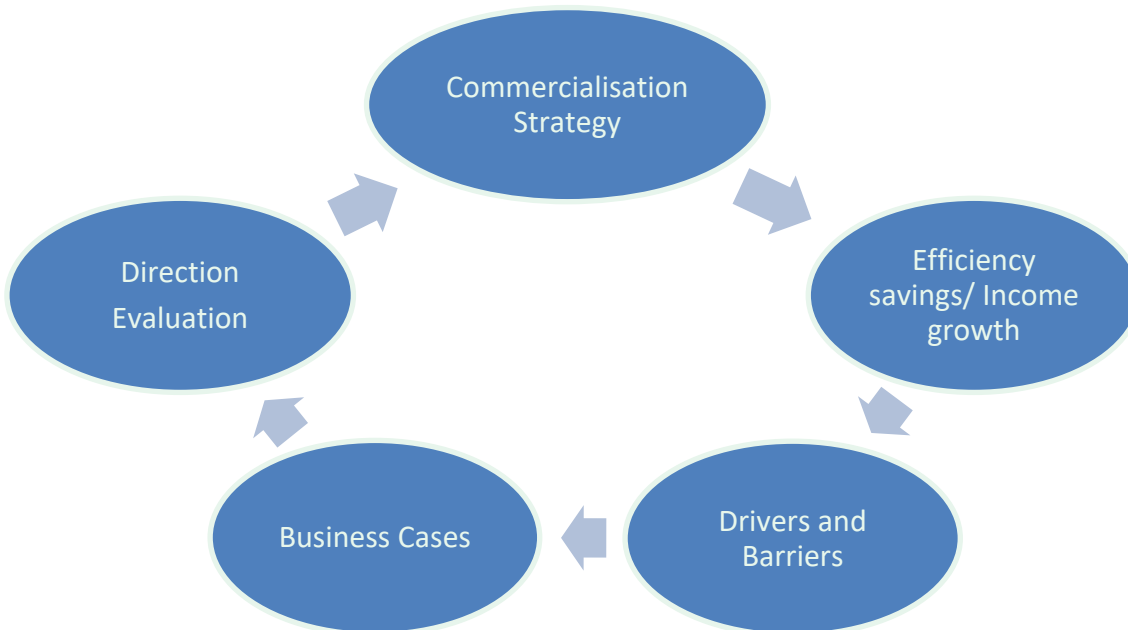
The report addresses five significant issues:

1. It identifies the need to develop an up-to-date fit-for-purpose council-wide commercialisation strategy and programme.
2. It shows the 'drivers' and 'barriers' that need to be addressed to ensure the council becomes more business-like in securing not only income growth but also efficiency savings from its commercial aims.
3. It pinpoints the need to develop, implement and evaluate 'SMART' business cases and the associated council capacity and competency requirements that need to be resourced.
4. It refers to the council's capability to carry out a 'top down' scrutiny of the council's commercialisation strategy and programme and the 'bottom up' needs to evaluate business cases and instil that learning for future project development.
5. It emphasises that building confidence in the council's ability to be more business-like, and delivering commercial 'quick wins', will require early 'buy in' at senior levels in the council's decision making structure.



## 1. Summary

**Table 1: The Commercialisation Cycle**



**1.1** The Commercialisation Cycle set out in Table 1 illustrates the sequential process used by large formal organisations like Bristol City Council to develop, implement, and evaluate complex programmes and projects. The Cycle not only identifies the recurring timeline that drives progress, or the need for further development, but also distinguishes the respective responsibilities and roles of the council’s decision-making structure and service base.

**1.2** The Commercialisation Cycle has also been used as the starting point for the scoping and assessment of the council’s current and past commercialisation initiatives that inform the remainder of this Report.

### Terms

**1.3** The council has no widely understood meaning of the term ‘commercialisation’. Understandably, Directorates have therefore adopted different benchmarks for the way commercial initiatives are assessed and introduced. What could constitute a council-wide working definition has therefore been adopted for this Report and that is:

“BCC will achieve efficiency savings and income growth by **developing, implementing** and **evaluating** commercial objectives and activities in a more business-like way”.

**1.4** It should also be noted therefore that the term ‘business-like’ used throughout this Report should be taken to mean having a clear understanding of how we **responsibly** use the resources at our disposal, and create efficiencies accordingly. It also means that we can clearly articulate that use of resources by understanding and implementing a Full Cost Recovery business-efficient approach to that usage – that is, being able to calculate the true cost of delivering the service, including salaries and on-costs; the costs of equipment, travel, marketing and publicity, central support resource provision included in overheads, and so on; so that colleagues are skilled up to use resources responsibly. And it means ensuring that all council colleagues understand how their individual contribution to the work of the council is valued, regardless of the service they work in, and are

encouraged to broaden that contribution by being better engaged in the way that the council plans and conducts its business.

## 2. Context

**Table 2: Drivers and Barriers**

<p><b>-/+</b></p> <ul style="list-style-type: none"> <li>• Business competencies (including business planning, understanding P&amp;L, trading A/Cs, costs of service provision, business risk analysis)</li> <li>• Tender and contract renewal readiness</li> <li>• Staff deploying business competencies - keen but business ready training needed</li> </ul>	<p><b>+/+</b></p> <ul style="list-style-type: none"> <li>• Readiness to implement commercial culture change throughout senior DM structure</li> <li>• Examples of desire to improve services through commercialisation</li> </ul>
<p><b>-/-</b></p> <ul style="list-style-type: none"> <li>• Need for BCC-wide Commercialisation Strategy</li> <li>• Need for business-like culture</li> <li>• Need for BCC-wide SMART commercial objectives and activities</li> </ul>	<p><b>+/-</b></p> <ul style="list-style-type: none"> <li>• Governance capability - decision making structures in place require review to be up-to-date and fit-for-purpose</li> <li>• Recognition that commercialisation supports achievement of efficiency savings/income growth</li> <li>• CIWG already in existence</li> </ul>

**2.1** In summary, the ‘Drivers’ shown in Table 2 above demonstrate the determination of the council’s senior decision-making structure for the organisation to operate in a more business like way. They also record the enthusiasm shown throughout the council to support service retention and development by not only offering best value at the point of delivery but also achieving efficiency savings and income growth to secure their long-term future.

**2.2** However, equally briefly, the ‘Barriers’ identified also reveal the pressing need to put in place an up-to-date, fit-for purpose council-wide commercialisation strategy and programme with strategic aims that meet both the Mayor’s and Council’s wider economic, social and environmental aims.

**2.3** They spell out the need to build organisational capacity and competencies in key areas of experience skills and knowledge ranging from tender submissions and contract renewal through to marketing and competitor analysis so that the council begins to operate in a more business like way.

**2.4** They also note the need to break down barriers to the development, implementation and evaluation of business cases so that they are built on SMART commercialisation objectives and activities.

### Building Business Cases

**2.5** Business Cases need to be built as part of a council-wide Commercialisation Strategy and programme and developed, implemented and evaluated with:

- 3 year commercial aims to achieve efficiency savings and income growth;
- SMART annual business objectives and activities;
- responsibility assigned to named individuals for delivery against the above timescales;

- supporting financial plans.

### **Core Commercialisation Programme**

**2.6** It is clear that the capability, capacity and competencies that currently exist in the council can only realistically achieve a core Commercialisation Programme that adopts an “incubator” approach consisting of no more than:

- a major 3-year service spin-out;
- up to 3 annual mid-range commercialisation projects; and,
- a rolling programme of commercialisation micro-projects.

### **Conclusion**

**2.7** The Resources and Scrutiny Commission have asked that the Director: Commercialisation provides this Report and includes her initial observations on her responsibilities and role.

**2.8** Although it is less than 50 days since the Director joined the council, it is already apparent that the following should form a part of her overall remit:

- act as mentor to change council-wide culture to enable the council to become more business-like through a Commercialisation Strategy and Programme;
- work in partnership with Directorates to develop, implement and evaluate projects that will achieve efficiency savings and income growth;
- create confidence in the Commercialisation approach across the council by identifying and prioritising potential ‘quick win’ micro-projects, and developing a network of service-based Commercialisation champions;
- build capacity and competencies with partner Directorates;
- recommend changes and improvements in governance capability, decision making structures, and oversight and scrutiny, with a particular focus on the council’s wholly-owned businesses and the services commissioned from them;
- use council resources to direct the development and evaluation of Business Cases so that they adopt best practice methodology and become both up-to-date and fit-for-purpose; and,
- recommend incentives and other measures so that both the council corporately and Directorates individually are either rewarded by their commercial activities and/or embrace commercial culture change more readily.

**2.9** The following will be crucial in making the council more business like and move it towards a Commercialisation Strategy and Programme and, being specific to her role, are matters that she would expect to report on regularly to the Resources and Scrutiny Commission - subject of course to the pressures on the Commission agenda:

- achieving buy-in across council hierarchies and networks;
- cascading down throughout the council top-down direction of commercialisation aims, objectives and activities;
- building bottom-up capacity and competencies in partnership with council Directorates;
- evaluating delivery best practice progress, and reporting and directing accordingly across council decision-making hierarchies and networks; and,
- reporting on progress or otherwise to council decision makers on Directorates and services achieving either efficiency savings or growing income through the Commercialisation Strategy and Programme.

**3. Consultation****a) Internal**

Elected members including CIWG members, BCC Head of Paid Service, BCC s151 Officer, Resources EDM.

**b) External**

Not applicable

**4. Public Sector Equality Duties**

- 4a) 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.

4b)

**Appendices:**

- **Towards a Commercialisation Strategy**

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

None



# Towards a Commercialisation Strategy

1. Scoping, Assessment - and towards Implementation!
2. Developing, Implementing and Evaluating a Commercialisation Programme
3. Drivers and Barriers
4. Building Business Cases
5. Direction and Evaluation
6. Commercialisation Strategy - some Conclusions

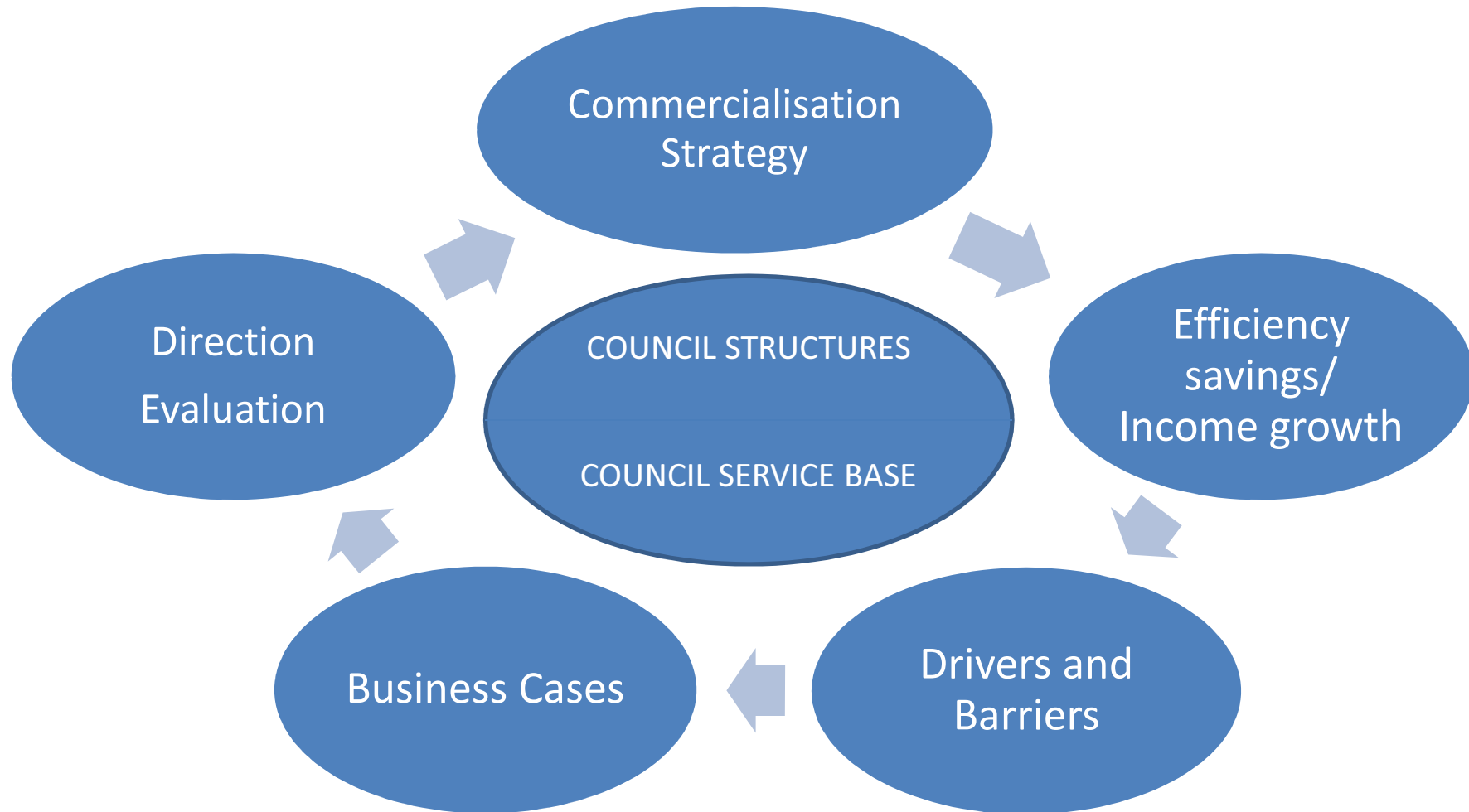
## Towards a Commercialisation Strategy

### **Scoping, Assessment - and Towards Implementation!**

- **Scoping** – over the past 6 weeks I've been **scoping** BCC's readiness to be more 'business-like';
- **Assessing** – to assess BCC's readiness to become more business-like, I've had to draw up my own definition of what a Commercialisation Strategy is; and that is,
- **Commercialisation Strategy:** "BCC will achieve efficiency savings and income growth by *developing, implementing* and *evaluating* commercial objectives and activities in a more business-like way".
- To do that we need to move **Towards a Commercialisation Strategy**

# Towards a Commercialisation Strategy

## Developing, Implementing and Evaluating a Commercialisation programme



# Towards a Commercialisation Strategy

## Drivers and Barriers

-/+

- **Business competencies (business planning, understanding P&L, trading A/Cs, costs of service provision, business risk analysis, staff engagement)**
- **Tender and contract renewal readiness**
- **Staff deploying business competencies - keen but business ready training needed**

+/+

- **Readiness to implement commercial culture change throughout senior DM structure**
- **Examples of desire to improve services through commercialisation**

-/-

- **Need for BCC-wide Commercialisation Strategy**
- **Need for business-like culture**
- **Need for BCC-wide SMART commercial objectives and activities**

+/-

- **Governance capability - decision making structures in place require review to be up-to-date and fit-for-purpose**
- **Recognition that commercialisation supports achievement of efficiency savings/income growth**
- **CIWG already in existence**

# Towards a Commercialisation Strategy

## Building Business Cases

A BCC-wide Commercialisation Strategy and programme needs to develop, implement and evaluate Business Cases built as follows:

- 3 year commercial aims to achieve efficiency savings and income growth
- SMART annual business objectives and activities
- Responsibility assigned to named individuals for delivery against the above timescales
- Supporting financial plans

Currently the capability, capacity and competencies exist in BCC to achieve a Commercialisation Programme – supported by my role, adopting an “incubator” approach – that only consists of:

- A major 3-year service spin-out
- Up to 3 annual mid-range commercialisation projects
- A rolling programme of commercialisation micro-projects

So, as Director: Commercialisation, my role will be to direct and evaluate the Commercialisation Strategy and Programme, as follows:

# Towards a Commercialisation Strategy

## Direction and Evaluation

The role of D:C is to:

- Act as mentor to change BCC-wide culture to enable the council to become more business-like through a Commercialisation Strategy and Programme
- Work in partnership with Directorates to develop, implement and evaluate projects that will achieve efficiency savings and income growth
- Create confidence in the Commercialisation approach across BCC by identifying and prioritising potential 'quick win' micro-projects, and developing a network of service-based Commercialisation champions
- Build capacity and competencies with partner Directorates
- Recommend changes and improvements in governance capability, decision making structures, and oversight and scrutiny, with a particular focus on the council's wholly-owned businesses and the services commissioned from them
- Use BCC resources to direct the development and evaluation of Business Cases so that they adopt best practice methodology and become both up-to-date and fit-for-purpose
- Recommend incentives and other measures so that both BCC corporately and directorates individually are either rewarded by their commercial activities and/or embrace commercial culture change more readily

# Towards a Commercialisation Strategy

## **Commercialisation Strategy – Some Conclusions**

From the scoping and assessment phases of my Action Plan, here are some conclusions that will move BCC towards a Commercialisation Strategy and Programme:

- Achieve buy-in across BCC hierarchies and networks to being more business-like
- Cascade down throughout BCC top-down direction of commercialisation aims, objectives and activities
- Build bottom-up capacity and competencies in partnership with BCC directorates
- Evaluate delivery best practice progress, and report and direct accordingly across BCC decision making hierarchies and networks
- Report on progress or otherwise to BCC decision makers on directorates and services making efficiency savings and/or growing income through the Commercialisation Strategy and Programme

# Decision Pathway – Report Template

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**PURPOSE:** For reference

**MEETING:** Resources Scrutiny Commission

**DATE:** 24 September 2018

<b>TITLE</b>	<b>Quarterly Performance Progress Report (Quarter 1 2018/19)</b>		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Mark Wakefield	<b>Job title:</b> Service Manager – Insight, Performance & Intelligence		
<b>Cabinet lead:</b> Cllr Cheney	<b>Executive Director lead:</b> Mike Jackson		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Officer <b>Decision forum:</b> Officer Meeting			
<p><b>Timescales:</b> Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data. This report is designed to ensure the scrutiny commission is appraised on quarterly performance in line with the directorate leadership team and cabinet members in the relevant directorate.</p>			
<p><b>Purpose of Report:</b></p> <ol style="list-style-type: none"> <li>1) To brief the Scrutiny Commission on the progress made against their Key Performance Indicators (KPIs) and project measures for Q1 2018/19 (Appendix A1).</li> <li>2) To enable the Scrutiny Commission to hold the executive to account using a common suite of performance indicators for the directorate.</li> </ol>			
<p><b>Evidence Base: <u>Background</u></b></p> <p>The Q1 performance progress report (Appendix A1) is illustrated in a new consistent and standardised format to reflect the 2018/23 Corporate Plan (themes and key commitments) and is ordered by quarterly PIs followed by annual PIs. This is in line with the new approach agreed by Statutory &amp; Policy Board (SPB) on 10th May.</p> <p>Work is ongoing in Resources to reduce the number of PI's reported at EDM and Scrutiny level to a more focused suite. This will be reflected from Q2 18/19 onwards.</p>			
<p><b><u>Performance summary for Resources:</u></b></p> <p>This report contains the progress of all KPIs within the Resources directorate. There are currently 51 KPIs (15 Bristol Corporate Plan (BCPs) PIs and 36 Directorate Resources (DREs) PIs) of which 7 have no target set and 9 are not due data. Of the remaining 35 PIs:</p> <ul style="list-style-type: none"> <li>• 37.1% (13) are performing above target and,</li> <li>• 62.9% (22) are performing below target.</li> <li>• 9 of the PI's performing below target are also performing worse than the same period in the previous year.</li> </ul> <p>In addition, work is well underway for the two 'project' measures concerning the delivery of a revised city brand toolkit and council Consultation and Engagement Strategy and toolkit – further details are included within the report</p>			
<p><b><u>Service Areas:</u></b></p> <p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• 81.2% of invoices were paid on time, well below the target of 96% but an improvement on the same period last year. One of the issues affecting late payment is the high number of retrospective orders which is currently being investigated.</li> <li>• Council tax collection is below target due to an increase in citizens opting to pay Council tax in 12 instalments but</li> </ul>			



Business rate collection is above target.

