

CABINET – 12 JANUARY 2016 EXECUTIVE SUMMARY OF AGENDA ITEM 6

Report title: Mayoral Commissions

Wards affected: All

Strategic Director: Max Wide, Strategic Director, Business Change

Report Author: Peter Jay, Policy Adviser, Business Change

RECOMMENDATION for the Mayor's approval:

To note the progress on recommendations of the Mayoral Commissions, and the impact that they have had on the council and city as the recommendations have become embedded within the council and partner organisations.

To note that the time limited Mayoral Commissions have made a significant contribution to a number of key areas in the city, and that Boards and partnerships across the city have been established and influenced from the work of the commissions.

Key background / detail:

a. Purpose of report:

1. Four independent Mayoral task and finish Commissions were set up following the Mayor's election in 2013. They reported their findings and recommendations in 2014. This report summarises the progress made against the recommendations both within the council and by partners across the city since that time.

b. Key details:

1. This report contains a summary of the actions that have been taken following the Mayoral Commissions and the vehicles that have been set up to create a lasting legacy.
2. Following the Mayoral Commissions going to the scrutiny committees, the last of which took place in September 2015, it was thought appropriate for a report to be brought to Cabinet detailing the progress of their recommendations. It is also one year since a roundtable event was held with commission members, so an appropriate time to provide a progress update.
3. This report features deep dives into a number of the key initiatives that have come out of the commissions.
4. As this report demonstrates, the commissions have led to the establishment of a number of new initiatives. Their recommendations have been considered and are being taken forward by a number of different partnership boards and organisations. It is recommended on this basis that this update forms the final full collective report on the actions arising from the commissions' work.

**BRISTOL CITY COUNCIL
CABINET
12th January 2016**

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Ward(s) affected by this report: All

Strategic Director: Max Wide, Strategic Director, Business Change

Report author: Peter Jay, Policy Adviser, Business Change

Contact telephone no: 07469 024871

E-mail address: peter.jay@bristol.gov.uk

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1. The Mayoral Commissions

- 1.1 Four task and finish Mayoral Commissions were established in autumn 2013 to consider the following topics:
 - Education and Skills
 - Fairness
 - Homes
 - Sports
- 1.2 In addition, a Women's Commission was established in 2013 and is considered to be a 'Mayoral Commission', although it is not a time-bound commission and currently operates as a standing body.
- 1.3 Membership was secured for each of the commissions by approaching nationally and locally respected leaders in their fields, with all commissions having independent chairs.
- 1.4 The Mayoral Commissions concluded their work at various points during 2014. The final reports went to Cabinet on 5th August 2014. Each report made a number of

recommendations; this reports sets out the progress of implementing the recommendations.

- 1.5 The Mayor hosted a roundtable event on 9th September 2014 to thank the commission members for their time and to enable members to reflect on the process and consider synergies and next steps.
- 1.6 Detailed reports on all of the Mayoral Commissions have been taken to the relevant scrutiny committees. This process was completed in September 2015, when the Fairness Commission was taken to the Overview and Scrutiny Management Board.
- 1.7 Following the Mayoral Commissions going to the scrutiny committees, it was thought appropriate for a report to be brought to Cabinet detailing the progress of their recommendations. This report also serves as a 'One Year On' progress update following the roundtable discussions, with a number of key initiatives, including the Housing Strategy and Engagement Hub, seeing substantial progress since the roundtable event in late 2014.

