

Neighbourhoods Scrutiny Commission Agenda



Date: Thursday, 26 January 2017

Time: 2.00 pm

Venue: The Writing Room, City Hall, College Green,
Bristol, BS1 5TR

Distribution:

Councillors: Martin Fodor, Margaret Hickman, Carole Johnson (Vice-Chair), Steve Jones, Matt Melias, Anthony Negus (Chair), Jo Sergeant, Mhairi Threlfall and Jon Wellington

Copies to: Alison Comley (Strategic Director - Neighbourhoods), Di Robinson (Service Director - Neighbourhoods), Becky Pollard (Director - Public Health), Gillian Douglas (Service Director Clean and Green), Mary Ryan, Steven Barrett (Service Director Landlord Services), Nick Hooper (Service Director Strategic Housing), Patsy Mellor (Service Director Citizen Services), Tracey Morgan (Managing Director Bristol Waste), Kate Murray, Mark Wakefield (Service Manager - Performance & Infrastructure), Lucy Fleming (Scrutiny Co-ordinator), Romaine de Fonseca (Policy Advisor), Jeremy Livitt, Andrew Mallin (Directorate Leadership Team Support Manager), Nicky Debbage, Robin Poole, Gavin Banks, Penny Germon and Rizwan Tariq

Issued by: Jeremy Livitt, Democratic Services
City Hall, 3rd Floor Deanery Wing, College Green, Bristol, BS1 5TR
Tel: 0117 92 23758
E-mail: democratic.services@bristol.gov.uk
Date: Wednesday, 18 January 2017



Agenda

1. **Welcome, Introductions and Safety Information** **2.00 pm**
(Pages 5 - 6)

2. **Apologies for Absence**

3. **Declarations of Interest**

4. **Minutes of the Previous Meeting and Rolling Action Sheet**
 - a) **Minutes - 25th November 2016** **(Pages 7 - 13)**

For approval as a correct record

 - b) **Rolling Action Sheet** **(Pages 14 - 16)**

Members are requested to note the list of outstanding actions since the last meeting

5. **Public Forum** **2.05 pm**

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **4.30pm on Friday 20th January 2017**.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest **by 12.00 Noon on Wednesday 25th January 2017**..



- | | |
|--|----------------|
| 6. Chair's Business | 2.10 pm |
| To note any items of business raised by the Chair. | |
| 7. Neighbourhood Partnerships - The Future | 2.15 pm |
| There will be a presentation for this item from Gemma Dando and Penny Germon which is attached. Additional documents are also attached. (Pages 17 - 24) | |
| 8. Housing Revenue Account Business Plan | 3.00 pm |
| Please find attached a power point presentation by Nicky Debbage, followed by the 24th January 2017 Cabinet report and Appendices. (Pages 25 - 79) | |
| 9. Voluntary and Community Sector | 3.30 pm |
| Please find attached a report on the above issue. (Pages 80 - 83) | |
| 10. Supermarkets Dealing with Waste - Update On the Current Position | 3.50 pm |
| Alison Comley (Strategic Director of Neighbourhoods) will give a verbal update on this item. | |
| 11. Quarterly Financial Report - Period 6 (to the end of September 2016) | 4.00 pm |
| Please find attached a report concerning the above. (Pages 84 - 121) | |
| 12. Quarter 2 Performance Report | 4.10 pm |
| Please find attached a report setting out the Quarter 2 Performance figures for 2016/17. (Pages 122 - 139) | |
| 13. Update on Citizen Services | 4.20 pm |
| Please find attached a power point presentation on this issue to be given by Patsy Mellor (Service Director – Citizen Services). (Pages 140 - 145) | |



14. Work Programme

4.30 pm

Members are requested to note the above Work Programme.

(Pages 146 - 153)

15. Date of Next Meeting

4.30 pm

The next meeting is scheduled for 10am on Friday 24th February 2017.



Public Information Sheet

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

You can find papers for all our meetings on our website at www.bristol.gov.uk.

You can also inspect papers at the City Hall Reception, College Green, Bristol, BS1 5TR.

Other formats and languages and assistance
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 or Democratic Services Section, City Hall, College Green, Bristol BS1 5UY. The following requirements apply:

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

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

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

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

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

Process during the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- 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 Neighbourhoods Scrutiny
Commission



25 November 2016 at 10.00 am

Members Present:-

Councillors: Martin Fodor, Steve Jones, Chris Jackson (substitute for Margaret Hickman), Anthony Negus (Chair), Jo Sergeant, Mhairi Threlfall and Jon Wellington

Apologies for Absence: Councillor Margaret Hickman (Chris Jackson substituting), Councillor Carole Johnson (Vice-Chair) and Councillor Matt Melias

Officers in Attendance:-

Alison Comley (Strategic Director - Neighbourhoods), Nick Hooper (Service Director Strategic Housing), Kate Murray, Zara Naylor, Andrew Mallin (Directorate Leadership Team Support Manager), Romaine de Fonseca (Policy Advisor) and Jeremy Livitt (Democratic Services)

Also In attendance: Councillor Paul Smith (Cabinet Member for Homes) and Councillor Asher Craig (Cabinet Member for Neighbourhoods)

1. Welcome, Introductions and Safety Information

All parties present introduced themselves.

2. Apologies for Absence

Apologies for absence for this meeting (listed above) were noted.

3. Declarations of Interest

Councillor Jo Sergeant stated that she used to work in libraries.

4. Minutes - Thursday 27th October 2016

Action Sheet - Minute Number 10 27th October 2016 Meeting: Progress Report – Cotham Trail for Glyphosate – Free Weed Treatment



In response to a Member's question concerning the need for discussion with Universities to establish if further research can be carried out into trials of cider vinegar to also include the University of the West of England, the Strategic Director of Neighbourhoods stated that she would investigate this issue and report back.

ACTION: In addition to the University of Bristol, discussions to also take place with the University of the West of England – Alison Comley/Teija Ahjokoski

Resolved – that the Minutes of the above meeting be agreed as a correct record and signed by the Chair.

5. Action Sheets - Monday 3rd October 2016 and Thursday 27th October 2016

Members noted the Action Sheets for the last two meetings and that, where additional actions had now been confirmed since the dispatch of papers, details of these would be circulated to all members of the Scrutiny Commission after the meeting. There would be one rolling Action Sheet with outstanding actions for future meetings, with the date on which the action was requested provided in each case.

6. Public Forum

Members noted that no Public Forum statements had been received for this meeting.

7. Chair's Business

The Chair reported that:

- (1) canvassing for providers of the Sexual Health Service in the city was currently taking place
- (2) After a long process, the DCLG had indicated that they would release the City's byelaws

8. Libraries Update Report

The Head of Libraries stated that the report outlined the principles which had been set out in the Cabinet report and provided a complete overview of ongoing work.

Councillors made the following comments:

- (1) Whilst this report was an improvement on the one that had been submitted to the Planning Meeting, this was nevertheless a report looking back/ still "treading water". More future options for the service were required as well as further detail concerning the impact of budget cuts;
- (2) Further information was required on the impact in certain areas such as Library Development workers. It also needed to be clear if these proposals would help to solve the difficulties faced across the city;



- (3) There was no indication of how gaps in service provision would be filled;
- (4) The review did not recognise the constraints within which the Council operated ie that the review had been required due to budget cuts;
- (5) Since the introduction of revised opening hours, in some areas all libraries were open at the same time rather than being co-ordinated;
- (6) In relation to the 7 day service, some staff had been required to work Sundays despite not wanting to do so and despite the lack of demand for the service on this day, As confirmed by a recent Freedom of Information request;
- (7) A different form of service might be required in certain areas ie Community Asset Transfer (CAT) but that this must be done through the Council. Also, if libraries were not run successfully in the community, the possibility of the Council retaking control needed to be considered;
- (8) Access to libraries was very important – a sensible strategy to deal with the issue of opening hours was required;
- (9) The Corporate Plan needed to give an indication of the impact of the responses to the libraries consultation process and may need further consultation since the situation had now changed;
- (10) It would be helpful to give an indication of when the proposed changes will be known;
- (11) Volunteering – until the issue of paid and unpaid staff provision had been properly looked at, local library provision could not change.

In response to Councillors' comments, officers made the following points:

- (12) It was still too early in the process to assess the different range of options required to make a very big budget saving;
- (13) There were informal and formal friends groups operating in communities, some of which had become active when the future of some libraries had been threatened. These groups needed to be ready to support the future role of libraries;
- (14) There were significant Savings required for Year 2 and 3 for libraries, parks and Neighbourhood Partnerships. A budget consultation was taking place and there was likely to be a further service consultation post April 2017 involving all citizens
- (15) The approach taken by the Council not to close any libraries means that resources were stretched thin – future discussions concerning the service were required to avoid a “one size fits all” service;
- (16) The Citizens' Panel results will be available in early December 2016 to assist in the process;
- (17) No Freedom of Information request had been received so far;
- (18) Every library had now been updated to 100 megabit speed;
- (19) Volunteering – the Council decision had been clear that volunteers would not be replacing staff in libraries. A Sub-Group of the Neighbourhood Partnerships was looking at the network of provision across the city and its implications

In response to a question, the Head of Libraries confirmed that she would provide Councillor Jon Wellington with information concerning the number of books borrowed at libraries on how statistics were recorded and collected on issues and visits

Action: Kate Murray



9. Housing Delivery - Positioning Briefing Update Paper

The Scrutiny Commission received a presentation on the above issue from Paul Smith (Cabinet Member for Homes) entitled "Tackling Bristol's Housing Crisis – the First Six Months".

During this presentation, he made the following points:

- (1) Consultation had taken place with tenant groups, landlords, Housing Associations, developers and builders;
- (2) An advisory group comprising experts and academia had just been established;
- (3) Despite the population growing in the last year by 6,800, only 460 extra homes had been built;
- (4) Over 500 families were in temporary accommodation;
- (5) Whilst the Chancellor's announcements had helped in some respects (ie pay to stay now being voluntary, high value home sales for right to buy being out back to 2018), there were nevertheless significant problems (ie viability assessments, welfare reforms, the spatial plan). Since average rents were £1,000, the operating environment for people was not great;
- (6) There remained 550 empty homes as at 2015/16;
- (7) The Council's priorities for 2015 were to build new homes, reduce temporary accommodation, reduce the number of empty homes and improve standards in PRS;
- (8) 80 hectares of land had been taken off the market to build new homes. Sites in Hengrove and Brislington had been given to Housing Associations. Private housing would be used to subsidise Council housing;
- (9) Members' attention was drawn to forthcoming schemes in Lawrence Weston and Dunmail and in the Corporate Private Rented sector (ie Redcliff Quarter);
- (10) Whilst there were 6203 schemes in total, over half of these were from Hengrove and Temple Quarter – there were also smaller community led schemes for 1748 affordable homes;
- (11) A new Housing Delivery Company was being set up to project manage housing on land;
- (12) Issues relating to the legal options and relationship with the Council (ie shares, community interest etc) would be considered in a report to Cabinet in February 2017;
- (13) 6 empty properties had been let to housing charities on a peppercorn rent;
- (14) The Council was also focusing on long-term voids and how to provide more structured temporary accommodation (ie in a block rather than singly), as well as re-engineering the way tenants were supported to intervene at the earliest possible opportunity to prevent eviction;
- (15) It was estimated that 250 families would be affected by a benefit cap. This could be a problem in early 2017;
- (16) Officers were working with landlords across the city to carry out necessary improvements on properties;
- (17) There was also a rogue landlord programme which included the extension of HMO's to smaller units and the adoption of a lettings charter;
- (18) The Bristol Living Rent was being set up as a means of getting balanced communities and avoid demeaning people;



- (19) Other key areas of work included balancing the HRA, further work in tenant involvement and empowerment, work with areas such as health and sustainability, increasing density and urbanisation, as well as a piece of research to assess how realistic viability assessments were. The administration would like viability assessments to be made public;
- (20) It was important to build the right housing for the right people in the city. The Council could learn a lot from places such as Germany, France and the Netherlands to increase property numbers, whilst ensuring communities had control of schemes, that existing standards were maintained and that environmentally sustainable schemes were created;
- (21) It was important to obtain the maximum value from land.

Scrutiny Commission Members made the following comments:

- (22) Work was required to stop private landlords converting properties into HMO's simply to increase profit at the expense of families who could end up being evicted;
- (23) Whilst there were 521 families in temporary accommodation, there were 513 void properties which could virtually solve this problem;
- (24) Pre-exit interviews of tenants would help with re-lets of properties;
- (25) There was a lot of temporary accommodation in Fishponds, some of which was poor quality. Consideration should be given to the possible use of new temporary build and to creating affordable starter homes in the social housing sector – the lack of affordable housing in schemes such as the upcoming Chocolate Factory planning application was a sign that this needed to be addressed;
- (26) Further work was required in terms of issues of viability and affordability and the standards that needed to be met, as well as to the need to link number of properties to issues such as density, quality and community;
- (27) It was important to use the board consensus that existed across all political parties on this issue to lobby Central Government for change.

In response to Scrutiny Commission Members' questions, the Cabinet Member for Homes made the following points:

- (28) If proof of tenants' regular payments could be shown, this could underpin a mortgage application and would remove rental properties from the system and free up properties;
- (29) Work was being carried out with landlords to reduce the number of properties converted into HMO's;
- (30) There were 4 million people living in temporary accommodation but since about half in work, if a means could be found to make it affordable for them to live in permanent housing, this would save money;
- (31) A report would be submitted to the Cabinet Member in December 2016 which examining schemes with properties built with timber frames in Brighton and Kent;
- (32) A scheme of land aid was being developed for early 2017 by which a Property Developers Trust would use money to pay for property developers;



(33) Since developers were able to make a 20% profit before a scheme became viable, the process was heavily stacked in favour of developers. In certain instances, both he and the Mayor had discussed schemes with developers if they felt further affordable housing could be provided;

(34) A compulsory purchase scheme across the city in certain situations was being considered.

Officers made the following points:

(35) Whilst 4 years ago there were 3,000 social rented homes, these numbers had now decreased to 1600/1700;

(36) The Credit Agency Experion was including rent re-payments as part of their credit rating for people trying to get permanent accommodation.

10 Work Programme

The Chair referred to the Work Programme. Whilst he indicated that it was now more populated than before, more items were still required. He indicated that he was happy to listen to any suggestions to add to it and stated that he would call an additional meeting of the Spokespersons if he felt this was useful.

He confirmed that some of the spare capacity for the March and April 2017 meetings was likely to be used for items such as libraries.

The following issues were raised as suggested items for inclusion in the Work Programme:

(1) Hot Food Takeaways – An assessment of work carried out by other Local Authorities On Their Impact

ACTION: Romaine De Fonseca to add to Work Programme

(2) Trees and Vegetation – Community Involvement and Development of a Tree Management Policy

The Council needed to consider the relationship between communities and trees on Council land, as well as a lack of funding for a Tree Management Policy. It was important to get communities more closely involved in certain issues such as the management of vegetation in particular areas of land.

ACTION: Jo Sergeant to clarify details with Anthony Negus and subsequent to this, Romaine De Fonseca to add to Work Programme

(3) Neighbourhoods Services – Corporate Plan (Include as part of the Finance Update report on Thursday 26th January 2017)

ACTION: Romaine De Fonseca to Add to Work Programme

There was also discussion concerning an item currently on the Work Programme relating to the Bristol Waste Company which would be considered by the Scrutiny Commission on Friday 24th February 2017. It



was noted that this item would discuss progress concerning the development of the 10 Year Contract, household waste and issues relating to waste generally (such as Performance Indicators).

11 Urban Parishes - For Information

Members received the above report for information

12 Date of Next Meeting

Members noted that the next meeting is scheduled for 2pm on Thursday 26th January 2017.

Meeting ended at 12.10 pm

CHAIR _____



Bristol City Council
Neighbourhoods Scrutiny Commission
Action Sheet



Meeting Date	Agenda Item	Title of Report/ Description	Action and Deadline	Responsible officer	Action taken
27.10.16	4 (c)	Minutes– 3 rd October 2016	<p>The Chair referred to Paragraph Number (24) (Minute Number 6) and indicated that officers could consider whether action could be taken in this instance:</p> <p>(24) It was noted that smoking was an area which was the highest preventable risk factor and yet the return for the reduction was low. There need to be an effective cost/benefit analysis in this area. Officers referred to the Sustainable Transport Plan in which consideration of many of the healthy benefits (ie smoking, alcohol, diabetes, prevention, healthy living) were embedded). However, no mechanism was yet in place to track funds – one possible approach to address this could be through the use of Joint Funding arrangements or to develop a Strategic case for pooled budgets;</p>	Becky Pollard	

25.11.16	4 (c)	<p>Action Sheet – 27th October 2016 Progress Report – Cotham Trail for Glyphosate – Free Weed Treatment</p> <p>Discussions to take place with Universities to establish if further research can be carried out into trials of cider vinegar</p>	<p>In addition to the University of Bristol, discussions to also take place with the University of the West of England</p>	<p>Alison Comley/Teija Ahjokoski</p>	<p>Contact has been made with University of West of England (UWE) through my contact in the biology department. The initial response from UWE is that they might be able to run controlled studies in their new greenhouses due to open soon, but more talks about how, what and associated costs are needed.</p> <p>There is potentially a possibility of growing targeted species (common weeds on Bristol streets) in the greenhouse and treat with suitable products such as wood or cider vinegar. It might be possible to engage students and Ph.D. students for the research, if the test suits their studies.</p> <p>The university's own grounds maintenance team is using glyphosate for weed control on hard surfaces.</p> <p>Officers will report back to Scrutiny on progress on this action when the update on this item is due to return to Scrutiny later in the year in 2017.</p>
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25.11.16	7	Libraries Update	Head of Libraries to provide Councillor Jon Wellington with information concerning the number of books borrowed at libraries on how statistics were recorded and collected on issues and visits.	Kate Murray – Head of Libraries	Confirmed as Carried Out on Monday 12 th December 2016
25.11.16	9	Work Programme	Hot Food Takeaways – An assessment of work carried out by other Local Authorities On Their Impact Trees and Vegetation – Community Involvement and Development of a Tree Management Policy Neighbourhoods Services – Corporate Plan (Include as part of the Finance Update report on Thursday 26 th January 2017	Romayne De Fonseca (Add to Programme) Jo Sergeant to clarify details with Anthony Negus and subsequent to this Romayne De Fonseca (Add to Work Programme)	Information received from Public Health regarding local mapping of hot food takeaways and levels of weight in local population. Circulated to Committee members for consideration as to next steps. Sent to Councillor Negus and will be the subject of discussion at the Scrutiny Planning Meeting on Monday 30 th January 2017 (preparation for meeting on Friday 24 th February) Work Programme Amended To Include This

Neighbourhood Partnerships - Future

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Working group session
9th December 2016

Neighbourhoods

Neighbourhoods and Communities

Slide 1



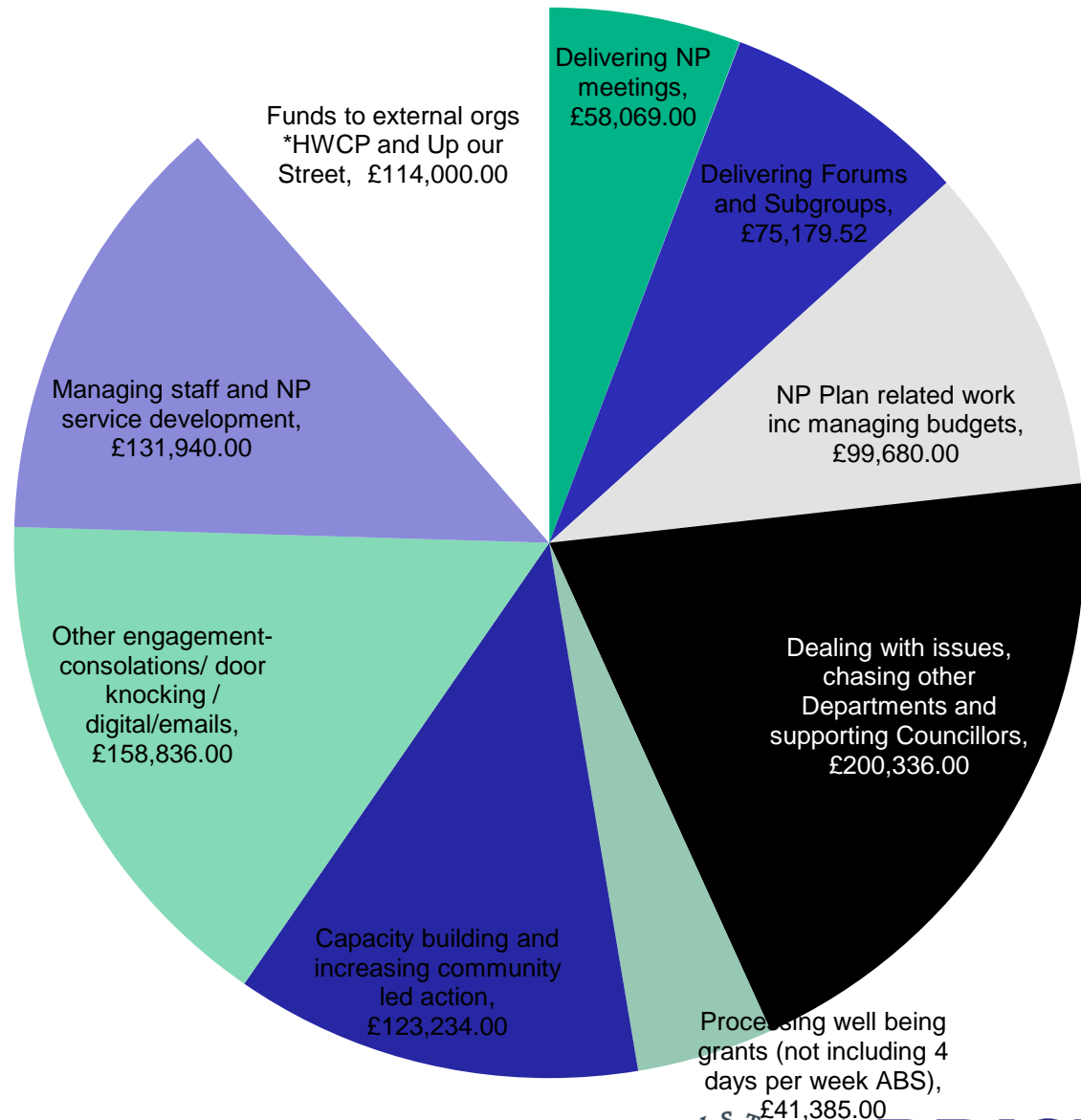
BRISTOL
2015 EUROPEAN
GREEN CAPITAL

Agenda Item 7

Current situation

£1.1m cost
80% BCC staff
10% agreements with third parties
10% other costs.

PLUS £371k devolved budgets



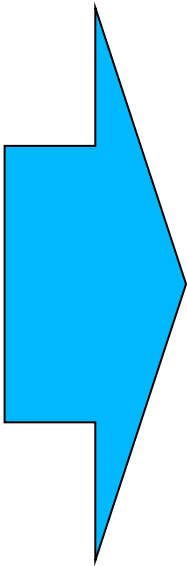
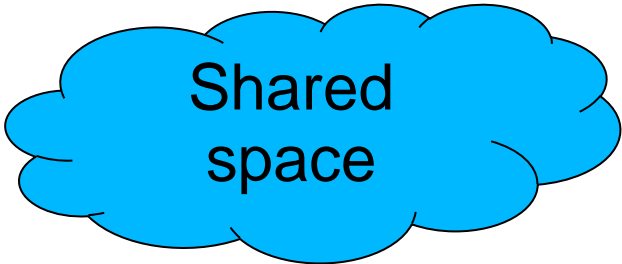
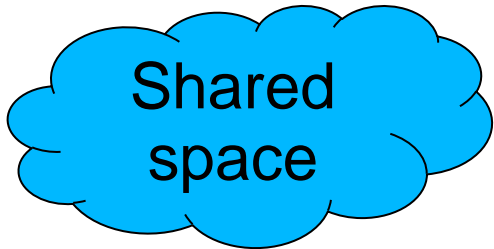
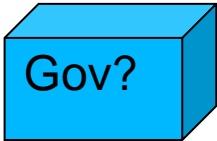
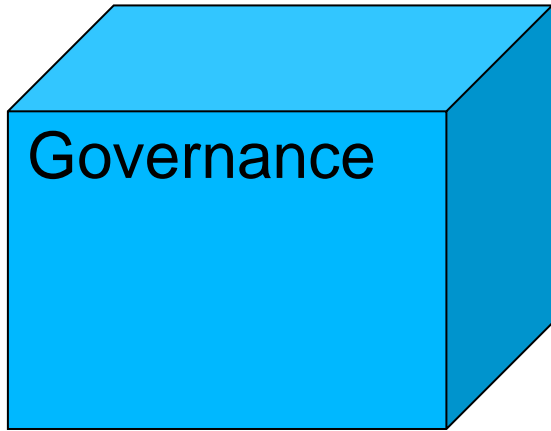
Future service principles

1. Take positive action to tackle inequality and deprivation
2. Creating conditions for increased community/citizen-led action
3. Developing social capital to build stronger, more confident communities
4. Where communities have the energy and capacity, let them get on with it!
5. Supporting BCC to make better decisions and improve services through co production and collaboration.

Direct contribution to the Mayoral priorities

- Tackle inequalities across the city and no one is left behind
- Build inclusive communities
- Empower and enable so that more have the power and capacity to take action on the things that matter to them
- More involvement in civic life
- Engage the people of the city to tackle shared problems e.g.
 - The Clean Streets Campaign
 - Support people to access digital services
- Raise awareness and actively monitor community tensions and provide support to witnesses and victims of hate crime.

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Page 21

A way of thinking about good places to live and the role we all play

Page 22



An asset based/self-determining community

Thrives, renews and evolves in diverse social and economic conditions, where people can control their own lives, policy & services contribute to strong place based communities; no structural barriers to participation; knowledge and information flow. Culture of learning & collaboration between citizens, public, private and third sectors. Celebrates & inspires.



Top-down/service-led community

Inequality, top-down intervention, problem-solving & needs analyses. Policy and practice takes little or no account of impact on place or long term resilience. Culture of competition, 'us and them'. Activists feel unsupported. Neighbourly connections undermined by anti-social behaviour and hate crime.

Towards asset based communities - where we want to get to and what we need to get there

Page 23



Clear pathways for collaboration to establish locality based services/ways to get things done

Shared vision for place based communities

Diverse funding sources/exchange

Quality multi use buildings/asset transfer

Business Planning /Governance/learning & development/access to skills & expertise

Clear pathways for collaboration & civic engagement, ideas exchange

Community Development (Capacity Building)

Asset mapping

Information flow & exchange

Community Development (Community Building)

(Access to the right help at the right time)

Conditions for an asset based/self-determining community

Thrives in diverse social and economic conditions. Policy & services contribute to strong place based inclusive communities and invest for the future. Active participation in community life is easy. Knowledge and information flows.

Culture of learning, collaboration, celebration & inspiration.

FUNCTIONS to support

NP CHANGE PROCESS



Change driven by:

Need for significant savings

Council - facilitating, enabling, collaborating

Empowered citizens want a more effective relationship with Council

Commitment to asset based/self-determining places

Commitment to tackling inequality

The commitment to quality services which facilitate self-determination, choice and control

NOW (A) by 1st April 2017

Consultation process to agree transition from BCC led formal structures to community-led.

Locally-led focus for moving to community-led arrangements. Supported by BCC NP team.

Locality conference, city-wide ideas & information exchange includes options for parks and libraries.

Agreed arrangements for CIL/s106 decisions requiring *minimal* resourcing.

Agreed arrangements for any 'neighbourhood' budget & small grants.

Budget agreed/new staffing structure ready for consultation

Asset & information mapping

Transition/Co-design 1st April '17 – 31 Mar '18

Locally-led arrangements up and running

Co-design process to agree what (B) looks like:

1. What's best done by and for the people (BCC get out of the way)?
2. What's best done by and for the community but needs help? Define the help (e.g. access to specialist support & skills, community development)
3. What's best done by the Council/others?

BCC resources focused on areas most in need of support (asset mapping).

Systems in place to complete existing NP funded/agreed projects

Where we want to be (B) 1st April 2018

Locally-led arrangements are up and running

Outcome of co-design process determines how we will work together which will include clear pathways for collaboration and decision-making with BCC.

Skills & expertise to support locally-led arrangements (determined by co-design process).