- ICT:**
- 6 critical security issues were identified during a network health check in June, the target is to fix these issues by the end of September.

- Legal and Democratic Services:**
- The registration of both births and deaths was below their respective targets in Q1, although the real area of concern is the death registration. Further work is required to understand why the gap between the two is so different.

- Policy and Strategy:**
- On track to deliver a revised city brand toolkit by October 2018

- Workforce and Change:**
- Sickness is at its highest level (9.25 days) since 2010 but there are several initiatives in place to improve the absence rate including a new enhanced employee assistance programme, mental health and first aid training, regular case management and proactive targeted support for managers and systematic performance reviews.

**Cabinet Member / Officer Recommendations:** That the performance report be noted, and scrutiny members and directors discuss progress, and measures to address performance issues are considered and implemented by relevant services.

**Corporate Strategy alignment:** All BCP PIs contained within Appendix A1 are designed to demonstrate our progress towards the Corporate Strategy (2018/23). Directorate KPIs are designed to monitor progress at a more granular level and to pick up other directorate priorities.

**City Benefits:** Understanding whether BCC is delivering outcomes for the citizens and city ensures organisational effort can be focussed on benefit realisation.

**Consultation Details:** Performance progress has been presented to the relevant directorate management team and cabinet leads prior to the production of this report.

<b>Revenue Cost</b>	£0	<b>Source of Revenue Funding</b>	<i>Insert specific service budget</i>
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	<i>e.g. grant/ prudential borrowing etc.</i>
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:		
<b>1. Finance Advice: n/a</b>		
Finance Business Partner: n/a		
<b>2. Legal Advice: n/a</b>		
Legal Team Leader: n/a		
<b>3. Implications on IT: n/a</b>		
IT Team Leader: n/a		
<b>4. HR Advice: n/a</b>		
HR Partner: n/a		
<b>EDM Sign-off</b>	Resources EDM	
<b>Cabinet Member sign-off</b>	Cllr Cheney	
<b>CLB Sign-off</b>	[name]	[date]
<b>For Key Decisions - Mayor's Office sign-off</b>	[name]	[date]

<b>Appendix A – Further essential background / detail on the proposal</b> Appendix A1: Performance Progress Update (Q1 2018/19)	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Combined Background papers</b>	<b>NO</b>
<b>Appendix J – Exempt Information</b>	<b>NO</b>
<b>Appendix K – HR advice</b>	<b>NO</b>
<b>Appendix L – ICT</b>	<b>NO</b>



## Resources EDM - 1st Quarter Performance Progress Report (1 April '18 - 30 Jun '18) - [Quarterly PIs]

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
<b>Resources - Finance</b>							
WOP4	.BCP501a	Projected forecast outturn as a percentage of approved budget (BCC)	n/a	100.00%	102.2%		
WOP4	.BCP501b	Forecast level of reserves against planned level of reserves (BCC)	n/a	£73,800,000	£90,734,000		
WOP4	.BCP502	Increase the percentage of invoices paid on time (BCC)	79.87%	96.00%	81.20%	↑	Q1 = 81.2%. (RE=83.4%, CO=73.2%, ACE=81.4%, G&R=83.8%). 18.8% of invoices were paid late across the organisation equal to 5,488 invoices. We aim to reach the 96% target by the end of the financial year by a series of ongoing initiatives which should demonstrate ongoing improvement throughout the year.
WOP4	.BCP503	Increase the percentage of Council Tax collected	96.79%	96.80%	28.23%	↓	Council Tax collection for June 18 shows as 0.23% behind target, equivalent to a deficit of £565k. This represents a increase of £528k on last month's deficit of £37k. Increased use of our automated online Govtech forms has seen a corresponding increase in citizens opting to pay Council tax over 12 instalments. There are 3,326 more accounts paying by 12 instalments than in the previous year. This will be monitored carefully and our collection profile altered at the end of July if these trends continue.
WOP4	.BCP504	Increase the percentage of non-domestic rates collected	97.93%	98.20%	28.03%	↑	Business Rate collection for June 2018 shows as 0.11% ahead of target equivalent to a surplus of £265k. We have reported a reduction of £1.8m in the value of summonses for current year to date, in comparison to the same period last year. This can be attributed to a high level of Valuation List changes in April resulting in adjusted instalments starting from a later date.
WOP4	DRE356	Reduction during the year in opening balances of general debtors debt (BCC)	66.78%	90.00%	49.16%	↑	Q1 target = 55%
WOP4	DRE357a	Value of rolling year debt to be collected (BCC)	£127,166,076		£133,405,283.78	↓	
WOP4	DRE357b	Level (%) of rolling year debt collected (BCC)	91.54%	90.00%	87.37%	↓	Of the invoices over £1m previously reported the invoice for Bedminster Down Academy (being repaid over several months) now has a current balance of £360.7k and the invoice issued to NHS Bristol CCG in April 2018 for £3,864,402.00 remains unpaid. A further invoice for NHS Bristol CCG for £1,962,976.00 has also been raised during May 2018 and is unpaid. These 3 invoices equate to 4.6 % of the debit (TM)
WOP4	DRE357c	Total uncollected rolling year debt (BCC)	£10,761,120		£16,846,583.09	↓	
WOP4	DRE358	% P2P invoices paid with a retrospective order (Resources)	21.00%	15.00%	30.30%	↓	During Q1, 693 invoices were paid with a retrospective order in Resources and can be broken down as follows: Legal & DS: 264, ICT: 242, Workforce and Change: 131, Finance: 28, P&S: 26, Capital: 2. 306 of the 693 (44%) RO invoices were paid late and is one of the main factors in failing to achieve the payment target. In terms of RO's, high volume suppliers include Vodafone (136), Northgate (38), ITEC (35), Cyclescheme (29), Pegasus Catering (17) and Allpay (11). Work is ongoing as part of the review of the procure to pay processes to minimise retrospective orders.
WOP4	DRE359	% purchasing completed without a PO number (Resources)	17.00%	0.00%	13.30%	↓	During Q1 304 invoices were paid without a PO number in Resources, this is broken down as follows: Finance: 159, ICT: 140, Legal and DS: 5.

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
WOP1	DRE385	Agency spend as % of total salary bill (Resources)	9.50%	5.00%	8.40%	↓	During Q1 8.4% of salary costs can be attributed to agency costs in Resources, equivalent to £858k. Agency costs for BCC as a whole were 4.0% (£2.08m). Other directorates performed as follows: CO 2.4%, ACE 1.9%, G&R 5.1% Agency costs have reduced since the contract with Guidant. Legal Services account for 20.5% of Resources agency spend - they are due to recruit to director level, a service review will take place in due course.
WOP1	DRE386	Overtime spend as % of total salary bill (Resources)	0.10%	0.50%	0.10%	↑	During Q1 0.1% of salary costs can be attributed to overtime in Resources, equivalent to £7,292. Overtime costs for BCC as a whole were 0.5% (£277k). Other directorates performed as follows: CO 1.0%, ACE 0.4%, G&R 0.6%
WOP4	DRE420	Delivery of the Internal Audit plan to at least draft stage	n/a	90.00%	10.00%		Based on 100 Assurance audits in 18/19 plan. The focus of the first quarter of the financial year has been the completion of the Annual Internal Audit Opinion (which was delivered one month earlier than previous years) and the preparation for the Council of the Annual Governance Statement (which again was delivered one month earlier than previously). The Audit Team completed work for 17/18 and also undertook a number of grant certifications which are not included within this indicator.
WOP4	DRE421	Level of Internal Audit recommendation implementation (Fully / Partial)	69.00%	90.00%	84.00%		Based on the recommendations actually followed up
WOP4	DRE619	Average time taken to process new Housing Benefit claims	23.47 days	21.00 days	22.01 days	↑	Q1 = 23.61 days (average time taken to process new housing benefit claims)
WOP4	DRE620	Average time taken to process changes to existing Housing Benefit claims	4.04 days	9.00 days	13.62 days	↑	Q1 = 9.39 days (average time taken to process changes to existing housing benefit claims).
<b>Resources - ICT</b>							
WOP2	DRE150	Number of critical security issues found during network health checks	5	0	6		A Network Health Test was carried out in June 2018 and identified 6 critical security issues. Plans are in place to deal with Critical issues identified previously as an urgent priority.
WOP2	DRE151	% of critical security issues found during network health check fixed within 3 months	n/a	100%	Data not due		Data due in Q2. A Network Health Test was carried out in June 2018 and identified 6 critical security issues. The target is to fix these issues by the end of September 2018.
WOP2	DRE165	Average time taken to resolve a Priority 1 incident	4.6 hrs	4.0 hrs	3.4 hrs	↓	Q1 = 6 P1 incidents averaging 3.4 hours to resolve.
WOP2	DRE166	Average time taken to resolve a Priority 2 incident	4.5 hrs	8.0 hrs	3.8 hrs	↑	Q1 = 54 P2 incidents averaging 3.79 hours to resolve.
WOP2	DRE183	Number of transactions performed online on BCC website	228,668	200,000	69,385	↑	

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
<b>Resources - Legal and Democratic Services</b>							
WOP2	DRE129a	% of target hours recorded on all legal work for in-house and external clients ("Chargeable hours")	93.89%	100.00%	95.58%	↓	
WOP4	DRE211	Legal Services - Income vs Target	£1,213,631	£1,292,320	£360,000	↑	These figures are for all income, not just external income
WOP1	DRE212	Legal Services spend on external barristers	£591,712	£526,970	£84,780	↓	Barristers fees only (the target for which is correct)
WOP1	DRE213	Legal Services agency spend as % of total salary bill	22.20%	17.00%	21.00%		Salary budget £838,743 includes salary, NI & pension for Legal and Service Director. Agency spend £176,087
WOP2	DRE214a	Number of court claims in which BCC has costs awarded against it	1	MI only	0	↑	
WOP2	DRE214b	Total sum of costs awarded against BCC	£11,367	MI only	£0	↑	
WOP2	DRE215a	Number of court claims in which BCC has costs awarded in its favour	74	MI only	189	↑	
WOP2	DRE215b	Total sum of costs awarded in favour of BCC	£40,616.32	MI only	£51,546.00	↑	
WOP2	DRE260	% of births registered within 42 days	97.00%	98.00%	97.40%		In April - June 2858 Births were registered (961 in June) 2784 were registered within the required 42 day period = 97.41 % (97.61 % in June) Measures have been put in place to remind parents to register the birth within six weeks.
WOP2	DRE261	% of deaths registered within 5 working days	65.00%	90.00%	40.70%		In April - June 1283 deaths were registered (410 in June) 1136 excluding inquests (365 in June) 462 were registered within 5 Working days (40.67%) - 165 in June (45.21%) 674 after 5 working days (59.33%) - 200 (54.79%) in June
<b>Resources - Policy &amp; Strategy</b>							
WOP2	DRE411	Communication Campaign effectiveness (%)	95.00%	80.00%	95.00%	↑	Results based on total 19/20 objectives met across the following campaigns: Additional licensing consultation; Foster Care Fortnight; National Clean Air Summit; Proud To Care Career and Jobs Hub.
WC4	Project	Deliver revised city brand toolkit	n/a	n/a	On track	n/a	<ul style="list-style-type: none"> <li>Project planned and undertaken early engagement with Destination Bristol as delivery partner.</li> <li>Work programme established with plan to complete project by end October 2018.</li> </ul>
WC4	Project	Deliver council Consultation and Engagement Strategy and toolkit	n/a	n/a	Underway, delayed	n/a	<ul style="list-style-type: none"> <li>Held multiple workshops with officers, members and stakeholders as part of research to produce a new Consultation and Engagement Strategy and toolkit.</li> <li>Commissioned Behavioural Insight Team to trial interventions around increasing consultation reach, response and efficacy. However this means delivery of final strategy has been re-profiled to March 2019 to allow for results of trials to inform content and complete decision pathway.</li> </ul>

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
<b>Resources - Workforce &amp; Change</b>							
WOP3	.BCP522	Reduce the average number of working days lost to sickness (BCC)	9.10 days	8.00 days	9.25 days	↓	Sickness is at its highest level since 2010. The directorate breakdown is as follows: RE 6.21 days, CO 10.36 days, ACE 10.61 days, G&R 6.8 days. A number of planned actions have been developed to improve the number of working days lost due to absence including; New enhanced employee assistance programme, mental health and first aid training, regular case management and proactive targeted support for managers and systematic performance reviews.
WOP1	.BCP523	Maintain staff turnover	14.60%	12.50%	15.50%		Target = 10-15%. Staff turnover has remained fairly consistent with the previous quarter and is a significant improvement compared with Q1 17/18 (20.7%).
WOP2	.BCP524	Increase % employees with a completed 'My Performance' 17/18 review form (BCC)	48%	100%	13%	↓	Directorate Breakdown: RES 12%, CO 22%, ACE 5%, G&R 14%
WOP3	.BCP527	Increase the % of employees that live in the 10% most deprived areas	6.20%	Establish benchmark	6.50%		6.49% = 409 employees living in the 10% most deprived areas / 6296 headcount as at 30 June 2018. Work is ongoing to review the pay model for BG1-15, which is being developed in consultation with the Unions. Findings will be presented to the HR committee in November.
WOP1	DRE134a	Number of working days lost due to sickness absence (Resources)	6.23	8	6.21	↓	
WOP3	DRE240	Difference between progression rate of BME and non-BME employee	-1.27%	0.00%	-0.30%	↑	281 staff members were promoted during Q1 although ethnicity is only known for 268 staff. The progression rate for BME staff was 4.50% and for non-BME staff was 4.76%.
WOP3	DRE241	Difference between progression rate of Women and Men	-0.14%	0.00%	3.30%	↑	281 staff members were promoted during Q1. The progression rate for Women was 5.79% and for Men was 2.51%.
WOP3	DRE242	Percentage of top earners who are women	60.70%	60.37%	57.26%	↓	As at 30 June 2018 there were 205 (57.26%) females and 153 (42.74%) males in the top 5% of earners. This is below the target of 60.37% which reflects the percentage of female employees in post as at 31st March 2018. Currently going through a senior management restructure, the majority of appointments to date are female. Any further actions will be considered as part of the work around the gender pay gap.



