



Appendix A2 - Strategy & Resources Policy Committee - Quarter 3 (1st Oct - 31st Dec '24) Performance Progress Report

Report highlights Quarterly performance rating (e.g. Q3) & Direction of Travel over the last 12 months (12M DoT); see legend at end of Appendix. Please note, colours within the 'Measure Type' column just highlight the type of measure.

Resources - Finance

Code	Measure Type	Title	Q1	Q2	Q3	12M DoT	Annual & Qrtly Target	Q3 Data	Management Notes
ED05.3	Action	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	As noted in Q2, Budget development for 25/26 was done with more robust service ownership of budgetary pressures and savings with a view to ensuring deliverability is improved moving forward. Capital Strategy developments through the Medium Term Financial Strategy (MTFS) put focus and priority on Invest To Save projects. This area will continue to be a priority focus of future years budget setting as a result of the changes implemented.
BPPM507	Priority Metric	Increase the percentage of agreed management actions implemented within agreed timelines				↓	90.00% & Qrtly 90.0% (3/4)	74.00%	(Quarter 3) Similar to the previous reporting period this performance is significantly below target. Clearly the monitoring of the progress in the implementation of agreed management actions has not been embedded as part of regular performance management and management access to Pentana Audit is not fully maximised to proactively monitor the progress. In addition agreed management actions are not being updated correctly to enable the correct status to be reported. In an effort to increase proficiency in the use of the Pentana Audit system Internal Audit ran workshops in December 2024 to support and encourage Services to update management actions. Unfortunately there was a low turnout despite evidence of poor use of the system. EDMs have been offered another opportunity to be trained in the use of the system and this is seen as an important way of ensuring proactive management of this important activities. The oversight at EDMs and CLB is required to ensure that there is sustained improvement in the target going forward.
BPPM509	Priority Metric	Percentage of agreed savings delivered in year				ⓘ	100.00% & Qrtly 100.0% (3/4)	97.00%	(Quarter 3) P9 reporting was by exception only - there were no changes that met the threshold so a 'no change' position is reported: In P8 the forecast savings delivery is £34.86m. With the addition of optimism bias (£10.64m) this increases to £45.5m which is 97% of the overall MTFP target (£46.89m*). Please note: this calculation is based on MTFP targets only; there are £2.62m of savings targets that relate to non-cash releasing savings from business cases approved in year.
BPPM511	Priority Metric	Reduce the number of procurement breaches				↑	24 & Qrtly 18 (3/4)	41	(Quarter 1 - 3) There have been 41 breaches of the procurement rules in the first three quarters this year (compared with target of 18 or less). This represents a breach rate of just under 2% of all procurement decisions made with the value of the decisions being £10m. 41 breaches reflects a substantial reduction in the non-compliance rate over the last two years (we had 266 breaches during the same period in 2022/23). This reflects a significant improvement but is over the rate set as the target for the year so existing management actions will continue.
BPPM533	Priority Metric	Council Tax collected in year as a percentage of collectible debit				ⓘ	96.00% & Qrtly 79.18% (3/4)	77.43%	(Quarter 1 - 3) Collection against budget requirement is at 77.43% below the target of 79.18% representing a shortfall to target of £5.9m. Incoming work to the Council Tax team remains very high and following the pause of recovery during Covid-19 some of the incoming work is complex and time consuming. We have been experiencing heavy volumes of incoming post since June this year significant effort and resources have been put in place in order to reduce the backlog of outstanding work and move the date profile forward. A number of initiatives have been 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. We continue to contact customers who are in arrears using automated processes to send text messages emails and make telephone calls inviting customers to pay in full or set up a payment arrangement prior to further recovery action being taken. This has been particularly effective in reaching citizens by telephone who do not usually engage with us. 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. The Single Person Discount review was launched in late September 2024 and is being fully managed by our software partner. Of a case load of over 45000 more than 9000 accounts have been identified as potentially having a second adult residents. It is estimated that between 4 -10% of the Single Person's discounts will be removed as a result of the review. So far an additional £1.2 million has been added to the collectible debit for Council Tax and the focus will now move onto activity to collect the amounts raised. The additional staff recruited earlier this year are now fully trained and their performance continues to improve. Council Tax continues to receive an unprecedented volume of customer contact therefore we are also retaining additional temporary resource until the end of this financial year. A recent recruitment exercise to fill a vacancy at team leader level has been successful and the team is now fully resourced at the senior level. The Council Tax team has had a higher than usual number of retirements and movement across the service this year as a result we will be conducting a round of recruitment in January 2025 to bolster our permanent processing resource.
BPPM534	Priority Metric	Non-domestic rates collected in year as a percentage of collectible debit				ⓘ	97.00% & Qrtly 80.20% (3/4)	81.70%	(Quarter 1 - 3) Collection is ahead of profiled target by 1.5% or £3.6m and at this stage we expect to achieve target at year end.