Neighbourhoods Scrutiny
26th January 2016

HRA Budget and Business Plan Proposals 2017/18

Page 25

Housing Services – Quality homes, great neighbourhoods and successful tenancies

Slide 1



Agenda Item 8

Purpose

- Set out Proposals for 2017/18 HRA budget
 - Including detailed plans for capital & revenue investment in homes
- Show impact of budget / approach on longer term HRA Business Plan
- Check budget / BP proposals are in line with Council / Housing strategy objectives

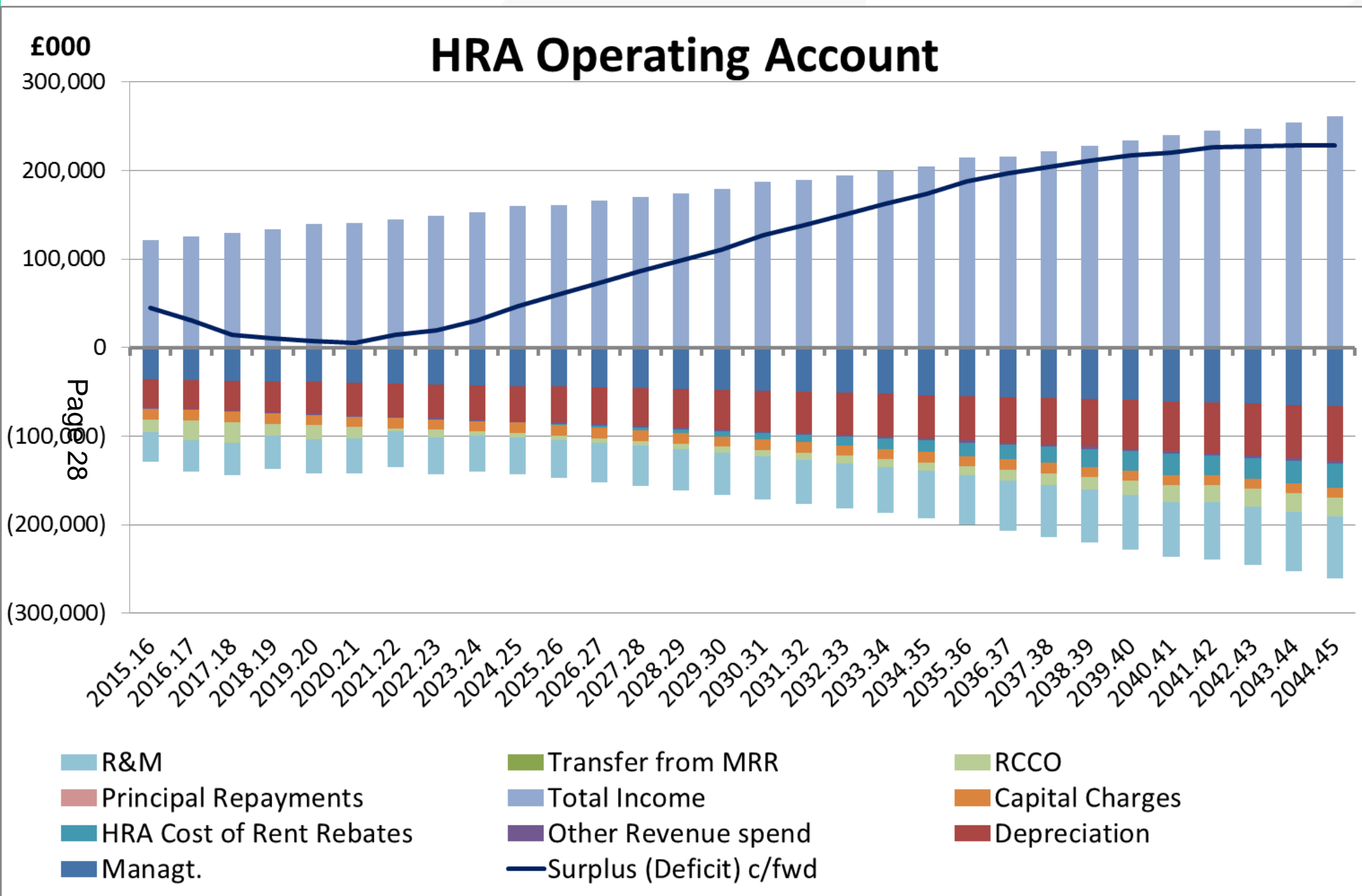


Context / History

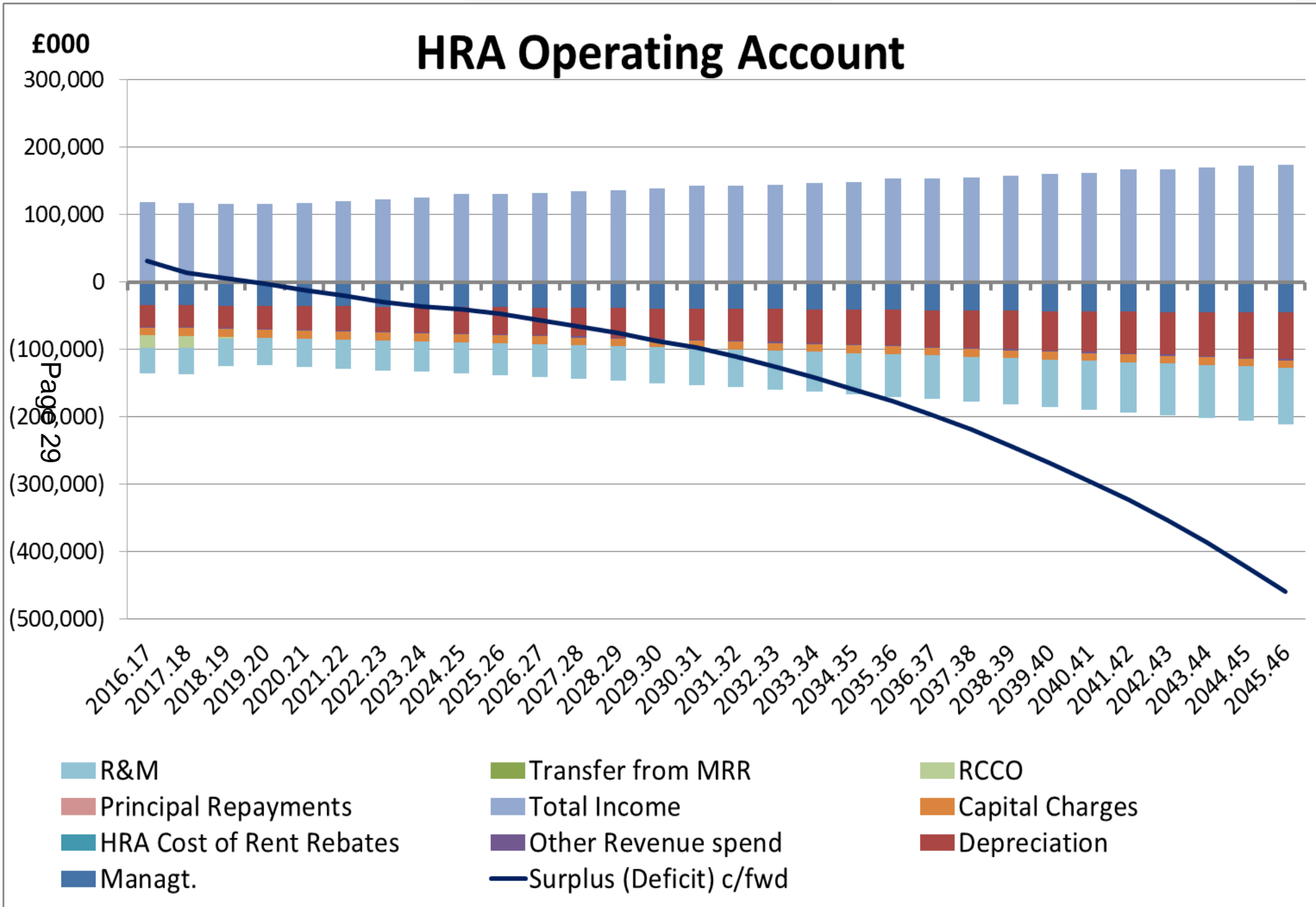
- 2012-2015 = Self Financing
 - With Housing Management Board / stakeholder consultation agreed: landlord strategy & HRA Business Plan,
 - Landlord aims: Meet Need, Quality Homes & Neighbourhoods, Sustain Tenancies
 - Actions included:
 - Bristol Homes & Relet standard
 - New homes
 - More resources / improved processes to sustain tenancies
- 2016 onwards = 1% Rent reductions, WBR, Higher Value Levy, etc.
 - C.15% cuts required to balance



Business Plan prior to policy changes



Base Business Plan after policy change



Approach to 2017/18 Budget

- Maximise income (within policy limits)
- Reduce spending – but safeguard priority areas
- Achieve same outcomes with less input
- Make savings asap - the earlier savings are made, the more impact they will have
- Timely – some major projects ending, able to defer / reduce future projects

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Summary of HRA

Income

- Rents
- Service Charges
- Sundry income
(Voids)
- Capital receipts
- Borrowing

Spend

- Management costs
- Repairs & maintenance
- Investment
- New Build
- Bad Debts
- Debt costs

2017/18 HRA budget key issues

INCOME

- **Rent – social rents set following government policy**

- -1% for 2017/18 – average rent £80.19 (52 week)
- Longer term policy unknown – potential major impact

- **Voids**

- Current performance -1.76%, improves to -1.5% 2017/18
- Measures - review relet standard, processes, tenancy sustainment

- **RTB receipts**

- 200 RTB sales forecast in 17/18 @ £65k (after discount)
- £4.35m RTB 'normal' & £6.25m 1-4-1 available

- **Borrowing**

- Current debt = £245m, cap = £257m
- No new loans / No loans repaid

2017/18 HRA budget key issues

SPEND

- **Management & Service costs**

- Direct costs reduced (deletion vacant posts/Voluntary Severance and overheads)
- Sustained through new IT, digital, mobile, new ways of working
- 10% reduction in GF recharges in year 1, further work

- **Bad debts**

- Non-collectable/write-off 2.5% of rent (£2.9m)
- Forecasts to increase - impact of WBR & Universal Credit

- **Debt costs**

- Interest on current loans - £12m p.a.

- **New Build**

- 785 new homes over 15 years (down from 1,000)

2017/18 HRA budget key issues R&M

- **Major review of all Repairs & Maintenance spend**
 - First phase most capital budgets, response & relets still to fully review
 - Aim to make significant savings in 1st 5-years – biggest impact / most ‘known’
 - Further intelligence gathering, especially blocks
- **R&M (revenue)**
 - 2017/18 revenue budget £32.9m (15% below 16/17 original budget)
 - Includes: extending cyclical to every 10-years, slowing programme for fire safety, coding major repairs to capital
- **Capital investment in stock**
 - 2017/18 capital budget £41.1m (26% below 16/17 original budget)
 - Includes: target poor heating systems (not just older), prioritised external works/cladding blocks, defer Phase 2 of Easiform cladding, no proactive bathroom replacement, extend lifecycles for kitchens & rewires, reduce major adaptations through better use of existing homes.

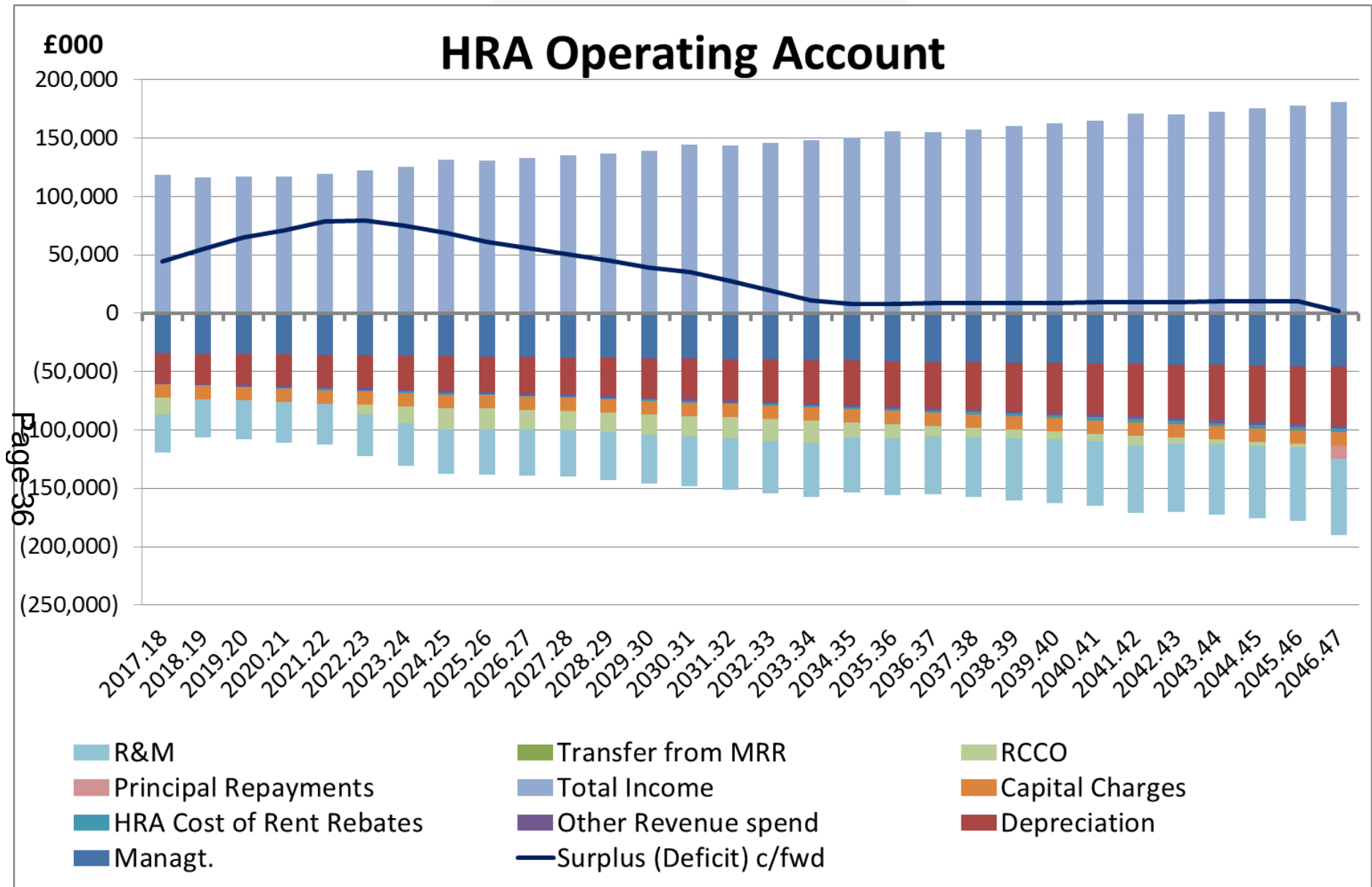
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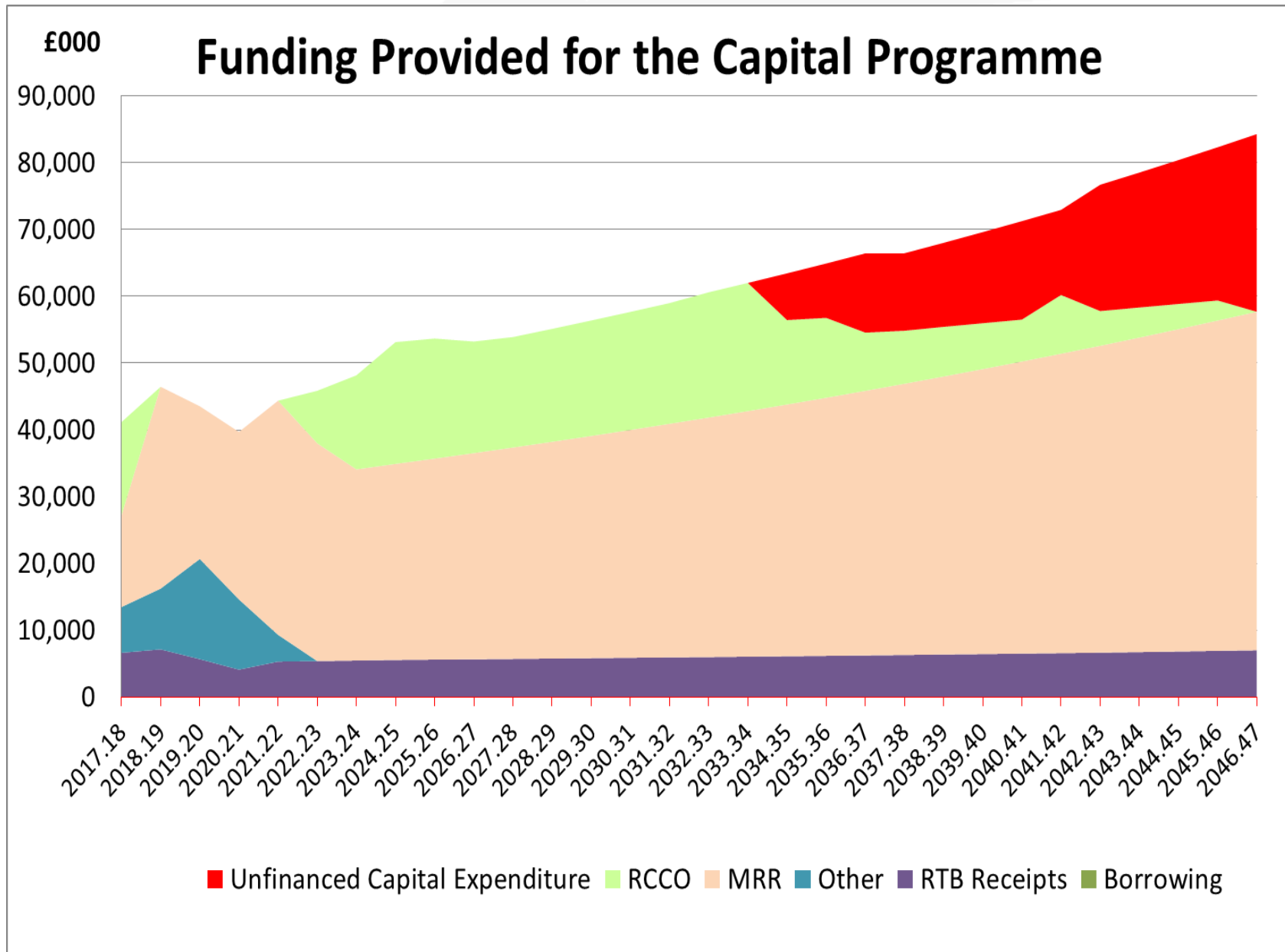


Proposed HRA budget 2017/18

Income Revenue	17/18 £m	16/17		Revenue Spending	17/18 £m	16/17	
Gross Rent	113.4	114.9	↓	Revenue repairs	31.7	38.4	↓
Voids	-1.7	-2.0	↓	Management costs	25.9	26.2	↓
Net Service charges	8.4	8.1	↑	Service costs	8.5	9.1	↓
Other income	1.3	1.6	↓	Debt costs	11.3	11.3	↔
Page 35				Bad debts	2.9	2.9	↔
				Other	1.9	1.4	↑
				Depreciation / Other revenue financing of capital	39.7	31.7	↑
Total	121.4	122.6	↓	Total	121.9	121.0	↑
Revenue Surplus/(Deficit)					(0.5)	1.6	↓
Income Capital				Capital spending			
Useable Capital receipts applied	2.4	24.3	↓	Capital investment	42.1	56.0	↓
Depreciation/ Other revenue financing of capital	39.7	31.7	↑				
Capital Income Total	42.1	56.0	↓	Capital Spend Total	42.1	56.0	↓

Outcome: 2017-47 HRA Business Plan





Cabinet

24th January 2017



Report Title: Housing Revenue Account 2017/18 budget proposals

Ward: Citywide

Strategic Director: Alison Comley, Strategic Director, Neighbourhoods

Report Author: Nicky Debbage, Service Manager – Business Planning & Service Development

Contact telephone no. & email address 0117 3525358
nicky.debbage@bristol.gov.uk

Purpose of the report:

To seek approval to the proposals for the 2017/18 Housing Revenue Account (HRA) budget; which have been tested within a 30-year financial business plan model.

Recommendation for the Mayor's approval:

- 1. To approve the HRA budget for 2017/18, tested within the context of the 30-year financial business plan model**
- 2. To approve the detailed capital & revenue investment plan for 2017/18 that underpins the 2017/18 HRA budget,**
- 3. To delegate authority to the Strategic Director Neighbourhoods to undertake the procurement required during 2017/18 to help deliver the capital & revenue investment plan (as set out in paragraph 19 and Appendix 3 & 3i).**



The proposal:

Background – budget setting assumptions

1. Following the implementation of self-financing for council housing in 2012 and after considerable consultation with stakeholders, Housing developed an Housing Revenue Account (HRA) landlord strategy and accompanying 30-year financial business plan model. This strategy was built on the improved financial position of the HRA primarily funded through rents increasing above inflation in line with government policy. The strategy aimed to deliver the objectives: Meet Housing Need, Quality Homes & Neighbourhoods, Provide Sustainable Tenancies. The key actions in that strategy included building 1,000 new council homes over 15-years, bringing all homes up to an improved Bristol Homes Standard, improving relet standards, increased staffing and improved processes to help sustain tenancies.
2. However, since development of our landlord strategy, government policy has shifted considerably. This year (2016/17) rent levels reduced by 1%, the first year of the policy which is due to be in place for four years, 2016-2020. The timing and detail of other issues that will impact on the HRA (higher value levy, mandatory Flexible Tenancies) is still uncertain but will not impact on the 2017/18 budget. Some Welfare Benefit Reform measures have already been implemented and begun to have an impact on arrears (Under-Occupation Charge, Overall Benefit Cap) but so far only a small number of tenants are affected by Universal Credit with the timetable for significant roll-out not until 2018.
3. The compound impact of these changes on our HRA financial business plan is substantial. Our initial modelling of the changes in the 2016-46 HRA business plan model shows that savings of around 15% are required across all aspects of HRA spending in order to balance the plan.
4. In the context of these major changes and the need to make substantial savings, Housing's landlord strategy is undergoing major review. The aim of this review is to examine all services to identify new approaches that will deliver savings but, as far as possible, still help achieve our high level objectives and contribute towards the housing strategy aims. This landlord strategy 'reset' is likely to be an iterative process starting with a reduced 2017/18 budget, followed by further consultation with stakeholders to develop clear costed longer-term plans. Our aim is to achieve a financial plan that balances for at least 10-years but not necessarily for the full 30-years, given the level of uncertainty about future government policy.
5. The 2017/18 budget (detailed in Appendix 1) has been developed in the context of the need to make significant savings to ensure the viability of the HRA. The proposed 2017/18 budget has been tested within an updated 30-year financial business plan (detailed in Appendix 2), to check that the savings identified have sufficient impact to move towards a longer-term balanced business plan.
6. Whilst the 2017-47 financial business plan is a first draft, and requires further testing and consultation with stakeholders, it does confirm that our revised approach, in particular reduced investment plans (as detailed in Appendix 3) delivers a viable HRA for the medium – long-term (the HRA business plan balances for 16 years).
7. The key elements of the revised landlord strategy that underpins the 2017/18 budget and financial business plan include:

8. Rents

Rents will remain as Social rents, the most affordable form of housing, and will be set following government policy meaning a reduction of 1% for 2017/18 and a further two years. The resulting average weekly rent (52-week) in 2017/18 will be £80.19.

9. Service Charges

Separate charges will be levied to recover the costs of specific services provided to some tenants, such as caretaking or CCTV. These charges can only cover costs (not generate additional income) and will therefore rise in line with cost increases.

10. Voids

Measures are being put in place to reduce the number of homes becoming empty unnecessarily and the time homes are empty between tenancies. Teams in Response and Estates are improving processes to speed up relet times, such as making better use of the notice period. Some reductions to the relet standard are also being made to reduce the work undertaken and the time taken to relet homes. Closer working with new tenancies will help us understand the support needs of tenants, and regularly reviewing how the tenant is coping should reduce tenancy failure and 'churn'. Managing end of tenancy processes should ensure fewer homes are left in very poor condition by the outgoing tenant.

11. Bad debts

The business plan includes a forecast for the amount of money to be set aside to cover bad debts (i.e. older former or current tenants' arrears that are not collectable). The provision for bad debts is more than required in previous years and is forecast to increase further as the full impact of welfare benefit reforms is felt, in particular the rollout of Universal Credit – as c.70% of tenants are in receipt of housing benefit. This figure is a high risk factor and will need to be monitored closely.

12. Repair & Investment of existing homes

The repair and improvement of existing homes is planned using comprehensive house condition and energy performance data, building element lifecycles and accurate costings. Investment planning aims to ensure repairs and replacement of key building elements is undertaken in a timely way so homes continue to meet the government's Decent Homes Standard. The plan also focusses spend on tenants' priorities such as affordable warmth, kitchens, and health and safety. However, the investment plan is significantly reduced from previous plans and no longer includes funding for investment such as the cladding of all non-traditional homes or a proactive bathroom replacement programme, and other investment programmes have been elongated to spread costs over a longer period (see Appendix 3 for further detail).

13. New homes

Our commitment is to continue to build as many new council homes as possible and the HRA business plan model shows that 785 new council homes can be funded in the 1st 15 years of the plan – this is a reduction from the 1,000 that had previously been planned. However, a changed approach is needed to try to 'stretch' resources as far as possible to deliver the maximum number of homes. Plans to do this include investigating the development of a mixture of council and private homes (to be sold to help fund council homes) and reviewing specifications, procurement routes and delivery mechanisms. Additional Right To Buy receipts will be retained locally and re-invested in new homes (these receipts can be used to fund 30% of the cost of new affordable homes) where possible.

14. Management costs

A reduction in the cost of delivering services (staffing and overheads) has been achieved for 2017/18

through a reduced staffing establishment (achieved by deletion of vacant posts and limited agreement of voluntary severance of existing staff). These efficiency savings will be sustained through the introduction of a new housing management IT system, streamlined processes, increased mobile working and digital access to services for customers. A significant element of management costs are recharges from the General Fund for services delivered by other parts of the council to support council housing (e.g. support services such as human resources or ICT or specific services such as rehousing or grounds maintenance). It is assumed that these recharges will also reduce as efficiencies and savings are delivered across the council.

15. Borrowing & Debt

The budget and business plan assume no repayment of debt on the HRA – meaning the re-investment of all surplus income to spend on new & existing homes and services. The current level of debt of the HRA is £245m and the cost of servicing these debts is £11.3m per annum, which remains virtually constant throughout the business plan as the majority of HRA loans are long-term/fixed rate interest.

16. The debt cap on the HRA is £257m, this means we would only be able to borrow a further £12m. Currently we are not planning on borrowing this £12m to invest in homes, therefore it remains as a ‘contingency’ and an option for the future should it be required.

The HRA Budget 2017/18 and longer-term business plan model

17. We have carried out initial modelling to assess the impact of the reduced 2017/18 budget, together with forecasts of similar approach for the remaining 29-years, on our long-term HRA Business Plan. The result is attached as Appendix 2 to this report and in summary shows we are able to balance the HRA BP for 16-years. However, there is insufficient funding from year 17 onwards and by 30-years the total funding gap of capital investment is £210m. This shortfall is despite using all of the current £90m held in reserves. However, further testing of the assumptions used in that BP will be needed with a range of stakeholders - primarily BCC tenants and leaseholders.

18. This is a marked improvement on our financial forecast in our previous base HRA business plan for 2016/17. This plan used the 2016/17 budget as the 1st year of the plan and forecasts in line with our previous landlord strategy (prior to the financial pressures arising from rent reductions and other government policy changes). The output from the 2016/17 HRA business plan is also attached as part of Appendix A and shows, prior to savings in the 2017/18 budget, the HRA was forecast to not fully funded from year 3 onwards. By year 10 the funding gap was forecast to be £47.4m of revenue, and £76.7m of capital.

19. Appendix 3 provides comprehensive detail of the capital and revenue budget for investment in homes in 2017/18, together with longer-term investment plans that underpin the 30-year financial business plan. Previously, plans for procurement of contractors to undertake investment projects / programmes (over £0.5m) that are included in HRA budget have been the subject of separate Cabinet approval reports. However, it is proposed for 2017/18 that approval of the procurement required to deliver the repair and investment of council housing should be part of approval of the 2017/18 budget and then authority should be delegated to the Strategic Director Neighbourhoods, in consultation with the cabinet member for Homes, to appoint relevant contractors.

20. The 2017/18 budget proposals together with projections in the business plan model have been used to provide a 3-year medium term financial plan for the HRA. Details of this are set out below.

HRA budget 2017/18 – 2019/20

Income Revenue	2017/18 £m	2018/19 £m	2019/20 £m	Revenue Spending	2017/18 £m	2018/19 £m	2019/20 £m
Gross Rent	113.4	111.6	111.9	Revenue repairs	31.7	32.8	33.3
Voids	-1.7	-1.6	-1.5	Management costs	25.9	26.2	26.4
Net Service charges	8.4	8.6	8.8	Service costs	8.5	8.6	8.7
Other revenue income	1.3	1.4	1.4	Debt costs	11.3	11.3	11.3
				Bad debts	2.9	3.0	3.7
				Other	1.9	1.9	1.9
				Depreciation	24.7	25.4	26.0
				Other revenue financing of capital	15.0	10.8	9.3
Revenue Income Total	121.4	120.00	120.6	Revenue Spend Total	121.9	120.0	120.6
Revenue Surplus/(Deficit)					(0.5)	-	-
Income Capital				Capital spending			
Useable Capital receipts applied	2.4	3.9	3.0	Capital investment	42.1	47.1	44.6
Depreciation	24.7	25.4	26.0				
Other revenue financing of capital	15.0	10.8	9.3				
Capital receipts / capital reserves	0.0	7.0	6.3				
Capital Income Total	42.1	47.1	44.6	Capital Spend Total	42.1	47.1	44.6

21. This small revenue deficit in 2017/18 of £0.5m will be funded from existing reserves. This leaves reserves in the HRA of:

- Revenue reserves - £44.6m
- Capital receipt reserves - £28m
- Earmarked reserves - £32m (including a £25m of Additional 1-4-1 RTB receipts that can only be used to support 30% of the cost of new homes).

These reserves will be carried forward and available to fund future HRA expenditure – and are critical to keeping the HRA Business Balanced for a number of year – see Appendix 2.

Consultation and scrutiny input:

a. Internal consultation:

All service areas in the Housing Revenue Account have contributed to the development of the proposed 2017/18 HRA budget. Corporate Finance have been extensively involved in the development of the HRA budget and the production of the 30-year financial business plan model

b. External consultation:

Proposals for the capital and revenue investment plan have been consulted with tenants' on the Repairs & Maintenance Service User Group who were supportive of the plans which they felt reflected tenants' priorities for their homes

The HRA budget proposals have been consulted with the Housing Management Board, a scrutiny group consisting of tenant and leaseholder representatives together with councillor representatives from the main parties. The Board were supportive of the plans for the HRA budget in 2017/18 and the longer term approach to producing a viable business plan.

The HRA business plan model is due to be scrutinised in further detail by Neighbourhoods Scrutiny in February 2017

Other options considered:

A viable HRA budget must be proposed. Example approaches to balancing the HRA were discussed with Housing Management Board and the proposed budget reflects this approach

Risk management / assessment:

FIGURE 1							
The risks associated with the implementation of the (subject) decision :							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	Significant and unexpected events or emergencies By its nature, the financial risk is uncertain	High	Medium	The HRA holds significant reserves as well as a minimum operating balance that ensures funding is available for emergency purposes	High	Low	Steve Barrett / Mary Ryan
2	Potential overspend and HRA does not deliver required level of savings to balance spending plans Challenging savings have been identified within our spending plans.	Medium	Medium	High risk budget areas have been identified and regular monitoring is targeted in these areas with regular progress reports on delivery of savings to Management Teams	Medium	Low	Steve Barrett / Mary Ryan
3	Reduced rental income as a result of welfare benefit reform	Medium	High	Provision for higher arrears have been made within the budget and business plan. Regular Monitoring of arrears is undertaken. Mitigating action to try to minimise the impact of WBR are in place	Medium	Medium	Steve Barrett / Mary Ryan

FIGURE 2							
The risks associated with <u>not</u> implementing the (subject) decision:							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	An unbalanced / unviable HRA – which is not legal	High	High	Setting of viable 2017/18 budget and understanding of longer term approach required through development of 30-year business plan	High	Low	Steve Barrett / Mary Ryan

Public sector equality duties:

Equalities Impact Assessment is included at Appendix 4

Eco impact assessment

ECO assessment is included at Appendix 5

Resource and legal implications:**Finance****a. Financial (revenue) implications:**

The Mayor in Cabinet is recommended to agree the Housing Revenue Account Budget for 2017/18, which reflects the requirement, as set out in the Welfare Reform and Work Act 2016, to reduce social rents by 1% per annum for the four year period from 2016 to 2020. The impact of this change in government policy has led to a significant loss on income to the HRA. This is because the business plan assumed a level of annual inflationary increase. This widening gap has led to the need for a fundamental review the medium term financial strategy for the HRA, as well as the longer term business plan – as the net loss of rent in effect reduces base rental income assumptions for the whole 30 year financial model.