## Resources EDM - 1st Quarter Performance Progress Report (1 April '18 - 30 Jun '18) - [Annual PIs]

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Comparison over last 12 months	Officer Notes
<b>Resources - Finance</b>							
WOP4	.BCP505	Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	38.20%	40.00%	n/a		We are currently confident that the target will be achieved. A number of practical steps have been taken to maximise opportunities for SMEs in the supply chain such as: <ul style="list-style-type: none"> <li>• early market engagement (and promoting these opportunities to SMEs through our E-procurement solution);</li> <li>• encouraging SMEs to network with prospective bidders (where they can't/won't bid independently);</li> <li>• streamlining the bidding process (to ensure is proportionate to the value and risk of the contract);</li> <li>• using frameworks and DPSs (where appropriate – allowing bidders to bid for smaller contracts);</li> <li>• lotting contracts (where possible);</li> <li>• reducing the turnover cap (applicable to the assessment of financial standing/risk). (TM)</li> </ul>
WOP4	DRE422	Delivery of Audit Opinion to Management, Audit Committee in time to inform the AGS	n/a	Yes	Yes		
WOP4	DRE423	Annual Governance Statement (AGS) delivered in line with statutory deadlines	n/a	Yes	Yes		
<b>Resources - Generic</b>							
WOP1	.BCP560	Increase the satisfaction of citizens with our services (QoL)	26.80%	27.80%	n/a		The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of data in March 2019. (TM)
<b>Resources - Legal and Democratic Services</b>							
WOP2	DRE344	Electoral Registration Officer (ERO) meets average national REGISTER standard	Yes	Yes	n/a		
<b>Resources - Policy &amp; Strategy</b>							
WOP2	DRE572	Increase consultation response from under represented communities	n/a	Establish baseline	n/a		PI definition to be confirmed
<b>Resources - Workforce &amp; Change</b>							
WOP1	.BCP520	Increase the percentage of colleagues who would recommend the council as a place to work		50.00%	n/a		Data source: Staff survey. The previous staff survey was carried out in 2016/17 and showed that 40% of colleagues recommend the council as a place to work. A survey was not carried out in 2017/18.
WOP2	.BCP521	Increase % of colleagues reporting they have the right tools to do their job effectively/efficiently	n/a	60.00%	n/a		Data source: Staff survey. The previous staff survey was carried out in 2016/17. A survey was not carried out in 2017/18. This is a new question for 2018/19.
WOP3	.BCP525	Reduce the gender pay gap	4.10%	4.00%	n/a		HR are working with Councillor Harriet Bradley to investigate pay inequality in the city and will report back through the HR committee in the November meeting on findings and actions required.
WOP3	.BCP526	Reduce the race pay gap	12.96%		n/a		Information on the race pay gap will be published later in the Autumn, and will include an action plan.



# Resources Scrutiny Commission

24<sup>th</sup> September 2018



**Report of:** Jan Cadby, Risk Manager

**Title:** Corporate Risk Management Report and Corporate Risk Register

**Ward:** N/A

**Officer Presenting Report:** Jan Cadby, Risk Manager

**Contact Telephone Number:** 0117

**Recommendation:**

That the Commission reviews and scrutinises the relevant Resources Directorate aspects of the Corporate Risk Register which is attached to this report as Appendix A.

**Context:**

The Corporate Risk Register sets out the significant critical and high rated risks. All other business risks reside on the Directorate Risk Registers. However, and as is stated in the Corporate Risk Management Report, the Directorate Risk Registers are currently being reviewed and refreshed and it has therefore not been possible to publish the Resources Directorate Risk Register at this time.



**Appendices:**

- Appendix 1 - Corporate Risk Management Report
- Appendix A - Corporate Risk Register

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None



## Decision Pathway – Report

**PURPOSE:** Non Key Decision

**MEETING:** Cabinet

**DATE:** 03 July 2018

<b>TITLE</b>	<b>Corporate Risk Management Report and Corporate Risk Register Report</b>		
<b>Ward(s)</b>	City Wide		
<b>Author:</b> Jan Cadby	<b>Job title:</b> Interim Risk Manager		
<b>Cabinet lead:</b> Councillor Cheney	<b>Executive Director lead:</b> Denise Murray		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<p><b>Purpose of Report:</b> Managing risks are an integral element to the achievement of the Bristol City Council's (BCC) Corporate Strategic Plan (CSP) deliverables. The report provides an update on work completed to improve risk management at BCC and sets out the council's current significant risks and summarises progress in managing the risks up to Quarter 1 2018-19.</p> <p>The Corporate Risk Register (CRR) is a key document in the council's approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023 and Business Plan 2018-2019. It also provides a context through which Directorates construct their own high level risk assessments and is used to inform decision making about business planning, transformation and service delivery.</p> <p>The CRR provides assurance to management and Members that the Bristol City Council's significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed.</p> <p>The CRR attached to this report at Appendix A is the latest formal iteration following a review by members of the council's Corporate Leadership Board (CLB) in June 2018.</p>			
<p><b>Evidence Base:</b> The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS).</p> <p>Ensuring that the CRR is soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks.</p> <p>The CRR is a management tool and needs regular review to ensure that the occurrence of obstacles or events that may put individual's safety at harm, impact upon service delivery and the council's reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact.</p> <p>The Risk Management Policy (RMP) and the scoring criteria were revised. The policy will be subject to an annual review and reported on in 2018-19.</p>			
<b>Recommendations:</b>			
Cabinet are requested to receive and note the Corporate Risk Report.			
<b>Corporate Strategy alignment:</b> Managing risks are an integral element to the achievement of the BCC Corporate Strategic Plan (CSP) deliverables.			
<b>City Benefits:</b> Risk Management aims to maximise achievement of the council's aims and objectives.			

## Consultation Details:

### Risk Management Framework

Risk management is the culture, process and structures that are directed towards effective management of potential opportunities and threats to the council achieving its priorities and objectives and a key element of the council's governance framework.

The Annual Governance Statement (AGS) declaration for 2017-18 has highlighted a number of opportunities to enhance Risk Management. Areas for improvement include:

- Increasing the level of engagement and ownership by Service Managers.
- Enhancing the engagement of Members in the risk management process.
- Refreshing the Corporate and Directorate Risk Registers.
- Risk Management training and awareness.
- Risk Management within Business Case approvals, Project Management and Procurement Frameworks.
- Maintaining the focus of the process on reducing risk against the council's Corporate Plan 2018-23.

An interim Risk Manager has been sourced to further embed Risk Management principles and practices within the council.

### The Corporate Risk Register (CRR)

The Corporate Leadership Board (CLB) has reviewed the CRR in June 2018 and accepts it as a working register which will need continued improvement as it embeds.

The CRR sets out the significant critical and high rated risks. All other business risks reside on the Directorate Risk Registers.

The Corporate Risk Register (CRR) as June 2018 contains: No Critical risks, 12 high rated risks (pages 1 to 12), 5 medium risks (pages 13 and 17), and 1 high and 1 medium event risks (pages 18 to 19). A summary of the progress of risk for this reporting period is set out below.

There are seven improved risks this quarter:

- **CRR1 - Delivery of the long term commercial investments programme and major projects may require greater than anticipated capital investment:** which covers a number of commercial and asset investment requirements, and their potential impact on the council's finances, as identified in the budget report approved by Full Council in February 2018 improved from a 4x7 (28) critical risk to 3x7 (21) high risk. The Growth and Regeneration Board have reviewed the council's Capital Governance arrangements and established the Growth and Regeneration Board. The Board will provide oversight of delivery and management assurance to ensure ongoing improvement of the capital programme. This risk is managed and monitored on the Growth and Regeneration Risk Register.
- **CRR8 - Service Review:** If the organisation is not able to redesign its services quickly enough, a reduction in staffing levels and loss of experienced and skilled staff will have an impact on service delivery, and on remaining staff. This has improved from 4x5 (20) high risk to 3x5 (15) high risk. The senior management restructure is nearing completion and the external support from the Local Government Association (LGA) on the recruitment process has led to all roles being recruited against in the new leadership framework. This approach will be rolled out to the wider organisation as part of the performance and talent management refresh. There have been regular internal communications with staff, members and key stakeholders to keep everyone up to date with developments. The senior management restructures are scheduled for completion by end of July 2018. This risk is managed and monitored on the Resources Risk Register.
- **CRR12 - Civil Contingencies and Council Resilience:** If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses. This has improved from a 3x7 (21) high risk to 2x7 (14) high risk. Continual progress is being made on contingency plans, exercising working in partnership with the Avon and Somerset Local Resilience Forum (LRF) to enable Bristol to respond to significant events. This risk is managed and monitored on the Communities Risk Register.

- **CRR13 - Financial Framework & Medium Term Financial Planning:** Failure to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget improved from 2x7 (14) high risk to 2x5 (10) medium risk. The council has developed a strong rolling Medium-term financial planning process and is working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight & scrutiny. This risk is managed and monitored on the Resources Risk Register.
- **CRR14 - Information Governance - Introduction of the General Data Protection Regulations (GDPR):** The council has made significant progress on compliance with the General Data Protection Regulations (GDPR). The risk improved from 2x7 (14) high risk to 2x5 (10) medium risk. The next steps are to deliver a Business Case to the Statutory and Policy Board (SPB) in June 2018. This risk is managed and monitored on the Resources Risk Register.
- **CRR16 - Leadership:** If there is a lack of leadership or management skills then this could impact on performance and the ability to deliver positive change. The risk improved from 4x5 (20) high risk to 2x5 (10) medium risk. The council has made significant progress on the development of its leadership and management skills to help deliver positive change. This risk is managed and monitored on the Resources Risk Register.
- **CRR17- Strategy Management:** The council fails to produce or embed a Corporate Strategy with clear links through to business planning and performance management, resulting in less effective implementation of policy, use of resources and/or partnership working. The risk improved from 2x7(14) high to 1x7 (7) a medium risk. The council has made significant progress on the Strategy Management to help deliver BCC's Corporate Plan 2018-23. This risk is managed and monitored on the Resources Risk Register.

The following risks have been revised this quarter:

- Safeguarding Vulnerable Children and Vulnerable Adults has been split into two risks:
  - CRR9: Safeguarding Vulnerable Children.
  - CRR10: Safeguarding Vulnerable Adults.
- Business Continuity and Civil Contingencies has been split into two risks:
  - CRR5: Business Continuity and Council's Resilience.
  - CRR12: Civil Contingency and Council's Resilience.

The medium risks - Legal disputes and claims, self-insurance and the risk of claims to the council not being covered by the council's insurance policies; and Partnerships - in the current context of change, coupled with collective financial challenges, the effectiveness of partnership working may be jeopardised, previously reported in Q3. 2017/18 are managed and monitored on the Resources Directorate Risk Registers to manage and monitor.

All identified risks have been reviewed in light of the revised scoring and will set the performance for future reviews. All risks on the CRR have management actions in place. The CRR will be subject to a refresh during 2018.

The Audit Committee will receive and approve the Corporate Risk Report and the Corporate Risk Register Report in July 2018.

As with all risks, it is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

Further details are contained in Appendix A: The summary of the risks are set out on pages 1 to 19 including controls and management actions, a summary of risk performance on page 20, the risk matrix on page 21 and the risk scoring criteria on page 22. A more in-depth risk register is available on request.

<b>Revenue Cost</b>	£0	<b>Source of Revenue Funding</b>	NA
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	NA
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

<b>Required information to be completed by Financial/Legal/IT/ HR partners:</b>	
<b>1. Finance Advice:</b> The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council's main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision is made through the budget planning process and reserves.	
<b>Finance Business Partner:</b> Chris Holme, Acting Director Finance. 25 <sup>th</sup> June 2018	
<b>2. Legal Advice:</b> There are no specific legal implications in the report. The CRR and report assists the council to monitor and ensure compliance with its Statutory and other duties.	
<b>Legal Team Leader:</b> Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer 21 <sup>st</sup> June 2018	
<b>3. Implications on IT:</b> There are no direct IT implications in this initiative. Any actions to mitigate risks requiring IT input will follow standard change request processes.	
<b>IT Team Leader:</b> Ian Gale, Acting Head of IT. 9 <sup>th</sup> May 2018	
<b>4. HR Advice:</b> It is essential that staffing resources are appropriately deployed to manage these risks that are highlighted. There are no HR implications arising from the CRR update report.	
<b>HR Partner:</b> Mark Williams, Head of Human Resources. 20 <sup>th</sup> June 2018	

<b>EDM Sign-off</b>	Denise Murray	11 April 2018
<b>Cabinet Member sign-off</b>	Cllr. C. Cheney	18 June 2018
<b>CLB Sign-off</b>	Denise Murray	12 June 2018
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	4 June 2018
<b>Appendix A – Further essential background / detail on the proposal</b> Appendix A: The Corporate Risk Register Summary Report Pages (1 to19), the Corporate Risk Register Summary (page20), the Risk Rating Matrix and Scoring Criteria (pages 21 to 22)		<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>		<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>		<b>NO</b>
<b>Appendix D – Risk assessment</b>		<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>		<b>NO</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>		<b>NO</b>
<b>Appendix G – Financial Advice</b>		<b>NO</b>
<b>Appendix H – Legal Advice</b>		<b>NO</b>
<b>Appendix I – Combined Background papers</b>		<b>NONE</b>
<b>Appendix J – Exempt Information</b>		<b>NO</b>
<b>Appendix K – HR advice</b>		<b>NO</b>
<b>Appendix L – IT</b>		<b>NO</b>

Appendix A: Bristol City Council - Corporate Risk Register Report as at June 2018

Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR1: Long term commercial investments and major projects capital investment.</b></p> <p>BCC'S long term commercial investments and major projects may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>The cost is higher than expected.</li> <li>The project is delivered later than planned.</li> <li>The operating and maintenance costs of the asset exceed expectations.</li> <li>The demand for the asset is less than budgeted driving down income.</li> <li>Strategic, geographic, social, financial and economic conditions changing over time.</li> </ul> <p>Oversight of Project Interdependencies not well managed.</p>	<p>We have reviewed Capital Governance arrangements and have established the Growth and Regeneration Board in order to improve capital programme governance and accountability arrangements. The Board is overseen by the Delivery Executive to make improvements to capital project business cases, taking account of whole life costing principles and improving capital monitoring arrangements.</p> <p>We are understanding, monitoring and reporting the cost-determining factors, and seeking relevant professional advice to ensure Value for Money (VfM) by undertaking due diligence which covers the economic, financial, social and environmental case. This is ongoing.</p> <p>Governance arrangements are in place for the council as a Company Shareholder.</p> <p>The Growth and Regeneration Directorate is responsible for delivery of major infrastructure projects. Some of the key projects include:</p> <p><u>Harbour Strategy</u></p> <ul style="list-style-type: none"> <li>We are looking to secure capital funding to commence in 2018/19 through a robust capital business case to make commercial improvements across areas such as new pontoons, and boaters facilities both of which will generate income and make the area more attractive economically.</li> <li>We have completed a commercial benchmarking exercise in terms of charges and commercial offering using similar marina sites across the UK.</li> <li>We are constructing a plan around our commercial offering, fees &amp; charges, leases etc. to ensure we are maximising income that can be used to invest in the area.</li> <li>Carrying out condition surveys to assist with the development of a robust maintenance schedule.</li> </ul> <p><u>Arena</u></p> <ul style="list-style-type: none"> <li>We have ensured for Temple Meads that there are robust contingencies within the project cost, and the consultant's report confirms the risks to the project in terms of risk allocation and contractual arrangements, and passing operational risk to the operator.</li> </ul> <p><u>Colston Hall</u></p> <ul style="list-style-type: none"> <li>Consultants were engaged last year to undertake an options appraisal to verify the project in its current format i.e. what we are building and is the right option to make the hall financially sustainable and overcome the lack of capital investment by Bristol City Council. Cabinet signed off on underwriting the project to the value, not to exceed £48.8m. Under the Southern Construction Framework (administered by Devon County Council).</li> </ul>	<p>↑</p>	3	7	21	<p>Development of Capital Strategy by February 2019.</p> <p>Improvements to capital programme governance and accountability arrangements through Housing, Property and Growth &amp; Regeneration Board, with tracking and delivery overseen by Delivery Executive in July 2018.</p> <p>The Executive Director for Growth and Regeneration has instigated a series of ongoing 'Deep Dives' with a focus on key programmes and project deliverables feedback being reviewed by the Growth and Regeneration Board.</p> <p>The Growth and Regeneration Board meets monthly to continue to improve project, programme and portfolio risk management to ensure robust arrangements are in place and challenge against deliverables. We will maintain a balanced portfolio of investment assets so that exposure to particular classes of risk can be minimised.</p> <p>We will be strengthening client side arrangements for companies in July 2018 around the:</p> <p><u>Arena</u></p> <ul style="list-style-type: none"> <li>We have commissioned consultants to carry out Value for Money (VfM) studies for the Arena at Temple Meads plus an alternative scheme at Filton. Options will be considered at Cabinet 3<sup>rd</sup> July 2018.</li> </ul> <p><u>Harbour Strategy</u></p> <ul style="list-style-type: none"> <li>We are working with colleagues across the Growth &amp; Regeneration and Communities Directorates to ensure we have a joined up approach to delivering a new Harbour Strategy. This falls in to three main work streams Assets, Design and Harbour/Marina activity. Whilst these 3 pieces of work are in differing project stages, an umbrella group to act as a steering and governance forum is being established by September 2018.</li> <li>As part of a robust asset management planning framework we are carrying out condition surveys on the docks walls to produce a future maintenance schedule as part of the BCC Asset Management Plan by end December 2018.</li> </ul> <p><u>Colston Hall</u></p> <ul style="list-style-type: none"> <li>We have engaged a consultant under a Pre-Construction Services Agreement (PCSA). We have set up a 10 point plan to address any issues by September 2018 to enable us to meet budget constraints. To assist in the process we have engaged the help of the Southern Construction Framework (SCF) administrator.</li> </ul>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration and Section 151 Officer, Acting Executive Director Resources.</p>	<p>Action Owner: Acting Director Finance, Flood Risk Engineer, Strategic City Transport, Director Transport, Director Planning, Director Commercialisation and Senior Information Risk Owner (SIRO).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>						