Progress to Date Regarding the Mayoral Commission Recommendations

2. Education and Skills Commission

- 2.1 The key recommendations have been progressed under the umbrella of the Learning Cities Partnership Board. Two of the headline recommendations - Passport for Employability in Bristol and the Engagement Hub - are moving forward under the *Learning for and in Work Challenge Group*, which is reporting to the Learning Cities Partnership Board.
- 2.2 The Learning Cities Partnership Board has been established following the recommendation of the commission, with high level representation across the learning and business sectors to consider the learning and employment needs of all citizens; supporting fairness and tackling inequality is a key underlying principle of their work. Four Challenge Groups co-ordinate a range of projects in respect of Learning in Education, Learning for and in Work, Learning for Everyone and Learning for Life. Work is prioritised e.g. there is currently a particular priority focus on the needs of care leavers and NEETs recognising the need to narrow the gap.
- 2.3 The **Passport for Employability in Bristol (PEBL)** is intended to provide all young people in Bristol with a baseline of 'entitlements' and opportunities to develop employability and enterprise skills, and access effective information, advice and guidance, in line with their needs and aspirations. A task group led by Alison Eynon (Oasis Academy Brightstowe) has been set up, including partners from schools, colleges and universities. The PEBL is currently in the planning phase, with the development phase planned to start in early 2016 and an online pilot planned to be launched in mid-2016. It is envisaged that the PEBL will be rolled out to a wider cohort of education providers from late 2016. Further details can be found at Appendix 1.
- 2.4 The **Engagement Hub** is intended to enable business, education providers and young people to come together for initiatives and activities aimed at raising aspirations, promoting employability and enterprise, and facilitating and enhancing the provision of information, advice and guidance. An advisory group has been set up and has produced a proposal and business case for the Engagement Hub, including provisional costing and timeframe estimates for the project. This was taken to the

Learning City Partnership Board in November 2015 and approved. Further details can be found at Appendix 2.

- 2.5 A facilitated **Work and Learning Zone** workshop is taking place in January involving leading neighbourhood based providers. An innovation fund has been created to improve co-ordination of local services and trial new work zone branding and materials by March 2016.
- 2.6 An inter-Directorate team is planning a detailed positive action **pathway into alternative business structures (ABS) jobs** – to be delivered between January and July 2016. This will include community based outreach, pre-employment training, supported work placements and work trials leading to guaranteed interviews. ABS is also working with Human Resources to improve the attraction of hard to fill ABS roles.
- 2.7 A dedicated Employment Support officer is now working with the Contracts and Procurement team to **build employment and skills targets into relevant contracts**. The first major contract which includes these targets is for the development of the new Arena. The new contract for BCC's Agency provider also includes key performance indicators in this area.

3. Fairness Commission

- 3.1 The recommendations of the Fairness Commission are very broad and many of them are therefore being addressed and regularly reviewed in terms of commitments to address inequalities and unlock opportunities through a range of channels - through the plans of partnership boards (Learning City, Children & Families, Better Care Bristol) and through workstreams currently underway (Universal Credit, Social Value Policy & Toolkit, City of Service, Bristol Ageing Better, Golden Key, Recommissioning of Advice & Support, VCS Prospectus, Early Intervention, Change Programme).
- 3.2 The commission wanted to ensure that **children in Bristol get a fair start in life**. This has been taken forward by:
 - a. The Strategic Schools Forum, which has recently agreed to invest £4m over a 3 year period to strengthen early help across schools and with a range of services including health.
 - b. The council's successful 'Troubled Families' programme, that works with families facing multiple challenges through better use of data and key workers, is an early adopter for the next phase of the national programme, rebranding as part of a wider 'Think Family' approach.
 - c. Working towards achieving 'Age Friendly City' status with the World Health Organisation, with an Age Friendly City Conference held in October 2015.
 - d. The establishment of a Children & Families Board. Its strategic priorities are to ensure the voices of children/young people influence the council's work.
- 3.3 In order to make Bristol **a fair place to live and work**:
 - a. The Learning City Board is focusing on a number of initiatives such as Conversation Clubs to improve people's spoken English to enable them to gain employment. It is

looking to ensure work addresses the needs of disadvantaged young people as well as meeting the needs of businesses for suitably qualified workforce.