The Council has a duty to agree a balanced HRA budget for the next financial year, as well as a sustainable long term business plan, which takes account of capital investment needs in its stock and the revenue costs of managing and maintaining it. All revenue expenditure must be contained within the assumed income over the medium term. In addition the HRA should maintain an appropriate level of reserves, which will be used in the longer term to finance capital investment not supported through the annual depreciation charge. Utilisation of reserves over the period of the 30 year business plan is outlined in Appendix 3.

The budget savings required to ensure revenue costs are contained within an affordable envelope to ensure a medium term sustainable HRA are set out in Appendix 1.

There are significant financial risks to the sustainability of the HRA going forward. The report outlines the potential impact of ongoing welfare reform, such as reduction of the benefit cap – particularly for larger households. A further risk is the yet to be finalised sale of higher value properties, as set out in the Housing and Planning Act 2016.

Authority is also sought in the report to delegate re-procurement of a number of contracts which need to be renewed during the year. These are set out in Appendix 3 of the report. The Council has a duty to ensure Best Value and these will need to be undertaken in accordance with OJEU regulations and the Council's procurement rules.

Advice given by Chris Holme – Interim Head of Corporate Finance

Date 03/01/2017

b. Financial (capital) implications:

Over 40% of the annual costs attributable to the HRA relate to capital expenditure and its financing. The change in government policy on social rents and other financial risks outlined above have required a review of capital expenditure both in the medium term and over the period of the 30 year business plan to ensure sustainability. Appendix 3 details the proposed amendments to the capital programme.

The business plan assumes some 200 right-to-buys for 2017/18. This will generate some £10.6m of useable capital receipts. However £6.3m form part of the 1-4-1 agreement with DCLG, which must be earmarked for expenditure on new affordable housing – either by the Council itself, or via a registered provider. The receipt can only fund a maximum of 30% of new development. Failure to spend receipts within 3 years, under the agreement, means they must be paid over to the Treasury with a punitive interest rate. This net loss of stock will further reduce revenue resources available to the HRA.

Advice given by Chris Holme – Interim Head of Corporate Finance
Date 03/01/2017

Comments from the Corporate Capital Programme Board:

Not applicable

c. Legal implications:

To ensure the implementation of the programme is lawful, all procurement and contracting activities must comply with the appropriate Procurement Regulations and the councils own procurement rules. Officers must also ensure the programme remains compliant with the Council’s budget and policy framework.

Advice given by Eric Andrews, Senior Solicitor
Date 15/12/16

d. Land / property implications:

No specific property comments

Advice given by Robert Orrett, Service Director - Property
Date 15/12/16

e. Human resources implications:

The anticipated reduction in recharges from the General Fund for support to housing services, such as HR and ICT, is not likely to have an impact on the overall establishment of support resources required in those areas of the council. Therefore, there are no HR implications as a result of the Housing Revenue Account 2017/18 budget proposals.

Advice given by: Sandra Farquharson, HR Business Partner, Neighbourhoods
Date 09-12-16

Appendices:

- **Appendix 1 - The 2017/18 Proposed Housing Revenue Account Budget**
- **Appendix 2 - HRA Business Plan model 2017/18 – 2047/48**
- **Appendix 3 & 3i – Capital & Revenue Investment plan details for 2017/18 and 30-year investment assumptions**
- **Appendix 4 – Equalities Impact Assessment**
- **Appendix 5 - Eco Assessment**

Access to information (background papers):

Not applicable

The 2017/18 Proposed Housing Revenue Account Budget

The main income and spend types in the HRA are:

Income	Spending
• Gross Rent	• Capital investment in homes
• Service charges	• Revenue repairs to homes
• (Rent loss on Voids)	• Management & Service costs
• Useable Capital receipts	• Debt costs
• Other revenue income	• Bad debts

Assumptions and resulting figures for the 2017/18 budget are set out below:

Income

Gross rent:

Since 2000 Bristol had been following government rent restructuring policy – meaning individual rents have increased each year to try to bring them to converge with their Target rent level. Annual rent increases have generally been above inflation over this period. However, for 2016/17 to help reduce welfare benefit spend, the Government announced a major change in social rent setting meaning rents will reduce by 1% p.a. for four years from 2016-2020. Rent policy after 2020 is, as yet, unclear

The current 2016/17 52-week rent is £81.00 and so applying the 1% reduction, the average rent for 2017/18 would be **£80.19 on a 52-week basis, the equivalent 48-week rent would be £86.87.**

Stock figures for setting the 2017/18 budget assume:

- Losses: RTB sales continue at the current rate for the remainder of this year (resulting in 184 sales) and slightly increase during 2017/18 (to 200 sales), and there are other stock losses of 20 (due to empty homes being leased)
- New build completions in 2016/17 of 60 and in 2017/18 a further 63

This gives an average stock figure in 2017/18 of **27,202.**

Therefore the resulting gross rent budget for 2017/18 would be **£113.429m**

(N.B. last year there was a one-year exception to rent decrease policy made for supported housing, so rents in sheltered followed 'old' policy of CPI+1% increases. This exception has now been ended so sheltered rents will also decrease by 1%)

Service charges:

Service charge income can only cover costs, not exceed them, so service charges generally rise in line with cost increases. Last year this meant most service charges rose by 2.2% reflecting compound salary increases (as most service costs are staffing costs). The main services that separate service charges are levied for include caretaking, Service To Older People, laundries, CCTV and communal heating.

For 2017/18 the proposal is that the vast majority of tenant & leaseholder Service Charges (except communal heating - see below) should increase to again reflect salary increases. Therefore the increase for 2017/18 would be **1%** (the pay increase for 2017). There is one very minor exception to this for the cleaning of sheltered schemes where the charge will rise by 20% to reflect the increase in salary costs for this service to bring wages to the Living Wage. The charge is very small and even after the increase will be £3.25 per week (paid by 1,627 tenants of sheltered housing).

For Communal Heating costs we are largely just passing on utility company heating costs to tenants. It is proposed that heating costs pre-payments should increase by 10% next year as this is the estimate of increases in energy costs. Should energy costs not rise as much as anticipated tenants will be refunded any over pre-payments when actual accurate bills are issued.

The net (of forecast voids and heating refunds) service charge budget for 2017/18 is therefore **£8.4m**

Voids:

The loss of rent income due to voids is based on the current performance of -1.76% of potential income, with an improvement to **1.5%** (in line with the measures being implemented to reduce void times / speed up relets and reduce tenancy failures and the number of homes returned in a poor state).

The budget for rent loss due to voids in 2017/18 is therefore **£1.7m**

Capital receipts:

These are largely from the sale of council homes under the Right To Buy to sitting tenants at a discount. Sales for 2017/18 are forecast to be **200**, with an average sale price after discount of **£65k**. Because we plan to re-invest receipts to build new

council homes we are potentially able to keep more of these 'additional' or 1-4-1 RTB receipts – but these can only be used to fund new homes.

Total RTB receipts forecast to be received in 2017/18 are £13m with £2.4m to be repaid to government, leaving **£10.6m** useable receipts (£6.25m Additional 1-4-1 receipts and £4.35m 'normal' RTB receipts).

Other receipts generated from the sale of non-operational HRA assets (i.e. not homes but land, commercial assets, etc.) are 100% useable (with few constraints on their use) – these are forecast to be **£1.2m** in 2017/18.

The forecast for useable receipts to be applied to fund the 2017/18 capital programme is **£2.42m** of Additional 1-4-1 receipts - used to fund 30% of the new build programme in 2017/18. The remaining receipts will be added to balances and carried forward to help support the capital programme in future years.

Other revenue income:

This consists of charges for other assets and interest on balances.

Interest on balances is calculated using the consolidated interest rate the council receives (which is currently low at 0.25%) applied to the average level of balances forecast for 2017/18 – this results in a budget of **£0.25m**

Other income from commercial leases, shop rents, ground rents, etc. will be largely as per the rent levels included in the individual lease agreements - this results in a budget for 2017/18 of **£0.6m**.

In the past garage rents rose by the same % as the rent increase, although there is no government policy relating to garage rents. For the last two years we have increased garage/parking bay rents by around 10% p.a. and simplified the calculations to bring them to more 'sensible' whole numbers. The proposal for 2017/18 is to apply more moderate increases – on the basis any further significant increase is likely to lead to tenants giving up their garage. A review of some garage sites is planned to identify those that could be let more commercially to raise income for the HRA. The following weekly charges are recommended for 2017/18:

Garages:

- Council Tenants = £13.50 (was £13),
- Leaseholders = £16.50 (was £16),
- Non-Council Tenants = £20 (was £19),
- Non-Council Tenants Premium Sites = £40 (was £38.40)

Parking Plots:

- Council Tenants/Leaseholders: £4 or £6 depending on site (no increase),
- Non-Council Tenants – £6 or £8 depending on site (was £5.40 or £7.20)

There are currently around 2,000 garages (of which 481 are let) and a further 110 parking plots. The low level of letting is due to the uncertainty over the future of many

sites (we are looking to develop as many sites as possible) and the state of repair of the garages.

Based on the level of let garages/parking bays this would result in a gross rent income of **£413k**

The total budget for other income in 2017/18 is therefore **£1.3m**

Expenditure

Capital & Revenue repairs (further details in Appendix 3):

In response to the financial pressure on the HRA, we have begun a major review of our investment priorities and resulting investment plan. Where possible, we have sought to restrict non-essential expenditure and implement immediate savings that can be reflected in the 2017/18 budget.

The first phase of the review has concluded and has informed the proposed Capital & Revenue investment Plan for 2017/18. Services / budgets were identified as a priority for review and the Asset Management Team worked with the delivery teams to understand the reasons for delivering the service, the duties and limitations (e.g. contractual) and to challenge whether the service could be delivered differently.

Some services have been reviewed thoroughly and we are confident in the short and long term forecasts. However, some services have received a preliminary review, with identified next stages for further work. Responsive Repairs and Relets in particular will be the subject of ongoing review to continuously improve efficiencies and identify savings as more reliable data emerges through the use of Civica Cx new housing management system.

The total **Capital** (i.e. major investment that improves homes) investment in new and existing homes = **£42.1m**.

This is a very significant reduction and represents a 24% cut from the 2016/17 original capital budget of £55.6m. The council's housing stock is ageing, and our homes, particularly our blocks of flats, are showing signs of structural failings. The proposal is to defer decisions on major capital improvement projects whilst we improve our overall asset intelligence, focusing on blocks, by dedicating internal resources to further and more in-depth condition surveys and structural assessments. The capital savings identified early on in the Business Plan will allow a contingency to deal with these issues, ensuring homes are sustainable into the long term.

Total **revenue** repairs and maintenance = **£31.7m**.

Again this is a significant reduction (18%) from the original budget for 2016/17 of £38.5m. However, much of this reduction has been achieved by correctly identifying

and recording capital works (especially at relet) and further work is required to identify revenue savings.

For accounting purposes funding capital investment is split into two broad categories, Depreciation and other. Depreciation is an accountancy term and is the calculated level of basic re-investment needed to keep homes in reasonable repair (calculated using lifecycles / element costs as per our investment planning approach). This sets the minimum level of revenue funding to capital investment in homes that must be applied in that year (or set aside in a separate reserve account to be invested in homes in the future). Depreciation is shown as an expenditure item in revenue, and an income item in capital and the figure for 2017/18 is **£24.7m**.

Management and service costs:

These costs are split between general management costs for delivering housing services to all tenants and Service Costs for the delivery of specific services, with separately levied service charges. Management and service costs comprise of:

- Direct Housing staffing costs (Response Repairs, Planned Programme, Estate Management, Caretaking, Rent Management & Business Planning & Service Development) are calculated based on establishment costs (i.e. staff) plus overheads
- Generic support recharges (e.g. Finance, ICT, HR, etc.) are generally based on a % split of the costs of these services attributable to activity in the HRA.
- Charges for specific services delivered by the council on behalf of the HRA (e.g. ASB, Rehousing, Grounds Maintenance) are based on the cost of the services provided to the HRA

Work has taken place in 2016/17 to identify workforce & overheads savings in landlord services. These have identified £1.9m of savings to be achieved through deleting vacant posts, allowing voluntary severance and working more efficiently supported by the incoming new Civica Cx housing management system. However, to counter these savings there is a salary increase of 1% to be added 2017/18 costs. Work has also begun to look at all recharges to the HRA to identify whether these are still legitimate in light of major savings that are also taking place in the General Fund. So far this work has identified a reduction of £1.3m / 10% in recharges to the HRA. Further work will be undertaken during 2017/18 and it is anticipated further reductions in recharges will be achieved. Budget for 2017/18: **Management costs: £25.9m, Service costs £8.5m**

Debts costs:

These are the forecast for interest payments on the £245m debt on the HRA, these generally relate to long-term loans on fixed rate interest charges. The budget for debt costs in 2017/18 is **£11.3m**.

Bad debts:

This figure is not the level of arrears, but is rather the amount of money set aside to cover bad debts (i.e. older former or current tenants' arrears that are not collectable). The collection rate for current tenants rent is 95%. The bad debts figure of £2.9m represents **2.5%** of gross rent and is higher than performance in previous years. This reflects the initial likely impact of welfare benefit reforms – as c.70% of tenants are in receipt of housing benefit. This figure is a high risk factor and will need to be monitored closely. The budget for bad debts 2017/18 is **£2.9m**.

Other:

Other costs of **£1.9m** include other rents and rates and council tax payments on void properties (this budget has increased as the previous discount on council tax on voids is assumed to be removed).

Resulting budget 2017/18

Income Revenue	£m	Revenue Spending	£m
Gross Rent	113.4	Revenue repairs	31.7
Voids	-1.7	Management costs	25.9
Net Service charges	8.4	Service costs	8.5
Other revenue income	1.3	Debt costs	11.3
		Bad debts	2.9
		Other	1.9
		Depreciation	24.7
		Other revenue financing of capital	15.0
Revenue Income Total	121.4	Revenue Spend Total	121.9
Revenue Surplus/(Deficit)			(0.5)
Income Capital		Capital spending	
Useable Capital receipts applied	2.4	Capital investment	42.1
Depreciation	24.7		
Other revenue financing of capital	15.0		
Capital Income Total	42.1	Capital Spend Total	42.1

There are choices regarding the funding of some elements of the 2017/18 HRA budget. In particular, the £15m 'balance' of funding of the capital programme (after funding from 1-4-1 Additional RTB receipts and Depreciation has been taken into account). This balance could be funded from in-year revenue, revenue reserves or capital reserves, or a mixture of these. For 2017/18 we have used in-year revenue and thus are showing a small annual deficit. This small revenue deficit of £0.5m will be funded from existing reserves. This leaves reserves in the HRA of:

- Revenue reserves - £44.6m
- Capital receipt reserves - £28m.
- Earmarked reserves - £32m (including a £25m of Additional 1-4-1 RTB receipts that can only be used to support 30% of the cost of new homes).

These reserves will be carried forward and available to fund future HRA expenditure – and are critical to keeping the HRA Business Balanced for a number of year – see Appendix 2.

HRA Business Plan Model 2017/18 – 2047/48

An up-to-date version of the HRA BP model has been built on the proposed budget figures for 2017/18 and future forecasts. The 2017/18 HRA BP reflects the financial pressures on the HRA, largely as a result of the 1% rent reduction for four years and the impact of welfare benefit reforms. The plan includes a continuation of the savings achieved in management costs in 2017/18, reduced capital & revenue investment in existing council homes and a new build programme of 785 (compared to a previous figure of 1,000 homes over 15 years).

The key assumptions used in the Base BP are set out in Table 1 below

Based on these assumptions the **BP is fully funded for 16 years**.

However, there is insufficient funding from year 17 onwards and by year 30 the total **funding gap of capital investment is £210m**

And this shortfall is despite using up all of the current £90m held in reserves.

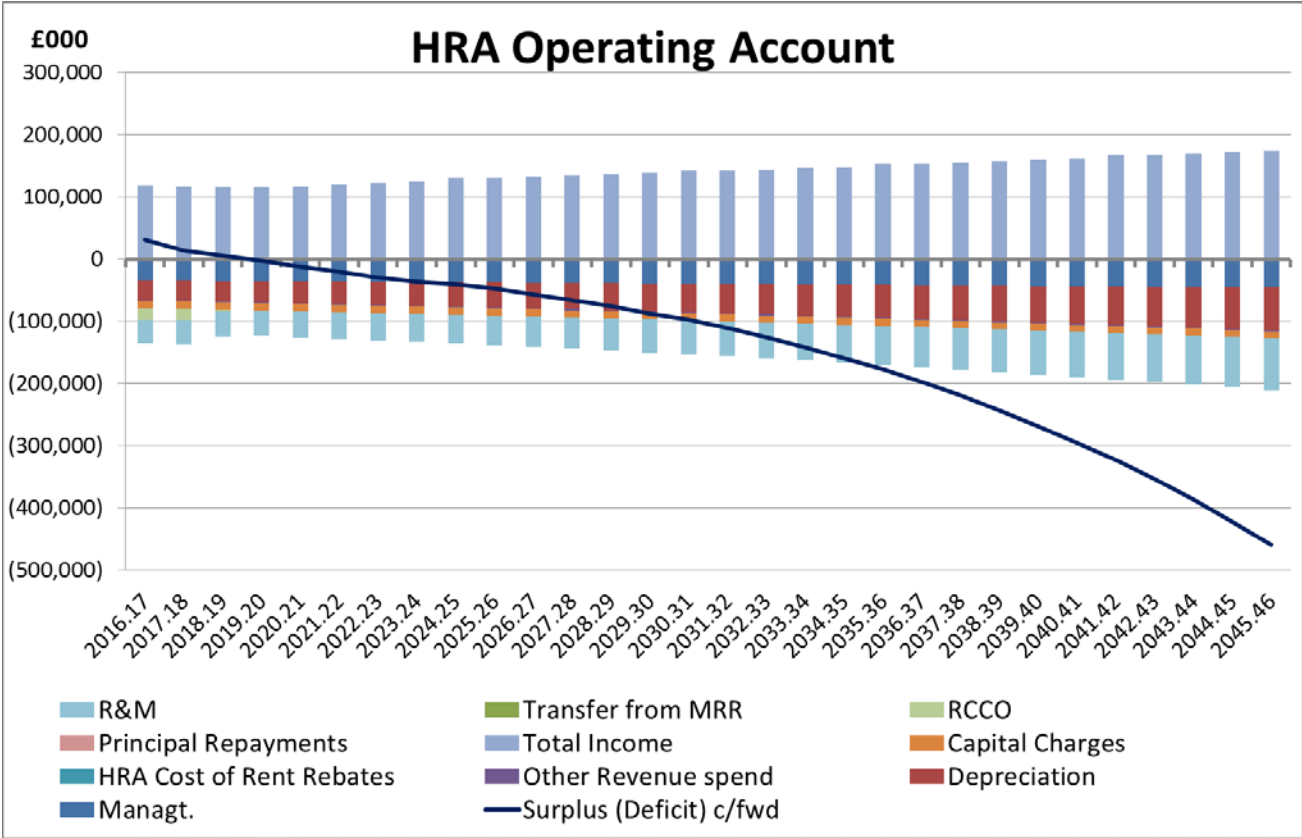
Table 1 : Assumptions in the Base Business Plan:

Item	Importance to BP	BP Assumptions
General		
Stock numbers	Number of homes key to driving forecasts about rental income	Opening stock = 27,280. Reduced by RTB sales / increased by new build (see below). Stock by year 10 = 25,430 (net loss 1,850)
Inflation	Underpins forecasts for income and expenditure. Rent income uses lower CPI figure, expenditure general goes up by higher RPI.	Treasury forecasts for 4 years then reverting to government long term target (RPI 3.1%, CPI 2.1%)
Borrowing/debt	The level of debt ('mortgage') held in the HRA impacts both: <ul style="list-style-type: none"> - The level of interest the HRA needs to pay on that debt - The amount of any new borrowing possible before reaching the debt cap 	Opening debt of £245m, interest payment of £12m p.a. No additional borrowing assumed and small number of loans that fall due during the BP are assumed to be refinanced. Debt cap of £257m meaning a further £12m could be borrowed if required

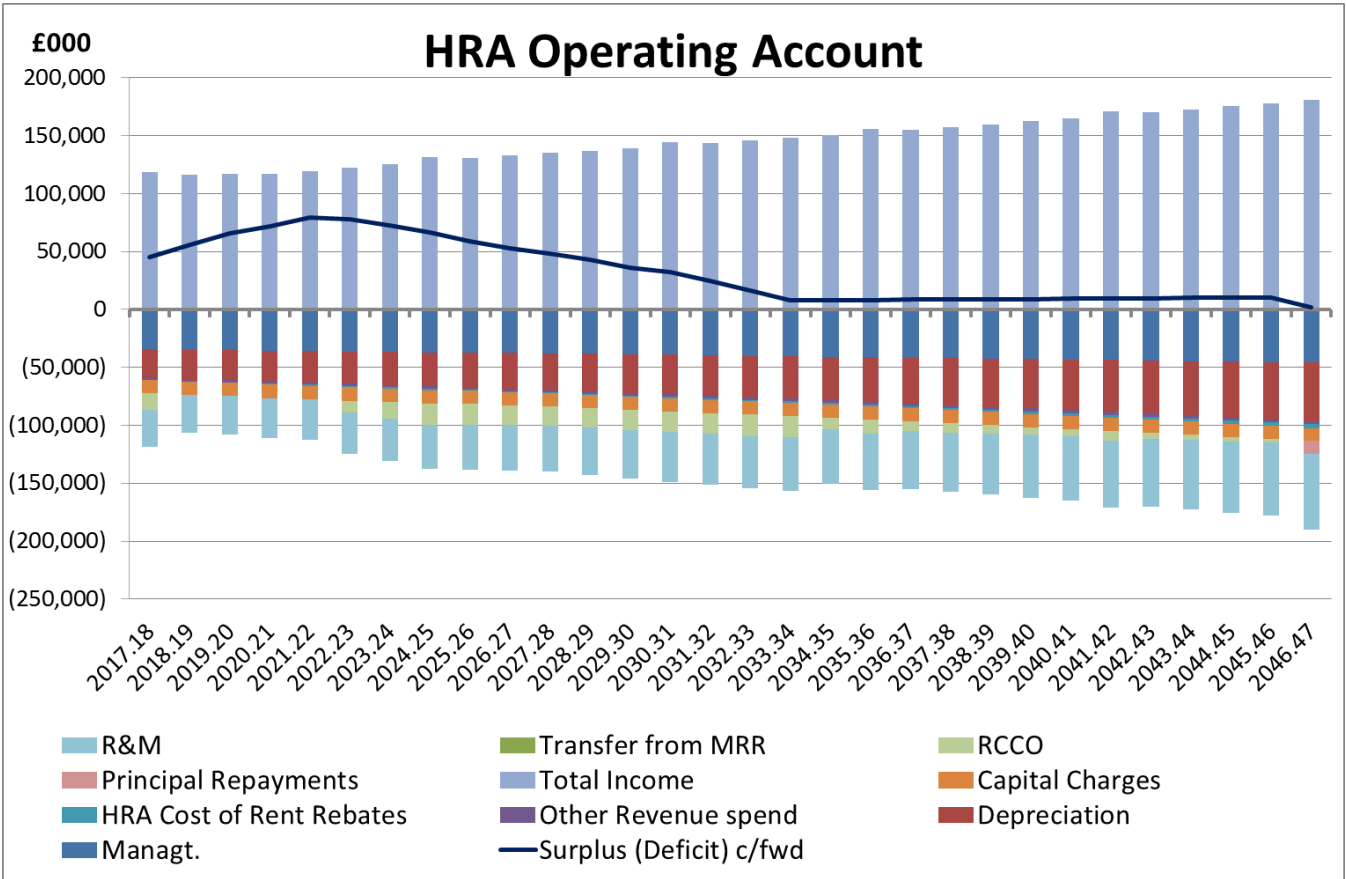
Balances	Balances brought into the start of the plan help to fund expenditure in the early years of the BP where annual expenditure outstrips annual income	£90m of HRA reserves coming into 2017/18 (including £45m of revenue, £22m of capital and £22m of Additional 1-4-1 RTB receipts.
Income		
Rent income	The vast majority of income is from tenants rents. Assumptions about both rent levels and stock numbers are key to the BP.	Average rent for 2017/18 = £80.19 (52 week), resulting in a gross rent of £113m in 2017/18). Target rent increases as per government policy, i.e. : -1% for a further 2 years, CPI+1% for the next 5 years and CPI thereafter. This increases gross rental income to £129m by year 10.
Service charge income	Charges for specific service (e.g. caretaking, laundries) should cover the cost of these services (year one service charge income = £8.4m)	Charges increase in line with increases in costs. Costs are generally salary/overheads or utility costs and are assumed to rise by 1% p.a. in line with recent pay awards.
Voids	The level of void properties impacts on net rental and services charge income (no tenant = no rent)	BP assumes a rental loss of 1.5% p.a. due to empty homes. This results in a rent loss on voids of £1.7m
Bad Debts	Lost rental income due to provision for bad or doubtful debts (i.e. the increase in the amount of rent arrears or rent written off)	The BP assumes a level of loss of 2.41% based on current performance but an increase to 2.9% from 2019/20 with the introduction of further welfare changes (Universal Credit)
Sundry income	Relatively limited income from shops, garages, etc. 2017/18 budget = £1.3m	This income is assumed to not rise as we expect to see a continued loss in the number of let garages as sites are earmarked for development and income from shops etc. is linked to lease agreements.
Right To Buy	RTB levels have two main impacts on the BP: <ul style="list-style-type: none"> - Loss of stock = loss of rent - Sales mean capital receipts and, with the reinvigoration of RTB and ability to retain additional receipts if they are reinvested in new homes, these receipts have a significant impact on the BP 	Sales in 2017/18 forecast to be 200 (an increase from the forecasts sales in 2016/17 of 184) but to reduce slightly year on year down to 160 sales by year 10. The average valuation of homes sold is £125k, with an average discount of £65k. Total gross receipts in 2017/18 are £13m, some of which are repaid to government. But the council keeps £4.35m of 'normal' RTB receipts plus potentially £6.25m of Additional 1-4-1 receipts (that can only be used as 30% of the cost of new homes and are time limited and if not used must be repaid to government). By year 10, gross RTB receipts are forecast to be £16m - £4.7m 'normal' and £8.5m 1-4-1 (to use this level of 1-4-1 receipts we would need a new build programme of £28.3m)
Other stock losses	A small loss of other stock – previously from sales of high repair acquireds, now sales	Based on continuation of current approach which would lead to loss of 20 homes p.a. throughout BP. Previously this would have

	are on hold this is due to the lease of these homes for use as temporary accommodation for homeless households	raised c. £4m to be re-invested in new or existing homes. However, sales are no longer taking place as homes are being used by other providers for temporary accommodation for homeless households. In future receipts from sales would be paid to government as Higher Value Levy – This is a high risk area as actual levy could be considerably higher.
Expenditure		
Management Costs and Service Charge costs	Spending on staffing salaries and overheads to provide the landlord service – direct costs within Housing Delivery plus recharges from other parts of the council. 2017/18 budget of £25.9m management, and £8.5m service costs	Management costs assumed to rise by 1% as mostly salaries. Service costs also assumed to rise by 1%.
Repairs and Maintenance (Revenue)	Spend on the day-to-day responsive repairs, relets and maintenance of homes. Most of spend on internal workforce and materials / some contracted out. 2017/18 budget £31.7m	Budget based on spend required to relet homes to a lower standard plus demand-led responsive repairs and necessary maintenance (e.g. gas servicing). BP assumes costs rise by RPI as building cost inflation historically rises above other costs
Capital Programme – Investment in stock	Biggest elements of spend in BP on major repairs and elemental replacement (kitchens, rewires, heating, etc.). Most work contracted out to external contractors. 2017/18 budget £42.1m.	Budget considerably reduced and aimed to maintain homes at Decent Homes Standard improvements (e.g. kitchens or heating replacements) but removes some elements of previously planned improvements to standards such as a bathroom programme, or the cladding of all low rise and high rise non-traditional homes. Costs are assumed to rise by RPI, again as building costs tend to rise above other costs
New build programme	New homes have two key impacts on the BP: <ul style="list-style-type: none"> - Additional rental income (can be significant over whole BP but most homes do not break even in 30-years). - Significant building costs (budget for 2016/17 = £8m) 	785 homes to be built over 15 years. Around 50 new homes p.a. at an average unit cost of £150k, resulting in an annual programme of £9m. (N. B. in order to use additional capital receipts generated in 2017/18 of £6.25m p.a. spend on new homes of £20.8m is needed).
Debt costs	Annual interest payments on existing debts on the HRA – priority area of spend.	Opening debt of £245m with interest charges of £12m

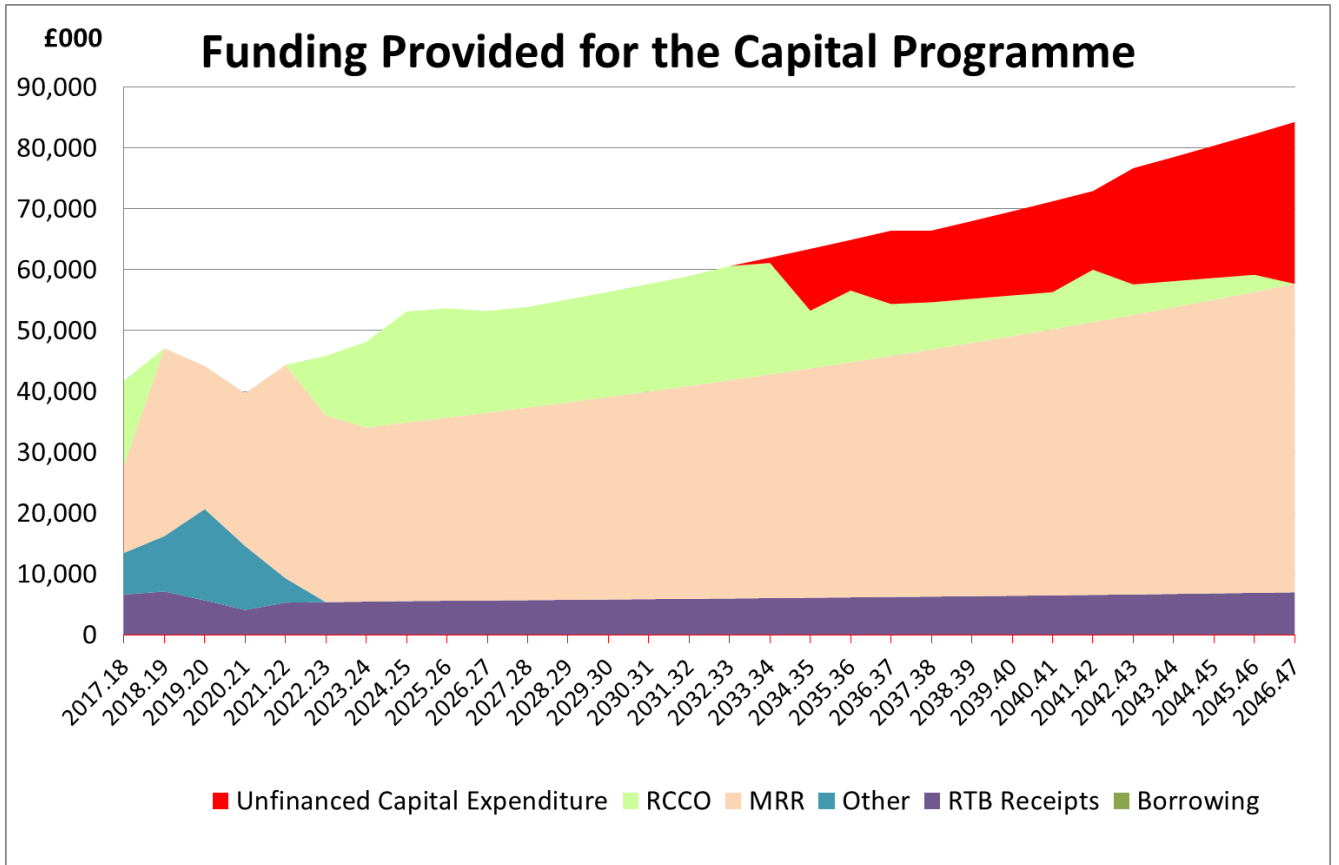
HRA Base BP 2016/17



HRA BP 2017/18



HRA BP 2017/18



Capital and Revenue Investment Plan (CRIP) – 2017/18

Investment Review – Phase One Impact Summary on HRA Business Plan YR 1-10

In response to central government changes putting significant financial pressure on the HRA, we are undertaking a review our investment priorities. The first phase of this review has concluded.