Appendix A: Bristol City Council - Corporate Risk Register Report as at June 2018

Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p><b>CRR2: IT Infrastructure.</b></p> <p>IT Infrastructure does not meet service delivery requirements then there could be serious implications for the organisation and the people it serves.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Lack of infrastructure investment in IT.</li> <li>• Reliance on legacy systems.</li> <li>• Limited integration with corporate systems.</li> <li>• Lack of skilled staff.</li> <li>• Retention of skilled staff.</li> </ul> <p>Confidence in resilience of IT infrastructure response.</p> <p>Limited business engagement to identify appropriate IT solutions.</p> <p>Limited identity and access management.</p>	<p>A Future State Assessment (FSA) review has been undertaken of the performance of the IT service and the technology in use. The FSA Rollout 2018/19 is ongoing subject to cabinet approvals and funding in July 2018.</p> <p>An Internal Audit of FSA review was carried out May/June 2018.</p> <p>The IT Strategy was developed May/June 2018 and the FSA transition plan completed May/June 2018.</p> <p>The financial envelope created and financial review April 2018.</p> <p>The IT Impact assessment is in place and will be communicated and trained during Q2/3. 2018.</p> <p>IT resilience improvements have been made to underlying data storage, data centre capability and network resilience during 2018/19.</p> <p>There is an on-going programme of review relating to IT Disaster Recovery and Business Continuity. All internal IT security incidents are logged and reviewed from an IT and wider Information Governance perspective.</p>	↔	3	7	21	<p>BCC continues to delivery against the FSA Plan to 2023 which includes the future investment, improvements to legacy IT, solution based integration to future systems, business engagement and confidence in our resilience of operational for out IT Infrastructure.</p> <p>BCC will review of the skills within the IT team as set out in the FSA Plan by Q3. 2018/19. The transition planning (projects delivery) initial resources recruitment is underway Q1. 2018/19.</p> <p>A phased implementation of a series of key projects identified as part of the FSA review and prioritised to deliver mitigation against the risks identified starting in Q2. 18/19 planned completion by end 2021. Key projects include:</p> <ul style="list-style-type: none"> <li>• The Cloud migration project.</li> <li>• A phased Cloud productivity solution</li> <li>• A phased implementation for a Customer Relationship management solution.</li> <li>• A single customer view.</li> <li>• End User Platform.</li> <li>• IT Security.</li> <li>• IT Service support.</li> <li>• Identity and Access Management (IDAM).</li> <li>• Integrated Communications.</li> <li>• Intranet.</li> <li>• IT Service Management (ITSM).</li> <li>• Management information and Business Information MI/BI including Knowledge Management.</li> </ul> <p>Skills assessment of the IT is underway, and a planned restructure will be implemented to support the needed skills and resourcing profile to achieve the FSA transition plan July – December 2018.</p> <p>Core IT processes need to be implemented/re-engineered to drive the service towards more proactive ways of working to support the wider organisations drive to achieve savings and service change July 2018 - July 2019.</p> <p>The decision pathway for release of funds is underway - target completion is Q2. 2018/19.</p> <p>The review of business continuity/contingency plans is progressing well and due by Q3. 2018/19.</p> <p>FSA Project Risk Register update and quarterly reporting is ongoing during lifetime of the project.</p>	1	3	3
Risk Owner: Interim Director: IT.	Action Owner: Interim Director: IT.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Fair and Inclusive, Well Connected, Wellbeing.				

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<p><b>CRR3: Failure to Manage Asbestos.</b></p> <p>Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Staff availability to carry out work plans in a safe way.</li> <li>• Lack of appropriate training.</li> <li>• Lack of oversight and control by local management.</li> <li>• Lack of information on the potential or known risks.</li> <li>• Inadequate contract management arrangements.</li> <li>• Lack of effective processes and systems consistently being applied.</li> <li>• Policies are not kept up to date.</li> </ul> <p>Budget pressures.</p>	<p>We have an ongoing plan for properties to be surveyed prior to any work being undertaken by Asbestos Consultants plus an ongoing programme of surveys is being carried out.</p> <p>Funding for Contractor training was agreed in February 2018.</p> <p>There is a process for reporting Asbestos exposure incidents to the HSE via F2508 form. Asbestos incidents are reported via the Corporate health and safety accident/incident process. Asbestos incidents are investigated in-house and appropriate actions taken. Significant asbestos issues are reported to the appropriate Health &amp; Safety Committees, senior management and executive.</p> <p>Corporate Asbestos arrangements have been reviewed and published on the Source, 12th June 2018.</p>	↔	3	7	21	<p>A corporate review of Asbestos arrangements is being carried out by end Q2 2018/19.</p> <p>All managers will be informed of reviewed Asbestos arrangements by use of CHaSMS by end August 2018.</p> <p>Housing and Property Service are reviewing and updating the service area Asbestos arrangement procedures in December 2018.</p> <p>Contractor training to inform of BCC's expectations of standards, whilst on our sites arrangements is being carried out by end Q2 2018/19.</p>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration and CLB.</p>	<p>Action Owner: Executive Director Growth and Head of Health, Safety and Wellbeing.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

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Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
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<p><b>CRR4: Corporate Health, Safety and Wellbeing.</b></p> <p>If the City Council does not meet its wide range of Health &amp; Safety requirements then there could be a risk to the safety of citizens.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>If services do not have sufficient staff numbers to carry out work plans in a safe way.</li> <li>If services are not able to order appropriate equipment required for staff safety.</li> </ul> <p>Lack of appropriate equipment. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks.</p> <ul style="list-style-type: none"> <li>Inadequate contract management arrangements.</li> <li>Lack of effective processes and systems consistently being applied.</li> <li>Policies are not kept up to date.</li> <li>Budget pressures.</li> </ul>	<p>The Corporate Health &amp; Wellbeing (HS&amp;W) team is in place to support the council and provide advice and guidance. The Corporate Policy Statement, service specific policies, procedures and systems of work and safety arrangements are in place and routinely reviewed.</p> <p>BCC has a Corporate Health and Safety Management System (CHaSMS) to identify and monitor hazards, risks and appropriate actions. Each manager (with staff and /or premises responsibilities) have an action plan which is completed by all Managers on a quarterly basis. Once completed the (HS&amp;W) team check the returns, and give relevant feedback to the individual Managers and report the overall results to Senior Management.</p> <p>The accident/Incident reporting procedure is in place to monitor injury to colleagues and communicated. All incidents are subject to the investigation procedure to reduce potential for recurrences.</p> <p>Corporate procedures and a risk assessment pro-forma exist for core safety functions including arrangements for fire risk assessment of all workplaces. A register is in place for potential asbestos exposures. We have reviewed and further invested in statutory health surveillance equipment and training and a programme of work in place within council housing post Grenfell.</p> <p>BCC has a programme of e-learning and personal face to face course delivery available to all staff and members. Ongoing specific training on H&amp;S and excessive pressure/ personal resilience is also available. Stress management training and stress risk assessment training is available for managers and employees.</p> <p>An independent occupational health support (NHS Avon Partnership Occupational Health Service) is in place to provide advice, employee support, management medical opinion and advice to support managers dealing with employee ill-health and absence. A pre-employment health screening service is in place to ensure reasonable adjustments are identified to support employees and also an HGV driver medical support service. A confidential Employee Assistance Programme, Wellbeing telephone helpline operates (24hrs / 7 days a week); this programme also includes a range of Wellbeing information via a website. Partnerships with external providers of counselling and physiotherapy services are in place to provide fast-track access to these services. The council is routinely monitoring these services.</p> <p>The Intelligence network including the Corporate Safety Information System is in place to share details of the addresses to the Citizens of Bristol considered to present risks to staff.</p> <p>Corporate Health and Safety is reported to the Leadership team quarterly using the CHaSMS to help monitor compliance.</p> <p>BCC also has a system of Trade Union Consultation with Health and Safety trained Representatives.</p> <p>Benchmarking and annual reports are provided to BCC along with the annual performance report.</p> <p>All contracts set up with external providers include checking their relevant Health and Safety competency.</p> <p>The councils audit programme monitors compliance with statutory duty and best practices.</p>	↔	3	7	21	<p>A revised electronic accident /incident database will be launched in April 2019 which will inform on the annual report and action plan.</p> <p>A revised approach to Health and Safety compliance will be reviewed and aligned to the Corporate H&amp;S Management System (CHaSMS) by April 2019.</p> <p>A review of H&amp;S serious cases will be completed in September 2018.</p> <p>A review of the Directorate H&amp;S Co-ordinators Group (DHSWCG) and its reporting of H&amp;S issues will be carried out by September 2018.</p> <p>The programme of work post Grenfell which will be further developed in line with any emerging themes/outcomes from the Public Enquiry.</p>	1	7	7
Risk Owner: Executive Director Growth and Regeneration and CLB.	Action Owner: Executive Director Growth and Head of Health, Safety and Wellbeing.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

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Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
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<p><b>CRR5: Business Continuity and Councils Service Resilience.</b></p> <p>If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities then the impact of the event maybe increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Strikes (People, Fuel).</li> <li>• Loss of key staff (communicable diseases and influenza epidemics)</li> <li>• Loss of suppliers.</li> <li>• Loss of accommodation to deliver key services.</li> <li>• Loss of equipment.</li> </ul> <p>Any event which may cause major disruption.</p> <ul style="list-style-type: none"> <li>• Unavailability of IT and/or Telecoms.</li> <li>• Loss of staff /staff availability.</li> <li>• Knowledge loss.</li> <li>• Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment.</li> </ul>	<p>The council has a Corporate Resilience Group (CRG) supported by directorate representatives meet quarterly to overseeing the council's Business Continuity arrangements and to receive significant risks outside council Control which are reflected on the Local Resilience Forum Community Risk Register.</p> <p>A number of Policies and procedures are in place including the Business Continuity Policy (September2016) which was communicated to relevant staffs. The Incident Response Plan updated in July 2017.</p> <p>Service Business Continuity Plans are place as at January 2018 the plans undergoing a refresh in 2018.</p> <p>An Incident Management Team training session is planned for September 2018.</p> <p>A Senior Management on-call rota has been devised agreed and is regularly monitored.</p> <p>A successful annual recovery exercise Day Two was carried out 25th May 2018 and relevant improvements are being built into the wider council arrangements and will be briefed to the CRG.</p> <p>(See CRR2 for IT Infrastructure risk page 2 and CRR7 for Cyber-attack and its implications page 7).</p>	↔	3	7	21	<p>The Business Continuity Policy is planned to be reviewed in November 2018.</p> <p>The Corporate Business Continuity Plan will be reviewed in December 2018.</p> <p>A review of Service Level Business Continuity Plans will be carried out by January 2019. We are introducing a quality assurance approach for our business continuity plans to emphasise service accountability.</p> <p>The Businesses Continuity Working Group will be refreshed within the year and we are currently drafting a plan for future exercises to test different elements of BCC Business Continuity arrangements with partners.</p> <p>Business Continuity refresher training is planned for November/December 2018.</p>	1	7	7
Risk Owner: Acting Executive Director Communities.	Action Owner: Civil Protection Manager.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Wellbeing.			

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Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR6: Fraud and Corruption.</b></p> <p>Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.</li> <li>Not keeping up to date with developments, in new areas of fraud.</li> </ul> <p>Insufficient risk assessment of new emerging fraud issues.</p> <p>Lack of clear management control of responsibility, authorities and / or delegation.</p> <p>Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance.</p> <ul style="list-style-type: none"> <li>Under investment in fraud prevention and detection technology and resource.</li> </ul>	<p>We are continually improving the comprehensive system of control which aims to prevent fraud and increase the likelihood of detection. This includes a strong and robust policy on anti-fraud, corruption and bribery.</p> <p>We take a strong stance when fraud is found and seek financial recovery through a strong and effective counter fraud team.</p> <p>The team concentrates on areas of high fraud risk, investigates fraud promptly where suspected and sanctions appropriately. By, investing in specialist fraud prevention and detection software and utilising cross organisation data to minimise the council's exposure to fraud risk and aid early detection / prevention. An accessible route to report suspected fraud is available to both the public and employees via a Whistleblowing Policy Anti-Fraud, Bribery and Corruption Policy and web page. This ensures that the council's financial systems accurately record the financial transactions and robust control processes are in place which maximise the opportunity to prevent and detect fraud or inaccuracies.</p> <p>Employees are aware of probity standards expected of them via an Employee Code of Conduct, improving awareness of fraud and compliance through a process of reminders about ethics and conduct, fraud awareness training and other publicity, continual maintenance of Counter Fraud information on Web pages and monitoring and review of the effectiveness of the Counter Fraud Arrangements.</p> <p>Key Counter Fraud Objectives were defined for 2018/19.</p> <p>Counter Fraud Performance is monitored by Audit Committee via the Annual Counter Fraud Update, periodic Internal Audit Updates and the Annual review of arrangements against CIPFA Count Fraud Assessment Tool. Improvements are highlighted an action plan which is monitored by Audit Committee.</p>	↔	3	5	15	<p>We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti- fraud approach is correctly targeted.</p> <p>Capacity and priorities within Internal Audit are to be re-considered. The scale of whistleblowing/fraud referrals received is impacting on the team's ability to deliver preventative work and proactive fraud work which returns savings and other benefits to the council.</p> <p>Legal and financial support arrangements for Counter Fraud work are to be reviewed to ensure recoveries are maximised.</p> <p>The availability, costs and benefits of fraud prevention technology will be reviewed for potential future investment decision.</p> <p>A corporate project to deliver fraud and avoidance savings by March 2019 by improved use of data will be established. We will review of bribery and corruption fraud controls.</p>	2	5	10
<p>Risk Owner: Section 151 Officer, Acting Executive Director Resources and Acting Director of Finance.</p>	<p>Action Owner: Acting Director of Finance and Chief Internal Auditor.</p>		<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>			

Appendix A: Bristol City Council - Corporate Risk Register Report as at June 2018

Corporate Risk Register as at June 2018 - Internal and External Business Continuity and Civil Contingency Risks								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CR7: Cyber-attack threats and implications.</b></p> <p>There could be a risk if the IT service areas are unable to protect the organisation from a successful Cyber-attack, which could impact on data integrity/loss of operational systems across the City Council. This may be due to a successful deliberate or accidental infection of council systems with malware or other intrusive or destructive virus. (e.g. 'Phishing' scam) leading to loss or unauthorised access to sensitive business data, deliberate or accidental leak of sensitive information into the public domain, system security arrangements impacted, intelligence availability on latest security arrangement/threats.</p> <p>The impact could result in critical services and business as usual activities could be seriously disrupted, impacting on the services delivered, potential Data Protection breach, the cost of recovery from Cyber event the impact on colleagues or citizens due to their personal information being obtained along with Information Commissioners (ICO) Sanctions, financial, legal and reputational implications for the council.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Successful deliberate or accidental infection of council systems with malware or other intrusive or destructive virus (e.g. 'Phishing' scam).</li> <li>• Successful deliberate or accidental leak of sensitive information into the public domain.</li> <li>• System security arrangements not maintained or updated on a timely basis.</li> <li>• Lack of information or training on latest security arrangement / threats.</li> <li>• Human error through lack of training or poor process design.</li> </ul>	<p>The Information Security Policy as revised in August 2016 and the BCC systems have been reconfigured in line with best practice security controls proportionate to the business information being handled.</p> <p>Systems are risk assessed and reviewed to ensure compliance is maintained as a multi layered defence. The Policy, assessment is subject to a formal annual review. External reviews of the council's Security Compliance is carried out to maintain accreditation and confirm best practice and applied annually.</p> <p>An information security risk assessment was completed to identify risks, lessons learnt and an action plan developed. This assessment and plan informs on the Internal Audit plan for 2018/19.</p> <p>Electronic Communications Users Policy, Virus reporting procedure and Social Media Guidelines are in place.</p> <p>Staff/Members and Partner information security training is provided and ongoing. 'Enterprise phishing' training was carried out in 2017.</p> <p>BCC has in place external third party IT support for incident management.</p> <p>We monitor threats, network behaviours and data transfers to seek out possible breaches and take appropriate action.</p>	↔	3	5	15	2	5	10
Risk Owner: Section 151 Officer, Acting Executive Director Resources.	Action Owner: Interim Director IT, Resources.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.		