Resources - Legal & Democratic Services

Code	Measure Type	Title	Q1	Q2	Q3	12M DoT	Annual & Qrtly Target	Q3 Data	Management Notes
ED05.1	Action	Embed and deliver the committee system model of governance from May 2024, including: <ul style="list-style-type: none"> - working with elected members to establish priorities and a clear programme of work for each policy committee, - planning and delivering a review of the committee system to inform future developments and improvements, - reviewing public engagement with the new committee model, with a focus on improving engagement with underrepresented groups. 					n/a	n/a	The Committee Model continues to operate well. A further work programme setting workshop took place in December 24 which has enabled population of the Forward Plans for each Policy Committee for the next six months and beyond. The Committee Model Review Group is regularly meeting in public and will report findings to Full Council in due course. One of the areas of focus for the Review Group is the arrangements in relation to public engagement.
BPPM502a	Priority Metric	Increase the percentage of invoices paid on time (date received)				↓	90.00% & Qrtly 90.00% (3/4)	90.49%	(Quarter 1 - 3) Above target by 0.49%. 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.
BPPM515	Priority Metric	Reduce the % of complaints escalated from Stage 1 to Stage 2				↑	5.00% & Qrtly 5.0% (3/4)	7.60%	(Quarter 3) 165 Stage Two Complaints against 2162 Stage One Complaints in the period. This is an escalation rate of 7.6%. The target is 5%. Escalations are across the authority rather than one or two services. The Q1 and Q2 results in 2024 were 5.6% and 6.5% respectively. This indicates a potential general trend of more people escalating Stage One complaints so we will continue to monitor.
BPPM516	Priority Metric	Increase the percentage of corporate Freedom of Information (FOI) requests responded to within 20 working days				↑	90.00% & Qrtly 90.0% (3/4)	74.00%	(Quarter 3) Progress remains positive further training being delivered to support improvements. Division performance as follows: Children and Education 33% Resources 81% G&R 80% Adults and Communities 70%