Services / budgets were identified as a priority for review and the Asset Management Team worked with the delivery teams to understand the reasons for delivering the service, the duties and limitations (e.g. contractual) and to challenge whether the service could be delivered differently.

Some services have been reviewed thoroughly and we are confident in the short and long term forecasts. However, some services have received a preliminary review, with identified next stages for further work. Responsive Repairs (RR) and Relets in particular will be the subject of ongoing review to continuously improve efficiencies and identify savings as more reliable data emerges through the use of Civica CX. A summary of the impact the review to date has made is shown in the table below:

Capital / Revenue	Previous BP Cost 1-10 YR	Revised BP Cost 1-10 YR	1-10 YR Variance
Capital	£533m	£469m	-£64m
Revenue	£429m	£358m	-£71m
Total	£962m	£827m	-£135m

17/18 CRIP budget proposals

Budget setting for 2017/18 has been semi transitional, with many budgets agreed based on decisions reached through the Investment Plan review. Budgets not yet reviewed have been determined through discussions with the relevant budget managers or rolled over from previous years.

Some budgets are still restricted by contractual arrangements, procurement issues or require further feasibility work, which reduces our ability to fully implement decisions reached at this stage.

Where possible, we have sought to restrict non-essential expenditure and implement immediate savings that can be reflected in 2017/18.

Capital / Revenue	16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Request v Q1 Budget with savings)
Capital	£55,560,089	£64,459,962	£58,681,962	£42,075,644	-£16,606,318
Revenue	£38,450,129	£37,548,493	£37,303,493	£31,741,827	-£5,561,666
Total	£94,010,218	£102,008,455	£95,985,455	£73,817,471	-£22,167,984

Procurement Summary – 2017/18

The table below provides a summary of the required procurement activity during the year:

Budget / Service	Duration	Estimated Cost	Notes
Cladding & Major Works	Various (Normally 1-2 years in duration)	Various (all estimated to be over £500k)	* Five separate priority projects agreed. * Exact works required to be established over the coming months. * Some projects already have Cabinet approval as part of the block cladding programme.
Windows	Four Years (3+1 Optional)	£2.5m	* To cover window installation / replacement in low rise stock. * Existing framework due to expire in August 2017.
Lift Maintenance	Four Years (3+1 Optional)	£2m	* To cover maintenance & servicing of lifts
Heat Management	Four Years (3+1 Optional)	£2m	* To cover maintenance & servicing of communal boilers and heating systems to blocks

2017/18 CRIP - Breakdown by Investment Category

Investment Categories	16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Request v Q1 Budget with savings)
Decent Homes / Bristol Homes Standard	£16,396,000	£17,770,580	£17,300,580	£20,875,202	£3,574,622
Affordable Warmth	£26,104,059	£29,266,312	£26,068,312	£11,147,310	–£14,921,002
New Build / Meeting Housing Need	£10,850,000	£13,205,000	£12,905,000	£8,075,000	–£4,830,000
Response Repairs & Relets	£26,148,642	£26,148,642	£26,148,642	£20,961,997	–£5,186,645
Health & Safety	£4,656,580	£5,058,311	£4,908,311	£4,008,120	–£900,191
Communal Services	£3,198,740	£3,444,673	£2,234,673	£2,584,673	£350,000
Disabled Adaptations	£2,692,000	£2,692,000	£2,692,000	£1,854,028	–£837,972
Other	£2,425,250	£2,425,250	£1,775,250	£1,799,450	£24,200
Staffing Costs & Charges	£1,538,947	£1,997,687	£1,952,687	£2,511,691	£559,004
Total	£94,010,218	£102,008,455	£95,985,455	£73,817,471	–£22,167,984

Capital

17/18 Total: £42.1m

Reduction: £16.6m

The proposed expenditure on capital projects represents a very significant reduction on current and previous years. The council's housing stock is ageing and our homes, particularly our blocks of flats, are showing signs of structural failings. The proposal is to defer decisions on some major capital improvement projects whilst we improve our overall asset intelligence, focusing on blocks, by dedicating internal resources to further and more in depth condition surveys and structural assessments. We will also be seeking approval to recruit to a dedicated Structural Engineer within the Asset Management Team to ensure we are proactive in identifying structural failings. The capital savings identified early on in the Business Plan will allow a contingency to deal with these issues, ensuring homes are sustainable into the long term.

Blocks

A lack of intelligence on the condition of major elements and on problems with the fabric of our blocks means that robust investment forecasting is difficult at this stage. However, we are moving towards a new agreed approach of proactively gathering block data centrally which should see a more strategic approach to identifying priorities and ensuring urgent issues are dealt with. This should impact RR and reduce revenue expenditure on blocks.

Cladding, cyclical maintenance and major works *17/18 Budget: £8.62m* *Reduction: £2.02m*

Many of the existing cladding projects are coming to an end, with minimal expenditure required for 17/18. We have an agreed plan of priorities for the next two years, and the new projects agreed at Spencer & Norton Houses, Dove Street blocks, Gaywood House, Ropewalk House and Downfield House are focusing on repairing structural issues and general maintenance, rather than insulating the buildings.

The package of major works to these blocks will each exceed £500,000, and we will be including a request to approve the procurement of the contracts within the HRA Budget Cabinet report. We do have Cabinet approval for undertaking major works and overcladding to our uninsulated blocks. Due to the pressures on the BP, and a fresh approach to appraising all options to improve blocks, the result is likely to be less major cladding projects. We will instead be looking to undertake major repairs, deal with water ingress and damp issues to improve the life of our tenants.

Beyond the next two years, allowance is made within the Business Plan for full scaffolding, cradles, structural works and external painting & repairs. Separate funds are allocated for new Cladding, Re-cladding and Major Works to blocks, along with a contingency fund for future major projects. The performance of and issues with previous cladding schemes will be looked at within the next phase of the review. We have reasonable confidence that the longer term annual figures are sufficient, but these will need reviewing as more block information emerges.

Low rise cladding project – Easiforms *17/18 Budget: £600k* *Reduction: £10.6m*

Phase 1 is due to slip into 17/18 but only requires minimal expenditure of £600k. The proposals in the BP assume that we will not be cladding the remaining Easiform homes in the Warmer Homes programme. Surveys of a sample of these properties are currently underway, and the results may alter this assumption. Even if we did decide to proceed with Phase 2 onwards, there would be no further expenditure required until 18/19.

Loft and Cavity Wall Insulation *17/18 Budget: £150k* *Reduction: £150k*

Despite huge efforts over the last ten years, we still have a small number of homes with uninsulated lofts and unfilled cavity walls. In many cases, this has been due to tenants refusing the works.

Windows and Roofs *17/18 Budget: £3.32m* *Reduction: £237k*

We now have greater confidence in the forecast costs and volumes, although this has revealed that insufficient funds have previously been allowed for in the BP and so the proposals indicate increased costs. The existing uPVC Window framework expires in August 2017, and we will be seeking Cabinet approval to procure a new contract within the HRA Budget Cabinet report. The total anticipated sum is likely to be approximately £2.5m over a four year period

Bathrooms*17/18 Budget: £1.95m**Increase: £1.49m*

We have reviewed the proposal in Bristol Homes Standard aspiring to a proactive bathroom replacement programme. The proposal is that this is now not pursued. However, replacements will continue through RR and relets and the forecast expenditure will be capitalised, offsetting the majority of the savings in the BP for a new planned bathroom programme. However, this is shown as a forecast saving on the revenue budget.

Cabinet approval was gained for the new bathroom programme, we will not be pursuing this programme at this time.

Kitchens and Rewires*17/18 Budget: £8.41m**Increase: £1.67m*

Lifecycles have been increased for both kitchens and rewires. Additionally, in a similar way to bathrooms, the expenditure on new kitchens and rewires undertaken through RR and Relets will be capitalised.

Heating Individual systems*17/18 Budget: £3.16m**Reduction: £1.95m*

The emphasis of the proposal is on addressing poor heating types, for individual homes, this means replacing will gas central heating where possible, and replacing existing old gas systems only when they are beyond economic repair. The decision to move away from proactive replacement, extension of the lifecycles and focus on replacing the poorest systems has reduced the budget requirement by £1.95m

Communal heating*17/18 Budget: £270k**Reduction: £82k*

The proposal is to undertake infrastructure improvements in our communal heating systems, and an annual allowance has been made to improve poor heating in flats where individual gas boilers are not feasible. As no new communal heating systems are planned for 17/18, this allowance is not included.

Adaptations*17/18 Budget: £1.85m**Reduction: £838k*

Through the application of some of the principles in the Making Best Use of Stock (MBUS) policy – notably the consideration of rehousing in cases requiring major adaptations, and a move away from adapting family homes in favour of level access properties – we are proposing significant annual savings. The impact of our new approach on the tenants, other parts of the council and on the budget will need to be closely monitored.

New Build*17/18 Budget: £8m**Reduction: £4.8m*

Current programme requires only £8m for 17/18. Future new build expenditure will be considered as part of the development of the Corporate Housing Delivery team.

Revenue*17/18 Total: £31.7m**Reduction: £5.6m*

Much of the reductions in revenue costs have been achieved by correctly identifying and recording capital works (especially at relet) and further work is required to identify revenue savings.

Fire Safety Works*17/18 Budget: £2.04m**Reduction: £795k*

The programme to undertake fire safety improvements in our blocks will continue as planned, although the programme has been stretched from six years to 10 years. The reduction for 17/18 would have been greater, but includes slippage following procurement issues.

External Works*17/18 Budget: £4.03m**Increase: £540k*

(3 storeys and below) – The maintenance cycle has shifted from seven to ten years, meaning that fewer properties are visited each year. However, the average unit cost has increased to £1,575 and some low rise blocks with balconies / asbestos issues have increased the overall budget requirements. The impact of this shift on RR and Relet budgets will need to be monitored, although an allowance has been made in both budgets for 17/18.

Responsive Repairs*17/18 Budget: £10.71m**Reduction: £193k*

Increases were applied due to rises in the cost of materials and external contractors, along with extra funds allocated in response to decisions made during the Investment Plan Review in relation to anticipated rises in gas boiler breakdowns and a reduced cyclical programme. These were offset by savings of £400k that are linked to the implementation of a new external contract. Responsive Repairs expenditure will be reviewed during Phase Two of the Investment Plan Review.

Relets*17/18 Budget: £8.83m**Reduction: £4.79m*

For 16/17, cost cutting measures such as less decoration, providing less carpet, reduced electrical works and increasing both the volume and type of work delivered by BCC operatives has seen spend significantly decrease over the last three months. Improved monitoring and financial analysis have also enabled better performance management of contractors, and changes to the way we allocate some works have resulted in more competitive prices being received. We have spent an average of £480k less per month over the second quarter when compared to the first. The interim changes made to the relet standard have not only resulted in reduced costs, but a shorter void turnaround which also increases rental income.

These savings, plus an expected reduction of £350k linked to the new response contract have reduced the 17/18 budget by £1.26m. This has been offset in part, from £523k of additional cost relating to price rises, void security management and a reduced cyclical programme. More work is needed on the Relet standard and expenditure, and will take place as part of the next Phase of the Investment Plan Review.

Lift maintenance*17/18 Budget: £520k**Reduction: £0*

This is the budget to maintain and service the lifts within our blocks of flats across the city. The current contract costs £520k/ year. The contract is expected to be for 3 + 1 years, with an anticipated total over £2m. We will be seeking Cabinet approval to procure the contract within the HRA Budget Cabinet report.

Heat Management*17/18 Budget: £517k**Reduction: £0*

This budget is for the servicing and maintenance of our communal boilers and systems providing heat and hot water to flats in blocks. The current budget is £500k/ year, and the contract estimate is £2m. We will be seeking Cabinet approval to procure the contract within the HRA Budget Cabinet report.

The result of the phase one review is a reduced budget for 17/18 and reductions as well as increased confidence in the figures across the life of the business plan. Additionally, the proposals should lead to a more consistent approach to investment decisions, better governance in decision-making and the delivery and more confidence that we are investing our money where it will have the greatest impact on the life of our tenants.

Next stages

Good progress has been made to date on reviewing our investment decisions and processes. Over the next year, we need to continue to build on this good work, specifically:

- Ensure implementation of the agreed actions for each service from Phase One – including decisions informing future tendering processes, changes in approach, introducing improved governance arrangements
- Communication of agreed priorities and approach, and the impact of these with tenants, councillors and other stakeholders.
- Identify and agree Phase Two – reviewing services not considered in the first phase, and in some cases means looking again at Phase One services
- Embark on a project looking at previous cladding schemes – blocks and homes – looking at age, condition, performance, issues and forecast investment needs to repair and replace.
- Continue with developing our block asset intelligence – proactive surveys, identifying urgent priorities and forecasting short and long term investment needs

Summary - 2017/18 Budget

Overall Figures

Capital / Revenue	16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)
Capital	£55,560,089	£64,459,962	£58,681,962
Revenue	£38,450,129	£37,548,493	£37,303,493
Total	£94,010,218	£102,008,455	£95,985,455

Breakdown by Investment Categories

Investment Categories	16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)
Decent Homes / Bristol Homes Standard	£16,396,000	£17,770,580	£17,300,580
Affordable Warmth	£26,104,059	£29,266,312	£26,068,312
New Build / Meeting Housing Need	£10,850,000	£13,205,000	£12,905,000
Response Repairs & Relets	£26,148,642	£26,148,642	£26,148,642
Health & Safety	£4,656,580	£5,058,311	£4,908,311
Communal Services	£3,198,740	£3,444,673	£2,234,673
Disabled Adaptations	£2,692,000	£2,692,000	£2,692,000
Other	£2,425,250	£2,425,250	£1,775,250
Staffing Costs & Charges	£1,538,947	£1,997,687	£1,952,687
Total	£94,010,218	£102,008,455	£95,985,455

APPENDIX 3

2017 / 2018 (Budget Request)	Variance (17/18 Request v Q1 Budget with savings)
£42,075,644	-£16,606,318
£31,741,827	-£5,561,666
£73,817,471	-£22,167,984

2017 / 2018 (Budget Request)	Variance (17/18 Request v Q1 Budget with savings)
£20,875,202	£3,574,622
£11,147,310	-£14,921,002
£8,075,000	-£4,830,000
£20,961,997	-£5,186,645
£4,008,120	-£900,191
£2,584,673	£350,000
£1,854,028	-£837,972
£1,799,450	£24,200
£2,511,691	£559,004
£73,817,471	-£22,167,984

APPENDIX 4

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	2017/18 HRA Budget Proposal
Directorate and Service Area	Business Planning & Service Development - Housing Services
Name of Lead Officer	Nicky Debbage

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

To support the recommendations/proposals for:

- ***The 2017/18 Housing Revenue Account (HRA) budget; tested within the context of the 30 year financial business plan model***
- ***The Capital & Revenue Investment Plan for 2017/18 that underpins the 2017/18 HRA budget,***
- ***The procurement of relevant contractors during 2017/18 to help deliver the Capital & Revenue Investment Plan, and delegate the authority to the Strategic Director Neighbourhoods to appoint relevant contractors***

Background to the Proposal

Following the implementation of self-financing in 2012, Housing developed an **HRA Landlord Strategy** and accompanying **30 year financial business plan model**. This strategy was based on the improved financial position of the HRA, which would primarily be funded through rents increasing above inflation in line with government policy. The strategy aimed to deliver three key objectives:

- **Meet Housing Need,**
- **Quality Homes & Neighbourhoods,**
- **Provide Sustainable Tenancies**

The key actions in that strategy included building 1,000 new council homes over 15 years, bringing all homes up to an improved Bristol Homes Standard, improving relet standards, increased staffing and improved processes to help

sustain tenancies.

Since development of our Landlord Strategy, government policy has since shifted considerably, which in turn has a serious impact on the way we as a landlord deliver/respond to requests from our tenants in terms of repairs and our long term reinvestment plan for our existing stock.

As a result of the changes and the requirement by the government to make savings, Housing's Landlord Strategy is undergoing a review, to examine all key services to identify new approaches that will deliver savings, but still help achieve our higher level objectives and contribute towards the housing strategy aims.

Part of this review has meant that the budget for 2017/18 has been reduced to make savings to ensure the viability of the HRA.

Impact?

Some of the key impacts/elements of the revised landlord strategy that underpins the 2017/18 budget and financial business plan include:

- Rents – remain as social rents, and will be set following government policy meaning a reduction of 1% for 2017/18 and a further 2 years. This is a positive for all our tenants.
- Voids – streamlining processes to minimise the number of days homes are empty until they are relet again. This is a positive impact, as we will be moving tenants into their homes faster and reducing the time the property is left empty. There is also a drive to work closely with our new tenancies to ensure we are aware of their support needs, and can monitor their tenancy to combat failures. The tenant should receive a better, efficient service from this team.
- Relets – reviewing and amending the current relet standard by decreasing decoration allowance, providing less carpet, and increasing the work volume of BCC operatives has meant a shorter void turnaround time which will also increase the rental income.
- Repair & Investment of existing homes – investment planning to ensure homes meet the government's Decent Homes Standard, focusing on our key priorities. Reducing some of the previous planning carried out to ensure that we still are able to deliver some of our key projects, whilst amending other work programmes to be stretched so they are delivered over a longer period (cladding of non-traditional homes, less major cladding projects, bathroom replacement programme). The revised proposal will look at repairing structural issues and general

maintenance, rather than insulating the buildings, and we will also be dealing with water ingress and damp issues to improve the life of our tenants.

- Repairs – repairs will be demand-led responsive repairs and necessary maintenance, for example gas servicing, and other elements which are required.
- New Homes – Our commitment is to build as many council homes as possible, in the current model, it shows 785 new units can be funded – this is a reduction from the 1,000 that was previously planned. There is still a positive impact for tenants waiting for a property, as the city desperately needs more social housing. This will benefit prospective tenants who are in the most need of a property, in relation to the equality groups, this will positively impact families, older residents, and disabled tenants as a proportion of our new homes will be built to at least lifetime homes standard.
- Management Costs – Savings have been made through reducing staff levels, through voluntary severance of existing staff, and some deletion of vacant posts.

HRA Budget 2017/18 and longer term business plan model

Work has been carried out initially to assess the impact of the reduced 2017/18 budget, together with forecasts of similar approach for the remaining 29 years, on our long-term HRA Business Plan.

Further testing of these assumptions will be carried out with a wide range of stakeholders, including our tenants from the different groups.

Procurement of Contractors

Previously, procurement of contractors to undertake investment programmes that are included in the HRA budget has been subject of a separate Cabinet approval reports.

In this proposal, the suggestion is for 2017/18 approval of the procurement required to deliver the repair and investment of council housing should be delegated to the Service Director of Housing Services, in consultation with the cabinet member for Homes, to appoint contractors.

This is a positive impact for the council and our tenants, as this proposal aims to make the procurement of contractors more efficient, and will also mean work programmes can be started earlier without the need for further approvals which can add extra costs to the budget.

In summary, the proposal should lead to a more consistent approach to

investment decisions, better governance, and the delivery and confidence that we are investing our money where it will have the greatest impact on the life of our tenants.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Bristol City Council owns over 27,000 homes, and houses over 60,000 people in Bristol. Figures on council tenants from 2015 data identifies:

- 61.46% are women – women are more likely to be council tenants.
- 74.25% are White British and 16.66% are BME – similar to representation within the wider Bristol population.
- Whilst 70.77% are aged between 25 and 64, our tenant population is significantly older with 23.93% aged over 65 in comparison to the citywide population.
- 20.37% of our tenants are disabled. This figure has gone up year on year and will likely continue to go up as we collect more data through Tenancy Audits and as new tenants move in.

The Housing Equalities Digest for 2015 publishes information on cancellation of repairs rather than who has requested repairs. The information on cancellations is as follows:

Repairs - 35.90% (11,494) of all our tenants had repairs cancelled including and over representation of BME and disabled tenants having repairs cancelled which will need to be investigated as part of the procurement process:

- 55.56% of all BME tenants including 76.42% of all Asian Bangladeshi and 69.23% of all Mixed White Asian tenants.
- 79.46% of all tenants aged between 16 and 24 and 55.18% of all tenants aged between 25 and 34.
- 51.68% of all tenants with a learning impairment and 46.00% of all tenants that experience mental/emotional distress.
- 81.82% of all Sikh and 60.51% of all Muslim tenants.

Satisfaction with repairs averages 82% satisfaction for both men and women, and disabled and non disabled people and BME and non-BME tenants, however tenants aged under 34 are less likely to be satisfied with repairs (only 64% satisfaction)

As the Business Plan is a first draft, and requires further testing, consultation

with key stakeholders – primarily our tenants - will take place to raise issues and also to discuss further ways of supporting each affected service for users.

2.2 Who is missing? Are there any gaps in the data?

We need to include data on who is requesting repairs as well as who is having repairs cancelled.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

Consultation with key stakeholders, including our tenant groups will be carried out as further work is done around the reduced budget.

We have several formal groups and tenants association groups that we will consult with over the initial proposals.

Various methods will be used to communicate with our key stakeholders, some of which are listed below:

- Meetings
- Attending tenant group sessions to discuss the proposals and impact
- Liaising with key tenant representatives who already comment, and provide advice to the city council on a variety of topics from a tenants perspective
- Engaging with BME tenant representatives to ensure they are aware of important changes with the services they received
- Officer briefings, advising service areas/teams about the changes and what this means for tenants, access to services, repairs reporting and so on.
- Briefings for CSP/ CSC staff to again ensure they are aware of any changes and how this may impact on the advice they may give to our tenants who visit a CSP.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

From the current data available all the groups will be affected by the proposals mentioned above to some extent, older and disabled tenants may be affected

more so in terms of the proposal, however those tenants who need works carrying out which are urgent will still be dealt with.

- Disabled – highly affected due to possible health/mobility issues, urgent repair requests will still be dealt with
- Age – older tenants affected due to possible health/mobility, urgent repair requests will still be dealt with and we need to identify why young tenants are more likely to have their repairs cancelled
- Religion and belief – positive impact for this group, as there are works programmed to deliver a cultural washing project for tenants from BME communities when there is a need to change/upgrade bathrooms due to damp issues being reported or serious leaks in blocks
- Pregnancy/Maternity – could affect mothers to be, or new mums, urgent repair requests will still be dealt with
- BME – more Asian and Muslim tenants have repairs cancelled which will need investigating

The likely impact of the proposal regarding repairs/reinvestment means all tenants will be affected as budgets are cut. In general terms:

- Access to repairs will still be available, however we will ensure tenants in the most need will be prioritised (older, disabled tenants)
- Planned works which will now be reduced will affect tenants living in our multi-storey blocks, urgent repairs will be the focus as mentioned above, and some planned works will be delayed, or programme stretched

Using equalities data for caretaking services as a proxy for identifying who lives in multi-storey blocks, reductions in planned repairs for these properties does have an equalities impact and will affect more older and white British tenants but has a disproportionate impact on BME tenants. 27.41% (8,778) of all our tenants receive caretaking services and this group is made up of primarily older and White British tenants. It is important to note that:

- 48.62% of all BME tenants including 76.28% of all Somali tenants and 60.33% of all Black African tenants.
- 54.95% of all tenants aged between 16 and 24.
- 62.71% of all Muslim tenants receive a caretaking service/live in multi storey accommodation.

Although there will be changes to the service, we will ensure the tenants in the most need are still dealt with efficiently. Our duty as a landlord will still be maintained.

3.2 Can these impacts be mitigated or justified? If so, how?

Repair & Reinvestment of existing homes

- We will mainly be focusing on key building elements linked to continuing to meet the government’s Decent Homes Standard.
- We will continue to meet key priorities as a landlord on areas such as:
 - Affordable warmth
 - Fuel Poverty
 - Kitchens replacement programme
 - Accessibility of our homes – ensuring the council property meets the needs of the tenant
 - Health & Safety
 - Safeguarding – tackling the worst homes

Procurement of Contractors

The city council tendering process will assess potential contractors on previous experience, knowledge of Equalities legislation, good practices, awareness of different community groups and offering a high level of customer care to our tenants and stakeholders.

In addition to this contractors are asked to submit method statements on Health & Safety issues such as:

- Health and Safety – Occupied Properties Risk Assessment, including communication with, and safety of our tenants
- Customer Care – continuous communication, dealing with vulnerable tenants etc.

Housing Service have a Contractors Code of Conduct, all contractors working for the council must adhere to this Code. Contractors are expected to ensure access/egress is accessible throughout any construction works, keeping the site tidy, and generally helping to minimise the impact of the construction works on surrounding residents and stakeholders.

Contractors will be advised of any communication issues with stakeholders and local residents, before works begin to ensure that they keep residents updated.

3.3 Does the proposal create any benefits for people with protected characteristics?

This proposal does have some benefits for our tenants in the following ways:

- Voids – Measures are being put into place to reduce the time taken to let a council home when it is between tenancies. This means tenants are able to move into a council property faster than previously.

- Repair & Investment - Continuing to focus on our priorities as a landlord, for example affordable warmth, health and safety, and kitchens.
- A focus on cultural washing facilities for BME tenants in line with their cultural practices.
- Improving heating and insulation for our existing homes and reacting to these requests. This is a huge benefit for all tenants, particularly older and disabled tenants who feel the effects of the cold.
- Targeting works to reduce fuel poverty for our tenants.
- New Homes – Continuing to build new homes within the current climate is still a huge benefit for tenants that need a home, focusing on housing need in certain areas of the city to meet housing demand is still a positive impact for tenants.

3.4 Can they be maximised? If so, how?

In the current climate where government policy is geared around making savings, maximising the proposal to create further benefits may be difficult to achieve. One area which will be maximised is the council's opportunity to change bathroom facilities for BME tenants who practice different cultural washing techniques. This is an opportunity to provide tenants with wet rooms when a repair is reported relating to leaks/damp.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

The assessment has raised the issue of how our tenants will be affected by the reduced HRA budget for 2017/18 and the investment plan as a result of a change in government policy.

It has highlighted that as a landlord, we must provide as much information and support to our tenants and stakeholders as we are able to, using the resources we do still have available.

Using the new IT management system, streamlining processes, and offering tenants new ways of communicating with us and our services tenants will receive a more focused and efficient service.

In terms of the repairs and reinvestment service we provide, this will become more focused as we continue to develop our asset data, survey information on our assets and carefully planning how funds are spent, and ultimately ensuring they are spent in the right way.

It also highlights that all contactors working with the city council must adhere to Equalities Policies and understand that they will be required to adapt their communication practices depending on the equalities groups.

4.2 What actions have been identified going forward?

- Ensure staff are aware of changes in service so they are able to provide a clear message to tenants when they are contacted.
- Engage with service areas – Repairs, Planned Programmes, CSP, CSC, Estate Management etc and update as with other stakeholders (tenant groups, tenants associations).
- Consult with stakeholders regarding the proposal; provide clear information about the changes for tenants and how they will be affected.

4.3 How will the impact of your proposal and actions be measured moving forward?

- Key Performance Indicators will be used to monitor the contractor’s performance.
- Monitor the number of complaints received regarding repairs and planned work requests.
- Continue to collect asset intelligence, proactive surveys, identify urgent priorities, assess information and feed into investment plan to ensure we have good sound knowledge and data of our homes.
- Monitor the impact on the BP and 2017/18 HRA Budget with Finance to track progress and ensure the model is working.

