

# Cabinet Agenda



**Date:** Tuesday, 2 May 2023

**Time:** 4.00 pm

**Venue:** The Council Chamber - City Hall, College Green, Bristol, BS1 5TR

## Distribution:

**Cabinet Members:** Mayor Marvin Rees, Donald Alexander, Nicola Beech, Craig Cheney, Asher Craig, Kye Dudd, Helen Holland, Ellie King and Tom Renhard

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**Issued by:** Amy Rodwell, Democratic Services

City Hall, P O Box 3399, Bristol, BS1 9NE

E-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**Date:** Friday, 21 April 2023



# Agenda

## **PART A - Standard items of business:**

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

Members of the public intending to attend the meeting are asked to please note that, in the interests of health, safety and security, bags may be searched on entry to the building. Everyone attending this meeting is also asked please to behave with due courtesy and to conduct themselves in a reasonable way.

Please note: if the alarm sounds during the meeting, everyone should please exit the building via the way they came in, via the main entrance lobby area, and then the front ramp. Please then assemble on the paved area in front of the building on College Green by the flag poles.

If the front entrance cannot be used, alternative exits are available via staircases 2 and 3 to the left and right of the Conference Hall. These exit to the rear of the building. The lifts are not to be used. Then please make your way to the assembly point at the front of the building. Please do not return to the building until instructed to do so by the fire warden(s).

### **2. Public Forum**

Up to one hour is allowed for this item

**(Pages 6 - 8)**

Any member of the public or Councillor may participate in Public Forum. Petitions, statements and questions received by the deadlines below will be taken at the start of the agenda item to which they relate to.

#### **Petitions and statements (must be about matters on the agenda):**

- Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and 'details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- A maximum of one minute shall be allowed to present each petition and statement.



- The deadline for receipt of petitions and statements for the 2 May Cabinet is 12 noon on Friday 28<sup>th</sup> April. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol, BS1 5TR  
e-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**Questions (must be about matters on the agenda):**

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- The deadline for receipt of questions for the 2 May Cabinet is 5.00 pm on Tuesday 25<sup>th</sup> April. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol BS1 5TR.  
Democratic Services e-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**When submitting a question or statement please indicate whether you are planning to attend the meeting to present your statement or receive a verbal reply to your question**

### **3. Apologies for Absence**

### **4. Declarations of Interest**

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

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



**5. Matters referred to the Mayor for reconsideration by a scrutiny commission or by Full Council**

(subject to a maximum of three items)

**6. Reports from scrutiny commission**

**7. Chair's Business**

To note any announcements from the Chair

**PART B - Key Decisions**

**8. Highways Maintenance Works - Additional Pothole Funding**

(Pages 9 - 16)

**9. Bus Deal - Strategic Corridors update**

(Pages 17 - 195)

**10. Temple Quarter Update**

To Follow

**11. Adult Social Care Review of East Bristol Intermediate Care Centre**

(Pages 196 - 220)

**12. Household Support Fund (April 2023 – March 2024)**

(Pages 221 - 240)

**13. BCC datacentre backup and recovery competitive tender**

(Pages 241 - 249)

**14. 2022/23 Provisional Finance Outturn Report**

To Follow

**PART C - Non-Key Decisions**





- 15. 2023/24 Corporate Business Plan**  
**(Pages 250 - 333)**
- 16. Children's Social Care and Special Education Spot Purchase Placements Update**  
**(Pages 334 - 336)**
- 17. Q4 Corporate Risk Management Report 2022/23**  
**(Pages 337 - 382)**



# Public Information Sheet

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

You can find papers for all our meetings on our website at [www.bristol.gov.uk](http://www.bristol.gov.uk).

## Public meetings

Public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

Members of the press and public who plan to attend City Hall are advised that you may be asked to watch the meeting on a screen in another room should the numbers attending exceed the maximum occupancy of the meeting venue.

## COVID-19 Prevention Measures at City Hall (from March 2022)

When attending a meeting at City Hall, the following COVID-19 prevention guidance is advised:

- promotion of good hand hygiene: washing and disinfecting hands frequently
- while face coverings are no longer mandatory, we will continue to recommend their use in venues and workplaces with limited ventilation or large groups of people.
- although legal restrictions have been removed, we should continue to be mindful of others as we navigate this next phase of the pandemic.

## COVID-19 Safety Measures for Attendance at Council Meetings (from March 2022)

Government advice remains that anyone testing positive for COVID-19 should self-isolate for 10 days (unless they receive two negative lateral flow tests on consecutive days from day five).

We therefore request that no one attends a Council Meeting if they:

- are suffering from symptoms of COVID-19 or
- have tested positive for COVID-19

## Other formats and languages and assistance for those with hearing impairment

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

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



## Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk).

The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

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

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee and published within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

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

### During the meeting:

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



- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

For further information about procedure rules please refer to our Constitution <https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

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# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 May 2023

<b>TITLE</b>	<b>Highways Maintenance Works - Additional Pothole Funding</b>		
<b>Ward(s)</b>	<b>City Wide</b>		
<b>Author:</b> Philip Davies	<b>Job title:</b> Strategic Highways Maintenance Team Manager		
<b>Cabinet lead:</b> Councillor Donald Alexander, Cabinet Member for Transport	<b>Executive Director lead:</b> John Smith, Interim Executive Director Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> To seek approval to spend an additional £989,940 on existing highways maintenance priorities as described in the report.			
<b>Background:</b>			
<ol style="list-style-type: none"> <li>1. To assist with the depreciating road condition, ongoing maintenance pressures and to keep the network safe, additional funding has been made available from the recent budget announcement. The government are investing an extra £200m into repairing roads. WECA has been allocated £2.8m of the investment. Bristol’s allocation from this is £989,940.</li> <li>2. Potential sites have been identified though digital condition surveys, which employ a RAG rating, enabling us to target the additional funding to those areas highlighted as Red. The list of sites will be further prioritised by existing methods, where road condition, road hierarchy (usage), the number of defect repairs, number of enquiries and other factors are considered and scored accordingly.</li> <li>3. The work will mostly comprise of smaller resurfacing sites, typically junctions and roundabouts, which are areas which are not suitable for preventive maintenance such as surface dressing and micro asphalt, which is regarded as our default option and is in line with national guidance (HMEP - Well Managed Highways).</li> <li>4. Bristol City Council repair on average over 2,500 potholes each year. The work will be targeted at sites where there is significant potholing and where we are frequently having to carryout response repairs. That should significantly improve the condition of those sites, impacting the local environment and reducing the number of response repairs, so that resource can be better allocated in the future.</li> <li>5. To advise; carriageway preventive maintenance is already funded for this financial year.</li> <li>6. A well-maintained highway network is critical for fulfilling our statutory obligations in accordance with the Highways Act. Failure to maintain our roads may breach Health and Safety legislation and pose severe risks to the public and damage the reputation of the authority and wider economy.</li> </ol>			

## Cabinet Member / Officer Recommendations

That Cabinet

1. Authorises the Executive Director for Growth and Regeneration in consultation with the Cabinet Member for Transport, to spend an additional £989,940 funding on existing highways maintenance priorities as outlined in this report including to procure and award the contract(s) necessary which may be above the key decision threshold.

