



## Appendix A2 - Strategy & Resources Policy Committee - Quarter 1 (1st April - 30 June '24) Performance Progress Report (NB metrics specific to SRC only)

| Code                                      | Title  | +/- | 2023/24<br>Outturn | 2024/25<br>Target | Q1<br>Progress  | Comparison<br>over last 12<br>months | Management Notes   |
|---|--|-----|--------------------|-------------------|-----------------|--------------------------------------|--|
| <b>Resources - Finance</b>                |  |     |                    |                   |                 |                                      |  |
| <b>Business Plan actions:</b>             |  |     |                    |                   |                 |                                      |  |
| EDO5.3                                    | Improve how we manage and oversee council finances and support invest to save programmes to ensure the council delivers its priorities while achieving value for money and securing a better financial future for the council. |     | n/a                | n/a               | <b>On Track</b> | n/a                                  | New invest to save opportunities have been included in the 2024/25 budget and improvements have been rolled out to the medium term financial planning and budget setting processes for the coming year to ensure that the process includes a mechanism to support further invest to save programmes as part of the way in which we secure our financial future.  |
| <b>Business Plan performance metrics:</b> |  |     |                    |                   |                 |                                      |  |
| BPPM507                                   | Increase the percentage of agreed management actions implemented within agreed timelines   | +   | 89.0%              | 90.0%             | <b>77.0%</b>    | Worse                                | This performance is significantly below the target of 90%. While directorates put much effort into updating actions due at year end slow progress was made in clearing audit actions that were due for implementation in Q1. This target is a key consideration in the development of the Chief Internal Auditor's annual opinion so it is important that consistency is maintained in achieving this target throughout the year. Although Internal Audit will continue to support directorates in improving performance it is important that a proactive approach is adopted that ensures that the monitoring and reporting of the implementation of actions is fully embedded as part of the regular performance management discussions. There is also need to ensure that areas of noncompliance are escalated to the Corporate Leadership Board regularly. |
| BPPM509                                   | Percentage of agreed savings delivered in year   | +   | New KPI<br>2024/25 | 100.0%            | <b>84.0%</b>    |                                      | Forecast savings delivery in P3 was £28709 with the inclusion of optimism bias the forecast increases to £39309. This is 84% of the savings target. The under delivery is largely driven by Adults Community & Public Health and Children's & Education services where after rebaselining of plans there remains gaps in delivering on review work and home to school travel in particular. A clear focus on closing this delivery gap is now required as part of the in-year financial improvement work.  |
| BPPM511                                   | Reduce the number of breaches during the procurement process   | -   | 205                | 24<br>(Q1 - 6)    | <b>15</b>       | Better                               | There have been 15 breaches of the procurement rules in Q1 (compared with target of 6 or less). This represents a breach rate of just under 2% of all procurement decisions made and the value of the decisions was £1.2m. 15 breaches reflects a reduction of over 90% in the non-compliance rate over the last two years (i.e. 22% breach rate in FY22/23 Q1 to 2% breach rate in FY24/25 Q1). This reflects a significant improvement but is over the rate set as the target for the year so existing management actions will continue.   |

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|--|---|-----|--------------------|-------------------------|----------------|--------------------------------------|--|
| BPPM533  | Council Tax collected in year as a percentage of collectible debit  | +   | 93.04%             | 96.00%<br>(Q1 - 26.61%) | 25.95%         | Better                               | <p>Collection against budget requirement is at 25.95% - slightly below the target of 26.61% representing a shortfall to target of £2.249m.</p> <p>Incoming work to the Council Tax team remains very high as we progress through the recovery programme. The recovery programme is now up to date due to some of the debts crossing multiple years and following the pause of recovery during Covid-19 some of the incoming work is complex and time consuming. This has led to a backlog of outstanding Council Tax work items which in turn has an impact on collection.</p> <p>A number of initiatives are being introduced to address this including further automation processes which will allow the high volume more simple processes to be completed automatically so that the team can concentrate on our most complex cases and supporting vulnerable households. In July we are issuing nearly 10000 summonses. This will be the first court session of the financial year which represents 'in year' debts for 2024. This should help to drive in year collection.