Service Director Sign-Off:	Equalities Officer Sign Off: Anne James – Equality and Community Cohesion Team Leader
Date:	Date:16/12/2016

Eco Impact Checklist

Title of report: Housing Revenue Account 2017/18 Budget Proposals			
Report author: Nicky Debbage			
Anticipated date of key decision 24/1/17			
Summary of proposals: This cabinet report sets out the proposals for the 2017/18 Housing Revenue Account (HRA) budget; which have been tested within the 30-year financial business plan model and which will ultimately form part of the council's overall budget for 2017/18.			
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...
			Briefly describe impact
			Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	Both	<p>Proposals include reductions to spend in a number of areas which would reduce climate changing gas emissions such as external wall insulation and installing showers.</p> <p>However these proposals do not in themselves increase climate changing gas emissions, but instead slow down the rate of emission reduction that Council Housing Stock will achieve.</p> <p>It should also be noted that a number of the proposals contained within this budget such as installing loft and cavity wall insulation and tackling poor heating systems will reduce emissions.</p> <p>Emissions of climate changing gases will also arise through the use of energy, transport fuel and materials during works.</p>
			<p>Where practicable, works delivered under these budget proposals will:</p> <ul style="list-style-type: none"> ● Use sustainable construction materials ● Use local resources and materials ● Reduce the energy used during works ● Reduce the travel impacts associated with works ● Reduce emissions of climate changing gases by improving the energy efficiency of council homes and reducing consumption of fossil fuels. <p>A-rated windows will be specified unless any additional cost is considered unacceptable.</p>
Bristol's resilience to the effects of climate change?	Yes	+ive	Whilst at a slower rate than previously planned, improvements to energy and water efficiency will improve Bristol's resilience to fuel scarcity & drought.
Consumption of non-renewable		-ive	Fossil fuels and other non-renewable materials and products will be used in the
			All construction materials covered by the BRE Domestic Green Guide to Specification

resources?			<p>works delivered by these budget proposals.</p> <p>Extending maintenance and replacement cycles creates the potential for increased responsive repairs and associated consumption of non-renewable materials.</p> <p>+ive Whilst at a slower rate than previously planned:</p> <ul style="list-style-type: none"> - Improvements to energy efficiency will improve Bristol's resilience to fuel scarcity & reduce fossil fuel consumption. - Improvements to water efficiency by installing replacement bathrooms will improve Bristol's resilience to drought. <p>The reduced volumes of work proposed under this budget will result in reduced consumption of non-renewable construction materials, transport fuels and associated energy.</p>	<p>must be rated B or above unless there are significant technical or financial reasons why this cannot be achieved. Equivalent ranking schemes will be considered.</p> <p>All timber and wood-derived products for supply or use in performance of the works delivered under this budget must be from independently verifiable legal and sustainable sources as defined by UK Government guidance.</p> <p>Water efficient products such as dual-flush toilets, savaflush devices and water saving taps and shower heads will be specified where appropriate.</p> <p>Durable and recyclable materials and components will be specified where appropriate.</p> <p>Responsive repairs volumes will be monitored to ensure maintenance and replacement cycles are at an appropriate level.</p>
Production, recycling or disposal of waste		<p>-ive</p> <p>+ive</p>	<p>Waste will arise during the delivery of the works delivered by this budget.</p> <p>The reduced volumes of work proposed under this budget will result in reduced production of waste.</p>	<p>Contractors and Direct Labour will be required to take responsibility for their waste, including adhering to the waste duty of care and waste hierarchy by:</p> <ul style="list-style-type: none"> ● Reducing waste ● Reusing waste where legal and practicable ● Using products which are readily recyclable. ● Recycling as much waste as possible <p>Hazardous wastes will be stored and disposed of in a legally compliant manner.</p> <p>Where appropriate contract</p>

				documents will promote the recycling of scrap metal, with any income returning to Bristol City Council.
The appearance of the city?	Yes	May be -ive	Delivering fewer cladding projects and moving from a 7 to a 10 year external works programme may result in a reduced ability to maintain and improve the appearance of Council Housing in the city.	<p>External maintenance works to Council Housing will help to mitigate this impact.</p> <p>Durable materials which maintain their appearance will be specified where practicable.</p>
Pollution to land, water, or air?		-ive	Works delivered under this budget are likely to involve the use and storage of materials that could contaminate land, watercourses and surface water drains, if accidentally released.	<p>Contractors and Direct Labour will be required to work in accordance with all relevant regulatory guidance and also ensure appropriate procedures and equipment are in place to:</p> <ul style="list-style-type: none"> ● Securely store any potentially polluting materials and keep them away from watercourses and surface water drains. ● Avoid washing out containers of paint and similar materials into drains. ● Ensure correct foul sewer connections are made, rather than to storm drains. ● Reduce dust. ● Reduce noise pollution. ● Contain any spills.
		+ive	Works are likely to create dust and noise. However, the reduced volumes of work proposed under this budget will result in reduced potential for such impacts.	
Wildlife and habitats?		-ive	It is possible for works and construction materials associated with this budget to: <ul style="list-style-type: none"> ● Impact upon legally protected species or habitats ● Impact on priority species or habitats ● Remove or damage trees. 	<p>Timber must be used in accordance with the above requirements.</p> <p>Where works have the potential to disturb protected species or impact upon their habitat, guidance from a suitably experienced and qualified ecological consultant will be sought and followed at the earliest opportunity.</p> <p>Any works requiring Planning Permission will be reviewed by a Nature Conservation Officer as part of the Planning process.</p>
		+ive	However, the reduced volumes of work proposed under this budget will result in reduced potential for such impacts.	

				Wherever possible existing trees will be retained and works affecting these trees will be undertaken in accordance with "BS 5837: Trees in relation to design, demolition and construction – Recommendations"
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Consulted with: Steve Ransom & Giles Liddell

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The significant impacts of this proposal are...

Works delivered under this budget will result in the consumption of non-renewable resources, production of climate changing emissions and production of waste. Works also create the potential for both direct and indirect impacts on wildlife and habitats.

Some works delivered under this budget such as loft and cavity insulation have the potential for reducing consumption of fossil fuels and greenhouse gas emissions.

However, this budget includes a reduction in expenditure on works which would have resulted in reduced energy and water consumption such as external wall insulation and the installation of showers. This in itself will not worsen the existing environmental impact of housing stock, but instead slow down the rate of improvement and associated reduction in carbon emissions. It should also be noted that reduced work volumes will in fact reduce some of the environmental impacts associated with this budget e.g. by leading to lower material consumption and waste production.

The proposals include the following measures to mitigate the impacts...

A number of mitigation measures are included in the main ECO Checklist which accompanies this Cabinet Report. In addition, the following mitigation measures will also be implemented:

- A Sustainability Appraisal will be completed as part of any procurement process.
- Housing Services will liaise with BCC's Environmental Performance team during the development of specifications etc
- Continuously improving asset intelligence will be used to target works where most required on housing stock.

The net effects of the proposals are

Overall positive provided the mitigation measures outlined in this ECO Checklist are successfully implemented.

Checklist completed by:

Name:	Matthew Sands
Dept.:	Housing Services
Extension:	25545
Date:	15/12/16
Verified by Environmental Performance Team	Giles Liddell

Neighbourhoods Scrutiny

26th January 2017



Report of: Strategic Director, Neighbourhoods

Title: Voluntary and Community Sector Update

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

To note the Mayor's Magazine Article to the Voluntary and Community Sector (VCS) to open a City-wide discussion on the future of the VCS.

Summary

The briefing note displays a summary of the key messages contained within the Mayor's article for 'Thrive' Magazine, addressing the Voluntary and Community Sector. Alongside this article the Mayor has also made a request that Scrutiny plays a key role in the discussion on the future of the VCS in Bristol.

The significant issues arising are:

- The challenges being faced by the VCS.
- To note the request for a proactive approach to developing the future VCS needed in Bristol.
- To see the development of a future VCS as a City responsibility, with both public and private sector fully engaged in development.
- The need for Scrutiny to play a key role in the discussions on the future of the VCS.
- To note the changes being brought about by the VCS Prospectus.



Context

To provide Commission members with the Mayor’s vision for the development of a future VCS in Bristol to help shape Scrutiny input on this subject.

Proposal

1. Neighbourhoods Scrutiny Commission is asked to note the contents of the briefing note and Mayor’s article and to consider means of engagement into the discussions on the development of Bristol’s future VCS.

Appendices:

The Mayor’s Article for Thrive Magazine – October 2016

Marvin's article for Thrive Magazine - Oct 2106

It is a real honour to be writing in Thrive as the Mayor of Bristol. It seems like only yesterday I was the Networks Manager of the Black Development Agency, working closely with Voscur and Bristol City Council's Community Development Team on the first iteration of Prevent (which we renamed "Building the Bridge"). Alongside this, we were supporting our members to ensure Bristol's VCS had a voice in the Local Area Agreement discussions shaping the local authorities approaches at that time.

I recognise the challenges faced by the VCS over recent years. Funding cuts and tendering processes have resulted in a number of critical service providers such as Nilaari losing staff and others such as Hawkspring holding on to survival by their fingertips. This is not only bad for their service users. It is bad for the city.

I want to use this opportunity to open a conversation with the VCS on how the city can best work to secure its future, not merely having a thriving VCS for its own sake but because it is a vital provider of services and both a symbol and source of the social strength and resilience, societies need.

Let me start by sharing a few principles I intend to work to:

First I want to reframe the way the city assesses the value of Bristol's VCS. Its full value cannot be captured simply by adding up the cost of the services it provides to the public. The full value is to be found in the social capital brought to communities through the local connectivity, social organisation, leadership and ownership and the evidence that people can lead themselves. It's found in the pathways and support to employment provided by formal and informal volunteering, role modelling and mentoring provided by organisations who have at their core a responsiveness to the opportunity and need on their streets and on the doorstep. It's found in the extra effectiveness of services that can only be realised when the organisations and staff are personally known and trusted by the local people turning to them for support or services. And it's realised through being the local group that is best placed to identify, understand and exploit the opportunities for the early interventions that avoid the personal tragedies and expensive interventions that come with late interventions and crisis. All this is more difficult to measure than simply adding up the costs of staff and services, but it is real and must be taken into account.

Second, I believe we must become proactive in developing the picture of the kind of VCS we want and then build tendering and grant making strategies that deliver it. This cannot be left to a technically coherent procurement process that runs and gives us whatever it provides without a view on what Bristol's VCS should be. We need to anticipate our future population's size, shape, strengths, weaknesses and what demands that will place on the city for support and services. We must take a forward view on the extent to which local government, the NHS, business and other institutions will be able to meet those demands, exploit opportunities and recognise that a thriving VCS is not an optional extra, but integral to our city's ability to deliver. We must not, and will not, have a "VCS of the gaps" philosophy where we turn to the voluntary sector to pick up what the public and private sectors leave behind. We must hold the VCS in higher regard than that. Rather, we must have a shift in mindset that begins to see the VCS, both as a service provider and through its full role, as the first port of call and the primary means for delivering the future city we want. This makes both social and financial sense. It's a philosophical shift that begins to see the primary role of

the public sector as the servant, supporter and enabler of VCS effectiveness. This is not a big government, small government argument. It's part of an argument for government that is big enough and an argument for a shift to a community organising based approach to governance and meaningful community leadership.

Third, I want the city to understand that supporting, driving and making space for the development of the VCS cannot, and should not, be a task for Bristol City Council alone. It is a city responsibility. The VCS we get, both as a response to unmet needs and available professional and financial support, is not only the product of decisions and non-decisions made by the council. It is a response to the city as the city works through employment practices, successful and unsuccessful public services, educational success and failure and social cohesion. Every sector in the city gains benefits from the VCS at the very least through the services it provides to workers and their family health, through the social interventions they make that provide for more stable communities and cohesive communities and the reduced public expenditure it facilitates. As we all benefit, so we all must take collective responsibility and coordinate collective investment in building the role and resilience of social infrastructure within which people live, the public provides services and business make and sell goods and services.

Our vision for Bristol's VCS must be a City vision, led by the VCS itself, facilitated by the mayor and developed and owned with the city's major public and private sector place shaping organisations. This must translate into a coordination of our grant making, procurement and investment plans to ensure we get the outcomes we want and need.

I would welcome your responses as I start to ensure these principles are grown into our relationship, not least through the VCS Prospectus.

Neighbourhoods Scrutiny

26th January 2017



Report of: Strategic Director, Neighbourhoods

Title: Period 6 (end of September) Finance Report - Neighbourhoods Summary Report

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

To note the Neighbourhoods revenue budget position summarised in this report as per the Period 6 Finance report as considered by Cabinet 6 December, included as Appendix A.

Summary

This report sets out the general fund revenue budget position for Neighbourhoods and the revenue budget positions for both the ring-fenced Public Health Grant and the Housing Revenue Account for financial year 2016/17, as reported to Cabinet at period 6 (end of September 2016).

The significant issues in the report are:

As at period 6 Neighbourhoods forecast a £1m underspend in relation to its general fund revenue budget.



Policy

1. *not applicable*

Consultation

2. **Internal**
Directorate Leadership Team , Strategic Leadership Team and Cabinet
3. **External**
not applicable

Context

Table 2 of appendix A has been reproduced below and sets out the general fund revenue budget position for the Neighbourhoods directorate within the context of the Council’s overall general fund revenue budget position for financial year 2016/17 as reported at period 6 (end of September 2016).

Table 2: General Fund Forecast Net Expenditure

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

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

As at period 6 Neighbourhoods was forecasting a £1m underspend in relation to its general fund revenue budget.

Proposal

Section 14.3 of Appendix A sets out further explanation of this general fund revenue budget position as follows:

The Neighbourhoods directorate is reporting a £1.0m overall underspend against budget which consists of a £0.9m surplus within Neighbourhoods & Communities and a £0.3m surplus in Housing Services offset by a £0.2m pressure in Citizen Services.

Neighbourhoods & Communities - £0.9m Surplus

Waste Disposal is forecasting a surplus of £0.8m, mainly due to accrued expenditure from the previous year (£1.0m) which is no longer required. In addition, there is surplus income of £0.2m from Cemeteries and Crematoria.

Housing Services - £0.3m Surplus

Rising demand for emergency accommodation is giving rise to £0.7m overspend in General Fund Housing Services. This is an underlying pressure, which this year has been offset by savings from additional licensing income and service and accommodation recharges, giving an overall underspend of £0.3m.

Citizen Services - £0.2m Pressure

The £0.3m forecast pressure within Citizen Services relates to an error in setting of income targets within regulatory services, including Pest Control (£0.2m) and Trading Standards (£0.1m). Measures are made to address this and since the close of quarter 1 have identified additional income of £150k to offset this. The remaining pressure relates to Licensing and work is being undertaken to analyse current expenditure against licensing income.

The rising demand for emergency accommodation creates a risk of additional expenditure pressures within Housing Benefits payments. This is because not all of the additional cost of benefits in this area can be recovered from the Government as Housing Benefit Subsidy. This is currently being reviewed and the outcome of this review will be reported in future finance reports.

Revenue budget positions for both the ring-fenced Public Health Grant and the Housing Revenue Account are also included in paragraphs 20 and 21/22 respectively of Appendix A as follows.

Public Health

The ring-fenced Public Health service is currently forecasting an overspend of £1.8m. This is mainly due to a government in-year cut of the grant of 7.6% in year during 2015/16 and further 2% cut to the grant this year. As a reduction in the grant was anticipated, Public Health are managing this overspend to prevent impact on service delivery through the Public Health reserves built up for this purpose. The reserve currently has a balance of £4.8m and is as a result of underspends in previous years. Therefore, there is no impact on the general fund of this overspend in this financial year. However the service is currently undertaking a thorough financial review to ensure that delivery is brought within the new budget envelope, reflecting key priorities.

Housing Revenue Account (HRA)

The following is a summary of the HRA budget position as at the end of Period 6.

Table 4: Housing Revenue Account Budget Forecast

HOUSING REVENUE ACCOUNT - Period 6	Gross Exp £m	Gross Income £m	Revised Net Budget £m	Forecast Outturn £m	Forecast Outturn Variance £m	Forecast Outturn Variance P5 £m
Strategy, Planning & Governance	24.5	-131.3	-106.8	-107.5	-0.6	-0.6
Responsive Repairs	47.5	-17.4	30.1	30.6	0.5	0.5
Planned Programmes	18.1	-1.3	16.8	14.7	-2.1	-1.5
Estate Management	16.5	-2.2	14.2	14.0	-0.2	-0.1
HRA Financing & Funding	46.2	-0.5	45.7	45.7	0.0	0.0
HOUSING REVENUE ACCOUNT TOTAL	152.8	-152.8	0.0	-2.5	-2.5	-1.8

There is currently a forecast underspend within the HRA of £2.5m. This is the result of the following budget variances:

- Savings released in Strategy, Planning and Governance through staff vacancies and stationery budget reviews;
- There are pressures in responsive repairs due to greater than budgeted relets (£0.5m), with these being offset by staffing savings in Admin and Business Support; Contractor issues has also lead to some delays, resulting in £0.4m underspend;
- The Investment Review Plan (in response to imposed rent reductions planned for the HRA) has changed the paint programme in planned programmes resulting in a saving against budget.

Any under or overspend at the year-end will increase or decrease the HRA Reserve and therefore this does not impact on the General Fund. However, the impact of the 1% rent reduction and other proposed government changes mean that the current HRA Business Plan is not sustainable in the long term. The Business Plan is being re-calibrated to reflect what is a very financially challenging future.

Other Options Considered

4. n/a

Risk Assessment

5. n/a

Public Sector Equality Duties

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

Legal and Resource Implications

Legal

As set out in Appendix A

Financial

(a) Revenue

As set out in Appendix A

(b) Capital

As set out in Appendix A

Land

As set out in Appendix A

Personnel

As set out in Appendix A

Appendices:

Appendix A - Period 6 (end of September) Finance Report

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

none

EXECUTIVE SUMMARY

Report title: Period 6 (end of September) Finance Report

Wards affected: All

Strategic Director: Anna Klonowski

Report Author: Annabel Scholes: Interim Service Director: Finance & s.151 Officer

RECOMMENDATION for the Mayor's approval:

It is recommended that the Mayor:

1. Notes the contents of the Report and in particular the continuing seriousness of the General Fund financial position of £27.5m forecast outturn deficit, as at the end of September 2016. This represents a net decrease to the deficit of £3.6m, being increases of £0.1m less decreases of £3.7m, from end of August forecast;
2. Cabinet where appropriate, continue to work with Officers in undertaking mitigating actions to bring the General Fund position closer to balance, in particular endorsing the actions to be led by the Interim Chief Executive, Interim Service Director: Finance and Strategic Leadership Team set out at paragraph 9;
3. Agrees the following in relation to the Capital Programme:
 - a. To approve the Capital Budget Proposed Adjustments of £1.6m in total, as detailed in paragraph 35 and Table 6 (to be reflected in the Period 7 report);
 - b. To approve the movement in the Capital Programme of £1.1m being slippage from 2016/17 to 2017/18, as detailed in paragraph 34 and Appendix B;
 - c. To approve in principle, that Energy related capital projects currently funded from grant of £1.3m, be transferred to prudential borrowing, increasing prudential borrowing in this financial year by up to £1.3m, at an estimated annual revenue cost of £81k, as outlined in section 14.2;
 - d. To note the total net movement in the Capital Programme from £222.3m to £221.2m, being slippage from 2016/17 to 2017/18.
4. Notes the mitigating action being taken to partially address the pressures in Care & Support, Adults of the re-provision of up to 10 beds currently at North Bristol Rehabilitation Centre in an alternative setting, as set out in 14.1 of this report;
5. Notes the outcome of the initial review of the Minimum Revenue Provision (MRP) and potential reduction to the capital financing charge in 2016/17 of £4.3m, as detailed in paragraphs 9 and 42, and Appendix D, and agrees that it be referred to Full Council for consideration on 13th December 2016;
6. Notes the review of the use of the new flexibilities on the use of Capital Receipts potentially releasing up to £5.3m from reserves, as detailed in paragraphs 9 and 30, and Appendix E, and agrees that it be referred to Full Council for consideration on 13th December 2016.

If recommendation 3c, 5 and 6 are approved, and the resources subsequently released, the general fund forecast outturn deficit will reduce to £16.6m, as summarised in Table 1.

Key background / detail:

1. To provide a progress report on the Council's overall financial performance against revenue and capital budgets for the 2016/17 financial year that were approved by Council on the 16th February 2016. The report focuses on significant variances to meeting the budget in 2016/17 in order to take timely actions to deliver a balanced position at year end.

Key details:

2. Key messages from the Period 6 Budget Monitoring:

The Council continues to be in a serious financial position forecasting a General Fund revenue position of £27.5m forecast outturn deficit before further mitigating actions or use of general reserves. This represents a net decrease to the deficit of £3.6m, being increases of £0.1m less decreases of £3.7m, from end of August forecast. Although there has been a reduction in the forecast outturn deficit, the remaining deficit must be addressed now to ensure that we end the financial year in a balanced position and avoid unnecessarily making the financial challenges in future years larger.

The movement in the deficit arises mainly from an identified additional receipt of grant in relation to business rates discounts, an increase in identified savings secured for delivery (mainly staff reductions) and a further release of reserves.

As outlined in previous reports, the interim Chief Executive has put in place a number of activities which should bring the position closer to balance and details of the actual and potential impact of these actions are included in this report. It should be noted that as savings are being identified and through the Corporate Savings Programme, as they are validated, these savings are secured by reducing relevant budgets across directorates. Therefore, net revenue service budgets are reducing through the financial year.

Capital spending in year is forecast to be £224.8m compared to the current budget of £221.2m, resulting in a forecast overspend of £3.6m. Movements in the capital programme have been identified, being slippage from 2016/17 into 2017/18, resulting in a current budget as at Period 6 of £221.2m. Further adjustments of £1.6m were reported to Capital Board in October and are summarised in Table 6, and will be reflected in the Capital Programme from Period 7.

**BRISTOL CITY COUNCIL
CABINET
6th December 2016**

REPORT TITLE: Period 6 (end of September) Finance Report

Ward(s) affected by this report: All

Strategic Director: Anna Klonowski

Report Author: Annabel Scholes, **Service Director: Finance & s.151 Officer**

Contact telephone no. 0117 9222419
& e-mail address: Annabel.Scholes@bristol.gov.uk

Purpose of the report:

To provide a progress report on the Council's overall financial performance, including against the approved revenue and capital budgets for the 2016/17 financial year that were approved by Council on the 16th February 2016.

RECOMMENDATION for the Mayor's approval:

It is recommended that the Mayor:

1. Notes the contents of the Report and in particular the continuing seriousness of the General Fund financial position of £27.5m forecast outturn deficit, as at the end of September 2016. This represents a net decrease to the deficit of £3.6m, being increases of £0.1m less decreases of £3.7m, from end of August forecast;
2. Cabinet where appropriate, continue to work with Officers in undertaking mitigating actions to bring the General Fund position closer to balance, in particular endorsing the actions to be led by the Interim Chief Executive, Interim Service Director: Finance and Strategic Leadership Team set out at paragraph 9;
3. Agrees the following in relation to the Capital Programme:
 - a. To approve the Capital Budget Proposed Adjustments of £1.6m in total, as detailed in paragraph 35 and Table 6 (to be reflected in the Period 7 report);
 - b. To approve the movement in the Capital Programme of £1.1m being slippage from 2016/17 to 2017/18, as detailed in paragraph 34 and Appendix B;
 - c. To approve in principle, that Energy related capital projects currently funded from grant of £1.3m, be transferred to prudential borrowing, increasing prudential borrowing in this financial year by up to £1.3m, at an estimated annual revenue cost of £81k, as outlined in section 14.2;
 - d. To note the total net movement in the Capital Programme from £222.3m to £221.2m, being slippage from 2016/17 to 2017/18.

4. Notes the mitigating action being taken to partially address the pressures in Care & Support, Adults of the re-provision of up to 10 beds currently at North Bristol Rehabilitation Centre in an alternative setting, as set out in 14.1 of this report;
5. Notes the outcome of the initial review of the Minimum Revenue Provision (MRP) and potential reduction to the capital financing charge in 2016/17 of £4.3m, as detailed in paragraphs 9 and 42, and Appendix D, and agrees that it be referred to Full Council for consideration on 13th December 2016;
6. Notes the review of the use of the new flexibilities on the use of Capital Receipts potentially releasing up to £5.3m from reserves, as detailed in paragraphs 9 and 30, and Appendix E, and agrees that it be referred to Full Council for consideration on 13th December 2016.

If recommendation 3c, 5 and 6 are approved, and the resources subsequently released, the general fund forecast outturn deficit will reduce to £16.6m, as summarised in Table 1.

Background

1. The Report provides information and analysis on the Council's financial performance and use of resources to the end of Period 6 of 2016/17. Council set its budget for the 2016/17 on 16th February 2016. The report focuses on forecast variances to meeting the budget for 2016/17, in order to take timely actions to deliver a balanced position at year end.
2. The Council continues to be in a serious financial position forecasting a General Fund revenue position of £27.5m forecast outturn deficit before further mitigating actions or use of general reserves. This represents a net decrease to the deficit of £3.6m, being increases of £0.1m less decreases of £3.7m, from end of August forecast. Although there has been a reduction in the forecast outturn deficit, the remaining deficit must be addressed now to ensure that we end the financial year in a balanced position and avoid unnecessarily making the financial challenges in future years larger.
3. The movement in the deficit arises mainly from an identified additional receipt of grant in relation to business rates discounts, an increase in identified savings secured for delivery (mainly staff reductions) and a further release of reserves.
4. As outlined in previous reports, the interim Chief Executive has put in place a number of activities which should bring the position closer to balance and details of the actual and potential impact of these actions are included in this report. It should be noted that as savings are being identified and through the Corporate Savings Programme, as they are validated, these savings are secured by reducing relevant budgets across directorates. Therefore, net revenue service budgets are reducing through the financial year.
5. Future reports will include recommendations on mitigating actions, where required.

A - Revenue Expenditure

6. The Council's overall annual revenue spend is managed across a number of areas:
- The General Fund with a net budget of £345.4m, providing revenue funding for the majority of the Council's services;
 - The Dedicated Schools Grant (DSG) (£175m in 2016/17), which is ring-fenced for schools funding, overseen by the Schools' Forum, and managed within the People Directorate;
 - Public Health, a ring-fenced grant of £36.2m in 2016/17, must be spent to support the delivery of the Public Health Outcomes Framework and is managed within Neighbourhoods;
 - The Housing Revenue Account (HRA) of £152.7m gross spend in 2016/17, is reported separately to the general fund, and is managed within Neighbourhoods.
7. Each area represents a significant element of the Council's overall revenue expenditure. Further details of the current spend position against budget is provided in the remainder of this section.

General Fund

8. Table 2 provides a summary of how each directorate is performing against the general fund revenue budget for the 2016/17 financial year. Actions are in progress and further actions are being identified to manage and mitigate the identified budget pressures and risks. The Interim Chief Executive, Strategic and Service Directors are actively identifying proposals to minimise the gap, with all budget holders ensuring the forecasting is as accurate as possible.
9. As previously reported, officers have established a series of work streams designed to reduce the deficit (see paragraph 9 of the Period 5 Finance Report to Cabinet on 1st November 2016). A summary of the actions taken and outcomes of these actions is summarised below:

Item	Action Taken	Potential Financial Impact
1. Review of the Capital Programme	<ul style="list-style-type: none"> The programme has been reviewed and £62.1m of capital expenditure has been re-profiled from 2016/17 into 2017/18 (as approved by Cabinet on 1st Nov 2016). A further £1.1m has been identified in Period 6, which is reflected in this report. We have reviewed the funding sources of the capital programme, identifying an element of grant funding that can be applied to revenue rather than capital. 	Potential release of c£1.3m grant funding to general revenue fund.

Item	Action Taken	Potential Financial Impact
2. Voluntary Severance Programme	This was implemented through September 2016. The total reduction in 2016/17 revenue budgets & spend is £3.9m, with a further £5.4m to be delivered in 2017/18, a total of £9.3m. This includes reductions secured against Public Health, DSG, HRA etc also. These savings are reflected in the current forecasts. This has resulted in a workforce reduction of approximately 300 staff.	There is a reduction in spend of £3.9m in 2016/17 and a further £5.4m in 2017/18.
3. Technical Accounting Adjustments	<ul style="list-style-type: none"> • There has been a thorough review of the use of reserves. £1.8m was released from reserves to reduce the deficit in Period 5, with a further £0.6m released this month; • We have reviewed the Council's potential use of new powers on the Flexible Use of Capital Receipts, which would allow the release of funding, and a report will be presented to Full Council on 13th December 2016 with appropriate recommendations (please also see Section C : Reserves); • An initial review of the Council's Minimum Revenue Provision Policy has been concluded and the relevant conclusions are recommended to be referred to Full Council; • A review of VAT has commenced, with initial data provided to external advisors to assess potential savings prior to commissioning a formal review. 	<ul style="list-style-type: none"> • £2.4m reduction in forecast outturn deficit, included in forecast; • Fund £5.3m transformational costs from Capital Receipts & release funding from reserves • MRP Base Budget adjustment: anticipated in- year reduction to capital financing costs of £4.3m
4. Capital Disposals Programme See paragraph 38	Property Services and the Property Board (officer group) have reviewed the programme of capital disposals, identifying assets for sale in 2016/17 through to 2019/20 and beyond.	<ul style="list-style-type: none"> • Capital receipts of £5.3m are forecast for 2016/17, with a further £15m over 2017/18 & 2018/19.
5. Reduction in non-essential expenditure	This is being reviewed through Directorate Leadership Teams and has been considered by SLT. Budget managers are responsible for forecasting expenditure in these areas, and are being challenged through the regular monitoring process.	<ul style="list-style-type: none"> • There has been a reduction in marketing and advertising forecast spend by £0.5m; • Reduction of equipment spend of £150k

Item	Action Taken	Potential Financial Impact
6. Review of Income	A Directors' Working Group (officer group) has been set up and will be reviewing income generating opportunities. This group has been specifically tasked with reviewing all sources of income, to maximise income receipts.	To date Directorates have not identified any new income streams for review.
7. Review of agency spend	All off-contract agency spend has been reviewed – all such contracts to be ended by 31 st December 2016. Reductions in forecast agency spend is reflected in the forecasts.	<ul style="list-style-type: none"> • There has been a significant reduction in the spend on IT agency from £1.1m in Q1 to £0.8m in Q2. • There are pressures in social care workforce which has increased spend in these areas.
8. Budget Review Meetings	These have now been completed, identifying reserves that could be released in the financial year, see above.	The Interim Chief Executive and S151 officer have set up a further round of review meetings early in December.
9. Review of earmarked reserves (see Section C: Reserves)	<ul style="list-style-type: none"> • MRP Clawback – to be reviewed as part of the review on the Council's MRP policy; 	The initial review has projected an unacceptable reduction in reserve balances by the end of 2017/18 leading to additional work being commissioned through the senior leadership team.

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

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

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

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

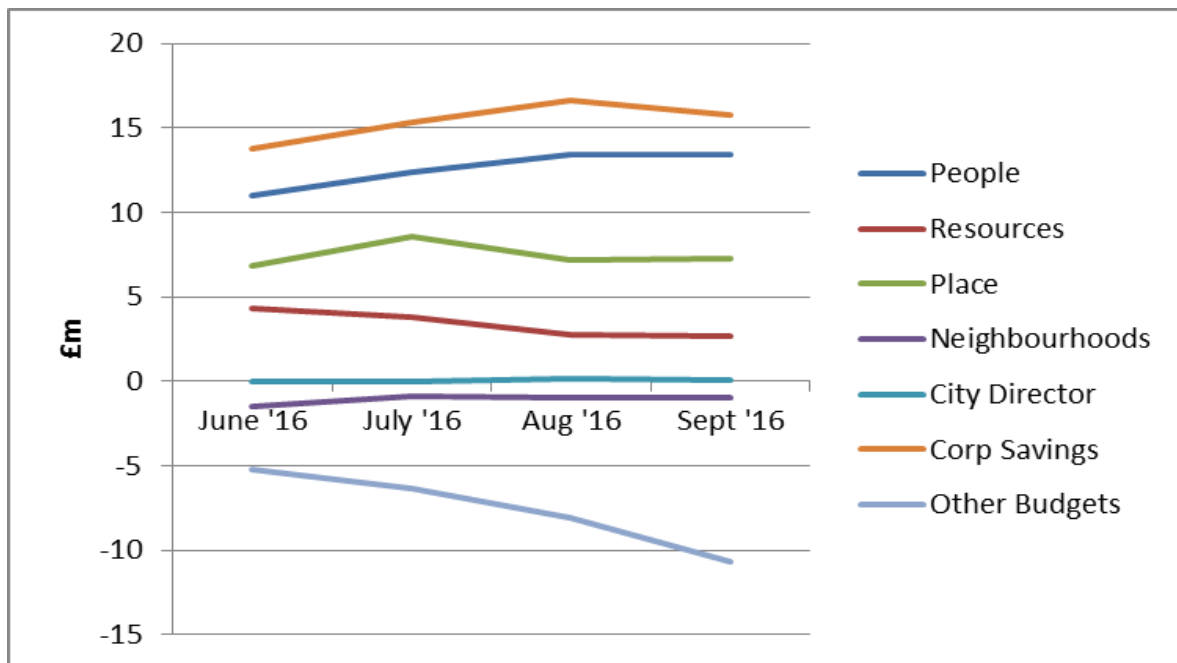
Table 2: General Fund Forecast Net Expenditure

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

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

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

Chart 1: Trend Analysis of Forecast Outturn



14. There has been an increase in the forecast outturn deficit within Early Intervention and Targeted Support Services in the People Directorate, offset by reductions elsewhere in the People Directorate. This has been offset by a reduction in the forecast deficit against the Corporate Savings programme and additional savings identified in Other Budgets. Action must be taken to address the forecast outturn deficit. Failure to identify recurring mitigating actions will increase the scale of the financial challenges in future years. The following sections provide more detail of the main variances and any mitigating actions being proposed.