- b. The Council is developing a Bristol Social Value Policy and supporting Toolkit to realise greater social, economic and environmental benefits from commissioning and procurement. The Policy and Toolkit went to Cabinet on 6 October 2015, and are open for public consultation until January 8th 2016. The Policy is aimed to enhance the role the Council plays in enabling sustainable and supportive growth and development through its procurement of buildings, goods, and services. The policy outlines the approach that will be taken in order to ensure that all resources are used wisely, that there is effective protection of the environment whilst ensuring the efficient use of resources and delivery of value for money. The accompanying Toolkit has been created to support colleagues across the council.
- 3.4 The ambition for Bristol to become a **leading living wage city** has been taken forward by:
- a. The Council adopting the living wage in terms of a supplement for its lowest paid staff. In advance of and following the Government's announcement on the Living wage the Council is also actively working with partners and commissioned providers to explore the Living Wage. This will be supported by the Social Value Policy and Toolkit.
 - b. Business West and Trades Union Congress signing a declaration to develop understanding of and promote Living Wage to its members on 1st November 2013.
- 3.5 In order to make Bristol a **fair city for low income families**, the Universal Credit Working Group is exploring sustainable support and options for all people likely to be impacted by the new legislation. Neighbourhoods & People Directorates are jointly considering the re-commissioning of advice and support services. Learning City is looking at enhancing volunteer-led digital skills sessions in libraries and community centres for people who need help in accessing or using a computer.
- 3.6 In order to make Bristol a **happy, healthy city** the following has been implemented:
- a. The 'Better Care Bristol' initiative, which includes the happy, healthy city principle as an overarching theme in working across health, public health and social care services in tackling health inequalities and access to health services.
 - b. The Council and its Strategic Partners have strengthened their joint working in order to manage reduced public sector resources much more effectively. The Health and Wellbeing Board and Learning City Boards are key examples of this; driving forward priorities together across the City.
 - c. Bristol Ageing Better is another major programme seeking to tackle social isolation which is voluntary sector led and supported by the Council through its work, including linking to Learning City Board work and the Cities of Service programme.
- 3.7 The Council is also working with other Core Cities to enable a continuous focus on supporting economic and social inclusion, particularly for our most disadvantaged neighbourhoods.

4. Sports Commission

- 4.1 The Sports Commission recommendations are being taken forwards by the Sports Partnership and good progress has been made in delivering all of the objectives.
- 4.2 The **Sports Partnership**, an unincorporated partnership group, has been set up and met five times in 2015. This entity will become an incorporated Community Interest Company in February 2016. Further details can be found at Appendix 3.
- 4.3 The Sports Partnership is finalising the **sports facilities and playing pitches strategies** for the city, with a target of the council adopting the strategies by April 2016. The Partnership is also developing a sports event strategy, with the aim of establishing Bristol as a city-of-choice for local, national and international events.
- 4.4 Four **Cricket World Cup 2019** games will be played in Bristol, as well as **England One Day Internationals** in 2017, 2018 and 2019. Bristol will be hosting as many as eight Women's Cricket World Cup 2017 matches, as well as the semi-finals, making Bristol the biggest host venue for the tournament aside from Lord's Cricket Ground in London.
- 4.5 A **stage of the Tour of Britain** was secured in 2014, and the Sports Partnership is in negotiations to bring the Tour back to Bristol in 2016. A city **centre cycling Grand Prix** event was staged in Bristol in June 2015, and will likely become part of the UK-wide series.
- 4.6 The Partnership is formulating a **funding and investment strategy** to secure more finance and resources for sports development and participation, in addition to the £300,000 awarded to the help set-up the Sports Partnership and support grass-roots initiatives. Early discussions are being had with Sports England to secure additional funding for the Partnership.
- 4.7 A highly successful **Bristol Girls Can campaign** was launched by the Sport, Play and Funding team in 2015 to promote women's and girl's sport. The Women's Sport Trust is working with the Partnership to pilot two schemes in Bristol in 2016 and 2017 – *Sport is Beautiful* and *Local Heroes*.
- 4.8 Events hosted by multiple stakeholders were held in 2014 and 2015 to **celebrate sporting achievements in Bristol**. Discussions are underway to consolidate these events into a single annual event in Bristol.

5. Homes

- 5.1 The majority of the recommendations have been actioned, or will be, primarily via the **Bristol Housing Strategy**. This strategy and its delivery are overseen by the Homes4Bristol Partnership Board. The Board meets quarterly and is supported and administered by the Council. This Board also has a close working relationship with the Bristol Housing Partnership
- 5.2 The Bristol Housing Strategy sets out what the City Council and Homes4Bristol want to achieve on housing. It describes a number of initiatives that are already in progress or in development. The Strategy was open for public consultation from July 2015 until September 2015; it was taken to Cabinet in November 2015 and will be taken to Full Council in early 2016. To accompany this, a Housing Strategy Action Plan is in

development, and will be in place by March 2016. Further details can be found at Appendix 4.