### Corporate Strategy alignment:

The corporate strategy objectives of this funding would be fulfilment of some of the corporate strategic themes with regard to the Theme, Transport and Connectivity and business as usual functions. The funding will specifically meet the Physical infrastructure strategy to:

Plan, prioritise and begin a refreshed and long-term (25-year+) programme of maintenance, repair, and renewal of the city's infrastructure, such as roads and bridges. This will help make sure that the city is safer, more climate-resilient, nature-friendly, and able to grow its economy in an inclusive and sustainable way.

The repairs to the carriageway will also fulfil the Council's main overall statutory duties, as Local Highway Authority and will benefit the local community and users of the highway.

### City Benefits:

Maintaining our highway assets is not only essential to meet our statutory obligations as a local authority but also to achieve our corporate goals. Improving the condition of our roads will ensure we are a well-connected city, linking people with jobs and services by means of a well-maintained road network. A well-maintained highway will also encourage our residents to cycle more aiding wellbeing, help us meet our climate change obligations and reduce our carbon footprint. By improving and maintaining our highway assets now we will increase the resilience of our transport network, reduce disruption and potential elevated costs in the future through a well-planned programme of work.

### Consultation Details:

None. As the works are like for like replacement works, we don't tend to consult as the selection is based on existing prioritisation methods as described above.

### Background Documents:

[Additional Budget 2023 highways maintenance and pothole repair funding, 2023-2024](#)

<b>Revenue Cost</b>		<b>Source of Revenue Funding</b>	
<b>Capital Cost</b>	<b>£989,940</b>	<b>Source of Capital Funding</b>	Funding allocated to WECA
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

### Required information to be completed by Financial/Legal/ICT/ HR partners:

#### 1. Finance Advice:

1. In the Government's budget 2023 statement, the West of England Combined Authority (WECA) has been allocated additional Highways maintenance funding to improve the condition of the Highway network.
2. WECA has confirmed that Bristol's allocation is £0.990m for 2023-24, this is in addition to the existing highways maintenance funding settlement announced in the October 2021 Spending Review.
3. The grant funding will be paid in quarterly instalments in advance, for capital work on Highway assets.
4. The Highways service have identified a range of suitable sites across the city to allocate the grant funding.
5. After following procurement regulations and engaging with suitable contractors, the Highways service will need to ensure the grant funds are adequately allocated. To mitigate the risk of overspending, the service must follow robust contract management processes, regularly report outcomes and monitor spend, to

ensure that the confirmed funding envelope is not breached.

6. Funding pressures will need identifying and reporting early, with suitable mitigations, which will likely impact the whole Highways maintenance capital programme.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 11 April 2023

**2. Legal Advice:** The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

**Legal Team Leader:** Husinara Jones, Team Leader/Solicitor 11 April 2023

**3. Implications on IT:**

I can see no implications on IT in regard to this activity.

**IT Team Leader:** Alex Simson, Senior Solution Architect, 18 April 2023

**4. HR Advice:** There are no HR implications evident

**HR Partner:** Celia Williams, HR Business Partner, 17 April 2023

<b>EDM Sign-off</b>	John Smith, Interim Executive Director Growth and Regeneration	29 March 2023
<b>Cabinet Member sign-off</b>	Councillor Don Alexander, Cabinet Member for Transport	30 March 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	3 April 2023

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

## Highways Maintenance Works - Additional Pothole Funding - Risk Register

Aim - Reduce Level of Risk

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	Non delivery of work	Lack of contractor resource	Highways Maintenance will be unable to deliver the work	O			Phil Davies	Utilise options within existing framework, ie Lot 5 SOR / Lot 6 mini tender.		1	5	5	£989,940.00	1	5	5	
2	Reputation	Inability to deliver work	Public perception.	O			Phil Davies	Utilise options within existing framework, ie Lot 5 SOR / Lot 6 mini tender.		1	5	5	£989,940.00	1	5	5	
3												0				0	
4												0				0	
5												0				0	



# Equality Impact Assessment [version 2.9]



Title: Highways Maintenance Works - Additional Pothole Funding	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth & Regeneration	Lead Officer name: Philip Davies
Service Area: Transport / Highways Maintenance	Lead Officer role: Team Manager

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

This EQIA is to accompany a Decision Pathway report which seeks approval to spend an additional £989,940 on existing highways maintenance priorities as described in the report.

The government are investing an extra £200m into repairing roads (Pothole Fund). WECA has been allocated £2.8m of the investment. Bristol’s allocation from this 2.8m is £989,940.

### 1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If ‘No’ explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If ‘Yes’ complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	[please select]
------------------------------	--	-----------------

We have not identified any significant potential negative equality impact from the proposal. The work which will be carried out as a result of the additional funding, will be aimed at priority sites which are in poor repair and where potholes are forming. The work will rectify the defects, creating an improve carriageway surface which will be safer to drive on and reduce noise. The improvements will create a better surface for scooters, cyclists and pedestrians crossing the road. The work should benefit local communities and those who travel along those route.

### Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director<sup>1</sup>.

<p><b>Equality and Inclusion Team Review:</b>  <i>Reviewed by Equality and Inclusion Team</i></p>	<p><b>Director Sign-Off:</b>  </p>
<p>Date: 18/4/2023</p>	<p>Date: 17 April 2023</p>

<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

<b>Title of report: Highways Maintenance Works - Additional Pothole Funding</b>				
<b>Report author: Philip Davies</b>				
<b>Anticipated date of key decision 2<sup>nd</sup> May 2023</b>				
<b>Summary of proposals:</b>				
<p><b>This EIC is to accompany a Decision Pathway report which seeks approval to spend an additional £989,940 on existing highways maintenance priorities as described in the report.</b></p> <p><b>The government are investing an extra £200m into repairing roads (Pothole Fund). WECA has been allocated £2.8m of the investment. Bristol's allocation from this 2.8m is £989,940.</b></p>				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Y	+ve	Road Maintenance does unfortunately add to carbon emissions, due to the transportation used and the materials required to carry out the work.	The work will be procured through the existing framework contract, where contractors have considered and mitigated where possible against the impact of the work. Mitigation is by means of using greener vehicles and machinery and through the materials which are used, ie warm mix tarmacs. The mitigation was a factor in awarding the work.
Bristol's resilience to the effects of climate change?	N	n/a		
Consumption of non-renewable resources?	N	n/a		
Production, recycling or disposal of waste	Y	-ive	Construction works will generate waste	Contractors to create a waste management

				plan and follow the waste hierarchy
The appearance of the city?	Y	+ive	Improved road surfaces	Will improve experience for all road users
Pollution to land, water, or air?				
Wildlife and habitats?	N	n/a		
<b>Consulted with:</b> n/a				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
Construction works will emit climate changing gases through works and travel. Emissions will be mitigated by means of using greener vehicles and machinery and through the materials which are used, ie warm mix tarmacs and will be considered during the procurement process.				
<b>Checklist completed by:</b>				
Name:		Philip Davies		
Dept:		Traffic & Highways Maintenance		
Extension:		N/A		
Date:		06/04/2023		
Verified by Environmental Performance Team		Nicola Hares – Environmental Project Manager		



# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 May 2023

<b>TITLE</b>	<b>Bus Deal - Strategic Corridors update</b>		
<b>Ward(s)</b>	Citywide		
<b>Author:</b> Pete Woodhouse	<b>Job title:</b> Transport Strategy Manager		
<b>Cabinet lead:</b> Cllr Donald Alexander, Cabinet Member Transport	<b>Executive Director lead:</b> John Smith, Interim Executive Director Growth and Regeneration		
<b>Proposal origin:</b> Mayor			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To approve the receipt and expenditure of additional funding to deliver the development and submission to WECA of Business Cases for projects in the Strategic Corridors Programme, of up to £3.0m.</li> <li>2. To seek approval of a revised approach to the delivery of the A37/A4018 corridor scheme to accelerate the project and deliver benefits earlier.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. A report was taken to Cabinet on 5 October 2021 to secure approval for the development of business cases for projects within the Bus Deal/Strategic Corridors Programme. As stated in that report, the development of the Strategic Corridors Programme brings together a number of strands of local and national policies and plans. The Programme builds on the adopted City Centre Framework to focus on providing high levels of bus priority, segregation or operation in low traffic streets. These aspirations feature strongly in both the adopted West of England Combined Authority (WECA) Bus Strategy and Bus Back Better, the National Bus Strategy for England.</li> <li>2. These routes will be designed to provide a high degree of segregation, either on dedicated infrastructure or running freely with traffic. In principle this will seek to deliver high quality rapid transit. Through Bus Back Better, the Government sought to engage with local authorities with ambitious rapid transit proposals. The Strategic Corridors were subsequently included in the successful bid submitted by WECA for funding under the City Region Sustainable Transport Settlement (CRSTS).</li> <li>3. In line with the requirements of funding from the West of England Combined Authority, business cases for our schemes will include engagement, options assessment, economic assessment, consultation and detailed design. These are being delivered with in house expertise, engagement of the Strategic Partner and through procurement of consultant support for some elements. Each project’s scheme design and business case will be presented to Cabinet for approval before submission.</li> <li>4. At Cabinet on 5 October, approval was given to receive and spend funding on the delivery of Business Cases for the Strategic Corridor projects. This approval was for spending up to £3.5m, the estimated amount to complete relevant business cases.</li> </ol>			

5. Following further development of these schemes, additional funding is required to complete the business cases, and approval is sought for this additional funding amount. The Strategic Corridors Programme is funded by WECA entirely through CRSTS. Changes to funding requirements are managed through agreed change control processes at WECA.
6. WECA is in the process of making an Enhanced Partnership Scheme (EPS) aimed at developing and improving bus services in the region. The EPS includes a process by which benefits to bus operators of our bus corridor schemes are evaluated to negotiate correspondent bus operator reinvestment into services, such as providing increased frequency.
7. The projects within the Strategic Corridors programme have been progressing since the previous Cabinet report. In most cases, the scale and complexity of the projects has changed and resulted in additional funding requirements to complete the business case process. The requested additional funds are contained within the nominal overall budget for each project with the CRSTS programme.
8. **A37/A4018 corridor** – This paper seeks approval for a revised approach for the delivery of this corridor following extensive design work and consultation. This approach is to proceed straight to Full Business Case for both the central and southern sections of the corridor, so that they can be brought forwards for accelerated delivery, providing benefits to more of our citizens earlier and maximising the funding by delivering on the ground changes sooner. Alongside this, the whole corridor Outline Business Case (OBC) will be reviewed to reflect scheme changes and revised modelling requirements for the wider corridor. In this way, work can proceed on agreed elements while the whole corridor OBC is being completed. It is therefore proposed to progress the following three workstreams:
  - o Workstream 1 – FBC for Victoria St and Colston Avenue bus lane
  - o Workstream 2 – FBC for South Bristol section (Temple Meads to Stockwood)
  - o Workstream 3 – whole corridor OBC (including redesign of north section) and the North section FBC
9. The Consultation report for the A37/A4018 is at Appendix A1. Following a review of the scheme in the light of the consultation findings, the proposal is to move forward with to detailed design for Victoria St and Colston Avenue as per the consultation and as detailed in Appendix A2. A number of changes have been made to the South Bristol Section, and the proposals to move forward to detailed design are listed in Appendix A3. The northern section, from Park Street to the north, will be reviewed and further modelling work undertaken to support proposals in the corridor OBC.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Note the previous Cabinet approvals on 5 October 2021 and the revised approach as outlined in this report.
2. Authorise the Executive Director Growth and Regeneration, in consultation with the Cabinet Member Transport, to take all steps required to accept and spend additional WECA funding to complete Business Cases for the Strategic Corridors Programme, including procuring and awarding appropriate contracts (which may be over the key decision threshold), up to a total expenditure of £6.5m
3. Authorise the Executive Director Growth and Regeneration, in consultation with the Cabinet Member Transport, to proceed with separate full business case development for the central and southern sections of the A37/A4018 corridor and to continue with the development of the OBC for the whole corridor.
4. Note the consultation details and responses as outlined in Appendix A1 and B.

**Corporate Strategy alignment:**

1. The development of a high-quality bus network delivers benefits across all Corporate Strategy Themes:
  - a. Children and Young People: It increases independence particularly in the young, as well as maintaining social inclusion for all and especially older people.
  - b. Economy and Skills: Improve economic and social equality, pursuing economic growth which includes

everyone and making sure people have access to good quality learning, decent jobs and homes they can afford.

- c. Transport and Connectivity: Buses are a key mode for more disadvantaged groups and therefore an improved bus network assists lower income groups with accessing the jobs market. Walking and cycling are generally improved at the same time as public transport schemes and are accessible to all so support inclusive growth in general.
- d. Transport and Connectivity: The Bus strategy also proposes more links into deprived areas to link to key arterial routes.
- e. Transport and Connectivity: make Bristol a joined-up city, linking up people with jobs and with each other.
- f. Health, Care and Wellbeing: Create healthier and more resilient communities where life expectancy – more active, more sustainable, cleaner air. Take bold and innovative steps to ensure it is not determined by wealth or background.
- g. Economy and Skills: Improved accessibility and better public transport will assist with enabling development and economic growth. The extent of the benefits of specific schemes has not yet been assessed but typically bus priority and associated walking and cycling schemes have a good cost benefit and deliver significant GVA.
- h. Environment and Sustainability: Better public transport, walking and cycling links will support the decarbonisation of the city. These schemes will also make our infrastructure more accessible and sustainable, increasing space for pedestrians, cyclists and people with mobility issues where possible.

**City Benefits:**

- 1. Provide enhanced service frequencies on the core bus network.
- 2. Provide greater service stability through the increased provision and enforcement of bus lanes and highways improvements.
- 3. Improve the quality and frequency as the basis of a network that can be relied upon for all areas of the city.
- 4. Improve physical accessibility to the bus network, and wider accessibility to jobs and facilities across the City.
- 5. Delivering better air quality through cleaner buses and reducing the dependency on car travel. Promoting the bus as a healthier mode of travel.