14.1 People Directorate - £13.3m Pressure

2016/17 Budget	Gross Expenditure £m	Gross Income £m	Net Revenue Budget £m
People Directorate	462.9	(255.9)	207.0

The major areas of identified pressures within the People Directorate are within Social Care. The reported position of £13.3m is after mitigating actions identified through the corporate work streams have been taken into account.

Care & Support Adults: £5.2m Pressure

There continues to be significant pressures from demographic growth in demand for services. This is due to the increasing numbers of frail older people, people living longer with dementia and people living longer with lifelong conditions, which require significant input from health and social care services.

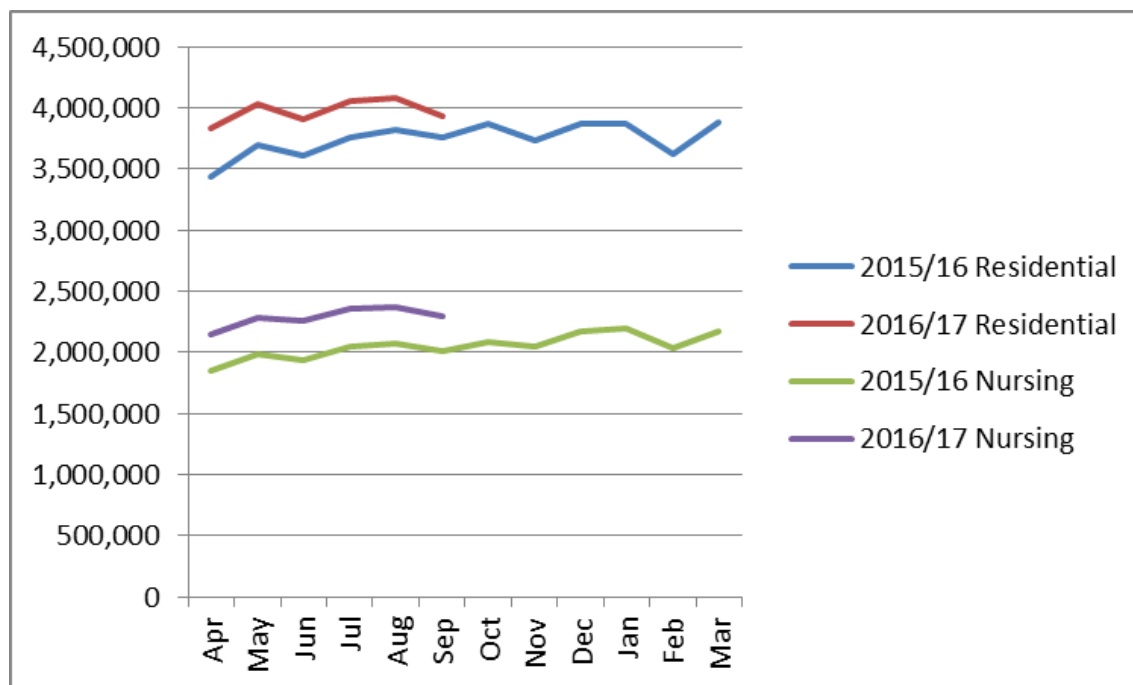
The Care Act 2014, which came into force in April 2015, has led to significant increase in demand. The Care Act placed a duty on councils to offer carers an assessment of their need, which changed previous legislation where carers had a right to ask for an assessment.

Forecast placement costs have increased and lack of alternatives has meant that providers are asking for higher fees. Specifically, People With Dementia (PWD) Nursing placements are regularly quoting £1,000 per week or above, and there are no suitable alternatives available due to lack of capacity. Difficulty in recruiting and retaining nursing staff has led to four providers either closing nursing beds or re-registering services so they will not provide nursing for people with dementia. This has led to a reduction of 60 available beds since May 2016.

Difficulty in procuring home care has led to the need to make more care home placements if the Service User is at a high level of risk or a carer is unable to continue to support.

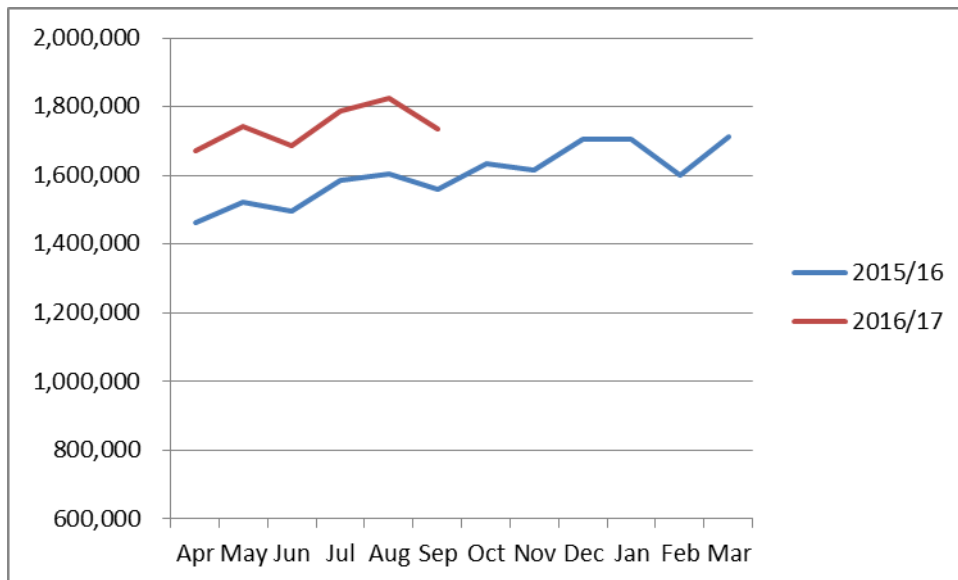
There is a large increase in the cost for Residential and Nursing placements. The monthly cost of Residential and Nursing combined has increased from £5.2m in April 2015 to £6.4m in September 2016. This is a combination of increased number of placements and an increase in the average cost of placements.

Chart 2: Trend in Monthly Residential and Nursing Placement Costs



There is significant demand for Community Support Services, particularly for people with Learning Disabilities. Due to increases in activity, spend has increased from £1.5m/month in April 2015 to £1.8m/month in September 2016.

Chart 3: Trend in Monthly Community Support Services Costs



The Council is working hard with our partners to ensure that people leaving hospital are supported to return home as quickly and safely as possible, and protecting services to ensure this is a key priority, as is working with the NHS in Bristol to ensure that funding is in place to support this ambition.

As mentioned in previous Finance Reports, pressures relating to the Supreme Court (Deprivation of Liberty Safeguards) judgement in March 2014 and increases in the number of Mental Health Act assessments (assessments where people are in severe mental health crisis which poses an immediate threat to themselves or others) has led to a rise in cost of the long term packages of aftercare under Section 117 of the Mental Health Act. This represents a significant cost pressure to both the NHS and Council.

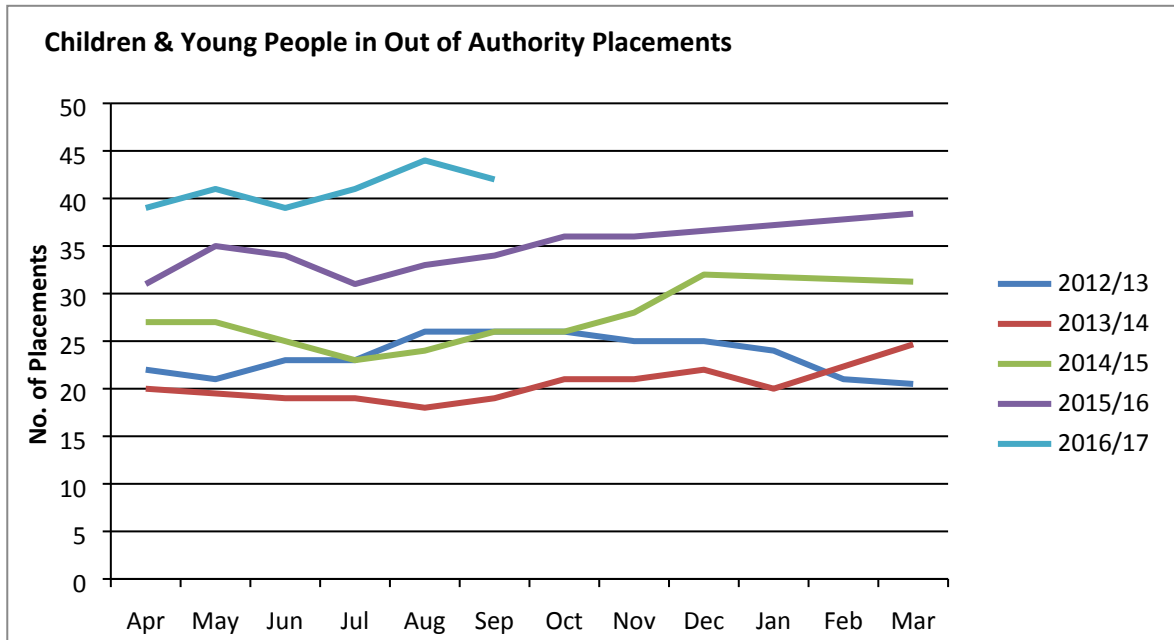
Addressing workforce challenges going forward is vital for the NHS and Council and speeding up the integration between health and social care is a vital component of the Better Care Bristol plan.

The Adult Care Departmental Management Team and People Directorate Leadership Team review adult social care budgets, including benchmarking with major UK cities and regional authorities to both manage spend pressures whilst also planning for meeting the statutory eligibility requirements of the Care Act and growing ageing population in the City. This is the area of highest spend in all local authorities and there are national concerns about the pressure on reducing overall local authority budgets to meet growing demand and eligibility.

Care & Support Children and Families: £3.4m Pressure

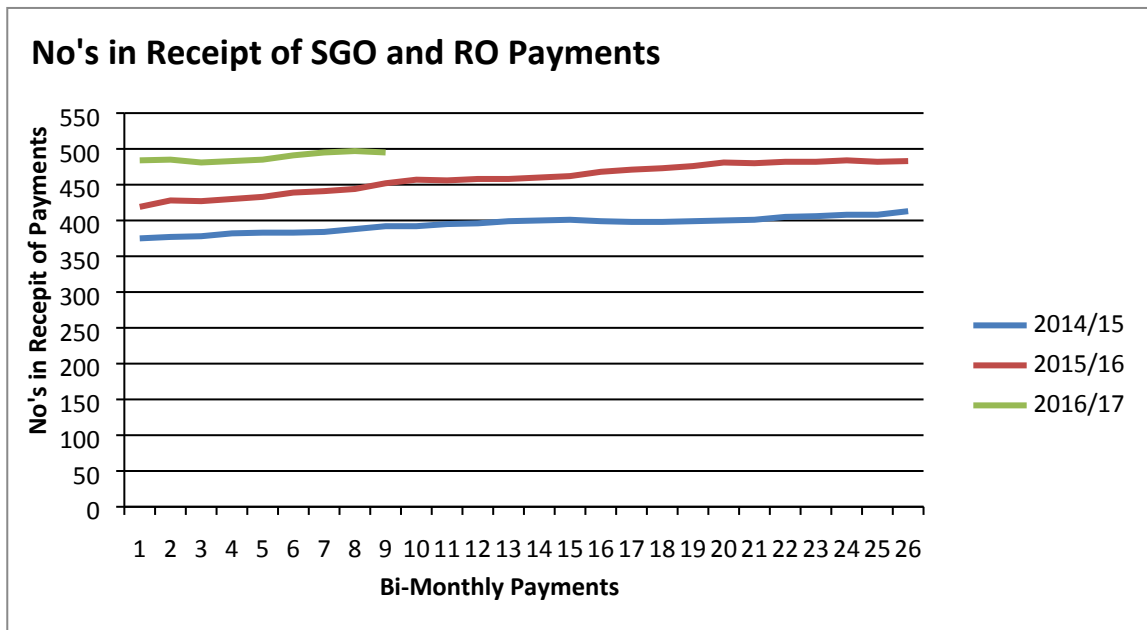
Budget pressures are being faced in Children in Care. Whilst the numbers of Children in Care have remained around 700 over the last five years, against a rising child population, the average unit cost has increased due to an increase in the number of out of authority placements from an average of 26 during 2014/15 to currently 41, resulting in a budget pressure of £2.5m.

Chart 4: Children and Young People in Out of Authority Residential Placements



There also continues to be a significant pressure as a result of increases in special guardianship orders (SGOs) and residency orders (ROs). The number in receipt of SGO's and RO's has increased from 375 in 2014/15 to just fewer than 500 in 2016 resulting in a budget pressure of £1.8m.

Chart 5: Increase in Numbers of SGO and RO Payments



Unaccompanied Asylum Seeking Children

Bristol has agreed to initially support an additional 10 Unaccompanied Asylum Seeking Children (UASC) as part of the National Transfer Protocol for UASC. These children are initially from Calais especially in the context of the closure of the 'Jungle' camp. A grant is paid to local authorities by the Home Office in relation to the age of the child for the period in which they are in care, this grant is not sufficient to cover the full costs of support required. This could cost Bristol City Council an additional £0.4m per annum.

Early Intervention & Targeted Support: £4.1m Pressure

Since Period 5 the forecast has worsened by £0.7m as a result of new placements in the Preparing for Adulthood service and additional costs for Secure Accommodation in the Youth Offending service. The majority of the pressure in this area is as a result of increased costs for “Preparing for Adulthood” Placements and provision. These are young adults, eligible under the Care Act.

Increasing demand pressures include vulnerable care leavers (in particular with mental health issues), social care contributions to education placements (extended to 25 under Special Educational Needs and Disability reforms), and supporting young people under this budget heading for a longer period of time so they move to adult care at 25. Cost pressures include lack of capacity in the market (often only one supported housing or residential placement available for a young person).

There is also a pressure within the Home to School Travel budgets as the third year of planned savings are not yet being delivered.

North Bristol Rehabilitation Centre

North Bristol Rehabilitation Centre is a 1960's built building in Henbury. Designed as a residential care home, it is now used to provide rehabilitation and reablement to older people following a period of hospitalisation. The aim is to get service users as independent as possible, with a six to eight week period of intense input before people return to their homes. The service is jointly commissioned and run by BCC and Bristol Community Health, who provide therapists within the service. The needs of the people using the service have changed. People are older, frailer and have increasingly complex care and support needs.

14 out of the potential 20 available beds have been closed for the last 10 months due to safety concerns. Bed based rehabilitation/reablement needs to be in a setting that is safe and fit for purpose. In North Bristol Rehabilitation Centre, the rooms are small. They are not large enough to contain the necessary equipment (e.g. lifting hoists and a hospital bed) needed for the care of an individual.

All of the rooms are on the first floor and the lift is ageing, unreliable and difficult to repair. A significant amount of capital investment would be required to make the building fit for purpose. Reducing the number of bedrooms to create fewer, larger rooms would mean that the service would be unviable in the long term. The estimated cost of a new lift would be at least £280k for a like for like replacement, which would still not meet the needs of the service.

Length of stay of service users is longer than for the other rehabilitation centres and the unit cost of a period of rehabilitation is higher in this service than in similar services. Recent bed modelling across the health and social care system indicates that if the remaining 6 beds were closed, we have the right level of bedded provision within the city, though with no additional capacity to deal with fluctuating demand. The budget for the North Bristol Rehabilitation Centre is £842k.

The remaining beds in the North Bristol Rehabilitation Centre will be closed and up to 10 beds are being re-provisioned in an alternative setting. It is anticipated that this re-provision may result in a potential full year cost saving of 50%, being c.£420k, whilst increasing the bed capacity in the city by up to 4 against current provision.

In the recent voluntary severance exercise, a high number of staff expressed an interest in taking the option of voluntary severance. As a result, we could agree to those requests for those who wish to leave the service which would leave a number of suitable redeployment opportunities for those who wish to continue working for the council.

14.2 Place Directorate - £7.3m Pressure

2016/17 Budget	Gross Expenditure £m	Gross Income £m	Net Revenue Budget £m
Place Directorate	108.3	(90.4)	17.9

The directorate is reporting a £7.3m variance to budget, which consists of a £9.1m pressure within Property and £0.1m pressure in Economy offset by surpluses or underspends of £1.5m in Transport, £0.3m in the Place ABS team, £0.3m in Planning and £0.1m in Energy. This represents a movement of £0.1m since Period 5.

Economy – £0.1m Pressure

There are forecast surpluses of £0.2m from increased rental income at Filwood Green Business Park, £0.1m from trading at the Bottleyard and £0.1m from grant payments under Economic Development projects. These are offset by deficits of £0.2m in the Place Management account and £0.1m relating to the Temple Quarter Enterprise Zone.

The forecast has been adjusted to take into account of the agreed amendment to Museum Opening hours agreed by Cabinet on 6th September 2016. The remaining variance (£0.2m) relates to the part year effect of the museum operating pressure which will be fully mitigated in 2017/18 by this Cabinet decision. The reported position for Period 6 has changed by £0.1m since Period 5 and expenditure on grants has been reduced in the current financial year to mitigate the spending pressures.

Energy – £0.1m Pressure

There is anticipated to be a shortfall in rechargeable income from the Housing Revenue Account and Trading for Schools in the Energy (utility) Purchase budget. This is due to the Energy price reduction in recent years being captured as a corporate saving without any corresponding reduction in income target for the energy service. This presents a net pressure of £638k this year. There is an £66k income shortfall in District Energy / Biomass, which is offset by prudential borrowing savings in Wind Energy (£140k). A one-off saving of £419k is now anticipated as a result of the Green Deal revenue contribution to offset these pressures in the current year.

The Energy service, working with Finance, has reviewed the capital programme funding structure for significant Energy related capital schemes. Within the programme are schemes currently planned to be funded from grant totalling c.£1.3m. It is proposed that the funding source for this budget be transferred from grant funding to prudential borrowing, and this be included in the capital programme. This will allow the release of c.£1.3m of grant funding to the general fund in 2016/17 that can be made available to mitigate the financial pressures in this financial year. Prudential borrowing will increase by this amount at an estimated annual revenue cost of £81k. This will be reflected in the Medium Term Financial Plan.

Place Admin and Business Support (ABS) Team - £0.3m Surplus

There are forecast savings against salary budgets in the Admin and Business Support (ABS) service of £0.3m.

Property - £9.1m Pressures

The structural pressure in the Property service largely relates to a forecast £7.7m shortfall in the delivery of the MTFs savings target (relating to 2015/16 and 2016/17), which broadly assumed savings in the following areas:

- Increased return on investment property holdings;
- Reduced running costs from the disposal of admin buildings;
- Reductions in facilities management costs.

There is a £600k historic pressure (since before 2012) on facilities management that mostly relates to unachievable recovery on internal trading income target for corporate waste management activities.

A new £125k forecast pressure has been identified relating to a potential shortfall on rechargeable income for equipment use and maintenance services provided by Fleet to waste management (in turn by the Bristol Waste Company). Fleet service is actively exploring options with the Waste Management Team and Bristol Waste to mitigate this pressure, including reductions on borrowing charge by sale of not-in-use assets under the waste contract, and seeking agreement on TUPE maintenance staff to the Bristol Waste company. It is expected that these actions, if agreed, would likely to reduce this revenue pressure by a half.

There is a £153k forecast overspend against the budget for National Non Domestic Rates (NNDR) due to the historic absence of budget allocated for M-Shed and Junction 3 when these buildings were constructed and when budgets were centralised. Savings achieved on NNDR for buildings that the Council no longer occupy have been separately given up under savings programmes.

There is a £125k forecast shortfall in income against the budget target for Markets as a result of an historic revenue target, which has not been met for the last 5 years. This pressure had been actively managed downwards over the last few years.

There are £100k costs due to increased workload in Security/ staff sickness/ vacancies and an urgent review is in hand to mitigate this.

There is a £100k shortfall in income at the Create Centre resulting from loss of external tenants due to reduced parking; a letting rationalisation is underway to mitigate this.

There is a £54k shortfall in conference services income from the Passenger shed (the old station building at Temple Meads) but the position is expected to improve.

Planning - £0.3m Surplus

In the Planning division there is a forecast surplus of £0.3m and this is largely due to increased income from Development Management fees as well as from savings plans being implemented.

Transport - £1.5m Surplus

There is a net surplus position in the Transport division of (£1.5m) in total, as a result of additional income in Parking Services (£1.1m), non-recurrent underspend in Highways (£350k) and savings from Supported bus services (£150k), reduced by additional costs in Park and Ride services (£200k) and in concessionary travel (£50k).

14.3 Neighbourhoods – (£1.0m) Underspend

2016/17 Budget	Gross Expenditure £m	Gross Income £m	Net Revenue Budget £m
Neighbourhoods	324.9	(255.2)	69.7

The Neighbourhoods directorate is reporting a £1.0m overall underspend against budget which consists of a £0.9m surplus within Neighbourhoods & Communities and a £0.3m surplus in Housing Services offset by a £0.2m pressure in Citizen Services.

Neighbourhoods & Communities - £0.9m Surplus

Waste Disposal is forecasting a surplus of £0.8m, mainly due to accrued expenditure from the previous year (£1.0m) which is no longer required. In addition, there is surplus income of £0.2m from Cemeteries and Crematoria.

Housing Services - £0.3m Surplus

Rising demand for emergency accommodation is giving rise to £0.7m overspend in General Fund Housing Services. This is an underlying pressure, which this year has been offset by savings from additional licensing income and service and accommodation recharges, giving an overall underspend of £0.3m.

Citizen Services - £0.2m Pressure

The £0.3m forecast pressure within Citizen Services relates to an error in setting of income targets within regulatory services, including Pest Control (£0.2m) and Trading Standards (£0.1m). Measures are made to address this and since the close of quarter 1 have identified additional income of £150k to offset this. The remaining pressure relates to Licensing and work is being undertaken to analyse current expenditure against licensing income.

The rising demand for emergency accommodation creates a risk of additional expenditure pressures within Housing Benefits payments. This is because not all of the additional cost of benefits in this area can be recovered from the Government as Housing Benefit Subsidy. This is currently being reviewed and the outcome of this review will be reported in future finance reports.

14.4 Resources (formerly Business Change) - £2.7m Pressure

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

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

The main variance within Resources is within the ICT Service, which has been offset by savings in other areas. This overspend against budget for ICT relates to additional hardware and maintenance costs (£2.8m) and software development service increases (£1.3m) as a result of growth in additional demand for license costs. This is in part as a result of investment in new technology and digital developments. The current pressure of £3.8m represents an increase of £0.1m since Period 5, which is mainly as a result of increased employee costs.

ICT – £3.8m Pressure

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

Active mitigation

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

Review of Agency Spend

A full review of agency spend has taken place, in particularly focussing on those contractors/agency staff who have been in post longer than 13 weeks with a view to ending these arrangements and transitioning to a service delivery model that does not incur contingent workforce fees where it is deemed they are not required. The financial impact of this review is reflected in the forecasts.

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

Application Rationalisation:

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

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

This will be reviewed by the Service Director.

In year contract management:

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

Addressing previous under-delivery:

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

Ongoing activities to avoid increasing pressure on ICT budget

Pressure incurred from other service areas:

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

Tightened ICT project governance:

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

Risks identified

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

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

Human Resources – Surplus £0.5m

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

HR Risks identified:

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

- The income target through the Annual Leave top up scheme is dependent on staff take-up across the organisation and this may not be possible as staffing levels will be lower post-restructure. This may mean that the income target is not realised. Also, staff leaving on VS who are in the scheme will cause loss of income in the current year.

Legal Services – On Budget

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

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

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

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

Finance – On budget

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

Finance Risks Identified:

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

Policy and Strategy – £0.4m Surplus

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

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

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

Bristol Futures - £0.1m surplus

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

14.5 City Director - £0.1m Pressure

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

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

14.6 Corporate Savings Programme - £15.8 Pressure

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

At the beginning of the financial year, the Council had a savings target against the Change Programme of £34.7m, which comprised £15.2m undelivered savings from 2015/16 and £19.5m relating to 2016/17. For the purposes of this report, we have shown a net figure. The following table provides estimates of the forecast savings delivery.

Table 3: Summary of Net Corporate Savings Programme Budget Position

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

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

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

As savings are validated, budgets across services and directorates are being reduced to secure these savings. During Period 6, the value of savings identified to be delivered has increased slightly since Period 5, and this is reflected in the forecast above.

Within this budget line, there is investment required to facilitate the delivery of some of the savings. There is a current forecast overspend of £1.5m against these items, which includes the delivery of IT solutions. As part of the current programme of activity and to mitigate this overspend, all current planned expenditure is subject to review.

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

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

The forecast underspend in Period 6 has increased to £8.3m. The main budget in this area is the capital financing budget of £19.3m. It is currently forecast that this budget will be underspent by £4.1m as a result of re-profiling of the capital programme. This area also includes certain contingency budgets and other expenditure budgets of a corporate nature, including expenditure on levies.

The Council receives S31 grant each year to cover various business rate reliefs. The budget for this financial year was assumed to be £1m. Current forecasts indicate this is likely to be £3m in this financial year, which is £2m above the budgeted amount. This is now reflected in the forecast for Other / Corporate Budgets.

The general contingency included in other budgets stands at £2.8m. This is held as a contingency to cover miscellaneous cost pressures across all service areas. As previously reported, to date £0.8m has been set aside to cover the forecast cost of workforce court ruling and support to the Children's Service as part of the Ofsted Improvement Plan.

Therefore, the remaining contingency is reduced to £2m and it is assumed that this will be required by the end of the financial year. For example, a potential pressure relating to unaccompanied child asylum seekers has been identified. We do not expect any additional funding from central government to cover the full cost that may be incurred by the Council, as outlined in 14.1 above. In this event, we will need to consider using this contingency to manage this cost pressure. In addition, as noted in 14.4 above, there are likely to be additional costs arising from Devolution, and again funding for this may be required from the Corporate Contingency.

Dedicated Schools' Grant (DSG) (Included in Directorate analysis above)

15. In 2016/17, the Council will receive £175m Dedicated Schools' Grant, which is ring-fenced and passported through to fund schools. Schools that have transferred to academy status receive their funding directly from the Department of Education – this amounts to a further £137.9m.
16. There continues to be pressures against the high needs block, which is forecast to be c.£4.2m in the financial year, which includes brought forward pressures from 2015/16 of £1.9m. This has improved by £0.5m as a result of the measures outlined below.
17. The service is undertaking significant level of work in conjunction with Schools Forum in order to manage this budget:
 - a) In April the top up rates were reviewed and reduced across mainstream schools which has been followed by a further reduction in September, generating a total annual saving of £2.1m;
 - b) an inclusion panel has been created with the aim of reducing pupil exclusions;
 - c) special school and Pupil Referral Unit budgets have also been reviewed, top up and site specific rates have been cut by 5% which will generate an annual saving of 600k, further work is planned to continue review of special schools and also resource bases.

18. There is significant pressure on the “Top Up” element of the high needs block during 2015/16 and into 2016/17, as a result of:

- a) an increase in the level of demand of pupils requiring “Top Ups”, by 9% in Primary Schools (£0.5m) and 20% in Secondary Schools (£1m);
- b) a 52% increase in pupil exclusions within the secondary sector which has resulted in an increase of spend within pupil referral units of £1m to accommodate these pupils;
- c) the service implementing a minimum banding level within special schools to provide a more stable budget however this resulted in an increase spend of £1m.

19. The balance on the DSG will have to be managed through the DSG and should therefore have no effect on the Council’s general fund budget.

Public Health

20. The ring-fenced Public Health service is currently forecasting an overspend of £1.8m. This is mainly due to a government in-year cut of the grant of 7.6% in year during 2015/16 and further 2% cut to the grant this year. As a reduction in the grant was anticipated, Public Health are managing this overspend to prevent impact on service delivery through the Public Health reserves built up for this purpose. The reserve currently has a balance of £4.8m and is as a result of underspends in previous years. Therefore, there is no impact on the general fund of this overspend in this financial year. However the service is currently undertaking a thorough financial review to ensure that delivery is brought within the new budget envelope, reflecting key priorities.

Housing Revenue Account (HRA)

21. The following is a summary of the HRA budget position as at the end of Period 6. Further detail is included as part of Appendix A to the report.

Table 4: Housing Revenue Account Budget Forecast

HOUSING REVENUE ACCOUNT - Period 6	Gross Exp £m	Gross Income £m	Revised Net Budget £m	Forecast Outturn £m	Forecast Outturn Variance £m	Forecast Outturn Variance P5 £m
Strategy, Planning & Governance	24.5	-131.3	-106.8	-107.5	-0.6	-0.6
Responsive Repairs	47.5	-17.4	30.1	30.6	0.5	0.5
Planned Programmes	18.1	-1.3	16.8	14.7	-2.1	-1.5
Estate Management	16.5	-2.2	14.2	14.0	-0.2	-0.1
HRA Financing & Funding	46.2	-0.5	45.7	45.7	0.0	0.0
HOUSING REVENUE ACCOUNT TOTAL	152.8	-152.8	0.0	-2.5	-2.5	-1.8

22. There is currently a forecast underspend within the HRA of £2.5m. This is the result of the following budget variances:

- Savings released in Strategy, Planning and Governance through staff vacancies and stationery budget reviews;
- There are pressures in responsive repairs due to greater than budgeted relets (£0.5m), with these being offset by staffing savings in Admin and Business Support; Contractor issues has also lead to some delays, resulting in £0.4m underspend;
- The Investment Review Plan (in response to imposed rent reductions planned for the HRA) has changed the paint programme in planned programmes resulting in a saving against budget.

23. Any under or overspend at the year-end will increase or decrease the HRA Reserve and therefore this does not impact on the General Fund. However, the impact of the 1% rent reduction and other proposed government changes mean that the current HRA Business Plan is not sustainable in the long term. The Business Plan is being re-calibrated to reflect what is a very financially challenging future.