</p> <p>To deal with this large volume of notices to progress we are introducing software improvements and automation to avoid the requirement for resource intensive procedures.</p> <p>At the end of July we are introducing a 'treble touch' campaign with our external partner Telsolutions customers who are at risk of receiving a final notice and therefore losing the right to pay by instalments will receive a telephone call text or email inviting them to pay in full or set up a payment arrangement prior to the formal final notice being received.</p> <p>All notices from pre-reminder to summons have been re-worded to include behavioural insight methods with the intention of increasing engagement and collection levels. Complimenting this from August we will be working with our software provider NEC to complete a fully managed Single Person Discount review. This will identify where discounts have been claimed or awarded that should not have been.</p> <p>Additional staff have now been recruited and are progressing through their training plan some are completely new to Council Tax work. We expect work completion to increase once they gain the necessary skills. To address the skills gap in the meantime we are employing temporary resource.</p> |
| BPPM534  | Non-domestic rates collected in year as a percentage of collectible debit   | +   | 96.72%             | 97%<br>(Q1 - 27.50%)    | 27.41%         | Better                               | (April - June) Collection in June fell slightly against our profiled target a variance of £1m however this gives no cause for concern in quarter 1.  |
| <b>Resources - Legal &amp; Democratic Services</b> |   |     |                    |                         |                |                                      |  |
| <b>Business Plan actions:</b>                      |   |     |                    |                         |                |                                      |  |
| ED05.1   | Embed and deliver the committee system model of governance from May 2024, including:<br>- working with elected members to establish priorities and a clear programme of work for each policy committee,<br>- planning and delivering a review of the committee system to inform future developments and improvements,<br>- reviewing public engagement with the new committee model, with a focus on improving engagement with underrepresented groups. |     | n/a                | n/a                     | On Track       | n/a                                  | <p>Members participated in a work programme setting workshop in June 24, which has informed the priorities for each of the Policy Committees and will in turn lead to publication of Forward Plans which will cover up to the next 12 months.</p> <p>Meetings of the Policy Committees are underway and proceeding well.</p> <p>Work is underway to promote the opportunities for public engagement in the committee model in conjunction with the external communications team.</p> <p>The Member led review of the Committee system will commence in late 2024/early 2025.</p>   |
| <b>Business Plan performance metrics:</b>          |   |     |                    |                         |                |                                      |  |
| BPPM502a   | Increase the percentage of invoices paid on time (date received)  | +   | 90.86%             | 90.00%                  | 91.60%         | Worse                                | Continued improved performance and above target by 1.6%. Improved performance has been due to creating resilience in the AP team as well managing team effectively by cross training staff on indexing and registration. The Supplier Incentive Scheme is live and a small but increasing number of suppliers have been onboarded which will help with meeting this KPI on a consistent basis. E-invoicing has been implemented with 5 pilot suppliers.  |

| Code  | Title   | +/- | 2023/24 Outturn | 2024/25 Target | Q1 Progress | Comparison over last 12 months | Management Notes   |
|---|---|-----|-----------------|----------------|-------------|--------------------------------|--|
| BPPM515   | Reduce the % of complaints escalated from Stage 1 to Stage 2  | -   | 3.7%            | 5.0%           | 5.6%        | Worse                          | 130 escalated Stage 2s in the period against 2314 Stage 1s. Actions to improve - we are delivering new training to Stage One respondents throughout Housing and then beyond however we are expecting the next set of results (in Q2) to be worse because of the widely advertised campaign from both Ombudsmen and our own departments (Housing mainly) to encourage complainants to escalate.   |
| BPPM516   | Increase the percentage of Corporate FOI requests responded to within 20 working days   | +   | 73.0%           | 90.0%          | 71.5%       | Better                         | Performance is down from 73% in the previous quarter. We had 543 requests with 388 responded to within 20 working days. Both the Children's and ASC directorates are proving the most challenging from a timeliness perspective. CLB and Exec Directors continue to emphasise the message that FOI is a requirement across all divisions and how the central disclosures team fit in and the support they can offer. We have engaged with an external Information Governance provider to support in a process review to look for improvements that can be made to the corporate process.   |
| <b>Resources - Policy, Strategy &amp; Digital</b> |   |     |                 |                |             |                                |  |