**Consultation Details:**

- 1. All of the Bus Deal/Strategic Corridors projects will be subject to public engagement and consultation as the schemes are developed.
- 2. The Programme has been discussed and agreed with the West of England Combined Authority
- 3. Scheme design will be discussed and developed with local bus operators

**Background Documents:**

Bus Deal Cabinet Report – 1 October 2019 (pp.187 – 197)

<https://democracy.bristol.gov.uk/documents/g3688/Public%20reports%20pack%2001st-Oct-2019%2016.00%20Cabinet.pdf?T=10>

City Centre Framework [file \(bristol.gov.uk\)](http://file.bristol.gov.uk)

WECA Bus Strategy <https://travelwest.info/app/uploads/2020/02/West-of-England-Bus-Strategy.pdf>

Bus Back Better - National Bus Strategy for England

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/980227/DfT-Bus-Back-Better-national-bus-strategy-for-England.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980227/DfT-Bus-Back-Better-national-bus-strategy-for-England.pdf)

A37/A4018 Transport Corridor – Early Engagement Report - September 2020

<https://democracy.bristol.gov.uk/documents/s74732/A37A4018%20Early%20Engagement%20Report.pdf>

Bus Deal/Strategic Corridors update Cabinet Report – 5 October 2021

<https://democracy.bristol.gov.uk/documents/g8834/Public%20reports%20pack%2005th-Oct-2021%2016.00%20Cabinet.pdf?T=10>

A4 Portway Early Engagement Report August 2022

Revenue Cost	£	Source of Revenue Funding
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<b>Capital Cost</b>	<b>£up to 3.0m</b>	<b>Source of Capital Funding</b>	City Region Sustainable Transport Settlement
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

- 1. 1. Finance Advice:** The report updates Cabinet on the progress made by officers on the Bus Deal initiative and seeks Cabinet’s endorsement. It specifically requests approval of an additional £3.0m to support all the works involved to prepare business cases for each element of the programme.

The total funding of up to £6.5m will cover a range of activities such as

- Objective Development and Gap Analysis & Early Engagement
- Options Assessment Report and Appraisal Specification Report
- Engagement and further options Appraisal
- Modelling, Design & Project Development
- Consultation
- Business Case development

A summary of these costs that will cover the separate elements of the programme is shown in the table below:

<b>Detail</b>	<b>Initial Value (£'m)</b>	<b>Update value (£'m)</b>	<b>Primary reason for change</b>
A4 Portway	0.600	1.016	The cost of the OBC stage has increased due to higher consultant costs, scope increases for a separate FBC for the bus access / egress, additional survey, engagement & consultation costs and analysis of large data samples. The programme has extended to November 2023 submission, which will require further BCC resources.
A4 Bath Road	1.400	1.0	WECA has taken on delivery responsibility of this project – this will reduce the amount directly incurred by BCC but decisions on how to take this project forward may affect the amount of spend through BCC.
A37/A4018	0.850	2.3	A change of strategy to the project scope and subsequent new Full Business Cases to accelerate elements of the overall scheme. The additional funds are to cover these costs.
City Centre	0.650	1.5	Project scope development. Underestimation of design complexity, number of options and modelling requirements in some areas.
A38 south metrobus extension	0	0.3	Strategic Corridor project in CRSTS not previously identified
<b>TOTAL</b>	<b>3.500</b>	<b>6.116</b>	

This will be funded by monies allocated by WECA in the CRSTS. Approval to spend against this funding was previously given by Cabinet in October 2019. Upon the development of the business cases, there will be greater clarity on the future cost implications of the individual elements as well as the scheme as a whole. As these business cases are presented in future cabinet reports further financial commentary and implications will be made then as these schemes evolve.



<b>Finance Business Partner:</b> Kayode Olagundoye 29 March 2023		
<b>2. Legal Advice:</b> The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements. The consultation responses must be conscientiously taken into account in finalising the decision. There must be clear evidence that Cabinet has considered the consultation responses, or a summary of them, before taking its decision.		
<b>Legal Team Leader:</b> Husinara Jones, Team Manager/Solicitor 11 April 2023		
<b>3. Implications on IT:</b> I can see no implications on IT in regard to this activity.		
<b>IT Team Leader:</b> Alex Simpson – Senior Solution Architect		
<b>4. HR Advice:</b> In-house resource, coupled with some external consultancy support, will be utilised to deliver this programme. No further HR implications are evident.		
<b>HR Partner:</b> Celia Williams, HR Business Partner 18 April 2023		
<b>EDM Sign-off</b>	John Smith, Interim Executive Director Growth and Regeneration	15 March 2023
<b>Cabinet Member sign-off</b>	Councillor Donald Alexander, Cabinet Member Transport	16 March 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	3 April 2023

<b>Appendix A – Further essential background / detail on the proposal</b> Appendix A1: A37/A4018 Public Consultation Report Appendix A2: A37/A4018 Victoria Street/Colston Avenue proposals Appendix A3: A37/A4018 South Section proposals	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b> A37/A4018 route - early engagement with local people and those who travel along the route ran from 24th July 2020 to 21st September 2020. A37/A4018 – scheme design consultation, December 2021 – January 2022 A4 Bath Road – early engagement 26 July to 10 September 2021 A4 Portway – early engagement on corridor Summer 2022 A4 Portway – Park & Ride access arrangements - January 9th to February 5th 2023 All scheme designs will be internally approved before further consultation and final designs will return to Cabinet	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b> Strategic Corridors discussed at Growth and Regeneration Scrutiny, 11 <sup>th</sup> March 2021 and 9 <sup>th</sup> August 2021 CRSTS update discussed at Growth and Regeneration Scrutiny 22 <sup>nd</sup> March 2023	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>

<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

# Consultation Report on improvements to the number 2 bus route (A37/A4018)

January 2022



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## **1. Summary**

Between 29 November 2021 and 28 January 2022 Bristol City Council in partnership with West of England Combined Authority (WECA) conducted consultation on proposed transport improvements to the number 2 bus route which follows the A37 and A4018 roads.

### **How we engaged**

To ensure the survey reached as wide an audience as possible the team did the following:

- Letters to properties along the route and to those affected by possible road closures
- Posters in local bus services
- Posters were put up in the local area to raise awareness of the survey
- Online survey was compatible with word reader software
- Local stakeholders and community groups were asked to help raise awareness of the survey
- Promoted the survey via online social media platforms which appeal to different age ranges
- Officers conducted two 'town hall' virtual meetings with local businesses, stakeholders, and residents to present the three possible schemes and hear feedback.
- Officer held several drop-in sessions and on street surveys across the entire route during the consultation period

### **Stakeholders**

Several meetings were held during the consultation period in response to the emails that were sent out asking organisation and groups to get involved and some groups responded to letters and social media and others found out via third party groups spreading the word. The meetings that were held included:

- First West of England
- Stagecoach
- Bristol Cycle Campaign
- City Centre revitalisation board
- University of Bristol
- WECIL/BPAC group
- City Centre BID / Park Street Traders
- Secondary meeting with Michael Potts and other Park Street traders
- Bridewell Police Station
- Business West (held after consultation deadline)
- Royal West of England Academy
- Redcliffe and Temple Business Improvement District

Written feedback was received from 8 larger stakeholders who cover a citywide remit and 15 from local stakeholders commenting on a certain section of the route. Responses were also received from the Conservative group, Hengrove and Whitchurch Park councillors, Knowle councillors, Westbury on Trym and Henleaze councillor and 13 questions were posed at councillors' questions.