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<p><b>CRR8: Service Review.</b></p> <p>The organisation is not able to redesign its leadership team quickly enough, which may result in a reduction in staffing levels. The loss of experienced and skilled staff will have an impact on service delivery, and on remaining staff.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Staff leaving due to service redesign, reduction/ceasing of some service areas, automation of processes, pace of change, efficiency/savings requirements.</li> <li>Poor morale due to the impact of change and the working environment.</li> <li>Potential increased staff sickness levels.</li> </ul>	<p>A senior management restructure is almost complete which will bring permanency and stability for the leadership team.</p> <p>A new Leadership Framework sets out the leadership behaviours and qualities expected of our managers and aspiring managers. Applicants for senior leadership roles are tested against these qualities.</p> <p>An organisation-wide leadership development and engagement programme will support colleagues during the time of transition. The Leadership Framework will be rolled out to provide support to enable our staff to become confident and supportive leaders for our workforce.</p> <p>To promote a positive culture within the organisation, a set of organisation values and behaviours has been created in collaboration with staff focus groups; this will help set the tone of the organisation and assist, in conjunction with the Corporate Strategy priorities, in providing clarity of purpose. It will link directly through to a new performance framework that will provide clarity to staff about the expectations and how their work contributes to the success of the organisation. This will feature in the Workforce Plan which is currently being drafted.</p> <p>Learning and development is available to support staff to meet the expectations of the organisation.</p> <p>The Corporate Strategy and associated Business Plans will provide clarity on priorities and help our workforce focus its attention and resources on the areas that derive greatest results for our communities and residents.</p>	↑	3	5	15	<p>The senior leadership restructure is complete with recruitment underway for remaining vacant roles. A full permanent team will be in place by January 2019 and appropriate arrangements are in place to cover vacant roles whilst we are recruiting.</p> <p>The organisation values and behaviours have been adopted as part of Corporate Strategy and are being rolled out to all employees via team workshops.</p> <p>A new Leadership Framework is in place and used as the assessment framework to recruit new senior leaders against.</p> <p>A development programme for the new team is in the planning stages - to help the new team work effectively together.</p> <p>A leadership development programme is underway for team leaders and managers (4/5 tiers), with 148 currently on the programme and further intakes to follow. Leadership development planning is underway for third tier managers.</p> <p>Learning and development support is available to all staff to help them develop their skills and confidence in their roles.</p> <p>A performance appraisal cycle is underway for 2018/19 with individual objectives set against business plan objectives from the Corporate Strategy. A new approach to performance and talent management is being developed for launch in April 2019.</p> <p>We continue with regular communication briefs with staff and key stakeholders to keep them up to date with organisational priorities and progress on recruitment of the senior leadership team.</p> <p>The developing Workforce Plan will detail the actions we will take to meet the future needs of the organisation and equip colleagues to contribute to the delivery of the corporate strategy priorities.</p>	2	5	10
Risk Owner: Head of Paid Service.	Action Owner: Director of Workforce Change.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Wellbeing.				



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<p><b>CRR9: Safeguarding Vulnerable Children.</b></p> <p>The council fails to ensure adequate safeguarding measures are in place, resulting in harm or death to a vulnerable child.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Safeguarding arrangements do not meet the requirements of the Children Act and associated legislation, guidance and regulations.</li> <li>Inadequate controls result in harm.</li> <li>Poor Management and operational practices.</li> <li>Demand for services exceeds its capacity and capability.</li> <li>Inability to recruit/retain social care staff in competitive market.</li> <li>Poor information sharing.</li> <li>Strategic commissioning arrangements do not meet identified need and our ability to commission safe care for children is impaired.</li> </ul>	<p>We provide regular analysis of performance and reporting to Cabinet Members and Directors regarding safeguarding performance and progress.</p> <p>The Safeguarding Children’s Board provides independent scrutiny of children’s safeguarding arrangements in the city and holds BCC and partner agencies to account.</p> <p>There has been a review of arrangements to meet the Prevent Duty and the Safer Bristol Board has adopted an Improvement Plan to deliver better outcomes in service provision quality and safety.</p> <p>BCC works with partners to effectively identify victims and perpetrators of CSE and take action to disrupt and protect.</p> <p>Multi Agency Public Protection Arrangements are in place (MAPPA) with BCC contributors at every level to support family safeguarding.</p> <p>The Safeguarding and Quality Assurance Service has been remodelled to secure additional capacity (Independent reviewing officer and Child Protection Chairs) and has the Local Authority Designated Officer for allegations against people who work with children.</p> <p>Comprehensive training and development offer, together with publication of Bristol’s policies and procedures and monthly professional supervision help ensure safe practice and adequate control of risks. This is monitored and tested through a performance framework and quality assurance framework.</p> <p>Based on analysis and self-evaluation a transformation and improvement plan are in place to address areas identified for improvement (these incorporate actions in response to learning from Ofsted Inspections, Peer Review, Serious Case Review, complaints and other feedback received).</p> <p>For children with complex needs and disabilities, management and practice arrangements have been strengthened.</p> <p>Bristol’s Strengthening Families transformation programme is taking a whole system approach to meeting the needs of children and families at the earliest point. In this way we aim to manage demand and maintain capacity within the system. Universal services may be supported by early help and targeted services, including a team around the school offer.</p> <p>Bristol has an active strategy in place to attract, recruit and retain social workers with a particular emphasis on recruiting and retaining excellent, experienced social workers. The Management Team monitors social work vacancies and agrees strategies for urgent situations. Competent agency social workers and managers are used on temporary basis to fill vacancies. A number of further measures are being progressed with the aim of improving the retention of social workers. A robust social worker caseload monitoring framework is in place.</p> <p>Information sharing protocols are in place with services taking action to comply with GDPR where sensitive data is stored/processed.</p> <p>Children’s strategic commissioning team have a work plan in place.</p> <p>BCC commissioners work closely with operational services to identify need and ensure appropriate service commissioning.</p> <p>Due diligence and quality checks of all commissioned services for vulnerable children are in place.</p>	↔	2	7	11	1	7	7
<p>Risk Owner: Executive Director, Adults, Children and Education.</p>	<p>Action Owner: Director for Children’s and Families Services.</p>	<p>Portfolio Flag: Children and Young People.</p>	<p>Strategy Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>					

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR10: Safeguarding Vulnerable Adults.</b></p> <p>The council fails to ensure adequate safeguarding measures are in place, resulting in harm or death to a vulnerable Adult.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Adequacy of its controls.</li> <li>• Management and operational practices.</li> <li>• Demand for its services exceeded its capacity and capability.</li> <li>• Poor information sharing.</li> <li>• Lack of capacity or resources to deliver safe practice.</li> </ul> <p>Failure to commission safe care for vulnerable adults and the elderly.</p> <p>Failure to meet the requirements of the "Prevent Duty" placed on Local Authorities.</p>	<p>The Safeguarding Vulnerable Adults Board is an independent scrutiny board led by BCC working in partnership with key agencies. There has been a multi-agency led review of existing arrangements led by BCC in light of the new Prevent Duty and the Board has adopted an Improvement plan to deliver better outcomes in service provision quality and safety. The Board is now on a statutory footing following implementation of the Care Act 2014. The Multi Agency Public Protection arrangements are in place (MAPPA) and BCC and the multi-agency Board work in conjunction with the Learning Disability and Mental Health services.</p> <p>The Bristol Safeguarding Adults Board Learning and Development Competence Framework has been reviewed and will be reviewed on an annually basis to ensure continued best practice.</p> <p>Safeguarding improvement plans are in place for Older People, Physical Disability and Disabled Children and the Capability framework for safeguarding and the mental capacity act have been introduced. The Adult Change Programme ' Better Lives' - Transforming Care Programme has been established to implement policy objectives of moving people into more suitable care settings.</p> <p>We have in place an active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. The Adult South West Recruitment and Retention Strategy has been drafted, the risks and costs identified. The strategy will be presented through the Decision Pathway. Regular strategies and campaigns support the recruitment and retention of high calibre social workers and managers, with competent agency social workers and managers used on temporary basis to fill vacancies.</p> <p>All key staff working with people directly at risk are trained in the essentials of safeguarding and BCC has an ongoing awareness-raising 'Prevent' training programme.</p> <p>Regular reporting on safeguarding is taking place quarterly for Directors and Cabinet Members, with an annual report for elected Members to allow for scrutiny of progress. The quality assurance framework and performance framework is routinely monitored and reported on.</p>	↔	2	7	14	<p>The Adults Major Change programmes (Better Lives) launched in Autumn 2017 and led by Bristol City Council involving all partners with a safeguarding responsibility will be reviewed in November 2018.</p> <p>Under delivering of Better Lives Programme we are reducing caseloads, ensure purposeful practice that supports Adults and elderly people to have safety within their families and provide local authority care for those who need it and ensuring effective management oversight.</p> <p>We are increasing capacity this year in the commissioning team to lead on monitoring quality in the care sector.</p>	1	7	7
Risk Owner: Executive Director, Adults, Children and Education.	Action Owner: Interim Director - Adult Social Care.		Portfolio Flag: Adult Social Care.			Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.			

Appendix A: Bristol City Council - Corporate Risk Register Report as at June 2018

Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p><b>CRR11: Bristol City Council (BCC) Infrastructure Delivery.</b></p> <p>If the council fails to prioritise infrastructure investment and resources, has inconsistent policies and attitudes, and has no bargaining power regionally or with central government; there is a risk that inward investment will be reduced, making it difficult for the council to realise its strategic priorities, ensure assets are efficient and fit for purpose in meeting current and future demand and support development of the local area.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>No clear strategic direction and objective set for the Property estate.</li> <li>Services and resources (human and financial) are not fully aligned and/ or controlled to deliver the objectives.</li> <li>Failure to deliver the level of anticipated Capital Receipts.</li> <li>Leadership capacity, engagement and capability are insufficient to drive change and transformation within the council.</li> <li>Resources are poorly managed, short term approach being adopted or are not contributing fully to council priorities; resulting in agreed outcomes and objectives not being fully achieved.</li> <li>Ineffective collection, integrity and use of data and information.</li> <li>Infrastructure Condition and suitability of overall asset base is not being used or managed efficiently or effectively.</li> <li>Lack of joined up planning, decision making and effective project management.</li> <li>Ineffective collection, integrity and use of data and information.</li> <li>Reduced public sector funding impacting on the resources available. Currently a more uncertain future due to Brexit.</li> </ul>	<p>Governance arrangements have been established through the Growth and Regeneration Board (G&amp;RB) and the Strategic Property Review Group both launched in Q4. 2017/18 to enable the integration of thinking about property with financial, regeneration and other considerations and enhance reporting of asset disposal plans and progress.</p> <p>The G&amp;RB have identified a number of areas of growth and regeneration (AGR) across the City during Q4. 2017/18 to enable place shaping including contributing to regeneration activity, affordable housing, community building and the financial sustainability of the council.</p> <p>Prioritisation of AGR is underway by the G&amp;R Board.</p> <p>The Strategic Property Review Group (SPRG) was established in January 2018 and meets on a monthly basis. The SPRG identified the need for an Operational Property Group in March 2018.</p>	↔	2	7	14	<p>The Operational Property Group (OPG) as a sub-group to the Strategic Property Review Group (SPRG) is to be launched to unlock the value of assets, seek efficiencies through joint arrangements with public sector partners and maximise private sector investment. Actions are now being progressed through the work of the SPRG and (from April/May 2018) through OPG which will have a Corporate Landlord role to ensure the ownership of an asset and the responsibility for its management; maintenance and funding are transferred to a centralised corporate crosscutting group by end June 2018.</p> <p>Recruitment of specialist an Asset Management Plan specialist resource commenced in April 2018.</p> <p>The Develop strategies and Implementation plans that ensure the property portfolio remains a major asset in supporting the achievement of corporate aims and objectives will be complete by end March 2019.</p> <p>Development and implementation of a Property Asset Management Strategy - DWG decision (04/04/2018) to recruit specialist Asset Management Plan (AMP) resource to develop the outline business case by July/August 2018 and to inject pace into the production of the AMP the current estimated timescale for completion of the AMP by end March 2019.</p> <p>We are proactively supporting the development of a local development strategy to appropriately reflect Bristol's Infrastructure in line with the Governments grand challenges by March 2019.</p> <p>Recruitment of sufficient resources, to ensure the capacity and skills required are available to enable the objectives from the estate to be delivered will be ongoing.</p>	1	5	5
Risk Owner: Section 151 Officer, Executive Director Growth and Regeneration.	Action Owner: Executive Director Growth and Regeneration.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Fair and Inclusive.				

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<p><b>CRR12: Civil Contingencies and Resilience.</b></p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Major incidents due to factors such as fire, floods, subsidence and extreme weather.</li> <li>Civil disorder or terrorist attack.</li> <li>Major infrastructure failure.</li> <li>Failure of a large main or term contractor.</li> <li>Lack of preparation and foresight.</li> <li>Lack of investment in preventative or responsive measures.</li> <li>Lack of a contingency/business continuity plan.</li> <li>Lack of effective communications.</li> <li>Lack of skilled staff.</li> </ul>	<p>The Avon and Somerset Local Resilience Forum (LRF) is a legally required multi-agency partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire. The Avon and Somerset LRF to drive work identified by risk and impact based on Avon and Somerset Community Risk Register. Key roles of the group includes: Intelligence gathering and forecasting, regular training exercises and tests, Task and Finish groups addressing key issues, procedure, plan writing and capability building and a multi-Agency recovery structure is in place.</p> <p>Bristol is working with Avon and Somerset Local Resilience Forum (LRF) together with personnel as an integrated and co-located team to deliver enhanced emergency planning and business continuity along with Avon and Somerset Local Health Resilience Partnership is to ensure a coordinated health services and Public Health England and planning, response is in place.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners the most recent exercises being Dark Zodiac April 2018 and Saxon Resolve November 2017.</p> <p>A senior management on-call rota has been devised, agreed and is monitored. Emergency Reservists have been recruited to aid emergency responses.</p> <p>External IT security incidents are logged and reviewed from an IT and wider Information Governance perspective.</p> <p>Local procedures have been established and are being continually reviewed and refined for when the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan.</p>	<p>↑</p>	2	7	14	1	7	7	
Risk Owner: Acting Executive Director Communities.	Action Owner: Civil Protection Manager.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation, Wellbeing.						

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Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>CRR13: Financial Framework and MTFP.</b></p> <p>Failure to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Inadequate budgeting &amp; budgetary control/Financial Settlements &amp; wider fiscal policy changes: <ul style="list-style-type: none"> <li>The potential for new funding formulas such as fair funding, business rates retention, new national funding formula for schools and High Needs to significantly reduce the government funding available to the council alongside possible increase in demand for council services.</li> </ul> </li> <li>Political failure to facilitate the setting of a lawful budget.</li> <li>Unable to agree a deliverable programme of propositions that enable the required savings to be achieved.</li> <li>Insufficient reserves to mitigate risks and liabilities and provide resilience. <ul style="list-style-type: none"> <li>Rising inflation could lead to increased costs.</li> </ul> </li> <li>Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income.</li> <li>Brexit - the general uncertainty affecting the financial markets, levels of trade &amp; investment.</li> <li>Judicial review.</li> </ul>	<p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets have been updated.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> <li>The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial risk.</li> <li>Financial Regulations and Financial Scheme of Delegation is in place.</li> <li>Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered.</li> <li>2018/19 Budget and Capital Programme agreed by Full Council in February 2018 with agreed savings programme and outline capital programme to 2023.</li> <li>Medium Term Financial Strategy agreed by Cabinet in July 2017 and refreshed annually detailing savings, growth, and risks.</li> <li>The Mid-Year Treasury Report for 2017/18 presented to Audit Committee and Full Council in accordance with the Council's Treasury Management Process.</li> <li>Challenge meetings to challenge 2018/23 budget process are ongoing.</li> <li>The ongoing production of a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</li> <li>Changes to propositions are maintained in the DWG Tracker.</li> <li>The ongoing agreement of initial budget, proposals and key assumptions by Corporate Leadership Board and Executive and submission to scrutiny.</li> <li>The ongoing assessment of the adequacy of general reserves and any specific reserve which takes into account an assessment of the risks related to the budget estimates and financial/economic climate.</li> <li>The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions.</li> </ul>	<p>↑</p>	2	5	10	1	7	7
<p>Risk Owner: S151 Officer and Director of Finance.</p>	<p>Action Owner: Section 151 Officer, Acting Executive Director Resources and Acting Director of Finance.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>					

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Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
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			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR14: Information Governance.</b></p> <p>Introduction of the General Data Protection Regulations (GDPR).</p> <p>If the City Council fails to prepare for successful implementation of the General Data Protection Regulations (GDPR) then it may fail to fully comply with its statutory requirements.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Failure to adequately plan for the implementation of the GDPR being introduced in May 2018.</li> <li>• Failure to invest in the required systems, equipment and posts required to implement these regulations.</li> <li>• Failure to adequately train staff in the requirements of the regulations.</li> <li>• Lack of resource (capacity or expertise) to manage Subject Access Requests.</li> </ul>	<p>A project team was put in place November 2017 and a plan developed around the Information Commissioners Office (ICO) 12 step plan January 2018. A 'Senior Information Risk Owner' was appointed (SIRO) February 2018 and Project Manager in November 2017, funding for additional Project Resource was approved by Statutory and Policy Board, April 2018. An informed Health Check with a supporting action plan was put in place February 2018 refocussing the project on essential elements of compliance for 25 May 2018. An Assurance Group is in place to support the SIRO and will continue to meet to manage and monitor the plan. The Extended Director Management Team has been briefed and weekly progress updates provided.</p> <p>The Data Protection/ Data Retention Policies have been updated and Data Protection (DP) guidance has been revised. The Data Protection Officer is in post and the Statutory Data Protection Officer has been appointed Q4. 2017/18. We have reviewed and implemented the Privacy Impact Assessment process and updated data sharing agreements with external partners and written to 1,200 highest risk suppliers to advise changes to contract.</p> <p>A Data Protection Audit of Personal Data held has been carried out and the Record of Processing Activities (ROPA's) completed.</p> <p>Interim improvements have been made to the Subject access request process to centralise the receipt of requests. The anticipated increase in requests has not yet materialised and improvements have been made to the way Data breaches are reported.</p> <p>Support has been provided to schools including a brief, guidance and templates and access to a data protection lawyer. Assurance that GDPR companies and schools are compliant was reviewed in Q4. 2018 and is ongoing. Members have been briefed and template ROPA's and Privacy Notices provided in Q4. 2017/18.</p> <p>A staff E-Learning package was launched and 99.9% of staff completed this. A training package was also been launched for staff who do not have access to ICT systems. New notices have been made available on the council web site detailing how we use personal data in a more transparent manner.</p> <p>Communication has been via the Source with council wide GDPR Communication in May 2018 as well as the ask GDPR mailbox, twice weekly drop-in sessions and the intranet - Source page has been updated with guidance, templates and examples for GDPR actions.</p> <p>There is regular reporting to the Cabinet Member for Finance, Governance and Performance, Deputy Mayor Cllr. Cheney, on progress against GDPR plan with updates provided to the Audit Committee quarterly.</p>	<p>↑</p>	2	5	10	<p>We have made significant progress on compliance with the General Data Protection Regulations (GDPR). Our next steps are to deliver a Business Case to the Statutory and Policy Board (SPB) in June 2018.</p> <p>This risk has improved within the quarter and will be moved to the Resources Directorate Risk Register to continue to be managed and monitored.</p>	2	3	6
<p>Risk Owner: Senior Information Risk Owner (SIRO).</p>	<p>Action Owner: Senior Information Risk Owner (SIRO) and GDPR Project Manager.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