Resources - Policy, Strategy & Digital

Code	Measure Type	Title	Q1	Q2	Q3	12M DoT	Annual & Qrtly Target	Q3 Data	Management Notes
EDO1.1	Action	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	We continue to host the City Office and held a successful City Gathering in November 2024 with over 230 attendees. New permanent Head of City Office is in post and process to refresh the One City Plan has begun. The membership of the Children & Young People, Culture, and Economy & Skills Boards have been refreshed with a large number of high quality applications received.
EDO1.2	Action	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	Supporting Western Gateway following decision by the Ministry of Housing, Communities and Local Government to be minded to end funding for Pan Regional Partnerships; including submitting a response from BCC to the consultation; and working with Western Gateway on options. Attended a parliamentary reception highlighting the work of the partnership, organised by the All Party Parliamentary Group for the Western Gateway attended by a Government Minister and cross-party English and Welsh MPs from the region. Provided response from BCC to Severn Estuary Commission's consultation on options / parameters for potential tidal power opportunities. Working with WECA to support the Local Growth Plan development; and ongoing strategic partnering. Brunel Centre (based at Bath University, in partnership with UWE and Futures West) received Research England Development (RED) funding. Continuing to support this development, as well as the progress of Futures West, to provide economic data/analysis for the city and region. Ongoing work with many partners to support lobbying activities such as contributing to Core Cities response to the Industrial Strategy Green Paper; contributing to work about future of council housing with other leading housing providers; ongoing activity within the Civic University Agreement.
EDO2.2	Action	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	The Digital Transformation Programme was due to complete in December 2024 but a time extension to March 2025 was approved by Business Considerations Board. Within this updated programme profile, the programme is on track. It remains under-budget and over-delivering its benefits. Initial action tracking against the updated Digital Strategy was started in December, with all actions on track. An invest to save proposal regarding piloting of generative AI has been included in the council's budget proposals for member consideration in Q4 24/25.
EDO3.3	Action	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	Chairing of the governance group has been taken by the new Chief Executive. However, as per the previous quarter, there has not been an opportunity to engage Councillors at an away day to discuss future approach to Equality Commissions, which is their preference to reach a consensus decision. This will be revisited when time pressures from the annual budget process are relieved.
EDO4.1	Action	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	A new cohort of apprentices on the Multiverse apprenticeship have a January start date. Uptake was lower across the Council (potentially due to conflicting time pressures around the budget setting process) but there is still a spread of apprentices from across a range of services.
EDO4.2	Action	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	The Insight, Performance and Intelligence service have held several strategy sessions to develop a prioritisation and potential expansion presentation for the early January '25 meeting of the Policy, Strategy and Digital division. This will then be presented to the Corporate Leadership Board to support data being incorporated into the new Corporate Strategy.
ENV5.1	Action	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	Bristol's contributions helped inform cities-focused activities by UK Government at UN Conference of the Parties (COP) and G7, and localised COP activities with international communities. Work underway to contribute by invitation to UK soft power review.
ENV5.2	Action	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	Continuing to maintain positive relationships with Eurocities, Bloomberg, European Commission, ICLEI (Local Governments for Sustainability) for funding and other policy collaboration. Prepared entry to Bloomberg \$1m Mayor's Challenge programme following invitation to enter.
BPPM536	Priority Metric	Increase the percentage of all Equality Action Plan actions reporting expected progress (or better)	n/a		n/a	↓	90.00% & Qrtly 90.0% (1/2)	n/a	(April - September) Progress reports on service level equality action plans for April-September 2024 indicate that a significant number of actions have seen less progress than expected. This delay is primarily due to funding constraints which have impacted the ability to implement planned initiatives such as training mentoring inclusive service delivery and community and partnership work. Progress toward achieving workforce diversity goals has also seen less progress than expected attributed to limited external recruitment / low staff turnover and challenges in attracting a diverse pool of applicants. Of the 45 service-level equality action plans only 29 progress reports were submitted in time for Q2 reporting. Efforts are currently underway to address this and improve the timeliness of future submissions.
BPPM537	Priority Metric	Improve the ratio of consultation response rate for the most and least deprived 20 percent of Bristol citizens				↓	1 & Qrtly 1.00 (3/4)	1.77	(Quarter 3) The 2024/25 Q3 value of this PI is higher (worse) than target and worse than the Q2 value for two reasons: 1. The Q3 value includes the 2025/26 Budget consultation which had record response numbers (6861 responses). Budget consultations typically have high response rates from the least deprived 20% of the city and low responses from the most deprived 20% producing a high (poor) value of this PI. The high response numbers for the Budget consultation mean this has a high impact on the annual figure for this PI. 2. The Q2 value includes the autumn 2023 Council Tax Reduction Scheme (CTRS) consultation which had very high response rates from the most deprived 20% of the city thus helping to improve the annual value of this PI. The 2024/25 Q3 PI does not include the CTRS consultation.
BPOM530	Outcome Measure	Increase the satisfaction of citizens with our services (QoL)	n/a	n/a	n/a	↓	n/a	32.50%	(2024 - 2025) This has lowered again this year to 32.5%. It is disappointing that this metric continues to decrease and the latest Quality of Life survey headlines are currently going through the decision pathway for corporate discussion and agreement of actions.
BPOM531	Outcome Measure	Increase the percentage of people who think that the Council provides value for money (QoL)	n/a	n/a	n/a	↓	n/a	21.40%	(2024 - 2025) This has lowered slightly from last year to 21.4% which is the lowest figure since we began asking this question in 2009/10. It is disappointing that this metric continues to decrease and the latest Quality of Life survey headlines are currently going through the decision pathway for corporate discussion and agreement of actions.