- 5.3 A **revolving investment fund** to support assets requiring investment to be released is under consideration as part of the wider review of local housing, looking at the different models available for delivery of housing and how this could include a RIF. This includes exploring the Municipal Housing Company model, looking at how the Housing Revenue Account is used and other options for housing delivery.
- 5.4 A **Land Prospectus** for housing was published for the first time in September 2015. This has generated interest in council owned sites, and will continue to be published annually.
- 5.5 The council provided a £750,000 grant to Merlin Housing Association **to enable the delivery of 30 affordable flats**, and the council is engaging with government on the Housing and Planning Bill in order that it can support its objectives.
- 5.6 An officer has been recruited to work on **unlocking stalled sites** in the Council, and is working with the HCA to explore the options to unlock these sites.
- 5.7 The alternative homes sector is active in Bristol, with The Bristol Community Land Trust winning *Best Collective or Group Self Build project* at the 2015 Build It! Awards for Bristol's first Community Land Trust project. The recently identified development partners of the former Dunmail School, Southmead have confirmed that a proportion of the homes will be delivered using a custom build approach. The council has also recently recruited two project managers to work on housing schemes in Lockleaze, Hengrove Park and other areas of South Bristol that are able to deliver a range of different housing solutions including custom build/self-build housing.
- 5.8 The West of England **Joint Spatial Plan** is taking forwards the recommendations for robust, evidence based housing targets and sub-regional based planning. An 'Issues and Options' paper is open for public consultation from November 2015 to January 2016.
- 5.9 The use of **Compulsory Purchase Order** powers is being looked at; the powers were used to purchase Temple Quarter Enterprise Zone land, and the potential use of a CPO also helped to secure the purchase of Westmoreland House.
- 5.10 A city wide review of land and property assets is being taken forward through the Bristol Housing Strategy. This includes looking at brownfield sites and the synergies between council owned land and land owned by other public sector bodies and developers.
- 5.11 A **Housing Inquiry Day** was held on 2nd October 2015 which was led by Councillor Negus and Councillor Bolton, as Chairs of the Neighbourhoods and Place Scrutiny Commissions. The report with the findings from this day is to be presented to Full Council in January 2016 and will go to Cabinet in February 2016.

6. Recommendations/Steer Sought

- 6.1 The majority of the Mayoral Commission recommendations are being taken forward as part work streams within the council. The Mayoral Commissions have initiated work in areas spanning the whole council, and the commissions concluded when they

reported. The recommendations are being taken forward by the council as well as a number of partnerships.

6.2 As set out in this report, the recommendations made by the commissions have become embedded within Bristol, with initiatives being taken forward by partnerships that feature the council as a member, but also have membership that ranges across the community.

Appendices:

Appendix 1 – Deep dive – Passport for Employability in Bristol

Appendix 2 – Deep dive – Engagement Hub

Appendix 3 – Deep dive – Sports Partnership

Appendix 4 – Deep dive – Bristol Housing Strategy

Appendix 1 – Deep Dive – Passport for Employability in Bristol

What is it?

This project came directly out of an Education and Skills Commission recommendation. The Passport for Employability in Bristol (PEBL) is a digital tool for young people – a modern record of achievement. It will be a place where young people collect evidence of what they have done and build up a journey and evidence of their qualities.

Young people will be able to print off their PEBL so they have something physical to show for their input, and are able take to it interviews. Young people will own the record – it is something they have created and added to along the way. The PEBL is being developed alongside the West of England LEP's Employability Chartermark.

The PEBL will provide a framework for young people that includes impartial advice and connectivity, working in partnership with business, formal training providers, local schools and informal community education providers. This will ensure the current workforce and potential employees are able to meet employers' needs to in turn enable growth in Bristol.

One of the functions of the PEBL will be to act as a central point for young people to collect evidence of the interactions and work they have already done in preparation for work. This will enable them to present evidence of engagement to businesses and other educational organisations.