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Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>CRR15: Financial Deficit.</b></p> <p>The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• A failure to appropriately plan and deliver savings unscheduled loss of material income streams.</li> <li>• Increase in demography, demand and costs for key council services.</li> <li>• The inability to generate the minimum anticipated level of capital receipts.</li> <li>• Insufficient reserves to facilitate short term mitigations, risks and liabilities.</li> </ul> <p>Interest rate volatility impacting on the council's debt costs.</p>	<p>BCC's Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting. New spend decisions and borrowing is only supported where the source of revenue resources to meet the costs is clearly identified and availability confirmed by Finance. Getting our accounts produced on time and without audit qualification is important to ensure that we can properly account for the resources we have used during the year.</p> <p>Corporate Revenue Monitoring Reports with identified risks are reported to Cabinet, overspending departments prepare action plans with responsible Directors identified.</p> <p>The ongoing review and due diligence of all budget savings by Delivery working Group and Delivery Executive, Corporate Leadership Board and the Executive. The pipeline of propositions to be incorporated into the DWG tracker, due diligence undertaken and subject to DWG/DE governance and assurance process.</p> <p>The ongoing regular monitoring reports to Corporate Leadership Team and Cabinet management reports setting out progress on delivery of savings and other risks and opportunities in addition to the forecast expenditure.</p> <p>We have continual oversight and ongoing management of the council's financial risks.</p> <p>Internal audit also undertakes a number of reviews of our financial planning and monitoring arrangements.</p>	↔	2	5	10	<p>A review of robustness of forecasting in light of YTD run rates and other associated evidence.</p> <p>Budget Improvement – The executive will review service recovery/delivery plans, options for mitigation and their viability, risk and priority outcome implications - both immediate and the wider MTFP impact.</p> <p>Where viable in year recovery/delivery plans cannot be achieved, Strategic Directors will report to the Mayor and Cabinet seeking a supplementary funding approval in accordance with the council's delegated executive approval powers (up to £1,000,000 for an area of activity).</p> <p>Where viable in year recovery/delivery plans cannot be achieved, Strategic Directors will report to prepared for Full Council (in accordance with the Budget &amp; Policy framework ) to seek agreement to a supplementary estimate (&gt; £1,000,000 for an area of activity).</p> <p>We will seek agreement from the Executive of the alternative measures held in abeyance across other General Fund services e.g. which will be offset and advise all associated Strategic Directors appropriately.</p> <p>We will carry out a re-assessment of service delivery risks and opportunities and risk and other reserves.</p>	1	5	5
Risk Owner: S151 Officer and Director of Finance.	Action Owner: Section 151 Officer, Acting Executive Director Resources and Acting Director of Finance.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Corporate Risk Register as at June 2018 - Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p><b>CRR16: Leadership.</b></p> <p>If there is a lack of leadership or management skills then this could impact on performance and the ability to deliver positive change.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Loss of experienced managers.</li> <li>New skills sets required to meet new challenges.</li> <li>Poor communication regarding change and new initiatives.</li> <li>Need to make savings / increase income.</li> </ul>	<p>A senior management restructure is almost complete which will bring permanency and stability for the leadership team.</p> <p>A new Leadership Framework sets out the leadership behaviours and qualities expected of our managers and aspiring managers. Applicants for senior leadership roles are tested against these qualities.</p> <p>An organisation-wide leadership development and engagement programme will support colleagues during the time of transition. The Leadership Framework will be rolled out to provide support to enable our staff to become confident and supportive leaders for our workforce.</p> <p>To promote a positive culture within the organisation, a set of organisation values and behaviours has been created in collaboration with staff focus groups; this will help set the tone of the organisation and assist, in conjunction with the Corporate Strategy priorities, in providing clarity of purpose. It will link directly through to a new performance framework that will provide clarity to staff about the expectations and how their work contributes to the success of the organisation. This will feature in the Workforce Plan which is currently being drafted.</p> <p>Learning and development is available to support staff to meet the expectations of the organisation.</p> <p>The Corporate Strategy and associated Business Plans will provide clarity on priorities and help our workforce focus its attention and resources on the areas that derive greatest results for our communities and residents.</p>	↑	2	5	10	<p>The Senior leadership restructure is complete with recruitment underway for remaining vacant roles. A full permanent team will be in place by January 2019 and appropriate arrangements are in place to cover vacant roles whilst we are recruiting.</p> <p>The organisation values and behaviours have been adopted as part of Corporate Strategy and are being rolled out to all employees via team workshops.</p> <p>A new leadership Framework is in place and used as the assessment framework to recruit new senior leaders against. A development programme for the new team is in the planning stages - to help the new team work effectively together.</p> <p>A leadership development programme is underway for team leaders and managers (4/5 tiers) 148 are currently on the programme with further intakes to follow. Leadership development planning is underway for third tier managers.</p> <p>Learning and development support is available to all staff to help them develop their skills and confidence in their roles.</p> <p>A performance appraisal cycle is underway for 2018/19 with individual objectives set against business plan objectives from the Corporate Strategy. A new approach to performance and talent management is being developed for launch in April 2019.</p> <p>We continue with regular communication briefs with staff and key stakeholders to keep them up to date with organisational priorities and progress on recruitment of the senior leadership team.</p> <p>The developing Workforce Plan will detail the actions we will take to meet the future needs of the organisation and equip colleagues to contribute to the delivery of the corporate strategy priorities.</p>	1	5	5
Risk Owner: Head of Paid Service and CLB.	Action Owner: Head of Paid Service and CLB.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p><b>CRR17: Bristol City Council Strategy Management.</b></p> <p>The council fails to produce or embed a Corporate Strategy with clear links through to business planning and performance management, resulting in less effective implementation of policy, use of resources and/or partnership working.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>Plans, policies, budget and/or resource not aligned to the Corporate Strategy.</li> <li>Significant changes in senior management roles and personnel results in lack of knowledge or a feeling of ownership in relation to the Corporate Strategy.</li> </ul>	<p>Full Council received and approved the Corporate Strategy 2018 - 2023 in February 2018.</p> <p>Cabinet received the BCC Business Plan 2018/19 to note in May 2018. This was based on key elements of Service Plans for every department.</p> <p>We have completed and approved the Performance Framework via Statutory and Policy Board in June 2018. The refreshed Performance Framework follows through the golden thread from Corporate Strategy through to KPIs and management information.</p> <p>Communications plan for embedding Corporate Strategy and Business Plans, including full briefing of all Tier 1 - 3 managers and inclusion in My Performance reviews for all colleagues.</p> <p>An ongoing review of the Medium Term Financial Plan (MTFP) and wider policy / strategy framework to check alignment with Corporate Strategy.</p>	<p>↑</p>	1	7	7	<p>We are rolling out the BCC Communications Plan throughout 2018/19 using many channels including face-to-face Management Brief sessions.</p> <p>The BCC policy and strategy framework will be reviewed in priority order with initial data collection complete. The nature of reviewing strategies across the council means it will be an ongoing process.</p> <p>My Performance reviews are being completed across the organisation and managers are briefed to link personal objectives to the outcomes set out in the Corporate Strategy and Business Plan.</p> <p>The Corporate Strategy is being explained to all new colleagues via the corporate induction process.</p> <p>The Statutory and Policy Board will receive quarterly reporting from Q2. 2018/19 on progress against the Performance Framework.</p> <p>A one-off 'good housekeeping' review of corporate partnerships is planned for Q2 2018/19, creating a refreshed database and reviewing partnership Terms of Reference and/or Service Level Agreements against the Corporate Strategy and emerging partnership governance model as part of the developing One City Approach.</p>	1	5	5
<p>Risk Owner: Section 151 Officer, Acting Executive Director Resources.</p>	<p>Action Owner: Acting Director: Policy and Strategy.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Key internal and external Business Continuity and Civil Contingency Risks to note - Flooding and Brexit.

Corporate Risk Register as at June 2018 - Internal and External Business Continuity and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p><b>Flooding.</b></p> <p>There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river and groundwater flood events.</p> <p>Key potential causes are:                      Tidal surge, heavy rainfall, river and groundwater flood events.                      Impact of climate change.                      Lack of effective flood defences and preparedness for major incidents.</p>	<p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire.</p> <p>Bristol is working with the Avon and Somerset LRF to construct new sea defences around North Somerset, Bristol and South Gloucestershire, working with emergency services, local authorities and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments, providing guidance to members of the public about flooding, including flood warnings and what people can do to help themselves, regular maintenance and clearing programs of gullies and culverts, especially in the event of storm warnings.</p> <p>Bristol has in place a local Flood Risk Management Strategy approved at Cabinet in December 2017 which comprises of 5 keys areas and 43 separate actions in line with Environment Agency's national strategy.</p>	↔	3	5	15	<p>There is sustained resourcing and delivery of all actions in LFRMS over life of strategy. Strategy includes the following key projects:</p> <ul style="list-style-type: none"> <li>Working in partnership with the Environment Agency to develop a Bristol Tidal Flood Risk Management Strategy to protect the city centre, including climate change.</li> <li>Working in partnership with South Gloucester and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including climate change.</li> </ul>	3	3	9
Risk Owner: Director Transport.	Action Owner: Flood Risk Engineer, Strategic City Transport.	Portfolio Flag: Energy, Waste and Regulatory Services.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.				

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Corporate Risk Register as at June 2018 - Internal and External Business Continuity and Civil Contingency Risks								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p><b>Brexit.</b></p> <p>The uncertainty around Brexit (and the resulting 'deal') may have an impact on the local economy, local funding and delivery of council services. The wider ramifications of the decision to leave the European Union are yet to be fully realised and felt in national and local economy. Whilst there will be some opportunities there is also uncertainty that may affect areas of the economy, financial markets, interest and exchange rates, construction, grants from the EU, Investment and other non-financial aspects.</p> <p>We may see a gradual slow down during period of uncertainty. A potential council impact (+/-) on: forward investment and EU funding which could reduce and could in turn impact on the council, the city's universities, LEP and the housing market, capital costs resulting from increased cost of labour which could slow business rates growth (Inflation risk is reflected within risk 2 and based on latest OBR predictions), workforce pressures e.g. social care providers, procurement costs, inflationary pressures caused by fluctuations in sterling value and potentially a loss of EU grants funding.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> <li>• Gradual slow down during period of uncertainty.</li> <li>• Workforce pressures e.g. social care providers.</li> <li>• Inflationary pressures caused by fluctuations in sterling value.</li> <li>• Loss of EU grant funding.</li> </ul>	<p>The wider ramifications of the decision to leave the European Union are yet to be fully realised and felt in national and local economy. Whilst there will be some opportunities there is also uncertainty that may affect areas of the economy, financial markets, interest and exchange rates, construction, grants from the EU, Investment and other non-financial aspects.</p> <p>The Mayor has in 2016 set up a city-wide response group to better understand the impacts of leaving the EU on our city which now operates virtually - with members updating us on sectoral impact and with the Public Affairs team we are working to ensure that Bristol's interests are represented in the Brexit negotiations, and that the city's voice is heard by UK Government. We have contributed to a national call for information by Government (handled by the Local Government Association (LGA)) seeking input on likely impact of Brexit in different regions. We have lobbied through the Core Cities network seeking clarity over how the Government plans to address the potential EU funding gap.</p>	↔	4	3	12	4	3	12
Risk Owner: Head of Paid Service, Executive Director ACE.	Action Owner: Acting Head of Policy and Public Affairs.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

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Appendix A: Bristol City Council - Corporate Risk Register Report as at June 2018

Corporate Risk Performance Summary for 'Significant Risks' and 'Event' Risks			Quarter 4 January – March 17/18		Quarter 1 April - June 18/19		Quarter 2 July - September 18/19		Quarter 3 October - December 18/19		Quarter 4 January - March 18/19	
Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
CRR1	Long Term Commercial Investments	Executive Director Growth and Regeneration and Section 151 Officer, Acting Executive Director Resources	4x7=28	↔	3x7=21	↑						
CRR2	IT Infrastructure	Interim Director IT	3x7=21	↔	3x7=21	↔						
CRR3	Asbestos Management	Section 151 Officer, Acting Director Resources	3x7=21	↔	3x7=21	↔						
CRR4	Corporate Health, Safety and Wellbeing	Section 151 Officer, Acting Director Resources	3x7=21	↔	3x7=21	↔						
CRR5	Business Continuity and Council Resilience (Split with CRR3)	Executive Director Communities	3x7=21	↔	3x7=21	↔						
CRR6	Fraud and Corruption	Section 151 Officer, Acting Director Resources	3x5=15	↔	3x5=15	↔						
CRR7	Cyber-attack threats and implications	Interim Director IT	3x5=15	↔	3x5=15	↔						
CRR8	Service Review	Section 151 Officer, Acting Director Resources	4x5=20	↔	3x5=15	↑						
CRR9	Safeguarding Vulnerable Children (Split with CRR8)	Executive Director Adults, Children and Education	2x7=14	↔	2x7=14	↔						
CRR10	Safeguarding Vulnerable Adults (Split with CRR1)	Executive Director Adults, Children and Education	2x7=14	↔	2x7=14	↔						
CRR11	BCC Infrastructure Delivery	Executive Director Growth and Regeneration	2x7=14	↔	2x7=14	↔						
CRR12	Civil Contingencies and Council Resilience (Split with CRR2)	Executive Director Communities	3x7=21	↔	2x7=14	↑						
CRR13	Financial Framework and MTFP	S151 Officer and Director of Finance	2x7=14	↔	2x5=10	↑						
CRR14	Information Governance Introduction of the General Data Protection Regulations (GDPR)	Senior Information Risk Owner (SIRO)	2x7=14	↔	2x5=10	↑						
CRR15	Financial Deficit	S151 Officer and Director of Finance	2x5=10	↔	2x5=10	↔						
CRR16	Leadership	Acting Head of Policy and Public Affairs	4x5=20	↔	2x5=10	↑						
CRR17	Strategy Management	Acting Director of Policy and Strategy	2x7=14	↔	1x7=7	↑						
<b>Business Continuity and Civil Contingency Events Risks to note</b>		<b>Risk Owner</b>	<b>Rating</b>	<b>Travel</b>	<b>Rating</b>	<b>Travel</b>	<b>Rating</b>	<b>Travel</b>	<b>Rating</b>	<b>Travel</b>	<b>Rating</b>	<b>Travel</b>
Flooding		Executive Director Growth and Regeneration	3x5=15	↔	3x5=15	↔						
Brexit		Head of Paid Service	4x3=12	↔	4x3=12	↔						



**Risk Matrix**

<b>Likelihood</b>	4	4	12	20	28
	3	3	9	15	21
	2	2	6	10	14
	1	1	3	5	7
		1	3	5	7
	<b>Impact</b>				

Level of risk	Action required by level risk	
28	Critical:	<b>Action required.</b> Escalate (if a Directorate level risk, escalate to the Corporate Risk Register. Escalate corporate risks to the attention of the Cabinet Lead to confirm action to be taken).
14 - 21	High:	Must be addressed. If Directorate level consider escalating to the Corporate Risk Register. If a corporate risk consider escalating to the Cabinet Lead.
5 - 12	Medium:	Action required, manage and monitor at the Directorate level.
1 - 4	Low:	May not need any further action / monitor at the service level.

Current and Tolerance risk ratings:

The 'Current' risk rating refers to the current level of risk taking into account any management actions, controls and fall back plans already in place. The 'Tolerance' rating represents what is deemed to be a realistic level of risk to be achieved once additional actions have been put in place. On some occasions the aim will be to contain the level of the risk at the current level.

## Appendix A: Bristol City Council - Corporate Risk Register Report as at June 2018

### LIKELIHOOD AND IMPACT RISK RATING SCORING

#### Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
<b>Description</b>	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
<b>Numerical Likelihood</b>	Less than 10%	Less than 50%	50% or more	75% or more

#### Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
<b>Service provision</b>	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision.  Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short term allocation of resources, and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
<b>Communities</b>	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
<b>Environmental</b>	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
<b>Fraud &amp; Corruption Loss</b>	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
<b>Legal</b>	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
<b>Personal Safety</b>	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
<b>Programme / Project Management (Including developing commercial enterprises)</b>	Minor delays and/or budget overspend, but can be brought back on schedule with this project stage.  No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends.  No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends.  Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project.  Could lead to project being cancelled or put on hold.
<b>Reputation</b>	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure.  Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention.  Viral social media or online pick-up. Public enquiry or poor external assessor report.