Resources - Workforce & Change

Code	Measure Type	Title	Q1	Q2	Q3	12M DoT	Annual & Qrtly Target	Q3 Data	Management Notes
EDO2.1	Action	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	The strategy is being implemented and has been published on the Source. The key strategic themes any specific work programmes are being implemented. At a high level injury and incidents have not increased. Reporting of incidents continues to be good.
EDO3.1	Action	Implement a refreshed Workforce and Apprenticeship Strategy to support the council to: - recruit and retain staff, especially where there are national shortages, - develop and train a workforce equipped for the future, - address underrepresentation among minoritised groups.					n/a	n/a	The draft Workforce Strategy will follow the same consultation/approval timeline as the Corporate Strategy, anticipated to culminate around March 2025.
EDO3.2	Action	Develop HR, and Learning and Development programmes - including leadership coaching - to support services deliver major service transformation.					n/a	n/a	The action has been successfully completed and is part of the ongoing learning and development offer
EDO5.2	Action	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	Portfolios, Programmes & Projects (PPP) resource remains assigned to the Top 4 transformation programmes - meeting demand as currently outlined through a combination of internal and external resource. Business Cases for 25/26 are progressing through committee for the Top 4.
BPPM512	Priority Metric	Reduce the gender pay gap				↓	2.65% & Qrtly 2.65% (3/4)	3.29%	(Quarter 3) In recent years a trend of seasonal fluctuation has emerged in relation to this indicator whereby performance dips in the Autumn and improves in Spring. The reasons behind this are not yet understood and will be investigated.
BPPM513	Priority Metric	Reduce the race pay gap				↑	5.98% & Qrtly 5.98% (3/4)	5.31%	(Quarter 3) This quarter's performance is the best since this indicator began in 2016. The race pay gap continues to run significantly above the gender pay gap so efforts in relation to recruitment and career development will continue.
BPPM520	Priority Metric	Increase the percentage of colleagues who would recommend the council as a good place to work	n/a			↑	66.00% & Qrtly 66.00%	68.40%	(2024 - 2025) The increase of 4 percentage points for positive responses to 68.4% is encouraging to see. We are now moving in the right direction after last year's dip heading back towards the levels of 2022 (70%).
BPPM522	Priority Metric	Reduce the average number of working days lost to sickness (BCC)				↑	9.00 days & Qrtly 9.00 days (3/4)	9.20 days	(Quarter 3) Performance remains steady at the same level as last quarter. Management information is regularly reviewed in leadership meetings and used to identify areas for further focused work in conjunction with HR support.
BPPM523	Priority Metric	Maintain appropriate staff turnover				↑	12.50% & Qrtly 12.5% (3/4)	9.30%	(Quarter 1 - 3) Performance is slightly outside the desired range target and is at its lowest since Q4 2020/21. Turnover of around 10% - 15% is generally viewed as a healthy benchmark.
BPPM529	Priority Metric	Increase the percentage of young people (16-29) in the council's workforce				↑	12.50% & Qrtly 12.5% (3/4)	12.70%	(Quarter 3) Performance continues to improve incrementally and is now at its highest since this indicator began in 2021/22. Efforts continue to attract more young people to work for the Council through promotion of entry level jobs targeted advertising and working closely with apprentices to transition them into jobs once they've completed their apprenticeships.

Growth & Regeneration - Economy of Place

Code	Measure Type	Title	Q1	Q2	Q3	12M DoT	Annual & Qrtly Target	Q3 Data	Management Notes
BPPM410	Priority Metric	Increase the number of visitors to Bristol Museums, Galleries and Archives				↑	750000 & Qrtly 560000 (3/4)	582515	(Quarter 1 - 3) Total Visit figures continue on target for 2024-5 across all sites. BMAG: 232168 M Shed: 298901 Blaise Museum: 18005 Bristol Archives: 1597 Georgian House: 8838 KWRV: 701 Red Lodge: 8193 Working Exhibits: 14112. Programming highlights included Black History Month events Bristol Festival of Photography exhibitions – across M Shed Bristol Museum and Art Gallery and the Georgian House and Wildlife Photographer of the Year at BMAG Dreamlines exhibition at M Shed 3 performances of A Reduced History of Bristol Under 4 Museum Explorers and the November winter lecture a half-term Spooky Week at Red Lodge. Kings Weston Roman Villa closed for the winter in September. Historic Houses closed for Winter season at end Dec.
BPOM411	Outcome Measure	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	n/a	n/a	n/a	↓	n/a	36.40%	(2024 - 2025) The number of people who participate in cultural activities at least once a month is down slightly by 1% on last year. This could be due to continued pressure of cost of living and inflationary price increases resulting in people participating less often in cultural activities. This is an annual measure and due to many factors outside of the councils control. The majority of cultural activities are delivered by others. Another factor is availability and type of activity in the city and changing habits.

Growth & Regeneration - Property, Assets & Infrastructure

Code	Measure Type	Title	Q1	Q2	Q3	12M DoT	Annual & Qrtly Target	Q3 Data	Management Notes
EDO6.1	Action	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	The Property Transformation Programme includes a focus on office rationalisation. Phase 3 of the project was paused in summer of 2024 to allow for neighbourhood services (Adult Care and Childrens') delivery in the localities to be reviewed. New target operating models for the delivery of the aforementioned services are in development. Phase 3 will re-commence in 2025-26 and will be a key element of the new Corporate Landlord Service.

Legend for Quarterly Action Rating

Completed	
Ahead of schedule	
On track	
Behind schedule	
Well behind schedule	

Legend for Quarterly Performance Metric Target

Significantly better than target	
Better than target	
On target	
Worse than target	
Significantly Worse than target	
Data not entered	

Legend for Performance Metrics & City Outcome Direction of Travel (12M DoT)

Better than the same period last year	↑
Same as this period last year	→
Worse than the same period last year	↓
Data not entered	!
No historic data	⊘