The PEBL will cover the following areas for a young person in order to develop a CV and LinkedIn profile that employers can access:

- Qualities e.g. communication, leadership, teamwork, confidence, creativity
- Citizenship e.g. financial, legal, health, environment, relationships, personal
- Skills e.g. Literacy, Numeracy, IT proficiency, carer, driving licence
- Experiences of business/enterprise including work experience e.g. part-time jobs, internships, placements, interactions with businesses
- Volunteering e.g. clubs, charities, community, activities, events
- Interests and values e.g. hobbies, clubs, societies, religion, sports
- Ambitions and qualifications e.g. academic and vocational (GCSE, BTEC, A Level) , Apprenticeship, Traineeship

What are the benefits?

The establishment of a PEBL is intended to directly improve the employment prospects of Bristol's disadvantaged young people by providing them with the evidence of the work they have done; raising their aspirations; and showing them the pathways to employment in high quality, secure jobs in modern, growth industries. Its aim is to 'level the playing field' for young people and give consistency across Bristol, but in particular address the imbalance for those who come from families and communities that do not have a background in, or contact with, these job markets.

Bristol is not seeing a reduction in the number of disadvantaged young people who are NEET. This is the group which the PEBL will particularly target. The PEBL will also aim to get more young people into higher education in the south west – the West of England currently has a lower rate than national level.

This project is also linked with the Engagement Hub - it is also envisaged that young people will gain employability skills during the engagement they have with the Hub. These will be gained through well-structured courses, experiences and work placements.

This approach will provide education, training providers and businesses with one point of information ensuring a consistent, focused co-ordinated approach for all young people across Bristol – irrespective of where they live or go to be educated.

What are the governance arrangements?

Work is being led by the PEBL working group. It reports to the 'Learning for and in Work' (LfaiW) challenge panel; which in turn is overseen by the Learning City Partnership Board. This ensures that there is appropriate governance in place.

What are the next steps?

The PEBL working group is currently developing specification, prospectus and costing for the project. A business case is being drafted. Work is going on in collaboration with young people to develop the PEBL, so that it is owned by the young people, ensuring they are involved in all stages of development.

Appendix 2 – Deep Dive – Engagement Hub

What is it?

The Education and Skills Commission recommended the establishment of an Engagement Hub. It will have a virtual presence and physical Hub – currently proposed to be within the Bristol Temple Quarter Enterprise Zone (BTQEZ).

The BTQEZ Engagement Hub will provide an impartial connector link and support to industries in the Bristol Temple Quarter Enterprise Zone - bringing business, education, skills, education business activity together. Providing a 'hub' which connects Business, Young People (Community) and Training Provision closer together in Bristol - with quality, diversity and fair access as a driving core principle

The purpose of the Engagement Hub is to enable businesses, education providers and young people to come together for initiatives and activities aimed at raising aspirations, promoting employability & enterprise and facilitating and enhancing the provision of information, advice and guidance (IAG), employability and enterprise.

It is proposed that throughout the initial phase the core team will occupy shared / small office space in a building already established within the Enterprise Zone.

The core team will work together to produce a virtual presence by establishing an Engagement Hub area of the Learning City website. This site will include an Employment portal giving the local community access to current opportunities created through the Enterprise Zone. Current proposals see the Hub in Phase 2 taking up larger space with public access and training space.

In addition it will provide business, education providers and the general public with one point of contact to fulfil the aims of the Engagement Hub.

It is proposed that the function of the Engagement Hub should be based around 3 heavily interlinking strands.

- Business engagement
- Education & training engagement
- Young people and community engagement

It is proposed that the Engagement Hub initially adopt a Creative, Digital and High Tech sector focus building on the work already established and piloted through the Creative Skills Hub within the BTQEZ. Once successful, it is anticipated that this model will naturally expand to embrace additional sectors with the possibility of additional satellite, or linked, hubs throughout the city.

What are the benefits?

The Engagement Hub will enhance current ways of working by bringing together and co-ordinating the work of individuals from various organisations and departments with varying areas of expertise. It will build on and support the work of Bristol City Council's education team, Community Learning team, the LEP, Business West and others and play a key role in co-ordinating this activity.

An Engagement Hub within the Bristol Temple Quarter Enterprise Zone has the ability to

provide better connectivity for businesses both in the Enterprise Zone and the wider Bristol area. Using this approach will provide businesses with one point of contact and will provide continuity and the ability to build better business relationships allowing better monitoring of EZ business trends changes and challenges.