# Resources Scrutiny Commission

24<sup>th</sup> September 2018



**Report of:** Denise Murray, Service Director Finance

**Title:** 2018/19 Period 3 Forecast Outturn Report – Resources Extract

**Ward:** N/A

**Officer Presenting Report:** Denise Murray, Service Director Finance

**Contact Telephone Number:** 0117 35 76255

**Recommendation:**

That the Commission considers and comments on the relevant Resources extracts taken from the Period 3 Finance Report that went to Cabinet on 4<sup>th</sup> September 2018.



**Appendices:**

Appendix 1 – Cabinet Report Exec Summary

Appendix A – P03 Budget Monitor Report

Appendix B – Budget Monitor Summary

Appendix C – P3 Appendix 2 Resources

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None

# Decision Pathway – Report Template



**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 04 September 2018

<b>TITLE</b>	<b>2018/19 Period 3 Forecast Outturn Report for Noting (non-key decision)</b>		
<b>Ward(s)</b>	<i>n/a</i>		
<b>Author:</b> Chris Holme	<b>Job title:</b> Interim Head of Finance		
<b>Cabinet lead:</b> Craig Cheney	<b>Executive Director lead:</b> Denise Murray / Mike Jackson		
<b>Proposal origin:</b> <i>Other</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Timescales:</b> Monthly budget monitoring report to Cabinet.			
<b>Purpose of Report:</b> To provide Members with information on the forecast revenue and capital outturn position of the Authority at the end of period 3 2018/19.			
<b>Evidence Base:</b> Forecast outturn based on budget managers' monthly monitoring. Full detail is provided in the main monitoring report, Appendix A.			
<b>Cabinet Member / Officer Recommendations:</b>			
<ul style="list-style-type: none"> <li>• To note the £7.5m general fund revenue pressures being reported, predominantly within Adult Social Care, and that action will be required to understand the drivers, the potential opportunities, risks and impact of any mitigation plans developed.</li> <li>• To note that a decision on the allocation of the Adult Social Care Grant as announced in the Final Local Government Finance Settlement of £1.268m will be part of the period 4 report.</li> <li>• To agree that the one-off additional section 31 grant in 2018/19 totalling £5m received relating to the change in methodology for calculating entitlement for small business rate relief will be held in abeyance and allocation will be reviewed following the outcome of actions taken to reduce the overspend as noted above.</li> <li>• To note the current forecast position with regard to the Housing Revenue Account and Public Health Accounts.</li> <li>• To note the current budget pressures being reported within the High Needs block within the DSG and that action will be required to understand the drivers, the potential opportunities, risks and impact in any mitigation plans developed.</li> <li>• Note current forecast for capital expenditure, and that an updated position, following the outcome of the programme reviews will be reported for the Period 4 monitoring report.</li> <li>• To note the roll forward of 2017/18 unspent capital budgets into 2018/19 pending further review as part of the 2019/20 budget process, as detailed in Appendix A Table 4.</li> </ul>			
<b>Corporate Strategy alignment:</b>			
<b>City Benefits:</b> Cross priority report that covers whole of Council's business.			
<b>Consultation Details:</b>			

<b>Revenue Cost</b>	<b>Net: £356.3m</b>	<b>Source of Revenue Funding</b>	Total approved revenue budget including ring-fenced accounts.
<b>Capital Cost</b>	<b>£251.9m</b>	<b>Source of Capital Funding</b>	Total capital programme incl. HRA
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

<b>Required information to be completed by Financial/Legal/ICT/ HR partners:</b>		
<b>1. Finance Advice:</b> The resource and financial implications are set out in the report.		
<b>Finance Business Partner:</b> Chris Holme, Interim Head of Finance 24/08/18		
<b>2. Legal Advice:</b> There are no specific legal implications in this report. The report will assist the Cabinet to monitor the budget position with a view to meeting the Council's legal obligation to deliver a balanced budget		
<b>Legal Team Leader:</b> Nancy Rollason, Head of Service, Legal 24/08/18		
<b>3. Implications on ICT:</b> There are no IT implications arising from production of this report		
<b>ICT Team Leader:</b> Ian Gale, Head of IT 24/08/18		
<b>4. HR Advice:</b> Expenditure on staffing is monitored on a monthly basis by budget holders. Managers are required to manage expenditure within the agreed staffing budget that has been set for 2018/19.		
<b>HR Partner:</b> Mark Williams, Head of Human Resources 24/08/18		
<b>EDM Sign-off</b>	Mike Jackson	24/08/18
<b>Cabinet Member sign-off</b>	Councillor Cheney	24/08/18
<b>CLB Sign-off</b>		24/08/18
<b>For Key Decisions - Mayor's Office sign-off</b>	n/a	

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Combined Background papers</b>	<b>Please list each paper</b>
<b>Appendix J – Exempt Information</b>	<b>NO</b>
<b>Appendix K – HR advice</b>	<b>NO</b>
<b>Appendix L – ICT</b>	<b>NO</b>



### 1. Background

- 1.1. The report provides information and analysis on the Council's financial performance and forecast use of resources during the financial year 2018/19. The Council budget for 2018/19 was agreed by Council on 20<sup>th</sup> February 2018 and this report focuses on the forecast position against that budget.

### 2. Revenue Expenditure

- 2.1. The Council's overall annual revenue spend during 2018/19 is managed across a number of areas:
- a. The General Fund with a net budget of £356.2m, providing revenue funding for the majority of the Council's services;
- Ring Fenced Accounts:**
- b. The Housing Revenue Account (HRA) of £119.9m gross spend, is ring-fenced, money received in rent in order to plan and provide services to current and future tenants, and is managed within Communities Directorate;
  - c. The Dedicated Schools Grant (DSG) of £341.3m, which is a ring-fenced grant that must be used in support of the schools budget as defined in the School and Early Years Finance Regulations and can't be used for any other purpose. The grant is managed within the Adults, Children's and Education Directorate;
  - d. Public Health, a ring-fenced grant of £32.5m, must be spent to support the delivery of the Public Health Outcomes Framework exclusively for all ages and is managed within Adults, Children's and Education Directorate.

### General Fund

- 2.2. The Council operates Directorate cash limited budgets and Executive Directors are responsible for ensuring that appropriate action is taken to contain both revenue and capital spending within the directorate's overall budget limit. Budget holders forecasting a risk of overspend should in the first instance set out in-service options for mitigation. Where these are considered undeliverable or pressures cannot be contained across the directorate a request can be made for the Executive to consider granting a supplementary estimate redirecting funds from an alternative source. As at period 3 no supplementary estimates have been requested for 2018/19.
- 2.3. The Council is currently forecasting the risk of an overall £7.5m overspend on the current budget. This is primarily due to Adult Social Care placements, which is forecasting a £11.8m overspend, and Education £1.2m due to loss of Education Services grant and home-to-school transport demand. A detailed review is currently being undertaken to reassess the scale of overspend and what mitigating actions can be undertaken. These will be reported back as part of the period 4 monitoring.
- 2.4. The (£6.2m) underspend on the corporate budgets relates to the adult social care grant, (pending a decision on allocation), a reassessment of capital financing costs based on projected capital spend and contingency specifically earmarked for service pressures which are now reflected within the service forecasts.
- 2.5. In July, Cabinet agreed to remove the 2018/19 libraries savings and retain all existing libraries across the city. This is mitigated by up to £1m one-off drawdown

from the Mayor's consultation reserve. The impact on 2019/20 will be reviewed as part of the annual budget setting process.

2.6. Table 1 provides an overview of the Council's current forecast position for the 2018/19 financial year. Additional service detail is provided for each Directorate in individual appendices.

*Table 1: General Fund Forecast Net Expenditure*

Approved Budget £m	Directorate	Revised Budget £m	Outturn £m	Variance £m	Variance as % of Net Budget
203.514	Adults, Children's and Education	218.201	231.242	13.041	5.9%
65.501	Communities	63.443	63.589	0.146	0.0%
5.490	Growth and Regeneration	6.390	7.144	0.754	11.8%
40.784	Resources	41.084	40.940	(0.144)	0.0%
<b>315.289</b>	<b>Sub-total</b>	<b>329.118</b>	<b>342.916</b>	<b>13.798</b>	<b>4.2%</b>
40.973	Other Budgets*	27.114	20.869	(6.245)	-23.0%
<b>356.262</b>	<b>Net Expenditure Total</b>	<b>356.232</b>	<b>360.774</b>	<b>7.553</b>	<b>2.1%</b>

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

## Technical Adjustments Post Budget Setting

### Business Rates Section 31 Grant

2.7. As outlined in the outturn report, there is a gain to the Council from section 31 grant for business rates. Confirmation of the change in methodology for these grants and any potential claw back was confirmed too late to be included in the budget as approved by Full Council. The Council approved delegation to the section 151 officer in consultation with the Deputy Mayor, Cabinet Member for Finance, Governance and Performance and the Mayor to make any technical adjustments upon receipt of further detail relating to the final settlement.

2.8. At present it is assumed that the whole of the indicative additional grant totalling c.£5m for 2018/19 will be allocated subject to Cabinet approval (this is in additional to £3.5m received during 2017/18 as noted in the outturn which is held in reserves.) The additional Section 31 grant should be considered as a one-off resource and any impact going forward will be analysed as part of the MTFP refresh.

2.9. The current forecast position does not assume any use of the additional Section 31 grant and because of the overarching position of an £7.6m overspend this fund is being held in abeyance. The potential need for a supplementary estimate is being closely monitored, following greater certainty of the Council's position an updated position will be reported to Cabinet along with recommendations for its allocation.

### Adult Social Care Grant

2.10. In February as part of the final local Government Finance Settlement the Secretary of State announced a one-off Adult Social Care grant, which whilst noted in the budget report was too late for allocation. For Bristol this was a non-ring-fenced grant of £1.268m. This additional grant is assumed within the corporate

position, pending agreement to allocate this grant to support the pressures demonstrated within Adult Social Care.

## **Ring-Fenced Accounts**

### **Housing Revenue Account**

2.11. There is a forecast underspend on the HRA of £1.485m due to staff vacancies and an underspend on rechargeable services. Any plans developed to utilise this underspend will be in line with the service objectives (which could be utilised for both capital and revenue purposes) and ensure value for money, efficiency and effectiveness are at the forefront of the service provision.

### **Dedicated Schools Grant**

2.12. The total Dedicated Schools Grant (DSG), including amounts recouped by the Education and Skills Funding Agency for Academies, is £346m for 2018/19 and -£1.0m deficit carried forward from prior year.

2.13. The DSG is currently forecasting an in year variance of (£0.9m surplus) and after taking account of the carried forward deficit of -£1m this reduces to a net residual pressure of £105k. The main pressure within the DSG remains in the high needs block c.£1.6m. The forecast position is based on the forecast activity and take up for the year and associated spend. The residual underspends -£1.5m is in other areas of the DSG (Excluding Individual Schools), however approval would be needed from the Schools Forum to realign this forecasted underspend in supporting the High Needs pressure.

2.14. A 3 year recovery plan (not yet implemented) is being co-developed with The Inclusion In Education Group a sub-group of the Schools Forum with representation from a range of a Schools, Settings, Early years, Post 16 and SEND representatives. The group oversees the changes required to fully implement the National SEND reforms and has been working with officers on a series of relevant work streams with the key objective to ensure the High Needs Budget is sufficient to meet the needs and costs associated with Children with SEND and that in the long term the ongoing demand is sustainable within the envelope of funding provided from the government via the National Funding Formula. The much reduced forecasted pressure will be reflected in the thinking.

2.15. In July however there was a successful judicial review against the Council's High Needs Budget and adjustments to these budgets to reflect the indicative recovery plan. These changes to the budget have been quashed and Officers are currently assessing the implications of the ruling, in view of the year end position, current year forecast and service provisions and will report back to Schools Forum and Full Council in due course.

### **Public Health**

2.16. The original Public Health business plan for 2018/19 assumes a drawdown of ring-fenced reserves of £1.8m in order to deliver the business plan. Public Health forecast a balance year end position; however this must be seen in the context of a 2.6% reduction (£0.9m) in the grant funding allocated by Public Health England in 2018/19.

2.17. The service is currently exploring the mechanisms by which this will be delivered which may include restructuring and reviewing contracts to ensure that it can deliver [a sustainable offer that meets the core priorities of the funding for 2018/19 and beyond.](#)

## Savings Programme

2.18. To balance the 2018/19 budget, savings totalling £34.5m were approved by Full Council. There was also £8.7m of savings from 2017/18 which whilst were mitigated as one off in 2017/18 still remain as an ongoing saving requirement for delivery in 2018/19. Of this £7m is now delivered on an on-going basis.

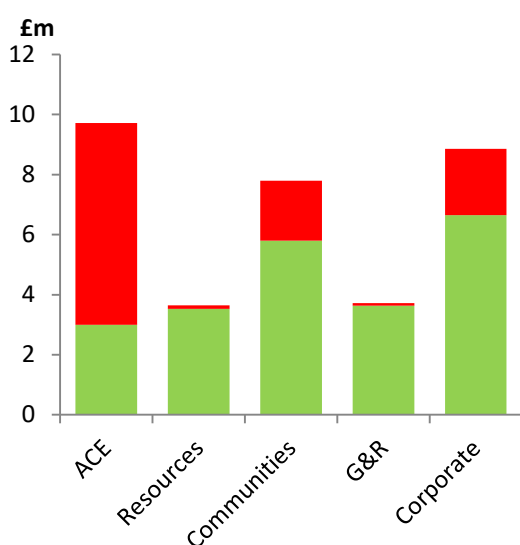
2.19. There remains a risk regarding £11.1m of savings which remain as red indicating that further work/mitigating actions are required in order to deliver, of this £6.3m relates to savings within Adult Social Care, £1m for review of fees and charges and £0.9m for organisational redesign. Table 2 and Chart 1 provide a breakdown of the realisation of the planned 2018/19 savings by directorate. Chart 2 shows the proportion of 2017/18 brought forward savings that have now been achieved.

2.20. Members should note that delivery of savings is based on Directors assessment of whether the savings agreed by Council has been delivered and whilst other areas of underspends and income generation is being realised with budgets, until this is reallocated via a change control process the savings delivery tracker and forecast outturn will not be aligned. This will be subject to more in depth review in the next monitoring report.

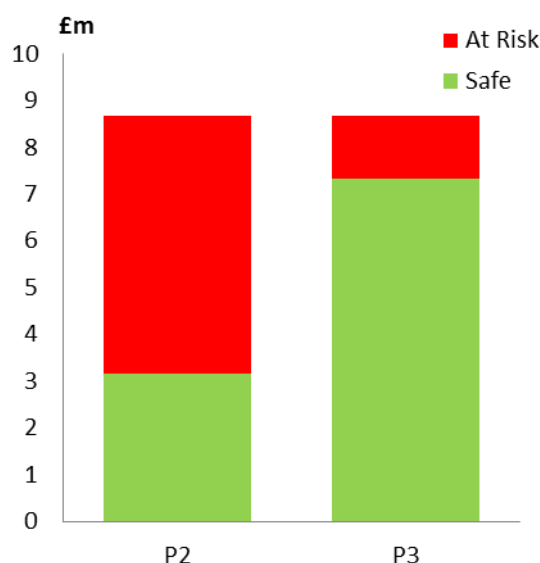
*Table 2: Summary of Delivery of Savings by Directorate*

	2018/19 Savings £m	2018/19 Savings reported as safe	2018/19 Savings at risk at P3 £m	% of 2018/19 Savings at risk at P3
ACE	9.720	3.002	6.718	69%
Resources	13.221	10.742	2.320	18%
Communities	7.801	5.802	1.998	26%
Growth and Regeneration	3.721	3.638	0.082	2%
<b>Total</b>	<b>34.463</b>	<b>23.184</b>	<b>11.118</b>	<b>33%</b>

*Chart 1: 2018/19 Savings Delivery*



*Target Rolled Forward*



*Chart 2: Delivery of 2017/18 Savings*

## Risk and Opportunities

2.21. There are other financial risks and opportunities to the Council which have

been identified which could materialise during the financial year, these costs/income are not reflected in the forecast and are detailed within the specific directorate appendices.

### 3. Capital Programme

- 3.1. The main areas of forecast underspend at P3 relate to the Arena (£18.2m), Colston Hall (£6.2m) and (£3m) on the Housing Revenue Account. Work on the Arena is currently on hold pending a decision that is anticipated to be made in September regarding the future of the project. In May Cabinet approved the re-profiling of the Colston Hall programme in line with the phasing of funds. The majority of non BCC pledged funding is expected to be received in 2019/20.
- 3.2. In July Cabinet agreed that £7.3m from contingencies would be used for the Future State Assessment ICT strategy. This included £0.5m in 2018/19 and £6.8m in future years subject to approval by Council as part of the annual budget setting process.
- 3.3. Table 3 sets out the forecast Capital Outturn position for 2018/19 by Directorate.