B - Managing Savings

24. To ensure that there is transparency and clarity in relation to the source of savings (from which department and service area from which the saving is to be delivered) and avoid any possible double counting etc., the Council is monitoring savings using a single savings tracker. This will be reported under each directorate and will be risk assessed for full delivery within the planned timescales.

25. Due to the severity of the forecast outturn variance (potential deficit of £27.5m), the Interim Chief Executive, supported by the Interim Service Director: Finance (s.151 Officer), have put in train a number of actions as outlined (with current progress) in paragraph 9.

C - Reserves

26. The balance on the general reserve will be reviewed annually in setting the budget and in the context of the Medium Term Financial Strategy and the risks to which the Council is exposed. The balance on the General Reserve is £20m and at present the Interim Chief Executive and Interim Service Director: Finance (s.151 officer) are taking all appropriate actions to avoid any utilisation in 2016/17. This will be kept under constant review.

27. At the start of the financial year the Council had general fund earmarked reserves of £106m. Some of these reserves will be spent during this financial year and others are set aside for specific purposes to be incurred in future periods.

28. A review of all existing earmarked reserves has been concluded and where reserves are identified as no longer required for the purpose that they were earmarked, they will be released to the Operational Reserve and made available to mitigate the financial pressures in this financial year. An initial high level review identified £1.8m that could be released from reserves, and this was included in the forecast for Period 5 and is reflected in the forecast reported in Table 2. A further review of the reserves (as part of

the Directorate Budget Review Meetings) identified a further £0.6m that can be released in Period 6. This relates to Bristol Holding Company and assumes that any further investment in Bristol Holding Company will be in the form of equity shares. This is included in the forecast for Period 6 and is reflected in Table 2.

29. The latest review has projected an unacceptable reduction in reserve balances by the end of 2017/18 leading to additional work being commissioned through the senior leadership team.
30. In addition, as already summarised in paragraph 9, the Council is reviewing a range of technical accounting items, including identifying planned expenditure that can be properly capitalised.

Flexibility to use Capital Receipts

As part of the finance settlement for 2016/17 the government announced new flexibilities allowing local authorities to use capital receipts received in 2016/17, 2017/18 and 2018/19 to be used to fund transformational expenditure, which can include redundancy costs. The Council currently assumes £5m per annum capital receipts in its capital financing budgets. In 2016/17, it is currently estimated that receipts will be £5.3m, with at least £15m across 2017/18 & 2018/19.

Agreement to do this is subject to a report to Full Council, which it is planned to submit to the December meeting. If agreed, this would allow the Council to fund restructuring costs (up to the value of the capital receipts) from capital receipts, rather than reserves as is currently planned. This will allow the potential release of an estimated £5.3m from reserves, which could then be made available to mitigate the financial pressures in this financial year. However, this will mean that additional borrowing of the value of the capital receipts (estimated to be £5.3m) will be required in 2016/17, to be offset by more than budgeted receipts in 2017/18 & 2018/19. Details are set out in Appendix E.

D - Capital Programme

31. The capital programme changes during the year as the phasing of schemes is reviewed and the notifications of additional schemes and resourcing are received (to the extent that these projects are fully funded). The Capital Board (an officer working group) oversees the coordination of the Capital Programme, ensuring that projects are delivered within their allocation of funding and planned timescales. As at the end of Period 6 there is a forecast overspend of £3.6m. Monitoring indicates that capital spending in 2016/17 will be £224.8m compared to the latest approved budget of £221.2m.
32. Table 5 sets out the forecast of spend by Directorate. Additional detail is provided at Appendix B. Proposed changes to the capital programme, presented to the Capital Board on 25 October are detailed in table 6. These will be reflected in the capital programme when reported for Period 7.

Table 5: Capital Programme Forecast Expenditure & Financing

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

33. The actual capital spend to the end of Period 6 is £72.9m (33% of Combined Budget). Whilst historic trends indicate that capital spending increases towards the end of the financial year, the level of forecast spend to date (30th September 2016) is low compared to the current budget for the financial year, and is below the year to date budget of £110.6m.
34. The Capital Board has met to undertake a Strategic Leadership Team review of the forecasts to identify any potential slippage into 2017/18. This identified an initial amount of £62.1m to be re—profiled into 2017/18, and reported in the Period 5 Finance Report. A further £1.1m has been identified that can be re-profiled into 2017/18. Appendix B provides a breakdown of this slippage by programme. This re-profiling of the capital programme will not reduce the capital financing costs in this financial year, but will have the potential to reduce the forecast capital financing costs in future years. These changes are recommended to Cabinet for noting and approval.
35. In addition, the following variations to the Capital Programme were considered by the Capital Board on 25 October 2016. These changes are recommended to Cabinet for approval and will be reflected in the capital programme reported in Period 7.

Table 6: Changes to the Capital Programme

People	£m
- Education Capital Programme - reprofiling of budgets to ensure the Council continues to meet its statutory duty to ensure sufficient school places are provided for Bristol children. Includes income of £17k from S.106 and a contribution of £20k from Bishop Road Primary School	1.6
Total	1.6

36. As at the end of September 2016, there is a forecast net overspend against the Capital Programme of £3.6m, against an overspend of £2.4m at the end of Period 5. The following is a summary of the significant areas where budget pressures have been identified:

36.1 Housing Revenue Account – £1.3m Pressure

There are projected overspends (£4.1m) in “Investment in Blocks” projects due to works showing greater than expected costs and slippage from previous years and spend in 2016/17 on Biomass Projects (£0.5m). These have been offset by reducing expenditure and delaying projects in some areas, including on low rise cladding and laundries (£4.7m).

The movement since Period 5 is due to further reductions in spend of £0.6m, mainly related to work on roofs and Low rise cladding. This is mostly due to delays in contractors starting work or issues with procurement.

The overspend in this area will be funded from the Housing Revenue Account.

36.2 Education Capital Programme - £1.6m Pressure

There is currently a spending pressure against these programmes. However, the spend against budget over the length of the schemes is regularly reviewed, and as outlined in Table 6 above, a variation to the budget has been recommended to re-profile the budget. This will remove this current pressure.

36.3 – Place Directorate Services – £0.3m Underspend

Following the re-profiling of the capital programme in Period 5, which had seen circa £54m 16/17 expenditure re-profiled into future years, there are no significant forecast variances in the current financial year.

It has been acknowledged that the first 6 months actual capital expenditure plus commitments only account for 38% of 16/17 total overrun forecast. Place managers are actively reviewing the position of expenditure forecast in Period 7, assessing further risks of slippage and adjusting the accuracy of the forecast accordingly.

Corporate ERP Project

37. A project to deliver an integrated employee resource application to replace the finance, HR and Payroll systems, commenced in December 2014. To date we have been unable to go live with the product. We are in the process of commissioning a review to gain an independent perspective of the issues and challenges. Whilst commissioning this review we continue to have discussions with the external supplier and systems integrator.
38. As a result of the delay and to avoid the risks of the finance system becoming unsupported we are upgrading the finance system and extending the contract for the current HR and Payroll systems. This will incur additional expenditure that has not been budgeted for and has yet to be factored into the forecasts. The impact of this will be reported in future updates.

Capital Receipts

39. The assumed level of Capital Receipts to support the general fund element of the Capital Programme (excluding HRA) is £5m pa. The current disposal programme estimates general fund receipts of £5.3m for 2016/17, plus risks adjusted deliveries of £6.6m for £2017/18 and £8.4m for 2018/19.

Capital Financing

40. The capital financing assumptions are detailed in Table 5 above. As part of the overall review of the capital programme already referred to, the capital financing assumptions and the future revenue implications will be revised. However, with a programme of this size, it is unlikely that there will be future underspends on the capital financing budget, and therefore the contribution being made towards the 2016/17 forecast outturn variance should be assumed to be a one-off position.
41. The current capital financing assumptions include capital receipts of £5m. As outlined in paragraph 30 above, officers have reviewed the new flexibilities to use capital receipts to fund transformational activities. The outcome of this will be subject to a report to Full Council 13th December 2016, and if agreed would allow transformation costs to be funded from capital receipts rather than from reserves as currently planned. This will mean that these receipts will no longer be available in 2016/17 to finance this proportion of the Capital Programme. However, estimated capital receipts in 2017/18 and 2018/19 are higher than budgeted and will therefore offset this.
42. Included in the General Revenue Fund is a capital financing budget of £19.3m, which is currently forecasting an underspend of £4.1m, due to previous re-profiling of the capital programme. As part of the capital financing calculation is a Minimum Revenue Provision (MRP), which is the minimum amount that the local authority should set aside to repay future debt. The Council's current MRP policy has been reviewed to assess if a more financially efficient policy could be adopted. A report outlining the outcomes of this review, with appropriate recommendations will be presented to full council for consideration on 13th December 2016. If approved, this will result in a reduction to the capital financing cost on 2016/17 of c£4.3m, with ongoing annual savings on a reducing scale for a further 16 years. This is not reflected in the current forecast, but the potential impact of this is summarised in Table 1, and detailed in Appendix D.

E – Managing Income

43. Collection rates for both Business Rates and Council Tax are broadly on target, with the Collection Fund showing a balanced position as at the end of September. However, the position on business rates can be significantly affected by successful appeals, as the Council could have to refund several years backdated payments from a single year's income. Officers are closely monitoring business rates appeals applications. The Council has received applications from a number of health care trusts for mandatory charitable rates relief. In line with advice from the Local Government Association, all claims have been rejected and, to date, no counter applications have been made. The trusts are continuing to pay their business rates. The Council is also aware of an application from a telecommunications company to have their telecommunication network transferred from the local rating list to the central list, with a potential for a backdated refund. Officers are in contact with the Valuation Office but currently very little information is available to the Council as Billing Authority.
44. As well as Council Tax and Business Rates, the Council also raises and collects sundry income, which includes contributions for social care services. Table 7 provides a summary of the outstanding debt against sundry income, by directorate, with a more detailed analysis included as Appendix C.
45. The council currently has a total of 36,839 outstanding debts. Of the £31.1m outstanding debt included in Table 7, the top 20 debts, ranging from £143k to £1.7m amounts to £10.3m of the debt, or 33% of the total outstanding debt.
46. At the end of each financial year, the Council is required to calculate a bad debt provision based on its level of outstanding debt. The amount of provision required is dependent on the age of the debt, with all debt over 2 years, being 100% provided for. The current bad debt provision (as at 31st March 2016) is £11.8m. Based on the current level of debt in table 7, if no further action is taken, the required bad debt provision is estimated to be £15.6m. Single, large debts can have a disproportionate impact on the provision required. However, action will continue to be taken between now and the end of the financial year to ensure that the value of outstanding debt is reduced.

Table 7 – Outstanding Debt Analysis by Directorate

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

F - Treasury Management

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

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

49. In addition the Council's agreed policy is to defer borrowing while it has significant levels of cash balances (£135m at 30 September 2016). This strategy is prudent as investment returns are low and counterparty risk is relatively high. However, due to the significant change in the financial markets and fall in interest rates due to the referendum long term borrowing rates are at historic low levels and external borrowing will be considered if rates are expected to rise significantly from their current position. If implemented, this action will reduce the authority's exposure to interest rate risk.

G – Bristol City Council Owned Companies

50. To the end of Period 5 2016/17, no additional loans / investments have been made to the Council's Subsidiaries. The amount of loans / investments as at the 31st August 2016 is set out below:

Bristol Holding Company - £6.5m
 Bristol is Open - £0.350m

Overall Risk Assessment

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

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

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

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

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

Consultation and scrutiny input:

a. Internal consultation:

Strategic Directors, Service Directors and the finance team.

b. External consultation:

Not applicable

Other options considered:

No other options are considered at the present time.

Public sector equality duties:

There are no proposals in this report which require either a statement as to the relevance of public sector equality duties or an Equalities Impact Assessment.

Environmental checklist / eco impact assessment

Not applicable.

Resource and legal implications:***Finance*****a. Financial (revenue) implications – Interim Service Director - Finance:**

As set out in the Report, the Council is currently forecasting an overspend based on service spending from April to September and service projections for the remainder of the year, offset by savings in other corporate budgets. Failure to take action to contain spending within budget and to manage and monitor expenditure and income could result in a requirement to draw on reserves. The level of reserves is limited and a one off resource that cannot be used as a long term sustainable strategy for financial stability. Budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification of pressures and action plans.

Budget risks and pressures have been identified, as outlined above, and are currently being managed and closely monitored. Due to the severity of the forecast outturn variance (potential deficit of £27.5m), the Interim Chief Executive, supported by the Interim Service Director: Finance (s.151 Officer), have put in train a number of actions as outlined in paragraph 9. This report provides an update against these and includes actions that can be taken (subject to approval), which will help to mitigate the current forecast outturn deficit, as summarised in Table 1.

Finance staff resources have been targeted to ensure that support for budget monitoring is concentrated on areas of particularly high risk.

b. Financial (capital) implications:

Set out within the report.

c. Legal implications:

No significant legal issues are raised by the report. The recommendations are in accordance with the Council's constitution and financial regulations.

Advice given by Shahzia Daya: Service Director Legal Services

Date: 1st November 2016

d. Land / property implications:

Relevant property implications have been included within the body of the report.
Advice given by Robert Orrett – Service Director Property
Date: 5th October 2016

e. Human resources implications:

In line with the financial position and the mitigating actions set out in this paper (paragraph 9) a Section 188 notice was issued in August 2016. The s188 notice provided formal notification to Trade Unions that the scale of the potential workforce reduction is estimated to be up to 975 employees by 31 March 2017.

As previously reported, an initial voluntary severance opportunity was implemented through to the end of September 2016. Following responses to applications that have approved severance for 281 employees to date, further actions to close the budget gap are now being implemented. These are likely to result in further redundancies; we are however seeking to avoid compulsory redundancies wherever possible.

Full consultation with Trade Unions is being undertaken throughout the period of organisation change and restructure and we will seek to reach agreement with the recognised Trade Unions on how to mitigate the need to make any further compulsory redundancies.

If, after meaningful consultation and after mitigating actions have taken place, compulsory redundancies are unavoidable, employees will be given notice of dismissal in accordance with the Council's agreed policies.

Advice given by Richard Billingham – Service Director HR & Workplace
Date: 25th October 2016

Neighbourhoods Scrutiny

26th January 2017



Report of: Strategic Director, Neighbourhoods

Title: Neighbourhoods 2016/17 – Q2 Performance Report

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

To note the Neighbourhoods Performance Report for Quarter 2 of 2016/17

Summary

The report and appendices are a summary of the main areas of progress towards delivery of the Corporate Plan 2014-17.

The significant issues in the report are:

The most significant highlights, milestones and performance issues are contained within the Neighbourhoods 2016/17 Quarter 2 Performance Report (Appendix A), alongside more detailed management notes (Appendix B) for those metrics showing as 'well below target'.



Policy

1. *not applicable*

Consultation

2. **Internal**
Directorate Leadership Team and Strategic Leadership Team
3. **External**
not applicable

Context

4. The Performance report for Quarter 2 (July – September) of 2016-17 has been reset in the context of the new Key Objectives in the draft Corporate Strategy (2017-22) which is under consultation. The suite of measures of success (including both performance indicators and key projects) currently being agreed are also being re-aligned against the new Key Objectives to determine progress towards delivery of the new Corporate Strategy and business plans. There is also work in progress to review and develop measures of success that may better reflect aspirations of the new Corporate Strategy and business plans. Measures here are shown in relation to the Service Division in Neighbourhoods by which they are managed, and are transitional, as reflected above.

Appendix A (Neighbourhoods 2016/17 Quarter 2 Performance Report) reports on key measures in delivering the Corporate Plan, and can be summarised as follows:

- Of the 34 PIs and projects for which data was available in Q2, 18 are currently on or above target, with 16 below or well below target.
- The direction of travel (comparing performance against the same period in the previous year) for 19 of the PIs in the report has improved since the same period last year, 3 have remained the same, with 8 going in the wrong direction. 2 metrics have had new definitions so are not comparable.

Headline findings for Quarter 2 reporting:

- Business Rates collection for the period to September 2016 is now ahead of target by £2.4m, compared to being £6.9m behind during Q1.
- The number of people sleeping rough on a single night in Bristol continues to increase.
- The number of households in Temporary Accommodation for more than 6 months is much better than anticipated.
- Levels of engagement with community development work continues to exceed expectations and is performing well above target.
- Recycling rates in Bristol are over 3 percentage points lower than at their peak in 2012/13.
- Attendance at BCC leisure centres and swimming pools has doubled since 2008/09

Proposal

5. Neighbourhoods Scrutiny Commission is asked to note the contents of the summary report.

Other Options Considered

6. *n/a*

Risk Assessment

7. *n/a*

Public Sector Equality Duties

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

Legal and Resource Implications

Legal

n/a

Financial

(a) Revenue

n/a

(b) Capital

n/a

Land

n/a

Personnel

n/a

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

none

NEIGHBOURHOODS SCRUTINY COMMISSION - Q2 OUTTURN PERFORMANCE REPORT - 2016/17







Key: Direction of Travel in last 12 months (indicative)

Improved (>10%)			Worsened (>10%)
Improved (<10%)			Worsened (<10%)
Static (0.5% change)			Greyed out arrow shows last comparable direction of travel (for annually reported metrics)

Public Health				SLT measures					
Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	Q2 Target	12 months progress	Q2 Out-turn against target	Qtr 2 comments about progress/achieving the target
Leonie Roberts	BCP001	Reduce the rate of alcohol related hospital admissions per 100,000 population	SLT	Quarterly	793	793		no new data available	The draft alcohol strategy has been produced and is has been agreed by the Health and Wellbeing Board. This will also go to the Safer Bristol Partnership for sign off. An alcohol delivery group will be set up to oversee the implementation of the strategy. Measures in place to reduce/prevent alcohol related hospital admissions include: commissioning of A & E Dept Alcohol Nurse, Training and Education of Health Care staff, Identification and Brief Advice at Healthy Living Pharmacies, Education in schools, Awareness and education at workplaces, Campaigns to change individual and societal attitudes to drinking, Community engagement through Health Improvement Teams, and Public Health input in the Licencing application process. Interventions, actions and targets are set in the Bristol draft alcohol strategy -vision and implementation plan.
Williams	BCP002	Reduce the percentage of children in reception class with height and weight recorded who are obese* <i>*changed from Yr. 6 to Reception.</i>	SLT	Annual	9.5% (2014/15)	9.5%		n/a	Obesity levels amongst reception children in Bristol (9.5%) are similar to the England level (9.1%) but have shown a slight rise over the last couple of years and the target has been set accordingly. The rise is not statistically significant and therefore may be partly the product of natural random variation between year groups, and partly due to increased coverage with more children being measured than in previous years (and more of the children who are obese being included in the sample). There are considerable inequalities across the city, and we target our child weight management services to areas of highest need. Early Years settings and the Healthy Schools Programme are working throughout the city to promote healthy eating and physical activity. We are developing a local all age healthy weight strategy, working jointly with partners including the CCG.
Jo Copping	BCP004a	Reduce the life expectancy gap between men living in deprived & wealthy areas of the city	SLT	Annual	9.6 years (2012-2014)	9.6		n/a	The life expectancy gap between men in the most and least disadvantaged deciles of the Bristol population, has shown no improvement in the last decade. New data is expected this autumn. Essentially, although life expectancy has seen a gradual improvement, we are not seeing a reduction in inequalities in health within the city and this is likely to reflect the persistent deprivation seen within areas of Bristol. Further analytical work to understand the causes of our life expectancy gaps and premature mortality has been taken within the recently published DPH report, Living Well for Longer and a new JSNA chapter will be finalised over the next quarter to explore the inequalities in healthy life expectancy. Prevention is a key component of the new BNSSG Sustainability and Transformation Plan and priority actions include falls, diabetes, alcohol and Make Every Contact Count. Other key Bristol activities to tackle this issue include the new Llvewell Bristol hub and the recommissioning of healthy lifestyle services.
Jo Copping	BCP004b	Reduce the life expectancy gap between women living in deprived & wealthy areas of the city	SLT	Annual	7.0 years (2012-2014)	7		n/a	The life expectancy gap between women in the most and least disadvantaged deciles of the Bristol population, has shown no improvement in the last decade. New data is expected this autumn. Essentially, although life expectancy has seen a gradual improvement, we are not seeing a reduction in inequalities in health within the city and this is likely to reflect the persistent deprivation seen within areas of Bristol. Further analytical work to understand the causes of our life expectancy gaps and premature mortality has been taken within the recently published DPH report, Living Well for Longer and a new JSNA chapter will be finalised over the next quarter to explore the inequalities in healthy life expectancy. Prevention is a key component of the new BNSSG Sustainability and Transformation Plan and priority actions include falls, diabetes, alcohol and Make Every Contact Count. Other key Bristol activities to tackle this issue include the new Llvewell Bristol hub and the decommissioning of healthy lifestyle services.



*changed from Yr. 6 to Reception.

Public Health cntd.

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	Q2 Target	12 months progress	Q2 Out-turn against target	Qtr 2 comments about progress/achieving the target
Viv Harrison	NH 020	Smoking rates in pregnancy	NLT	Quarterly	11.1%	10.0%		10.3% (below target)	The Tobacco Alliance Steering Group was re-launched in September of this year. The Smoking: Stopping in Pregnancy and after Childbirth Sub Group has now been set up and will report to the above. Stakeholders from across Maternity and Community/Primary Care Services will be working collaboratively with CCG and LA commissioners to improve the outcomes for pregnant women who smoke. As part of this redesign, a set of measurable outcomes linked to each NICE recommendation will provide a framework for action across the whole pathway. Our key focus will be to ensure that all pregnant women (and their partners where possible) who smoke are identified, supported and referred to community based services where they will be given options for quitting or switching to e-cigs. As part of the above a performance dashboard will be developed to ensure that providers are kept up to speed on how they are delivering against their agreed outcomes. 11.4% is the % for the most recent quarter- Q2. However, as rates fluctuate widely from quarter to quarter the rolling annual figure is shown to provide a more robust measure of the trend. This is the overall figure for the 4 quarters up to and including Q2, and shows an improvement on the same period last year.
Viv Harrison	NH 021	Injuries due to falls in people aged 65 and over (Persons)	NLT	Annual	2501 (2014/15)	2500		n/a	A falls reduction and prevention task group has been established and a meeting of key stakeholders was held in September to agree strategic priorities and next steps. It was agreed that a review of the falls pathway would take place and that capacity for strength and balance (S&B) exercise in the community would be increased. A business case for S&B is being submitted under the STP for Prevention, Early Intervention and Self-Care across BNSSG in October.
Thara Raj	NH 022	People presenting with HIV at a late stage of infection	NLT	Annual	44.7%	44.0%		n/a	Reprocurement of sexual health services has been our focus. A new integrated sexual health services that dovetails with the HIV treatment service will allow us to use intelligence (surveillance data) more effectively to target efforts to detect HIV earlier.
Williams	NH024	Breastfeeding prevalence at 6-8 weeks after birth (Persons)	NLT	Quarterly	56.20%	60%		50.2% (well below target)	2016/17 Q1 figure (50.2%) relates to the percentage of breastfeeding of all eligible babies and Bristol scores well compared to core cities and England. Although the rates compare favourably with England, the level of recording of breastfeeding status (under 80%) does not meet national standards of 95%. Work will be undertaken to identify the cause(s) of the low level of recording. Whilst initiation and continuation rates are higher than nationally, within the city, they are lowest amongst women from white ethnic groups living in deprived wards. A needs assessment is underway to address this. This will inform re-commissioning of services in 2017.
Leonie Roberts	NH025	[Reduction in rate of]Domestic Abuse (Persons)	NLT	Annual	17.3 per 1,000 (2014/15)	17		n/a	The Safer Bristol Partnership continue to oversee the work of domestic violence. Any increase in the figure may indicate an increase in the willingness of the public to report the crime rather than an increase in domestic abuse. Over the last 12 months there has been an increased focus on raising awareness of domestic abuse and improvements in recording may have resulted in a greater number of incidents being recorded correctly. Reporting remains higher in more deprived wards – with around a third of all incidents reported as occurring in: Lawrence Hill; Hartcliffe; Filwood; Bishopsworth and Kingsweston.
Leonie Roberts	NH026	[Reduction in] Suicide Rate (Persons)	NLT	Annual	10.4 per 100,000 (2012-2014)	10.4		n/a	Due to relatively small numbers, suicide data is usually presented as a 3 year rolling average. Preventative work across Bristol is steered by a multi-agency partnership of individuals and organisations with the expertise and commitment to address risk factors. In line with the National Strategy for prevention, these risks are addressed under the headings: Analysis of data; Promoting responsible reporting by the media; Reducing access to means; Promoting mental well-being; and Identifying local actions for high risk groups. The Suicide Prevention Action Group will be refreshing its Strategy and Action plan in autumn 2016, following release and analysis of the annual data. Fresh initiatives begun in 2016, include rolling out Applied Suicide Intervention Skills Training (ASIST) to front line professionals, negotiating with NCP car parks (deemed to have hotspot potential) and working collaboratively with 3 other local authorities to send a researcher into the Coroner's office to collect a greater depth of information about individual suicides; in order to better understand risk factors and more immediately inform preventative strategies.

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Public Health cntd.

Jo Williams	NH027	[Rate of] Hospital admissions caused by unintentional and deliberate injuries in young people (aged 15-24) (Persons), per 100,000 population	NLT	Quarterly	138.9 per 10,000	146.6		138.3 (above target)	These hospital admissions are made up of deliberate self harm (including self poisoning) and accidental injury. Last year of the 1049 admissions, 451 were for self harm and 588 were accidental injuries. whilst admissions for self harm have seen a gradual rise, accidental injuries have declined over the last few years. Self harm admissions are much more common in females whereas admissions from accidents are more common among males. Q2 data is not yet available.
Guy Fishbourne	NH016	Respondents who take 150 min moderate or 75 min vigorous exercise every week	NLT	Annual	65.30%	66%		n/a	Campaigns via Public Health and Sport England continue to emphasise the importance of physical activity to benefit improvements in health and wellbeing. This has encouraged and contributed towards more people becoming more active, more often. Community led programmes across Bristol, as well as mass participation events like the 'This Girl Can' campaign, provide a variety of opportunities for people in the city. It is widely recognised that there are multiple avenues for people, of all ages and abilities, to participate in activity, from GP referrals and walking for health through to business sports challenges and structured sport. This helps to sustain and support the development of the number of people exercising weekly.
Guy Fishbourne	NH520	Percentage of residents satisfied with leisure facilities (QoI)	NLT	Annual	52.4%	53%		n/a	Avonmouth & Laurence Weston, Brislington East, Hillfields, Eastville, Filwood are amongst the wards that have the lowest satisfaction levels. From our recent assessment of needs and opportunities of built sports facilities we know that Bristol has a good adequate supply of leisure facilities but that there is a need to make more of them accessibly available for community use. Work is continuing with partners to understand the challenges related to providing better community access and addressing the issues together. Officers are identifying priority outdoor sports facility projects and potential sources of funding as a means to addressing gaps in provision and enhancing those facilities which need improving. There are also a number of built facility projects and potential identified projects which, if delivered, should contribute towards increased residents' satisfaction. A number of facility enhancements have already happened across the core leisure centres which have helped improve the quality of provision and offer available.
Guy Fishbourne	NH522	Number of attendances at BCC leisure centres and swimming pools	NLT	Quarterly	1,215,048 (Q2)	1,238,843		1,255,149 (above target)	Leisure operators are continuing to provide a wide, varied and accessible programme of activities across our centres at competitive and affordable prices. They continue to respond to market competition (specifically the budget gyms) through creative programming, offering products and experiences which are high quality and a level of customer service which encourages loyalty and repeat visits. The recent investments in facility enhancements have helped to further support the development of good quality facilities and subsequently good quality leisure experiences for customers. The leisure operators are much more involved with the needs and requirements of the local neighbourhood partnerships and actively engage with councillors and community representatives alike. This has enabled them to tailor the leisure services they provide and be much more appropriate for their communities which is encouraging attendances on site.

Housing Delivery Service

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	Q2 Target	12 months progress	Q2 Out-turn against target	Qtr 2 comments about progress/achieving the target
Steve Barrett/Mary Ryan	Project	Build 1,000 new council homes by 2029	SLT	ongoing	8 homes completed (caution)	n/a	n/a	17 (caution)	There have now been 17 completions to date. A further 64 homes are under construction, the first of which are scheduled to be completed in November '16. This target will require revision in the light of government's policy to reduce council rents (together with the impact of welfare benefit reform and other government policy such as higher value levy) which means a significant reduction in future income to the HRA. This puts pressures on all areas of future spend.
Steve Barrett/Mary Ryan	NH 305	Increase the % of tenants satisfied with the service provided by Housing Delivery	NLT	Annual	77%	80.0%	↓	n/a	This is an annual survey, conducted in the final quarter of each year. It is disappointing to see that despite significant investment to services to tenants and their homes (improving the Bristol Homes Standard and investment to homes, transforming the repairs services, etc.) satisfaction has fallen. This may be due to wider factors impacting on tenants' lives (austerity, benefits cuts, etc.) or a change in survey methodology (use of more on-line surveys with more returns from younger/newer tenants who tend to be less satisfied). Further work to compare satisfaction trends with other landlords will be undertaken.
Nicky Debbage	NH 358	Increase the SAP rating of council homes	NLT	Quarterly	69	70	↑	no new data available	The improvement in SAP is due to significant investment in the energy efficiency of council homes, including upgrading heating system and insulation measures, over the past 5 years.
Steve Barrett/Mary Ryan	Project	Improve the Tenant Experience including replacement of housing management system - by October 2016	NLT	ongoing	On track	n/a	n/a	On track	Implementation of the new housing management system is progressing. Civica have been procured as the supplier and we are now in the test phase. A revised implementation programme has been agreed to align with other projects (e.g. web access to services) to ensure the maximum impact can be achieved and benefits realised. Approval has been given to fund the final tranche of this project and go-live is due April '17.
Steve Barrett/Mary Ryan	NH 370	% tenancies sustained beyond 12 months (to include total number of new tenancies)	NLT	Quarterly	96% (Q2)	95.0%	↔	96% (above target)	There were 604 new tenancies between 01/04/2015 and 30/9/2016. 571 are still current. 28 have ceased (excluding exchanges and Use & Occupation cases), of which 9 lasted more than one year. There is an ongoing commitment to try and sustain tenancies with the introduction of new ways of working, particularly around the start of the tenancy.
Zoe Taylor	NH 371	% repairs completed in one visit	NLT	Quarterly	80% (Q2)	82.0%	↑	81.4% (below target)	For 2016/17 we have implemented a new way of measuring how many repairs are completed right first time that includes all repairs rather than the monthly sample of Tenant surveys through Voluntas. We look at all repairs that resulted in a call-back (e.g. same fault recurred), follow up (e.g. another Operative came out to finish the repair at a different time) or incompletion (e.g. we did not have the parts needed/did not leave site to collect parts so had to return another day). Managers are tasked to interrogate call-backs, follow ups and incompletions each month to ensure we are completing right first time. This reflects more accurately on our performance and is a means of measuring an individual's success in achieving this target. For the second quarter we have seen an improvement in our performance and are confident will achieve our target of 82%.
Mary Ryan	NH 372	Maximise the rent income to housing delivery (total debt outstanding)	NLT	Quarterly	£10.2M (Q2)	£10.0M	↑	£9.96m (above target)	Performance is improving steadily in respect to this indicator. Despite Welfare Reform changes we are within our targets for managing debt, and expect to be on target by year end.
Steve Barrett/Mary Ryan	NH 373	% satisfied with the outcome of their report of ASB/hate crime - Housing Delivery	NLT	Quarterly	50% (Q2)	65.0%	↑	59% (below target)	This is a noticeable improvement on last year, however is slightly lower than in Q1 of this year. The Estate Management Service is currently in a period of transition, experiencing a 25% Housing Officer vacancy rate which has impacted on recent performance, however we are proactively recruiting which should get us back on track to hit target by the end of the year.