| <b>Business Plan actions:</b>                     |   |     |                 |                |             |                                |  |
| EDO1.1  | Continue to host the City Office and contribute to the delivery of the One City Approach, considering how best to work alongside the system or seek its adaptation to work best with the council's new committee system. This will include contributing to refreshing the One City Plan for 2025.   |     | n/a             | n/a            | On Track    | n/a                            | Aligned One City Approach to Committee System, including establishing Policy Committee Chairs as One City Board Co-Chairs. Positive engagement with Members and partners, including induction activity. Confirmed approval for recruitment of permanent City Office posts.   |
| EDO1.2  | Maintain and strengthen relationships with key local, regional and national organisations to secure additional investment and support for the city's core priorities. Organisations include central government, the West of England Combined Authority, Local Government Association, Core Cities UK, Western Gateway, and Bristol's two universities.                          |     | n/a             | n/a            | On Track    | n/a                            | Continued participation in key partnerships, including process of handing over representation to newly-elected political representatives. Captured input about opportunities for Civic University Agreement. Participated in pilot phase of the University of Bristol's Areas of Research Interests, which has approved three research projects on council priorities. Engaging with newly-elected MPs and building relationships with new Government. Keeping key stakeholders informed on ongoing or emerging issues, including the recently published judgement on BCC from the Regulator of Social Housing. Published productivity plan as requested by the Ministry of Housing, Communities & Local Government. |
| EDO2.2  | Complete delivery of the council's current Digital Transformation Programme to modernise the council's use of IT and technology. Alongside this, update the council's Digital Strategy and consider opportunities for further digital transformation, including consideration of emergent technology such as generative Artificial Intelligence and robotic process automation. |     | n/a             | n/a            | On Track    | n/a                            | Continued delivery of DTP with Programme at Green rating and continuing throughout 2024. Drafted updated to Digital Strategy, which will be presented to Strategy and Resources Committee in September 2024.   |
| EDO3.3  | Deliver commitments outlined in the Equity and Inclusion Policy and Strategic Framework. This includes implementing a new Equity and Inclusion governance structure within the council, and transition to any future equivalents of the Mayor's Commissions for Women, Race Equality and Disability Equality.   |     | n/a             | n/a            | On Track    | n/a                            | This action has been partially completed with the implementation of a new corporate governance system in January 2024 and there is work underway with Councillors on future development for the Equality Commissions. A range of options will be presented to Committee Chairs in Q2.  |
| EDO4.1  | Continue to provide council-wide training and development on the use of data via our partnership Data Academy, and ensure our updated approach to data and insight is well embedded across the council. This will improve areas such as evidence-based decision making, data quality and data ethics.   |     | n/a             | n/a            | On Track    | n/a                            | Continued delivery of the Data Academy and associated apprenticeships with 2 cohorts underway. Take up has been good but is not consistent across all areas so we will be targeting marketing for future programmes rolling out in 2025.   |
| EDO4.2  | Refresh our corporate data policy and strategy, and deliver tools to support improved use of data and insight for priority areas including SEND and Education. Work across all relevant council services to improve the quality, accuracy and timeliness of our data to support more informed decision making across the organisation.  |     | n/a             | n/a            | On Track    | n/a                            | Corporate policy is being developed as part of the new Digital Strategy (due to be approved in August '24) and several high priority areas being offered additional support to deliver transformation objectives. The first stage of SEND reporting has been completed and a new role has been funded in the team from September to continue this work. A number of new education reports are due to go live in September and additional funding and support options are being pursued.  |

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|---|--|-----|--------------------|-------------------|----------------|--------------------------------------|---|
| ENV5.1                                    | Continue to use Bristol's international profile to influence global agreements that impact on the city, including those relating to the climate emergency and migration.   |     | n/a                | n/a               | On Track       | n/a                                  | Currently in discussion with key partners on activities that will feed into key climate events and process, including speaking with UK government and international networks of cities.   |