*Table 3: Capital Forecast Outturn position for 2018/19 by Directorate*

<b>Approved Budget £m</b>	<b>Directorate</b>	<b>Revised Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Variance £m</b>
33.200	Adults, Childrens and Education	30.821	29.617	(1.204)
8.600	Communities	27.848	25.229	(2.619)
133.500	Growth and Regeneration	128.449	95.816	(32.633)
3.500	Resources	8.320	8.320	(0)
<b>178.800</b>	<b>Sub-total</b>	<b>195.438</b>	<b>158.982</b>	<b>(36.456)</b>
18.600	Corporate	9.500	9.500	0.000
47.000	Housing Revenue Account	47.056	43.928	(3.128)
<b>244.400</b>	<b>Total</b>	<b>251.994</b>	<b>212.409</b>	<b>(39.584)</b>

- 3.4. Since the 2018/19 budget was agreed in February there have been a number of revisions to the capital budget. In line with the organisational restructure, Facilities Management, (including building practice Health and Safety and vehicle replacement), and Energy infrastructure are now part of the new Commercialisation Division that is in Communities.
- 3.5. There has been additional funding for 2018/19 since February as follows:
- £1.6m Schools Programme - bringing forward the expansion of Bristol Brunel Academy as approved by Cabinet in March
  - £1.4m Strengthening Families programme – as approved by Cabinet in April – the use of capital receipts to fund the system wide transformation of children services
  - £3.2m Transport programme – including use of Local Growth Fund to complete the Airport Road scheme (March Cabinet) and additional

#### WECA grants

- £3.8m Housing Delivery – Land Release Fund grant for five sites
- £0.6m other minor adjustments

3.6. Table 4 outlines the reprofiling of unspent 2017/18 capital budgets to 2018/19 pending further review as part of the 2019/20 budget process.

*Table 4: Roll forward of unspent 2017/18 Budgets*

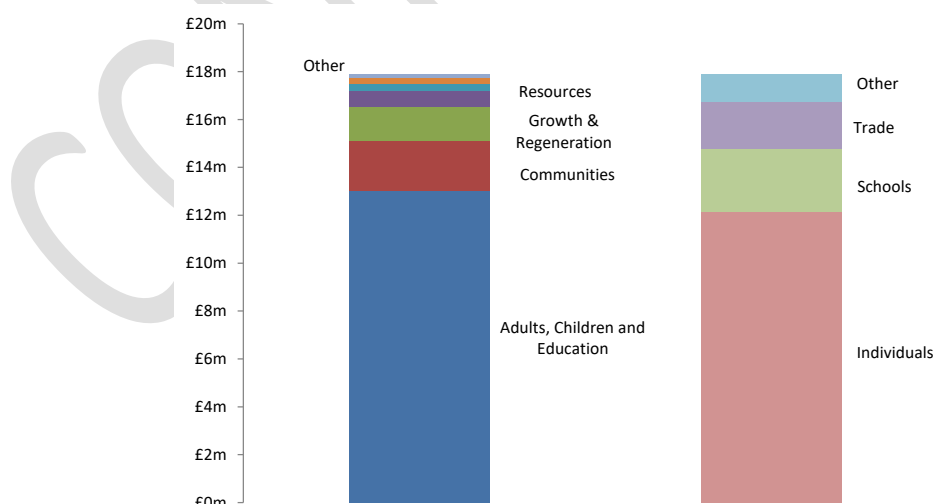
Directorate	£m	Main Programmes
ACE	8.0	Schools programme, Education ICT system and Care Services Extra Care Housing
Growth and Regeneration	9.5	Transport Programme, Energy and Property
Communities	3.0	Bristol Operations Centre and Housing Solutions
Resources	1.5	Bristol Workplace
Corporate	0.7	
HRA	2.9	
<b>Total</b>	<b>25.6</b>	

## 4. Debt Management

4.1. As at 30/06/2018, there was £17.9m outstanding sundry debt owed to Bristol City Council that has been outstanding for longer three months (not including Housing Rent, Council Tax or Business Rates).

4.2. Chart 3 provides a breakdown of debt by Customer type and Directorate.

*Chart 3: Breakdown of Aged Debt by Customer Type and Directorate*



4.3. The largest single area of this debt making up £10.1m relates to individual's assessed contributions to packages of adult social care.

4.4. The Adult Social Care debt relates to almost 1,950 individuals, of which 1,500 (75%) owe between £0 and £5,000. We have recruited additional resource to



tackle the level of outstanding debt for individuals associated with Adult Social Care to compile evidence to ensure that those who can pay do.

4.5. Schools debt predominantly relates to outstanding contributions relating to PFI schemes which are expected to be resolved during this financial year.

## 5. Reserves

5.1. The opening revenue reserves are £104.4m, made up of £84.4m earmarked reserves and £20m general reserves. Current planned drawdowns of earmarked reserves are £13.7m and assuming no further mitigations can be achieved the current forecast overspend would reduce our general reserves at year end by a further £7.5m.

### Earmarked Reserves

5.2. Opening earmarked reserves at 1<sup>st</sup> April 2018, were £84.4m in setting the budget for 2018/19 there was a budgeted net drawdown from reserves of £12.4m, made up of a £7.5m contribution from MRP clawback and a drawdowns of £19.9m, giving an expected year end balance of £72.0m

5.3. The current forecast contributions are in line with the budgeted £7.5m. Drawdowns from earmarked reserves are slightly higher than budgeted. This is expected as at the end of 2017/18 additional contributions to reserves were made where income was received in advance or planned expenditure was delayed until this financial year. Earmarked reserves are held for a specific purpose and will be subject to a full re-assessment as part of the budget process.

Table 5: Summary of Forecast year end position

	Opening balance	Forecast Net Drawdown	Closing Balance
Capital Investment	(22.479)	7.072	(15.407)
Risk Management	(18.239)	(0.866)	(19.105)
Ring-Fenced	(14.642)	1.656	(12.986)
Financing/Technical	(13.600)	3.543	(10.057)
Service Specific	(15.460)	2.281	(13.180)
	<b>(84.420)</b>	<b>13.686</b>	<b>(70.734)</b>

### Flexible Use of Capital Receipts

- £6.3m has been budgeted in 18/19 for revenue expenditure which relates to delivery of savings and transformation to be funded from flexible use of capital receipts. Cabinet agreed in July that this should be directed towards to the ICT Future State Assessment work.

## Period 3 Budget Monitoring - Summary

	2018/19 - Full Year				Period 2 Forecast	
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	Movement in Forecast	Forecast Outturn
	£000s				£000s	
<b>Adults, Children and Education</b>						
Adult Social Care	130,605	138,715	150,539	11,824	504	150,035
Children and Family Services	60,299	60,272	60,292	20	17	60,275
Education, Learning and Skills Improvement	12,610	17,010	18,210	1,200	(146)	18,356
Public Health - General Fund	2,004	2,204	2,202	(2)	(2)	2,204
<b>Total Adults, Children and Education</b>	<b>205,518</b>	<b>218,201</b>	<b>231,242</b>	<b>13,041</b>	<b>372</b>	<b>230,870</b>
<b>Resources</b>						
ICT	12,463	12,467	12,467	(0)	(0)	12,467
Legal and Democratic Services	6,206	6,395	6,387	(8)	(7)	6,394
Finance	8,910	8,872	8,867	(4)	(5)	8,872
HR, Workplace & Organisational Design	10,705	10,788	10,683	(105)	(150)	10,833
Policy & Strategy	2,500	2,563	2,537	(26)	(25)	2,562
<b>Total Resources</b>	<b>40,784</b>	<b>41,084</b>	<b>40,940</b>	<b>(144)</b>	<b>(187)</b>	<b>41,127</b>
<b>Communities</b>						
Waste	28,987	28,987	28,987	0	(1)	28,987
Homes & Landlord Services	11,437	11,465	11,441	(24)	(24)	11,465
Commercialisation	10,393	10,396	10,517	121	4,040	6,477
Community Services	12,649	12,595	12,649	54	(3,951)	16,600
<b>Total Communities</b>	<b>63,465</b>	<b>63,443</b>	<b>63,589</b>	<b>146</b>	<b>64</b>	<b>63,530</b>
<b>Growth &amp; Regeneration</b>						
Planning	753	734	709	(25)	28	681
Transport	5,659	5,611	5,806	194	143	5,663
City Growth, Investment & Infrastructure	(921)	44	629	585	(33)	662
<b>Total Growth &amp; Regeneration</b>	<b>5,490</b>	<b>6,390</b>	<b>7,144</b>	<b>754</b>	<b>138</b>	<b>7,006</b>
<b>SERVICE NET EXPENDITURE</b>	<b>315,258</b>	<b>329,118</b>	<b>342,916</b>	<b>13,798</b>	<b>387</b>	<b>342,534</b>
Levies	957	957	957	0	0	957
Corporate Expenditure	40,016	26,157	19,912	(6,245)	(4,202)	24,114
<b>TOTAL REVENUE NET EXPENDITURE</b>	<b>356,231</b>	<b>356,231</b>	<b>363,785</b>	<b>7,553</b>	<b>(3,815)</b>	<b>367,604</b>

## HOUSING REVENUE ACCOUNT SUMMARY

	2018/19 - Full Year				Period 2 Forecast	
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	Movement in Forecast	Forecast Outturn
	£000s				£000s	
<b>Housing Revenue Account</b>						
Strategy, Planning & Governance	(106,783)	(106,783)	(106,760)	23	(65)	(106,695)
Responsive Repairs	26,224	26,224	25,321	(903)	(386)	25,707
Planned Programmes	17,904	17,904	17,464	(440)	419	17,045
Estate Management	14,697	14,697	14,532	(166)	257	14,275
Capital - Neighbourhoods HRA	0	0	0	0	0	0
HRA - Funding & Expenditure	12,116	12,116	12,116	0	0	12,116
HRA - Capital Financing	11,200	11,200	11,200	0	0	11,200
HRA - Year-end transactions	24,641	24,641	24,641	0	0	24,641
<b>Total Housing Revenue Account</b>	<b>(0)</b>	<b>(0)</b>	<b>(1,485)</b>	<b>(1,485)</b>	<b>225</b>	<b>(1,711)</b>

## RING FENCED BUDGETS

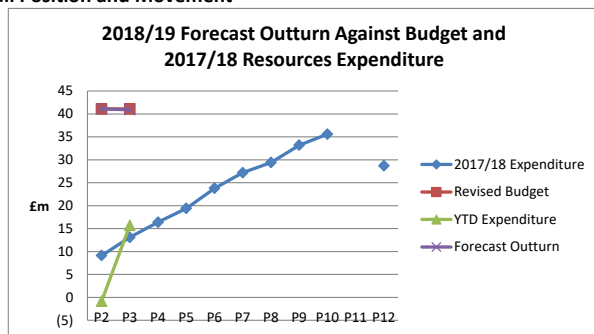
	2018/19 - Full Year				Period 2 Forecast	
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	Movement in Forecast	Forecast Outturn
	£000s				£000s	
Public Health	31	31	31	0	29	2
Dedicated Schools Grant	(0)	(0)	0	0	0	0
<b>Total Ring fenced budgets</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>0</b>	<b>29</b>	<b>2</b>

a: 2018/19 Summary Headlines

<b>Revised Budget</b> P2 £41.1m <b>P3 £41.1m</b>	<b>Forecast Outturn</b> P2 £41.1m <b>£40.9m</b>	<b>Outturn Variance</b> P2 £0.0m <b>(£0.1m)</b>
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b: Budget Monitor

1. Overall Position and Movement



Includes all grants received in advance, contribution to/from reserves

		£000										
Revised budget		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
£41.1m		0.0	-0.1									
		▲	▼									

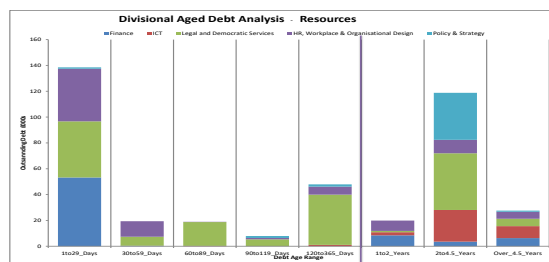
Key Messages

- Further back office efficiencies have been identified from within the Admin and Business Support team which has given the Resources Directorate a forecast £0.1m underspend
- The risks highlighted in section 5 all have currently deliverable mitigations which will bring the Resources Directorate in to budget
- Cross Directorate savings BE6, BE7 and IN24 are highlighted at risk in section 4 for information but these targets are held centrally and not in Resources

2. Revenue Position by Division

Revenue Position by Division	2018/19 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
ICT	12.5	12.5	12.5	(0.0)
Legal and Democratic Services	6.2	6.4	6.4	(0.0)
Finance	8.9	8.9	8.9	(0.0)
HR, Workplace & Organisational Design	10.7	10.8	10.7	(0.1)
Policy & Strategy	2.5	2.6	2.5	(0.0)
Capital - Business Change	0.0	0.0	0.0	0.0
<b>Total</b>	<b>40.8</b>	<b>41.1</b>	<b>40.9</b>	<b>-0.1</b>

3. Aged Debt Analysis



Debt over 1 year has reduced from P02 to P03 from £217k to £166k.

c: Risks and Opportunities

4. Savings Delivery RAG Status

Resources' 18/19 Savings Target (£'000s):	<b>13,879</b>
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18/19 Savings	This month			Last month		
	18/19 - Total value of savings (£'000s)	18/19 - Value at risk (£'000s)	Proportion at risk	18/19 - Total value of savings (£'000s)	18/19 - Value at risk (£'000s)	Proportion at risk
No - savings are at risk	5,009	3,043	61%	4,986	3,020	61%
Yes - savings are safe	7,498	0	0%	7,536	0	0%
SAVING CLOSED - CONFIRMED AS SECURED & DELIVERED	1,213	0	0%	1,110	0	0%
NO RAG PROVIDED	0	0	n/a	89	0	0%
WRITTEN OFF	158	0	0%	158	0	0%
<b>Grand Total</b>	<b>13,879</b>	<b>3,043</b>	<b>22%</b>	<b>13,879</b>	<b>3,020</b>	<b>22%</b>
n/a - represents one off savings or mitigations in previous year	-1,218	0	0%	-1,218	0	0%
n/a	0	0	n/a	0	0	n/a
<b>Grand Total</b>	<b>12,661</b>	<b>3,043</b>	<b>24%</b>	<b>12,661</b>	<b>3,020</b>	<b>24%</b>

Top 5 largest savings at risk in 18/19 (ordered by size of saving)

ID	Name of Proposal	Value at Risk in 18/19 (£'000)
IN24	Review budgets for fees and charges	1,000
BE7	Organisational redesign including the council's senior management structures	923
FP14 - 1	*17/18 rollover* In-house enforcement	347
BE6 - 1	Workforce policy and conditions review	284
FP34-B	Subset of "Better use of developer contributions for infrastructure improvements" (One off element)	-100
IN06-1	Increase bookings for Lord Mayor's Mansion House and Chapel	-100
BE23	*17/18 rollover* Registrar's Office -improvements	-100
BE42	Reducing Fraud and Avoidance	-100

## 5. Revenue Risks and Opportunities

Division	Risk or Opportunity	Description	Net Risk /Opportunity
ICT	Risk	Contract inflation required for 18/19 (includes 9 months in-year increase for Microsoft contract)	371
ICT	Opportunity	Apply for funding from the Corporate inflation provision set aside	(371)
Legal & Democratic Services	Risk	Shortfall in Registrars savings target BE23B for improvements offset by minor savings	67
Legal & Democratic Services	Risk	Estimated shortfall on Land charge income based on Trend analysis and current income	330
Legal & Democratic Services	Opportunity	Forecast for increased use over budget of Section 106 income	(90)
Legal & Democratic Services	Opportunity	Option to reduce in-year transfer to Election reserve and/or draw down from Legal reserve	(307)
Finance	Risk	MTFP income target from running an In House Enforcement Function is currently on hold pending a new Corporate approach to enforcement.	347
Finance	Opportunity	Monitor budget for further in-year savings plus use of reserve funding set aside approved by Deputy s151	(347)
Policy & Strategy	Risk	Potential pressure within the forecast for Bristol Design regarding external income	53
Policy & Strategy	Opportunity	Mitigate pressure from current income review or Policy Initiatives reserve	(53)
Policy & Strategy	Risk	The Global Parliament of Mayors' Annual Summit aims to be funded by external grants and sponsorship, but has an underwriting of £150k by Bristol City Council if required. Present income forecasts indicate that only £66k may be needed, however sponsorship arrangements are being actively pursued and several are being negotiated and finalised, which may mitigate this risk entirely	66
Policy & Strategy	Opportunity	Mitigate pressure from Mayoral commissioning underspends or Policy Initiatives reserve	(66)
			0

## d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
<b>£3.5m</b>	<b>£8.3m</b>	<b>£0.1m</b>	<b>£8.3m</b>	<b>£0.0m</b>
		1% of budget	100% of budget	

Gross expenditure by Programme		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
RE01	ICT Refresh Programme	2,587	0	2,587	0	0%	100%
RE02	ICT Development - HR/Finance	1,700	0	1,700	0	0%	100%
RE03	ICT Strategy Development	2,612	29	2,612	(0)	1%	100%
RE04	Bristol Workplace Programme	756	35	756	0	5%	100%
RE05	Mobile Working for Social Care (Adults & Childrens)	665	0	665	0	0%	100%
<b>Total Resources</b>		<b>8,320</b>	<b>65</b>	<b>8,320</b>	<b>(0)</b>	<b>1%</b>	<b>100%</b>

### Key Messages

In the first quarter there has been minimal spend on capital projects within Resources. The procurement of a new HR/Payroll system recently signed a contract with a provider and has begun incurring capital costs as blueprinting and build work commences. It is expected the new system will go live in 2019/20.

In July, the ICT Strategy work was approved at Cabinet and will be expected to begin spending capital resource on related projects.