### **Survey**

A total of 2206 completed responses have been captured using the Virtual Engage platform over the consultation period. 968 respondents provided an email address and the total number questions

answered by all respondents was 19.54k. The most popular section was covered Park Street, Henleaze Road and Southmead Road.

#### North area

This broken into 8 sections:

- Crow Lane and Henbury Road junction – 57% (79 responses) agreed and strongly agreed with the proposed changes
- Crow Lane
- Knole Lane /Crow Lane
- Southmead Road
- Henleaze Road (to Eastfield Terrace)
- Henleaze Road (Holmes Grove)
- North View and Parrys Lane
- Whiteladies Road / The Downs junction

The roads that received the most responses in this area were:

- Henleaze Road (Holmes Grove) – 480 responses and 64% disagree and strongly disagree with the proposals to close Holmes Grove for a new bus stop and close Henleaze Gardens for a dropped kerb
- Southmead Road - 448 responses and 63% disagree and strongly disagree with the proposal to put in bus lane, close Lake Road and add a new shared path near Lake Road.

#### Central area

This is broken into 7 sections:

- Queens Road
- Triangle
- Park Street – main proposal
- Park Street – alternative options
- College Green
- Victoria Street / Bristol Bridge
- Victoria Street

The roads that received the most responses in this area were:

- Park Street – 456 responses and 49% disagree and strongly disagree and 45% agree and strongly agree with the overall proposals to close Park Street Avenue, widen the footway on east side, remove parking on west side and implement bus gates at either end with access from St Georges Road.
- Triangle – 389 responses and 52% agree and strongly agree and 40% disagree and strongly disagree with the proposals to put in a new cycle lane from Queens Road joining the triangle to top of Park Street, bus gate at the top of Park Street, close Berkeley Avenue and put in a new bus stop at the top of Jacobs Wells Road.

#### South area

This is broken into 7 sections:

- Three Lamps junction
- St John's Lane
- Bayham Road
- Redcatch Park through to Broad Walk
- Woodbridge Road
- Wootton Park / Wells Road and West Town Lane /A37 junctions
- Hengrove Lane
- West Town Lane
- Bus Lanes

The roads that received the most responses in this area were:

- Bayham Road – 329 responses and 64% disagreed and strongly disagreed with the proposals to implement new one way and no entry roads to create a new quiet cycle way on Bayham Road
- Three lamps junction – 257 responses and 41% agree and strongly agree and 46% disagree and strongly disagree with the proposals to remove Bellevue Road junction and signalise access from the A4 to A37.

#### **Emails, phone calls and letters**

During the consultation process the team offered ways for people to contact the council outside of the survey and this was via email and phone calls. The team received 233 emails, 18 phone calls and 17 letters.

#### **Petition**

A petition was received from residents in South Bristol which asked for the consultation to be revised which considers the concerns of local community and which includes better quality information and ran from 19 January 2022 to 28 January 2022 and was signed by 228 people.



## **2. Background**

Over the last 10 years we have made changes to the road network to improve bus journey times and to encourage more walking and cycling. With the climate emergency and 2030 carbon neutral targets we need to propose radical changes to the road network that will make real differences to transform bus travel and encourage walking and cycling.

This is an ambitious project to improve how people travel across the city along key transport routes, making it easier to connect people to jobs and leisure opportunities, anticipating growing population and supporting the city's health and economic growth.

The aim is to make it easier and more convenient to use the bus, walk and cycle wherever possible, rather than use private cars. This project aims to make walking and cycling more attractive and to give priority to buses through infrastructure improvements. This would reduce air pollution to improve the health of everyone. This project therefore looks at the longer term aspirations to grow bus travel and work to improve journey times, increase passenger numbers, and expand the network.

Over the last few years cycling and walking levels have remained high compared to other major cities and Bristol has seen growth in bus use. COVID-19 has presented extra challenges – bus travel has by necessity, substantially reduced during the lockdown. At the same time cycling has seen a significant increase.

Without significant investment in walking, cycling and bus infrastructure it will be difficult to encourage people to drive less and only use cars when essential, particularly as we recover from the coronavirus pandemic. Investment is needed to tackle high levels of traffic congestion and reduce levels of air pollution.