| ENV5.2                                    | Develop and maximise value from our international relationships, twinning links, and partnerships with foundations and city networks to open up further funding, policy and technical collaboration as the council transition's out of a mayoral system.   |     | n/a                | n/a               | On Track       | n/a                                  | Actively developing and maintaining international partnerships as we transition into a new administration. Projects already taking place this year with international funders (inc Bloomberg, European Commission), developing youth projects with twin city of Bordeaux, discussions and activities related to COP and international climate as part of Core Cities with ICLEI, C40 and other international partners.  |
| <b>Business Plan performance metrics:</b> |  |     |                    |                   |                |                                      |   |
| BPPM536                                   | Increase % of all Equality Action Plan actions reporting expected progress (or better)   | +   | 86.0%              | 90.0%             | n/a            | n/a                                  | Reported twice annually - next update is in Q2.   |
| <b>City Outcome measures:</b>             |  |     |                    |                   |                |                                      |   |
| BPOM530                                   | Increase the satisfaction of citizens with our services (QoL)  | +   | 34.1%              | Monitor Only      | n/a            | n/a                                  | Taken from QoL survey - results expected in Q3.   |
| BPOM531                                   | Increase the % of people who think that the Council provides Value for Money (QoL)   | +   | 22.8%              | Monitor Only      | n/a            | n/a                                  | Taken from QoL survey - results expected in Q3.   |
| <b>Resources - Workforce &amp; Change</b> |  |     |                    |                   |                |                                      |   |
| <b>Business Plan actions:</b>             |  |     |                    |                   |                |                                      |   |
| EDO2.1                                    | Review and deliver our Health, Safety and Wellbeing Strategy which will refresh the council's strategic approach to managing injury and loss risk, promoting a healthy workforce and protecting all who are affected by council services.  |     | n/a                | n/a               | On Track       | n/a                                  | The strategy has now been revised and approved. It will be published in the next few weeks on the Corporate Health Safety and Wellbeing pages. The Corporate Health Safety and Wellbeing team have prioritised their work plan for this year against the strategy.  |
| EDO3.1                                    | Implement a refreshed Workforce and Apprenticeship Strategy to support the council to:<br>- recruit and retain staff, especially where there are national shortages,<br>- develop and train a workforce equipped for the future,<br>- address underrepresentation among minoritised groups.                                    |     | n/a                | n/a               | On Track       | n/a                                  | Focus groups have been undertaken with a range of internal stakeholders to shape the themes and priorities for the refreshed strategy. Engagement has been with staff groups, leaders, trade unions and staff leader groups, and is due for input of HR Committee in September 2024.  |
| EDO3.2                                    | Develop HR, and Learning and Development programmes - including leadership coaching - to support services deliver major service transformation.  |     | n/a                | n/a               | Completed      | n/a                                  | The action has been successfully completed and is part of the ongoing learning and development offer  |
| EDO5.2                                    | Improve the long-term sustainability and effectiveness of council services by delivering key transformation projects across the organisation. Resource will be effectively dedicated to improving the way we anticipate demand, support managers to become empowered and accountable, and deliver genuine service improvement. |     | n/a                | n/a               | On Track       | n/a                                  | Top 5 Transformation Programmes have been baselined and Portfolios, Programmes and Projects (PPP) resources assigned in response to demand. Delivery Partners have been aligned to each Directorate. Reporting across the portfolio is underway and used to inform resource scheduling which is reviewed weekly by the Project Management Office (PMO) Team.  |
| <b>Business Plan performance metrics:</b> |  |     |                    |                   |                |                                      |   |
| BPPM512                                   | Reduce the gender pay gap  | -   | 2.76%              | 2.65%             | 2.79%          | Worse                                | The Council's gender pay gap is 0.03% away from its lowest since this performance indicator began in 2016. Our data shows higher levels of female representation in lower graded part time roles with women forming the majority of staff in the two lower earnings quartiles. These lower paid roles have traditionally offered more flexible working arrangements e.g. part time or term time hours which have proven to be an attraction for women for a number of work life balance reasons. Work continues to address the pay gap through a range of talent development initiatives including secondments and apprenticeships. |