This approach will provide education and training providers with models of engagement and good practice from across the city ensuring an informed and co-ordinated approach to skills and development activity within the Zone. Schools, colleges, universities and community groups have an increasing desire to engage with industry but often lack the resources to do this efficiently. The collaborative activity will enable business engagement teams and educational teams to share and disseminate information advice and guidance through industry led events and projects such as business open days and young people centred enterprise projects.

Bristol organisations work more closely with each other, including surrounding authorities, to ensure more effective approaches to work related to employability and enterprise/IAG across the greater Bristol region. This should include referring young people to other providers as appropriate, and sharing knowledge and intelligence about social and cultural practices and the specific challenges faced by some young people, which impact either negatively or positively on young peoples' progression into employment.

What are the governance arrangements?

The BTQEZ Engagement Hub Task Group has been established. It reports to the Learning for and in Work (LfaiW) Challenge Group, which sits beneath the Bristol Learning City Partnership.

What's has happened so far for the BTQEZ Engagement Hub:

- Bristol Learning City Partnership established
- Learning for and in Work Challenge Group set up as one stream of activity
- BTQEZ EH Task group established
- Potential business partners identified
- Terms of reference agreed
- Research of current models conducted
- Research of related activities in Bristol conducted
- BTQEZ EH Proposal drafted

What are the next steps?

The Engagement Hub Proposal was taken to the Bristol Learning City Partnership Board in November 2015 and approved.

The current plans are to proceed as follows:

1. Research and Planning Phase

- Agree design of Engagement Hub (Phase 1 and 2)
 - Research current provision in Bristol and good practice from around the UK
 - Input and suggestions from Task Group
 - In principle sign off by Learning City LfaiW Challenge Group
 - Draft proposal and business plan sent out to Task Group members for review

- Formal sign off by LfaiW Challenge Group
- Secure funding and resources for Development Phase
- Constitute a project group to include engagement of young people
- Produce detailed project plan and prospectus
 - – Different documents for investors/business/education providers
- Secure funding for Phase 1
- Produce detailed implementation plan for Phase 1

2. Development Phase

- Development of Phase 1
 - Plan engagement of young people in design and delivery
 - Constitute delivery body – company or other structure
 - Recruit staff
 - Purchase equipment
 - Configure office and systems
 - Design activities
 - Develop partnerships and engagement processes
 - Secure space for activities
 - Commence design of virtual engagement hub

3. Engagement Hub Phase 1

This is an initial launch phase. It is envisaged that the Hub will go live in July 2016. The hub staff will be accommodated in an office and activities will be conducted in various meeting rooms that are available in, or close to, the BTQEZ. At this stage there will not be a dedicated physical engagement space. However, Phase 1 will prove the concept, and give enough time to plan Phase 2. This will include raising finance for the capital sums required and securing operational funding into the future, as well as agreeing the broader range of activities and outcomes the Engagement Hub will achieve in Phase 2.

4. Phase 2

Although this 'virtual' presence will enable the core team of the Engagement Hub to meet many of its aims and objectives, a physical presence will enable the Engagement Hub to offer an enhanced service and a community experience.

Taking up larger space with public access (during operational hours) and training space, this Engagement Hub will have the ability to offer the following enhanced services:

- Space to develop and deliver bespoke industry training, workshops, seminars, events in collaboration with training providers
- Training & mentoring support
- School / community learning space
- Bookable desk / PC / workspace space to develop industry experience
- Incubation space and support for start-up businesses
- Careers library – Literature space with a focus on key sectors, industry updates

Appendix 3 – Deep Dive – Sports Partnership

What is it?

The **Sports Partnership**, an unincorporated partnership group, has been set up and has met five times in 2015. This entity will become an incorporated Community Interest Company (CIC) in February 2016.

Many of the same stakeholder groups that were represented on the Mayoral Sports Commissions are present on the Sports Partnership, demonstrating the wide reach and the continuation of the work that was started by the Commission.

The purpose of this partnership is to enable organisations and communities across Bristol to deliver the goals of Bristol: Sport4Life Strategy by taking a strategic approach to the development of sport and participation across the city.

It is an enabler of partners' activities, projects, events, collaborations and initiatives that lead directly or indirectly to more people in Bristol participating in more sport and active recreation more of the time.