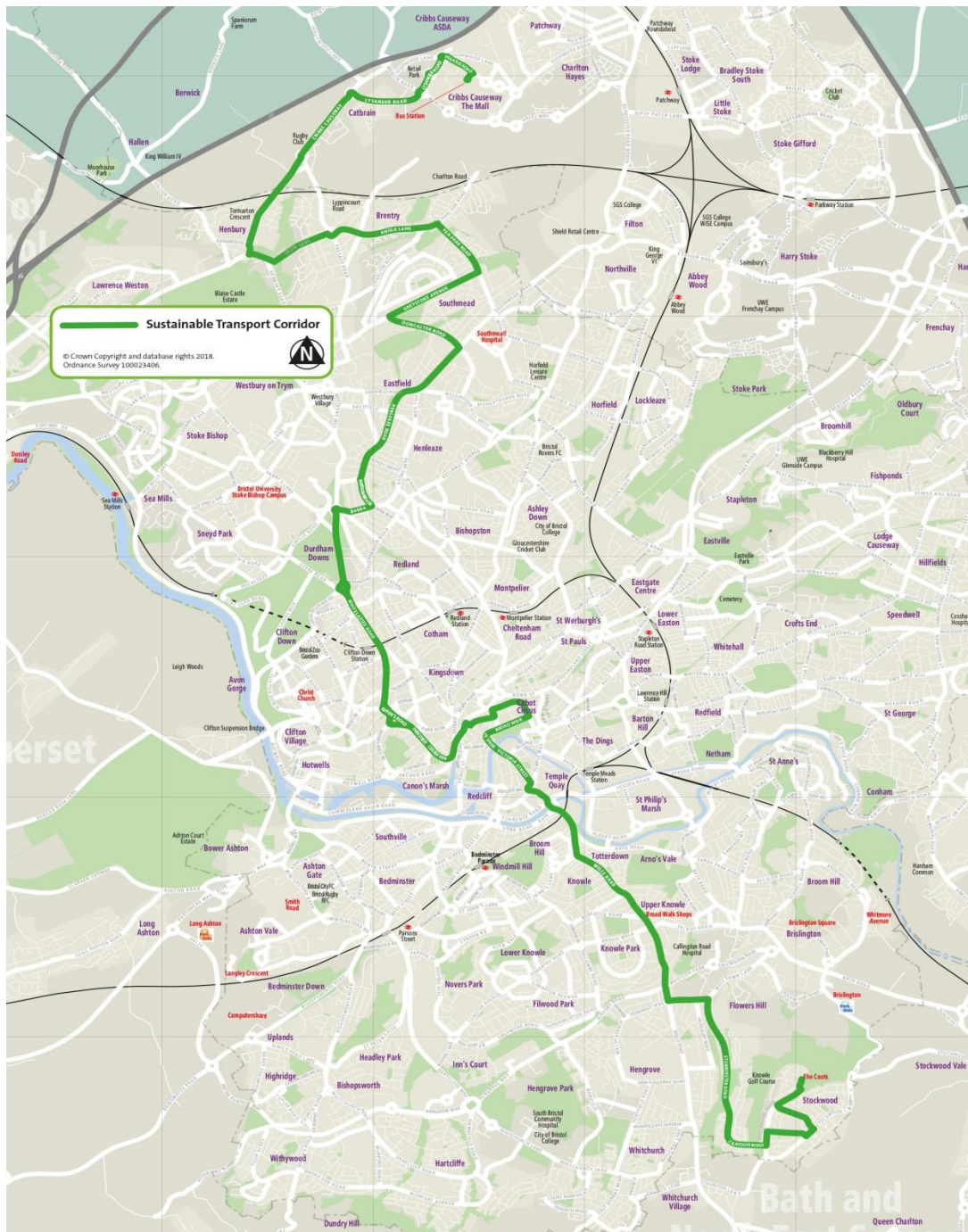
### **2.1 Number 2 bus route**

The route starts in Cribbs Causeway and travels through Henbury, Southmead and Westbury and heads south on the A4018 down Park Street and into Cabot Circus. It passes Temple Meads and travels along the A37 through Windmill Hill, Knowle and Hengrove finishing in Stockwood.

Transport proposals to this route will also benefit the number 1, 3 and 4 bus services that use part of this route.

The scheme looks to help buses get through junctions quicker and provide more space for cyclists to give them protection. Priority will be given to main roads to help keep buses moving and side roads will benefit from less turning movements and rat running to improve the neighbourhood environment.

Below is a map showing the A37/ A4018 transport route:



## 2.2 Early Engagement

In July to September 2020 the council conducted early engagement in partnership with West of England Combined Authority (WECA) on introducing significant improvements to the A37/A4018 transport corridor following the number 2 bus route. Over 245 stakeholders and 1200 local businesses were engaged, and 1261 comments were received from the public through the survey, mapping tool, emails, and phone calls.

The main themes from the early engagement were:

- Nearly 80% of respondents agreed with taking road space away from the car and providing more walking, cycling and bus infrastructure.

- Over 70% strongly agreed that safe crossing points and feeling safe were key for the transport corridor and were closely followed by clean air and places to walk and cycle.
- 60% of respondents felt bus priorities to speed up journey times were very and fairly important.

The main feedback from stakeholders, local businesses and the public were:

- Wider pavements and more crossing points on main roads
- Segregated cycle lanes on all main roads particularly travelling uphill
- Priorities at all main junctions for pedestrians and cyclists and allow single crossing stages e.g., Airport Road / A37, West Town Lane and A37
- Where there are multi traffic lanes reallocate road space to walking, cycling and buses e.g., Triangle gyratory, Bath Bridges and Whiteladies / Westbury Road junction

### Stakeholders

Many agreed with the reallocation of road space towards pedestrians, cyclists, and buses. Pedestrians need wide pavements and single crossing points; cyclists need segregated infrastructure and buses need bus lanes and priority at junctions where they get caught in congestion. Others asked about how this will join up with Temple Meads, Clifton Down station and wanted better interchange facilities and comments were made about parallel rat running with the A37 and A4018.

In terms of specific improvements for pedestrians, cyclists and buses are needed at the:

- A37 junction with Airport Road / Wootton Park,
- hill section of A37,
- Broadwalk and A37 junction,
- Bath bridges area,
- Park Street cycle lane,
- Triangle gyratory
- Top of Whiteladies Road junction with Westbury Road and Stoke Road.

### Survey results

- Of those who responded nearly two thirds were residents and just over half walk and drive along the route and just over 40% cycle and use the bus.
- Nearly 80% agree and strongly agree with taking road space away from the car and providing more walking, cycling and bus infrastructure.
- Over 70% strongly agreed that safe crossing points and feeling safe were key for transport corridors closely followed by clean air and a place to walk and cycle.
- Over half of the respondents think the road is unsafe to cycle on and unpleasant to walk along as the streets are congested with too much traffic.
- 64% want safer cycle corridors and 52% want more cycle priority
- Over 40% of the people who answered the survey will walk and cycle more after lockdown and nearly 40% will drive less by car.

This early engagement feedback has been used to develop more detailed designs for each section of the route (south, central, and north) which have been used in this public consultation.

## **2.3 Objectives of consultation and communications**

The main aim of the consultation process was to:

- seek views from key stakeholders on the proposals
- seek views from local businesses, local people living and working along and near the bus route
- continue constructive dialogue and create an environment where people can be involved throughout the process of design and implementation
- create a good understanding of the possible proposals and any benefits amongst stakeholders, local businesses, local people, and commuters
- demonstrate that the council is prioritising sustainable transport options to help Bristol become a sustainable city with a low impact on our planet, clean air, and a healthy environment for all

To achieve these objectives, the team agreed upon key messages such as:

- Bristol City Council is committed to working with local people and partners to improve sustainable transport across the city.
- We are improving key routes across the city to make these journeys easier, improving conditions for all forms of transport and those that live and work along those routes. This includes changes to junctions, creating bus gateways, improving reducing traffic on side roads and improving the environment for everyone.
- Part of this route has seen improvements around Bristol Bridge.
- During the consultation the council also asked about transport proposals for Park Row which are particularly relevant to the central section of this project, so it was agreed to direct people to both consultations so they could consider them in conjunction.
- The council have also introduced active travel measures during COVID-19 aimed at making it easier for people to choose to walk and cycle
- The council have been talking to businesses, local people living and working along the route to get early thoughts on what works well, what could change and how people would like to be able to travel. This feedback helped to produce the proposals discussed in the consultation.

The target audiences for this project include stakeholders such as:

- Bristol City Council ward members, Members of Parliament
- South Gloucestershire Council and West of England Combined Authority
- Hospitals, care homes, emergency services
- Educational facilities such as the University, colleges, and local schools
- Business Improvement Districts, Business West and local businesses and traders
- Transport Operators
- Transport campaign groups
- Equality groups
- Local people who live on the bus route or on side roads
- Local resident associations, faith, and community groups
- People working on the route
- People who visit local places on the route
- Commuter along the route

## **3. Consultation Process**

It was agreed the team would hold a consultation process from 29 November 2021 until 28 January 2022 and it was for 8 weeks rather than the normal 6 week period as this covered the Christmas

period. The consultation covered proposals for the entire transport corridor, but due to the length of the corridor the consultation was broken down into 3 sections known as the north, central and south sections.

Each section had general transport improvements proposals across the entire route which were explained at the start of each booklet and included:

- upgrade of bus stops
- floating bus stops
- continuous footways
- improvements of crossing where possible
- 24 hour bus lanes
- Build out at junctions
- Cycle route marked on the road

#### **North section**

This starts on the South Gloucestershire boundary on Station Road, along Crow Lane and Knole Lane, through Southmead Road, onto Henleaze Road, over the Downs and onto Whiteladies Road by Tyndall's Park Road (map shown in section - 5.1.1).

#### **Central section**

This starts at the bottom of Whiteladies Road, down Park Street through Cabot Circus, over Bristol Bridge, along Victoria Street, past Temple Meads and onto the Bath Bridges

#### **South section**

This starts at the Three lamps junction on the A37 and follows the Wells Road through Knowle, past Airport Road onto West Town Lane and into Sturminster Road, as well as some improvements in the Stockwood area

This section also had proposals included for 24 hour bus lanes that continued from the West Town Lane junction along the A37 to the boundary with Bath and North East Somerset.