Neighbourhoods

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	Q2 Target	12 months progress	Q2 Out-turn against target	Qtr 2 comments about progress/achieving the target
Gemma Dando	BCP012	Increase the % respondents who volunteer or help out in their community at least 3 times a year	SLT	Annual	52.3%	53.0%	↑	n/a	<i>This newly re-worded measure was included in the QoL survey last year, to increase recognition of the social action/activity happening in communities which people may not recognise this as traditional "volunteering". This works much better with the role of Neighbourhoods, as we are using a number of different approaches to create the conditions for and encourage increased social action and community activity - through VCS funding, Neighbourhood Partnership activities, Cities of Service and asset based community development. The higher figure which was generated was very encouraging, and is something we hope to maintain this year. The Cities of Service programme has been actively engaged for a year or two, along with partners from the voluntary and private sectors, in prioritising 'Green' volunteering and volunteering in primary schools. In 2016 we have been adding to this by improving access to volunteering opportunities for all Bristol citizens. A notable development in this field has been the growing interest amongst employers in employer supported volunteering. This has the potential to unlock substantial amounts of volunteering time in the city which can then be targeted at key city priorities.</i>
Gemma Dando	BCP093	Improve the percentage of residents satisfied with Bristol's Neighbourhoods as a place to live (QoL)	SLT	Annual	81.7%	82.0%	↔	n/a	While the neighbourhood management service does contribute to this measure, there are many other services which also have a direct contribution. Previous years' QoL survey have asked which areas of the council the people that were dissatisfied would most like improved - for future reporting it may be useful to ask for the top 5 named services to also input some commentary into this PI.
Gemma Dando	BCP181	Levels of engagement/involvement with Neighbourhood Partnership process	SLT	Quarterly	2.91% (Q2)	3.50%	↑	4.11% (well above target)	The Neighbourhood Partnership work continues to engage residents across the city with taking local action and taking part in local decision making and influence. The team are focussing this year on areas of disadvantage and areas where people have lower satisfaction with their services. The equalities impact assessment work is informing some of the resource deployment for the rest of the year, and shows that more effort is needed to ensure that citizen involvement is truly representative of the city. Digital engagement continues to grow and is enabling a much wider citizen voice in local conversations.
Gemma Dando	NH015	Increase the percentage of people who feel they can influence local decisions (QoL)	NLT	Annual	25.3%	25.5%	↑	n/a	The work on the NP plans is designed to contribute to increasing this performance measure, as is the neighbourhood charter which sets out what people can expect from key neighbourhood services and how these services can be influenced. Officers have been moving towards much wider local engagement through digital channels. The challenge will be to try and improve the number of people that feel they can influence decisions while still making significant organisational and budget changes within the council.
Gemma Dando	NH190	Number of formal enforcement actions taken (notices, FPNs, prosecutions)	NLT	Quarterly	169 (Q2)	500	↑	819 (well above target)	The enforcement team continues to perform above target. 11 prosecutions have been submitted so far this year, 110 FPNs have been issued, 380 legal notices have been issued. The team are focussing on redesigning the team to bring together a number of different enforcement strands including noise, waste, highways enforcement, animal welfare etc. - this piece of work is likely to result in an increase in enforcement statistics as officers start working in a different way and focussing on the most important neighbourhood issues.
Gemma Dando	NH191	Levels of engagement with community development work	NLT	Quarterly	2,926 (Q2)	2,750	↑	2,990 (above target)	The ABCD methodology continues to deliver results, with 288 people newly taking action in their neighbourhoods, 587 people taking part in conversations about taking their own action, and 2096 people contributing ideas for improving their neighbourhoods. The citizen stories continue to show the benefits of this action, and results range from "reclaiming" community spaces, local people leading clean-ups and community events to arts, crafts and skills activities contributing to peoples' wellbeing.

Neighbourhoods cntd.

SLT measures

Kate Murray	NH849	Percentage of residents satisfied with libraries	NLT	Annual	60%	60%		n/a	Bearing in mind the review and reduction of opening hours, we anticipate a downward change in satisfaction. Therefore maintaining the target of 60% is our aim for this year.
Kate Murray	NH862	Active membership of the Library Service	NLT	Quarterly	52,835	50,000		68,073 (well above target)	The new library management system has produced a new baseline for active members - significantly higher than expected. This is because the recording is different from the old library management system. The old system recorded someone as "active" if they borrowed a book. The new library management system records someone as "active" if there is any activity with the system - so now includes borrowing any item, reserving a computer, renewals and reservations. However we are still verifying this is the correct figure.
Kate Murray	NH863	Number of items issued by library service	NLT	Quarterly	902,232 (Q2)	844,400		821,001 (below target)	We are still rebalancing our baseline following a 25% reduction in opening hours in April 2016 and the introduction of a new library management system which meant that reports and usage data is still being verified. We also experience some closed days for the transfer of the new system, and more recently for building work in St.George, Westbury and Stockwood.
Gemma Dando	NH014	Percentage of residents satisfied with parks and open spaces	NLT	Annual	81.60%	82%		n/a	Satisfaction with parks has been steadily between 80-84% for the last 5 years, there was a slight 0.4% drop in satisfaction last year. Analysis of the data shows us that some of the lowest satisfaction is in the south of the city, and also that there is lower satisfaction from disabled people with parks and green spaces. This year, improvements are being made to delivery in the south of the city, and £450k is being invested in disabled access. Additionally, a focus is being made on the more deprived areas of the city which show less satisfaction with their parks, and improvements in satisfaction in these areas in particular will be tracked to see what measures can be taken to ensure that every citizen has access to quality green space.
Gemma Dando	NH533	% of residents visiting a park or open space at least once a week.	NLT	Annual	54.6%	55%		n/a	Last year's increase in visits to parks and open spaces is attributed to a number of factors a) local decision making about investment in parks has meant that the parks are more tailored to the local area - for example playgrounds, benches, accessible gates b) in many areas of the city, bringing the grounds maintenance in-house has increased the quality of the parks - especially in the East-Central area of the city c) fix-it teams and initiatives such as park work mean that minor works in parks are done quickly and efficiently, meaning that the facilities in the parks encourage more visitors. This work will continue in order to attract as many people as possible to use their local assets, and at the same time try to encourage and increase the numbers of users who take an active role in their local green spaces.
Gemma Dando	NH 542	Customer satisfaction with cemeteries and crematoria service	NLT	Biannual	92.3% (Q2)	92%		no new data available	Although outturn was above target for the year, less than 10% of the questionnaires that were sent, were completed and returned. Funeral Directors also send out their own survey forms and this may account for the low return.

Bristol Waste Company

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	Q2 Target	12 months progress	Q2 Out-turn against target	Qtr 2 comments about progress/achieving the target
Simon Anthony	BCP123	Percentage of household waste sent for reuse, recycling and composting	SLT	Quarterly	47.4% (Q2)	50%		45.4% (below target)	Slightly below last years outturn. Currently landfilling more material than expected due to treatment contractor going into administration. New contract to be procured (December) which will help capture more recycling and will result in better recycling rates being achieved.
Simon Anthony	NH079	Percentage of municipal waste land filled	NLT	Quarterly	28.7% (Q2)	14%		34.64% (well below target)	Results are still suffering from treatment contractor going into administration resulting in more waste being landfilled than was expected. This will be rectified with the procurement of new treatment contract which is designed to divert waste away from landfill and capture recycling. The new contract is set to start in December 2016. Original target was set on the basis of having a treatment contract in place (Boomeco) however they went into administration. Year end target will not be achieved this year even with new contract in place as we will have been landfilling for half a year. The new contract does require the contractor to landfill no more than 10%, however the 14% rate will not be reached, although it will improve significantly on current levels.
Simon Anthony	NH124	Residual untreated waste sent to landfill (per household)	NLT	Quarterly	129kg (Q2)	55kg		159.24kg (well below target)	Results are still suffering from treatment contractor going into administration resulting in more waste being landfilled than was expected. At current rate the final outturn figure would be 318.5kg. This will improve with the procurement of the new treatment contract which is designed to divert waste away from landfill and capture recycling and should bring the indicator to below last year's outturn. The new contract is set to start in December 2016. Original target was set on the basis of having a treatment contract in place (Boomeco) however they went into administration. Year end target will not be achieved this year even with new contract in place as we will have been landfilling for half a year. The new contract does require the contractor to landfill no more than 10%.
Simon Anthony	NH501	Cost of household waste collection	NLT	Quarterly	£142.10	target not set		no new data available	The figure for this metric have been carried over from the previous quarter as budgets are currently being changed in accordance with the transfer of services to Bristol Waste Company.
Simon Anthony	NH502	Cost of waste disposal per tonne	NLT	Quarterly	£82.45	target not set		no new data available	The figure for this metric have been carried over from the previous quarter as budgets are currently being changed in accordance with the transfer of services to Bristol Waste Company.
Simon Anthony	NH560	Percentage of people who are satisfied with the weekly recycling service (QoL)	NLT	Annual	77.10%	78%		n/a	The Public were marginally less satisfied with the recycling service than the target - which was most probably down to the transitional period during which time the previous contractor was replaced by the Bristol Waste Company. The Bristol Waste Company has been developing a business plan on how it will improve the service and will present a report to Cabinet in August 16, should this be accepted then the satisfaction should increase and meet and exceed targets. For the satisfaction relating to street litter please see above, the same applies to this part of the collection and cleansing contract.
Simon Anthony	NH561	Percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	NLT	Annual	73.80%	70%		n/a	
Simon Anthony	NH562	Percentage of people who are satisfied with the fortnightly general household waste service (QoL)	NLT	Annual	73.30%	74%		n/a	

Customer Services			SLT measures						
Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	Q2 Target	12 months progress	Q2 Out-turn against target	Qtr 2 comments about progress/achieving the target
Pete Anderson	BCP011	Total Recorded Crime per 1,000 population	SLT	Annual	103.7	target not set	↓	n/a	There was a 10 per cent rise in the volume of recorded crime in the 12 months ending March 2016 compared against the previous 12 month period. Much of this rise is accounted for by rises in violence without injury offences (+3,090) and Public Order offences (+1,538). Rises in violent offences are being observed across all police forces in England and Wales – action taken by police forces to improve compliance with the National Crime Recording Standard is likely to have resulted in the increase in the number of offences recorded. It is thought the recording improvements are more likely to affect relatively less serious violence against the person offences, which explains the larger increase in the category 'Violence without Injury'. The Crime Survey for England and Wales does not show a corresponding increase in violent offending and other indicators of violent crime show reductions.
Pete Anderson	BCP013	Total number of Anti Social Behaviour incidents	SLT	Annual	22,025	target not set	↑	n/a	Anti-social behaviour (ASB) remains a priority for Safer Bristol. It is identified as a key concern for residents in Bristol. Volumes of ASB are declining, falling by 25 per cent in the year ending June 2016 compared to the previous year to around 14,800 incidents (Police incidents). The decline is driven by falls in the 'ASB - Nuisance' category, which has fallen from 15,000 incidents to 11,300. The decline is likely to be indicative of better conversion from ASB records to crime records, in particular violence against the person offences (violence without injury). The decline corresponds with increases in this category.
Pete Anderson	NH 718a	% of alcohol clients who successfully complete treatment and who do not re-present within six months	NLT	Quarterly	86%	86.0%	↓	85% (below target)	Alcohol remains a priority. Waiting times into treatment as are a key focus. All clinical staff are now able to offer initial assessments. Increase of alcohol detoxes available. BDP now have direct access to detox assessment slots to enable expedient bookings. Stronger links and pathways with shared care and Assessment & Engagement as well as links to detox prep groups has enabled access to detox to be widened and improved pathways.
Pete Anderson	NH 718b	% of opiate clients who successfully complete treatment and who do not re-present within six months	NLT	Quarterly	78%	78.0%	↓	72% (below target)	Recent focus on those in treatment for longer than four years. Client identifiers being used to review client journey and reviewing trends and opportunities. Review includes audit of key workers, decisions take, availability and offer of mutual aid/peer support. Engagement and focus remains on criminal justice clients. Performance remains in top quartile against our 'complexity cluster peers'.
Patsy Mellor	NH 616	Percentage of Council Tax collected	NLT	Quarterly	55.54% (Q2)	55.49%	↑	55.76% (above target)	Council Tax collection for September 2016 shows as 0.17 percentage points ahead of target, equivalent to an excess of £358k. The Council Tax debit from Annual billing has, as predicted, levelled out with a current increase from an annual billing of £3.05m.
Patsy Mellor	NH 617	Percentage of non-domestic rates collected	NLT	Quarterly	57.30% (Q2)	56.54%	↑	57.58% (above target)	Business Rates collection for September 2016 shows as £2.4m ahead of target. Outstanding post items has improved over the last 6 weeks resulting in bills being issued more promptly.
Patsy Mellor	NH 620	% Digital channel shift achieved for Citizens Services overall	NLT	Quarterly	8.6% (Q2)	21.2%	↑	21.5% (above target)	The channel migration score is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, automated telephony, face 2 face visits and emails. There is a long standing issue where the number of online transactions completed through our website are not fully recorded, so presently we are only able to accurately report on the number of online transactions completed for our Local Tax (back office processing teams record if a request was submitted online but they have changed the way they record online transactions to ensure greater accuracy but this has resulted in a reduction in the number of transactions recorded), Benefits, Registrations, Repairs & Maintenance, Parking permits & Travelcard services. We are now also not able to report online transactions for Waste Services fully. The channel migration score is only reflective of these services, rather than all of the services currently offered through Citizen Services. A priority project is on-going to establish the number of online transactions completed for all services, the progress has been slow due to the reduction of the digital delivery teams from 4 down to 1.
Patsy Mellor	NH 627	% Corporate FOI requests responded to within 20 working days	NLT	Quarterly	71% (Q2)	90.0%	↑	72.0% (well below target)	Q2 is 72%, Q1 was 65%. Work is in progress to improve the FOI performance across the council. The Customer Relations Manager is raising the profile of FOIs across the council with a view to supporting Service Managers who require assistance to understand the process or want to look at implementing improvements in their areas. Some service areas within Neighbourhoods are regularly achieving 90% + such as Revenues and Benefits even though they have high volumes, unfortunately there are other areas that are on the bottom end of the scale which are pulling overall performance down.

Customer Services cntd.

SLT measures

Nick Carter	NH584	Percentage of food establishments inspected that are broadly compliant with food hygiene law	NLT	Quarterly	95% (Q2)	90.0%	↔	95% (above target)	This PI relates to the number of inspected premises with a Food Hygiene Rating of 3 or more. It is maintained through a policy of continuing interventions with non compliant establishments.
Nick Carter	NH585	Percentage of planned programmed food interventions due that are carried out	NLT	Quarterly	12% (Q2)	50.0%	↑	18% (well below target)	The 18% is an estimate as approximately 350 inspections, carried out as a result of the new food hygiene inspection contract which commenced in April (which has enabled over 1000 inspections to be outsourced to independent contractors) are awaiting input onto the system by the ABS team. We have not yet seen the full benefit of the Public Health funding to improve this situation due to difficulties in recruiting to the five additional posts, 2.5 officers have joined the team this month and we are exploring how we can divert some of the funding to the contractor to achieve more inspections. The funding is over two years so we should start to see a higher level of improvement as the year progresses.
Nick Carter	NH586	Percentage of nuisance complaints resolved within six months	NLT	Quarterly	81% (Q2)	90.0%	↑	91% (above target)	The figure of 91% is a good improvement and over and above the target. The service has recently recruited 2 additional assistant Environmental Health Officers which has helped to improve performance.
Nick Carter	NH587	Percentage of inspected hackney carriage and private hire vehicles inspected that are broadly compliant	NLT	Quarterly	69% (Q2)	90.0%	↑	95% (above target)	During this quarter officers participated in a multi agency operation with a neighbouring authority and the pass rate for vehicles inspected was high.

Housing Solutions

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	Q2 Target	12 months progress	Q2 Out-turn against target	Qtr 2 comments about progress/achieving the target
Tom Gilchrist	BCP007	Number of disabled people enabled to live more independently	SLT	Quarterly	1,276 (Q2)	1,444	↑	1,474 (above target)	Assessment waiting times are now reducing, and completed jobs are currently on track to meet overall target by the year end.
Tom Gilchrist	BCP010	Increase the number of private sector dwellings returned into occupation	SLT	Quarterly	284 (Q2)	301	↔	283 (below target)	The 2nd quarter performance indicator is slightly behind target, however we are currently working on a significant number of Compulsory Purchase Orders and Enforced Sale cases which are due to be served shortly. This should increase performance in the third quarter and put on back on track to meet the target by year end.
Paul Sylvester/Gillian Douglas	BCP008	Number of families in B&B for longer than 6 weeks*	SLT	Quarterly	n/a	0	n/a	15 (below target)	The number of households in B&B for over 6 weeks is reducing on a consistent basis (down from 37 in Q1) and we have implemented a weekly b&b task and targeting meeting to keep this on track and ensure we are on target for next quarter.
Paul Sylvester/Gillian Douglas	NH 752	Number of people sleeping rough on a single night in Bristol	DLT	Quarterly	40 (Q2)	50	↓	50 (on target)	The Rough Sleeper task and targeting group are now consulting on a re-connection policy and single service offer approach. The single service offer will ensure all rough sleepers are provided with bespoke written advice and this will be monitored through the internal HSR. The rough sleeper task and targeting group is leading on this action but housing solutions and commissioning have been working closely on developing the new reconnection policy and single service offer approach, supported by a new procedure where all rough sleepers to be added to the internal database with all case notes being updated when actions completed. - see report for further details
Paul Sylvester/Gillian Douglas	NH 755	Number of households living in temporary accommodation	DLT	Quarterly	524 (Q2)	450	↑	521 (below target)	The number of households placed into TA has increased from Q1 by 51. This is mostly due to the increase in the number of statutory duties in Q2 compared to Q1.
Paul Sylvester/Gillian Douglas	NH 756	Number of households in Temporary Accommodation for more than 6 months	DLT	Quarterly	new PI	300	n/a	59 (well above target)	This outturn reflects the new definition - Number of households who were in Temporary Accommodation, including B&B, for more than 6 months (for those that have now left the system only). Or 138 if we are keeping old definition for this quarter

* BCP008 has been changed from 'Average length of stay per household in B&B' to better reflect statutory obligations

'Management Report'

Percentage of municipal waste landfilled & Residual untreated waste sent to landfill

Explanation of performance (why is it well below target):

Explanations behind these two indicators are similar and will be jointly addressed in this Management Report.

Performance has been impacted by Bristol's treatment contractor going into administration resulting in more waste being landfilled than was expected in Q1 and Q2.

From November 2016 Bristol Waste Company were given responsibility of Disposal Contracts with the exception of the West of England Waste Partnership Contract. A treatment contract was tendered by Bristol Waste Company and was due to start in December 2016 which would have significantly improved diversion of waste from Landfill. However the tender did not generate the interest anticipated and tender responses to this contract were not beneficial to Bristol Waste Company therefore a decision was made to not award this contract.

Bristol City Council has negotiated a slight increase in tonnage with the current treatment contractor under the West of England Contract and plan to increase tonnage significantly from March 2017. However, the year-end target will not be achieved this year even with an increase in tonnage being put through the West of England Contract as we will have been landfilling for half a year.

Planned actions to bring metric back on target:

An increase in tonnage into the West of England contract in 2017/18 will significantly improve this metric.

Expected impact of the Actions (with timescales):

Negotiations are continuing and reaching an advanced stage with other West of England Partners, and the Contractor itself, to increase Bristol's tonnage in the facility. Bristol City Council and Bristol Waste Company are planning that from Q1 2017/18 all Black Bag waste will be treated and diverted from landfill. Once in place this arrangement will endure until April 2020.

Financial related information:

Increased tonnage into the West of England Contract represents savings versus landfill.

Other relevant information:

None recorded.

'Management Report'

Percentage of planned programmed food interventions due that are carried out

Explanation of performance (why is it well below target):

Performance in this area has been below target for a number of years however we are starting to see an improvement compared to last year's position. The estimated 18% figure compares favourably with the same period last year of 4.5 %.

Planned actions to bring metric back on target:

The additional funding from Public Health has started to take effect with 2.5 additional staff in post and a third officer starting shortly (funding approved for 5 posts). We have also identified an additional sum of 23K from the PH funding to be allocated to the contractor for delivering lower risk inspections, this funding has been diverted due to the difficulties in finding suitable EHO's . Discussions are also taking place to provide additional business support to help clear the backlog of inspections awaiting input. Discussions are also being held with the Food Standards Agency regarding a review of the current inspection regime with the aspiration to move towards a food permitting/licensing scheme. The FSA have specifically asked to work with Bristol on this project

Expected impact of the Actions (with timescales):

It is anticipated that by the end of Q4 we will have seen a continued improvement on last year's performance as the additional measures start to take effect, however it will be during 17/18 that we should see the full benefit of the additional investment as the recruitment process has proved difficult to deliver.

Financial related information:

As above

Other relevant information:

NA

'Management Report'
% Corporate FOI requests responded to within 20 working days

Explanation of performance (why is it well below target):

Neighbourhoods FOI performance in 2016 :-

April 53% (FOI's answered on time within 20 working days)

May 67%

June 72%

July 84%

August 77.27%

September 76.92%

October 68.89%

November 70.00%

NH cumulative year to date 72%

Council-wide FOI performance:-

April 61%

May 69%

June 64%

July 72%

August 74.7%

September 68.38%

October 67.50%

November 64.77%

Council-wide cumulative year to date 68%

Planned actions to bring metric back on target:

The ABS restructure in 2016 has delivered a new 6 FTE Directorate Support Team whose focus is FOI processing and performance. This team replaces the dozens of officers involved in FOI processing previously, so improved ownership and accountability within this new team will deliver better FOI performance in 2017.

Expected impact of the Actions (with timescales):

On-going

Financial related information:

N/A

Other relevant information:

N/A

'Management Report'
Breastfeeding prevalence at 6-8 weeks after birth (Persons)

Explanation of performance (why is it well below target):

No report provided

Planned actions to bring metric back on target:

Expected impact of the Actions (with timescales):

Financial related information:

Other relevant information:

Neighbourhoods Scrutiny

Improvements

- 4 cross-trained teams set up by citizen enquiry type (Housing, Revenues and Benefits, Streets and Protection).
- New performance measures introduced, emphasising first contact resolution and quality of the transaction.
- Performance and Citizen Engagement team set up to look at failure demand
- Council website relaunched, look and feel consistent across all services

Improvements

- Increased digital offering for the following high demand areas
 - Housing Repairs – for simple repair types citizens are able to order a repair and schedule an appointment.
 - Evidence Upload – Citizens are able to upload evidence themselves from a computer, tablet or a smart phone without the need to visit a Citizen Service Point.
 - Book an appointment to register a birth or death
 - Council Tax – improved forms for simple transactions such as moving in and out of Bristol.

Not fully delivered

- End to end digital services
 - Although digital services were delivered for some services, they were not delivered end to end for all services, this has resulted in an inconsistent experience.
 - Not all digital services integrate fully with the line of business system, some web forms resulted in a pdf or an email being generated. These then need to be rekeyed by staff.
 - Tracking, a chunk of failure demand is due to citizens chasing the progress of their job/enquiry. Tracking has not been developed.

Not fully delivered

- CRM & Knowledge Management
 - System integrated with the line of business systems so that Contact Centre advisors do not need to use a number of different systems.
 - CRM should also hold contact history and provide a single view of the citizen.
 - Phase 1 of the system delivered but it was not implemented as it was not a minimum viable product.
 - Allows advisors to be cross skilled across multiple services. KM would also mean advisors would be able to do more for the citizen.

Not fully delivered

- Contact Centre Telephony
 - A new telephony platform to replace the current end of life system.
 - Allow the contact centre to work more flexibly and be able to deal with more contact channels (email, web chat, social media).
 - Integrated with the CRM
 - Ability to add or change the system to meet the changing needs of citizens.

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

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Agenda Item 14

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

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

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
		Period 6 (extracted from Cabinet Report)		Council Action Tracker – standing item
January 2017 – Note two OSM Meetings (5th and 19th)				
Update on the Crisis Line	Neighbourhood Partnerships	Place Budget Scrutiny	Change Programme (ICT Projects/benefits realisation)	5 th Jan - Companies' Business Plans (to include exempt information)
Annual Education Performance – All Key Stages	Review of the Housing Revenue Account Business Plan	Cabinet Member for Homes Q&A Session	Channel Shift	19th Jan - Budget Scrutiny – to consider and endorse the draft response to Cabinet
Performance monitoring Q2	Voluntary and Community Sector			
Commissioning approach	Supermarkets dealing with waste - update on current position	MetroWest (WoE Joint Scrutiny)	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	
Page 149	Finance Update (to include the context of Actions and Objectives set out for Neighbourhoods in the Corporate Strategy and Business Plan)		BCC Reserves and Provisions	
	Performance Information - Q2			

February 2017				
3rd Feb – Inquiry Day School place planning and school admission arrangements (all Cllrs invited to attend)	Review of Parks - positioning statement	Air Quality Suggested Methodology: report to meeting (N'ds invited to attend)	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Elimination of the Gender and Race Pay Gap
27th Feb Meeting in common with South Gloucestershire Health Scrutiny Committee to receive an update on the University Hospitals Bristol response to the Independent Review of	Local Housing Company Strategic Business Case	Energy Infrastructure Company	Procurement & Social Value Policy – Up-date	Process for Dealing with Exempt Material

Children's Cardiac Services in Bristol and a Review of pre-operative, perioperative and postoperative care in cardiac surgical services.				
	Bristol Waste Company	Cultural Strategy - Plus up-date on the Dec 15 Culture Inquiry Day Recommendations	Legal Services – business model, best practice and next steps	Feedback Regarding Budget Process
	Budget Issues (to include an assessment of the impact of budget decisions on Neighbourhoods)	Cabinet Member Q&A Session (Cllr Tincknell)		Approach to Scrutiny
	Neighbourhood Partnerships – update from member working group			Scrutiny Resolution and Full Council Action Tracker – standing item
	Trial of Glyphosate -Free Weed Treatment - Report back			Inquiry Day Recommendation Tracker
				Scrutiny Work Programme - standing item
				Mayor's Forward Plan – standing item
March 2017				
Performance monitoring Q3	Performance Information - Q3	Performance Monitoring	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Green Capital - maintaining the momentum – presentation and discussion (Place Scrutiny)
Risk Register	Risk Register	Energy Services	Q3 Performance Report for Business Change	Scrutiny Resolution and Full Council Action Tracker – standing item
Health and Wellbeing Board work programme – joint with Neighbourhoods	Finance Update	Climate Change and Energy Security Framework	Business Change Directorate Risk Register	Financial Monitor
Mental health working group action plan updated (Neighbourhoods Scrutiny Cllrs invited to attend)	Local Council Tax Reduction Scheme	Warm Up Bristol	Quarterly Update re Outcomes of Legal Cases (will be part of performance report)	Update from the Devo Working Group
Home Care Update (TBC)		ELENA Programme Update	ICT Spending Pressure – <i>Standing Item</i>	Mayor's Forward Plan – standing item

<p><i>Mental Health themed updates including a) Update following Mental Health Summit, b) Update following Freedom of Mind festival (Young People's Mental Health), c) Provision of mental health services (including provision of beds and maternal beds), d) The use of police custody as a place of safety (Neighbourhoods Scrutiny Councillors invited to attend). It is suggested that this item moves to Neighbourhoods Scrutiny commission as Public Health Lead</i></p>				<p>Scrutiny Work Programme - standing item</p>
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April 2017

<p>- Health Providers - Quality Account reports (meeting in common with South Gloucestershire Council) – <i>new date to be arranged</i></p>		<p>Joint Spatial Plan <i>Suggested methodology: report to meeting (WoE joint scrutiny)</i></p>		<p>Future of Performance Reporting</p>
<p>- Other health updates (Members to highlight required information)</p>		<p>Joint Transport Study <i>Suggested methodology: report to meeting (WoE joint scrutiny)</i></p>		<p>Annual Performance Report (note – provisional item)</p>
		<p>Colston Hall</p>		<p>Financial Monitor</p>
		<p>Arena Update (WoE joint scrutiny also looking at the Arena)</p>		
		<p>North Fringe and Cribbs Patchway New Neighbourhood (TBC)</p>		

May 2017

<p>Education themed meeting</p>		<p>Visit to the Bottle Yard Studios and Filwood Green Business Park</p>		
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Learning City Board Work programme				
Update on the Employment and Skills strategy (to include information on work experience)				
SENCO responsibilities, SEND reforms and High Needs funding – the impact on pupils and their learning				
Alternative Learning update report (including information on exclusions)				

June 2017

Youth Links re-commissioning update	Performance Information - Q4			Financial Monitor
Children Services Improvement Plan Year 2	Risk Register			
Youth Offending Team update (to include information about YOP in Gangs)	Finance Update			

Items to be scheduled

Further scrutiny of the Sustainability and Transformation Plan (STP)	Council Tax Reduction Scheme	Long Ashton Park and Ride - Management	Income Generation - review of outcomes following KPMG review	<i>Provisional item</i> – Update (s) from the Future of Devolution Working Group
	Information, Advice and Guidance Review	Prince Street Bridge Report		<i>Provisional item</i> – Update (s) from the Democratic Engagement Select Committee
	Libraries	Property Items x3 Postponed (December)		Outcome of the external review of Bristol City Council's budget – <i>note OSM have requested that the Vice Chair oversees this part of the meeting</i>
	Voluntary Community Sector	Bristol Transport Plan (postponed from Feb - date TBC)		Outcome of the external review of Green Capital
	Provisional - TBC by Strategic Director - Briefing on Information, Advice and Guidance Review	City Centre Movement Strategy and City Centre North East Spatial Framework (postponed)		Outcome of the external review of elections (note – report may also be shared with the Democratic Engagement Select Committee)