The partnership aims to join up the different voices of sport across the city, and link up organisations that might not otherwise speak to each other – like Bristol's two basketball teams. It is able to act as a focus for things like bids to host events, and works to get funding from bodies like Sport England. The Sports Partnership also works with other organisations to highlight where sports funding is available.

The Sports Commission selected 15 broad themes to focus on, and these have set the parameters and scope for the work of the partnership. These themes are:

- sports investment, funding and sponsorship
- sports facilities and infrastructure
- schools
- participation
- inequalities and barriers to participation
- health
- transport
- clubs and leagues
- women's sport and participation
- the role of business, and the business of sport
- professional clubs and elite sport
- insight, evidence and understanding
- workforce, from volunteers to sports scientists and coaches
- events
- ability sport

What are the governance arrangements?

The partnership consists of representatives of major sports teams in Bristol, charities, universities, Sport England, public health and has met five times in 2015. It is currently an informal and voluntary partnership with a shadow board. When it becomes a CIC in 2016 the governance arrangements will become formalised, with a board of directors put in place, giving the Sports Partnership a clear remit.

What are the latest developments?

The partnership provides a single, unified and strategic force for the growth and improvement of sport and active recreation in Bristol. It has:

- Established a partnership working group to oversee the completion of sports facilities and playing pitches strategies, both of which the Sports Partnership will take ownership of and take to the council for approval in 2016
- Attracted Four ICC Cricket World Cup 2019 games, three England ODIs in 2017, 2018 and 2019, and up to eight Women's Cricket World Cup matches in 2017, in addition to the semi-finals.
- Secured a stage of the Tour of Britain 2014, and is in negotiations to bring the tour back to Bristol in 2016
- Brought together Wesport and Bristol Sport Ltd to align their school sports programmes
- Secured £300,000 funding from Sport England for the Sports Partnership and to support grass-roots participation initiatives

Appendix 4 – Deep Dive –Bristol Housing Strategy

What is it?

The Bristol Housing Strategy sets out what the City Council and Homes4Bristol wants to achieve on housing. It describes a number of initiatives that are already in progress or in development, and will be consulted on further with residents and partners before finalising plans and putting them into action.

The action plan – specific, measurable, achievable, realistic and timed (SMART) – will be in place by March 2016 and will be rolled forward annually for the duration of the strategy.

The Housing Commission recommendations will be delivered through the Housing Strategy Action Plan to ensure that actions are put in place against the recommendations and that the outcomes are monitored on a regular basis.

The vision for housing in Bristol has 3 headline outcomes and 6 major priorities and the Council will invest resources in services and changes that help to achieve its priorities in order to get the best housing provision possible. The Council wants to see 3 outcomes as a result of its investment:

- An increase in the number of new homes;
- Ensuring the best use of the existing buildings; and
- More early intervention to prevent people reaching crisis.

These outcomes will be delivered by focusing on the following six priorities:

1. Provide well designed, quality homes that are affordable and suitable for people's needs

- Carry out a fundamental review of our delivery system in order to:
 - Deliver increased number of new homes (both affordable and market housing) in order to meet demand
 - Ensure better partnership working
 - Create employment opportunities within the development of new homes
 - Evaluate different build models eg. experiment with different options that create higher density, modular construction, custom build, build to rent
 - Create a better understanding of the housing needs in Bristol and our responses to them eg. starter homes
- Complete the Joint Spatial Plan for the West of England
- Consider establishing a not-for profit private rented sector provider, as an alternative to the market
- Scope and develop a business plan with a range of delivery models

2. Raise standards in the Private Rented Sector (PRS)

- Increase housing and management standards in the PRS
 - 'Roof over my Head' training for potential tenants
 - Advice, guidance and training for landlords
 - Exploring over the next 12 months whether a grading system to raise standards in the PRS is viable
 - Investigate using longer term tenancies
 - Implement the West of England lettings standard

- Continue to provide support to groups seeking to improve standards, such as ACORN (including supporting their Ethical Lettings Charter)
- Participate in the continuing national debate about regulation of the PRS
- Identify and take action on poor quality PRS properties
 - Consult on potential for roll-out of further discretionary licencing schemes in areas of poor housing
 - Target intervention at the bottom of the market, including prosecutions of rogue landlords