### **3.1 Consultation Survey**

It was important that people and stakeholders had an opportunity to comment on the proposals along all sections of the route or to only comment on the sections that took their interest. To facilitate this (as noted) above the corridor was split into three sections and each section was broken into locations along the route.

In the north area there are 8 sections covering the following locations:

- Crow Lane and Henbury Road junction
- Crow Lane
- Knole Lane /Crow Lane
- Southmead Road
- Henleaze Road (to Eastfield Terrace)
- Henleaze Road (Holmes Grove)
- North View and Parrys Lane

- Whiteladies Road / The Downs junction

In the central area there are 7 sections covering the following locations:

- Queens Road
- Triangle
- Park Street – main proposal
- Park Street – alternative options
- College Green
- Victoria Street / Bristol Bridge
- Victoria Street

In the south area there are 9 sections covering the following locations:

- Three Lamps junction
- St John’s Lane
- Bayham Road
- Redcatch Park through to Broad Walk
- Woodbridge Road
- Wootton Park / Wells Road and West Town Lane /A37 junctions
- Hengrove Lane
- West Town Lane
- Bus Lanes

For each location the format of the survey followed a simple design:

- the proposal with a key showing the proposed changes,
- supporting text outlining what we are proposing and why we are proposing this
- followed by questions.

The questions included *“to what extent do you agree or disagree with the proposed transport changes to ....”* and would be specific to the location shown in the image. There was also a free text question where the survey noted *“if you would like to tell us why you agree or disagree, or if you would like to suggest any changes to the proposals, please do so using the textbox below”*.

In the central and south areas there were questions that followed a different format. In the central area the Park Street location showed an image of the main proposal with supporting text as outlined above but the questions were slightly different. After the agree or disagree question the survey asked people to *“tell us how important to you each of the following proposed transport changes for Park Street are”* and then listed eight bullet points which covered different parts of the proposal. This was followed by alternative options for Park Street which were presented using red and green arrows on a map showing the possible proposals outlining the pros and cons of the alternative options followed by a question that asks, *“please tell us whether you prefer the main proposal to install a bus gate at the top of Park Street or one of the alternative options”*.

In the south area the Hengrove Lane location showed an image of the area outlined in pink and noted that this is area where the survey is seeking views about traffic flow and possible solutions. The supporting text provided some possible ideas and followed these with the question “*we are asking for suggestions on how to reduce rat running, speeding traffic and congestion on these residential roads*”.

Additional public realm images were used to help illustrate some of the more ambitious proposals in the central area and alternative traffic flow diagrams were also provided to help people understand the proposed new traffic movements. These are all available in section 5.2.1 under the central area.

As the team are keen to receive feedback from people with as wide a variety of views and needs as possible in Bristol the survey included the following ‘About You’ questions (refer to section 5.4.1 for a full list of questions and responses). These help to ensure that no-one is discriminated against unlawfully and all questions are optional, and people did not have to answer them if they preferred not to.

### **3.2 Virtual platform**

Following on from the success of the virtual exhibition in the early engagement exercise the team felt it was appropriate to use the same platform to showcase the transport proposals, so the online platform was again a virtual exhibition hosted by Arups and was situated on the Travelwest website.

When you first click onto the link there was an introduction to the site explaining how to navigate around the site and a key showing you what each icon meant. Once you had read the instructions you would click onto the continue button and enter the virtual exhibition. You would first see an image on the virtual wall that played a video talking you through the project and explaining how the site worked and what you would see. There was a virtual desk in front of that wall where you would click on an icon and fill in the ‘About You’ questions. Once you had completed those you would move around the virtual room and see three more displays on the wall. Each display board covers the three areas with maps showing the user the route with icons on each location. The user could select the location they were interested in, and a pop up window would appear with the image showing the proposals, the supporting text, and the questions down the right hand side. Once you had completed the questions you could close the window and move onto the next location where you wanted to see more details.

The platform was designed so that the user could look at each area and choose which location or locations they wished to comment on rather than a more traditional survey. Traditional surveys follow a rigid structure where the user would have to scroll past all the areas to get to where they wanted to look. The traditional approach was more likely to see a lower number of responses than this virtual exhibition as it was more convenient to the user and allowed them to tailor it to their area of interest.

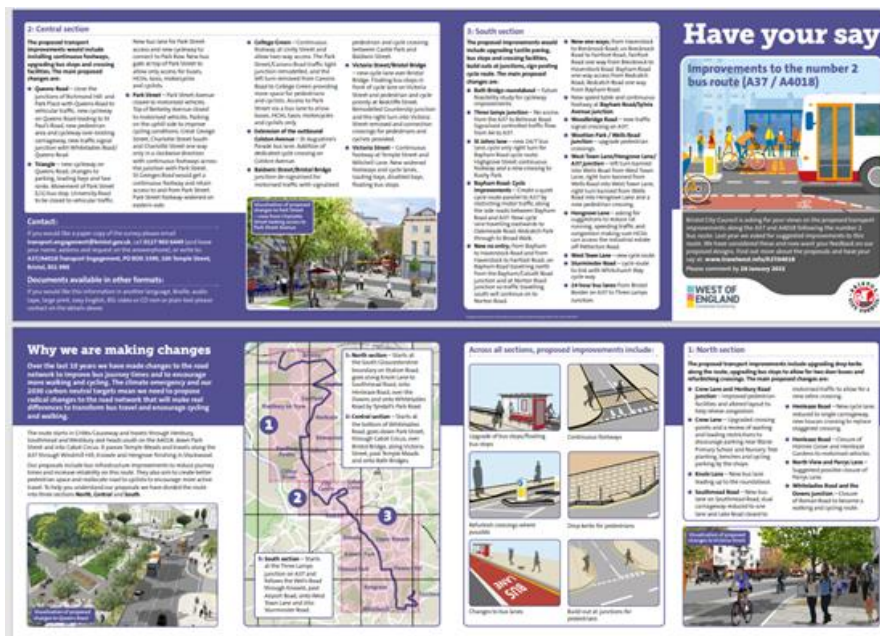
The survey was hosted on the Travelwest page and on the consultation hub on the council website and had a shortened link of [www.bristol.gov.uk/a37a4018](http://www.bristol.gov.uk/a37a4018).



### 3.3 Consumables

The team produced different products to support the consultation process and agreed on a survey as the best way to collate views from the community. The products included the survey in the form of 3 booklets (one for each area) with a freepost envelope, leaflet, postcards, business cards and posters. All the information was provided online and was compatible with word reader software.

Below are images of the business card, poster, and leaflet:



The survey was designed to capture views from residents, businesses and anyone who uses the bus route to help get people to have their say on their section of the route and whether they agree with it and to provide any free text comments. The paper copy of the survey was designed in the form of three booklets to cover each area.



Each booklet was split into the following sections:

1. Introduction – why are we making changes (included a map of the bus route and the relevant section)
2. Sections of the route – image of proposal with supporting text and the survey questions
3. ‘About you’ questions

The team also produced posters specifically for First West of England so that they could put them up in the buses to encourage bus users to get involved. The original plan was to supplement this with the team carrying out the surveys on board with passenger but with covid restrictions in place it was felt this was not possible at this time.