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|--|---|-----|--------------------|--------------------------|--------------------|--------------------------------------|--|
| BPPM513  | Reduce the race pay gap   | -   | 6.10%              | 5.98%                    | 5.58%              | Better                               | The Council's race pay gap is at its lowest since this performance indicator began in 2016. Work continues to address the pay gap through a range of improvements to the recruitment and selection processes and focused talent development initiatives including secondments apprenticeships and positive action leadership development schemes. A careers fair aimed at racially minoritised communities is an annual event as part of the Race in the City initiative.  |
| BPPM520  | Increase the % of colleagues who would recommend the council as a good place to work  | +   | 64.4%              | 66.0%                    | n/a                | n/a                                  | Results to be confirmed during Q2.   |
| BPPM522  | Reduce the average number of working days lost to sickness (BCC)  | -   | 9.4 days           | 9.0 days                 | 9.5 days           | Better                               | Sickness absence is 0.1 days higher than the previous quarter, though small fluctuations are to be expected. Overall sickness levels have reduced in the last year. Targeted HR support to managers aims to secure earlier ends to cases of sickness absence and to enhance manager skills. Management information is regularly reviewed in leadership meetings at all levels and used to identify areas for further focused work. Benchmarking reveals that Bristol is within the median of single tier local authorities.  |
| BPPM523  | Maintain appropriate staff turnover   | -   | 11.8%              | 10%-15%                  | 11.7%              | Better                               | The Council's staff turnover remains well within the target range of 10-15% and has reduced substantially from last year's peak of 15.6%. Targeted work between HR and managers continues to explore a range of options for succession planning and talent development to 'grow our own' and increase retention including greater use of apprenticeships.  |
| BPPM529  | Increase the % of young people (16-29) in the Council's workforce   | +   | 11.9%              | 12.5%                    | 12.2%              | Better                               | Performance has improved incrementally over the past 12 months from 11.3% to 12.2%. Efforts continue to attract more young people to work for the Council through promotion of entry level jobs targeted advertising and working closely with apprenticeships to transition them into jobs once they've completed their apprenticeships.   |
| <b>G&amp;R - Economy of Place</b>                      |   |     |                    |                          |                    |                                      |  |
| <b>Business Plan performance metrics:</b>              |   |     |                    |                          |                    |                                      |  |
| BPPM410  | Increase the number of visitors to Bristol Museums Galleries and Archives   | +   | 742,566            | 750000<br>(Q1 - 187,500) | 188,731            | Better                               | BMAG: 74346 Blaise Museum: 5958 KWRV: 201 M Shed: 96059 Working Exhibits: 5646 Red Lodge: 2763 Georgian House: 3247 Bristol Archives: 511. Q1 saw the closure of the wildlife photographer of the year 59 exhibition at BMAG on 21st April 2024 and the opening of the National Treasures: Constable In Bristol "Truth to Nature" exhibition on 10th May 2024. Georgian House Red Lodge Blaise Museum and KWRV all opened on Schedule at the beginning of April 2024 whereas they opened later at the beginning of June last year (2023). Visitor numbers are recorded by people counters at BMAG and M Shed counted by the front of house team at Red Lodge Blaise Bristol Archives and Georgian House and taken from Pretix ticketing records for KWRV and Working Exhibits. The figures for BMAG and M Shed include out of hours (events) visitors. |
| <b>City Outcome measures:</b>                          |   |     |                    |                          |                    |                                      |  |
| BPOM411  | Increase the percentage of people who take part in cultural activities at least once a month (QoL)  | +   | 37.4%              | Monitor Only             | n/a                | n/a                                  | Taken from QoL survey - results expected in Q3.  |
| <b>G&amp;R - Property, Assets &amp; Infrastructure</b> |   |     |                    |                          |                    |                                      |  |
| <b>Business Plan actions:</b>                          |   |     |                    |                          |                    |                                      |  |
| EDO6.1   | Teams and services will be relocated into office space relevant to the area of Bristol they serve. This will ensure space is used more efficiently and support citizens to access services more easily. |     | n/a                | n/a                      | Behind<br>Schedule | n/a                                  | Phase 3 rationalisation was paused by previous chief exec wanting a service led approach   |