3. Deliver the best use of existing housing

- Reduce overcrowding
 - Reduce overcrowding by working directly with households to enable moves to take place.
- Reduce the number of under occupied properties
 - Work directly with households to enable moves to take place
 - Reduce under occupation within social housing tenancies by developing improved incentive schemes
 - Create a better offer for older people that allows more people to live independently for longer in a home that better meets their needs, including extra care housing
- Improve the match between demand and what is available
 - Build on Bristol Housing Partnership's 'Housing Futures Work' by reviewing existing social housing stock to assess future viability and suitability
 - Create a database of all properties with adaptations
 - Establish what homes are in greatest demand and consider how to best utilise the available social housing stock

4. Reduce empty private homes

- Evaluate previous successes and set targets for future work
- Increase affordable housing provision from the homes that are brought back into use
- Consider extending the Empty Homes Programme to those empty land sites and empty commercial properties which have permitted development as residential, evaluate the costs and benefits

5. Sustaining Occupation

- Map the risk for households and put in place appropriate support as early as possible
- Evaluate the success of the pathways from supported housing and redesign services where households are struggling to sustain independence
- Expand the Healthy Home Zone initiative
- Reduce fuel poverty and energy costs within social housing tenancies
 - Promote the Bristol Energy Company
- Deliver the Preventing Homeless Strategy and action plan, specifically:
 - Reduce rough sleeping
 - Reduce the number of young people becoming homeless
 - Work with the Big Lottery funded Golden Key programme to achieve 'system change' for those with the most complex needs
- Support older people

- Reduce social isolation and working to deliver the Age Friendly City Programme

6. Enabling access to housing

- Work with Registered Providers to reduce the need for affordability checks
 - Gather evidence around the consequences and benefits to the applicant
- Respond to welfare reform changes
 - Evaluate the impact of the introduction of Universal Credit and design early action for those households most at risk
- Work with children and families
 - Supporting the Think Family work, so that housing providers are part of the 'team around the family' providing holistic solutions
- Aid tenant success
 - Introduce readiness training – working to maximise income, manage budgets and behaviours (expand the Roof Over my Head programme if it proves successful)
 - Maximise employment opportunities by incorporating the Learning City aims
- Maximise the opportunities for people with learning disabilities or mental health issues to live independently or in alternative supported independent living schemes
- Work with Public Health to identify ways in which housing providers can contribute to better health outcomes, including dementia friendly housing

What are the governance arrangements?

The Bristol Housing Strategy is overseen and delivery of it is managed by Homes4Bristol (H4B) Partnership. The Board has a Chair, independent of the Council, from one of the constituencies (a housing association) and contains representatives from all aspects of the housing system in Bristol i.e. finance, developers, private landlords, supported housing, Registered Providers, advice agencies, government agencies and Bristol City Council. The Board meets quarterly and is supported and administered by the Council. There is a close working relationship between the Board and Bristol Housing Partnership to ensure consistency of approach with registered providers.

The Bristol Housing Partnership (BHP) is the forum for all social landlords to discuss joint ventures, share experiences and deliver joint actions. The Housing Strategy actions are represented within the BHP action plan, so there is a close working relationship between the BHP and H4B. Bristol City Council supports and feeds into both of these groups, as it does with other housing delivery groups/forums in the city.

Crucially, the council cannot and will not deliver this housing strategy in isolation. There is a central role for Bristol City Council, and but leadership in Bristol extends beyond the council. The approach should apply to all homes in Bristol, which everyone involved in building and managing homes and supporting the people who live in them, has a role to play in delivering it.

This strategy has been developed in conjunction with all delivery partners and does reflect priorities and strategies of other organisations in the City. However, there is an expectation that in 'signing up' to the Strategy partners will align their own strategies and business plans to the Strategy outcomes. H4B will be doing further work to develop key performance measures to gauge progress, and further work on governance to create accountability for delivery across the system.

What are the next steps?

The Housing Strategy was taken to Cabinet in November 2015 and will be taken to Full Council in early 2016.

The Housing strategy action plan will be delivered by April 2016, and will set out the steps to be taken to put the strategy in place.