The team also produced laminated versions of the plans for drop in sessions and had five large display boards for the sessions. One of the display boards showed the whole bus route, three showed each section of the route and the fifth showed the Bayham Road cycle route in more detail for the south area. Below are examples of the overall route, the north and the Bayham Road route in the south area:



The team provided different ways for the public to get in touch if anyone had a comment or required a survey in a different format. They could contact the Transport Engagement team on email at

[transport.engagement@bristol.gov.uk](mailto:transport.engagement@bristol.gov.uk), by phone 0117 9036449 or by writing to: A37/A4018, Transport Engagement Team, PO BOX 3399, 100 Temple Street, Bristol, BS1 9NE.

### **3.4 Communication plan**

The communication channels used for the consultation included a press release, social media accounts, letters to residents, posters on street, emails and toolkits to stakeholders, articles in local newsletters and to local schools, mailing lists such as NextDoor and Ask Bristol and an update in the mayor's blog.

The toolkit sent to city partners, industry groups, transport user groups, emergency services, equality groups and stakeholders are for them to help publicise the consultation via their networks.

The team also worked with partners such as First Bus, ward members, cycling and walking groups and local schools to spread the word and held briefings for ward members prior to the consultation going live.

The online survey had a shortened link [www.bristol.gov.uk/A37A4018](http://www.bristol.gov.uk/A37A4018) that was promoted and publicised through social media channels and newsletters. To ensure those who do not have online access were also included the team produced paper copies of the products.

A social media plan was created which included images of the consultation and text for use in communications and web friendly copy for website, Facebook posts, Twitter and copy for newsletters that were used for local organisations. These social media posts were also promoted by the Travelwest, Betterbybike and other transport social media accounts. A press release was circulated to local news outlets which announced the proposals under consideration.

### **3.5 Face to face engagement and promotion**

The team carried out a variety of engagement approaches which included drop-in sessions, door knocking for businesses, on street surveys and virtual meetings.

#### **Drop in sessions**

The team arranged drop-in sessions covering all three areas of the route. People could register for these via Eventbrite where tickets could be booked for each session. The sessions were 2 hours in length and had around 2 to 3 officers in attendance who were on hand to answer any questions from those who came and provide information in the form of leaflets and paper copies of the survey. These were advertised online and via social media and mentioned in the letters sent out to residents and businesses in the areas.

At each session the team had large display boards with images of the whole bus route and an enlarged map of each area so that people had a choice of products to look at.

#### **Door knocking**

The team also carried out door knocking of businesses and traders on Park Street, Queens Road, the Triangle and College Green. Team members spoke to each business to explain the proposals for Park Street as there was confusion as to what the proposals were as discovered at local stakeholder meetings.

### **On Street events**

The team have a trike which can act as a centre piece for engagement events. You can put consultation material on the trike and use the back end to store leaflets etc. The team carried out pop up on street events in areas of high footfall such as Broad walk shopping centre, Clifton Down shopping centre and on Park Street / College Green.

### **Virtual meetings**

Two 'town hall' style virtual meetings were organised. The first on 20 December 2021 and the second was on 6 January 2022 both in the evenings. People were invited by letter and by social media invites and asked to pre-register by email so the team knew how many were attending and could manage numbers in terms of break out rooms.

The meeting format included an introduction followed by a presentation covering the scheme so far and explaining the proposals for each section. The attendees were then split into break out rooms to allow individuals the time and space to express their opinions and ask questions.

### **3.6 Stakeholders**

An email was sent to citywide stakeholders and local stakeholder groups and letters were sent to those directly impacted by the proposals to ensure everyone knew about the consultation and could have a say.

Emails with details of the consultation and inviting comment were also sent to over 100 key stakeholders such as:

- emergency service providers
- equality groups
- transport operators
- transport board members
- educational institutions
- refuse firms
- faith groups
- voluntary and community sector groups
- energy, water, and telecommunication providers

### **3.7 Seldom heard communities**

Traditionally the younger population, those from ethnic minority groups and those living in the most deprived wards are often seldom heard from. To ensure those groups and those living close to the bus route and proposed road closures were aware of the consultation process the team sent out letters to local properties in the areas. Social media posts also targeted this area and encouraged people to respond. The stakeholders contacted at the beginning and during this engagement also

represented many groups within the community and were asked to help encourage and engage members to have a say.

The council is very aware that not everyone has access to online resources which is why the team put up posters in the local streets to advertise the consultation and provided contact details in different forms. On all the paper and online copies of the consultation products the team provided a phone number which had an answerphone function. People could call and leave a message asking a question, asking for the material in a different format or leave a comment and someone would get back to them. An email address was also provided along with a written address, so people had a choice of how they wished to communicate. The team also offered phone appointments and virtual meetings to allow people to speak to the team if they had any questions and queries.

#### 4. Results

The following section will detail the results from the drop in sessions, two virtual meetings, stakeholders, and the survey.

##### 4.1 Drop in sessions

Drop in sessions attended by officers were held in all three areas.

The nine sessions in the north are detailed below:

<b>Wed 8 Dec 2021</b>	<b>2 to 4pm</b>	<b>Clifton Down Shopping Centre</b>
<b>Sat 11 Dec 2021</b>	10 to 12 noon	Clifton Down Shopping centre
<b>Tues 4 Jan 2022</b>	5 to 7pm	Newman Hall, Westbury
<b>Tues 11 Jan 2022</b>	5:15pm-7:15pm*	Southmead Library
<b>Wed 12 Jan 2022</b>	2 to 4pm	Newman Hall, Westbury
<b>Thurs 13 Jan 2022</b>	10am-12pm*	Southmead Library
<b>Tues 18 Jan 2022</b>	10 to 12 noon	Henbury Library
<b>Thurs 20 Jan 2022</b>	5.15 to 7.15pm	Henbury Library
<b>Thurs 27 Jan 2022</b>	5.30 to 7.30pm	Henleaze Library

Over 200 people attended these sessions and key themes were:

<b>Theme</b>	<b>Summary of comments</b>
<b>Park Street</b>	Most people felt Park Street would be good once they understood you can still get access.
<b>North View</b>	People were not sure about the shared path for peds and cyclists but happy about the street not being closed
<b>Road closures</b>	Most comments were from residents who were concerned about local road closures and wanted to understand the rationale behind the suggestions.

<b>Lake Road</b>	Comments were made about the closure of Lake Road and the parking issue by the lake itself particularly in the summer months.
<b>South Gloucestershire boundary</b>	Few people commented about the development happening in South Glos and how that would negatively affect the Bristol roads and number 2 bus route.
<b>Dual carriageway</b>	There were concerns about the reduction to a single carriageway way from a dual carriageway although the new crossings were supported.

The three drop-in sessions in the Central area are detailed below:

<b>Wed 5 Jan 2022</b>	<b>10am to 12 noon</b>	<b>City Hall Foyer</b>
<b>Fri 7 Jan 2022</b>	2pm to 4pm	City Hall Foyer
<b>Mon 24 Jan 2022</b>	2 to 4pm	City Hall Foyer

Approximately 10 people attended these sessions. The team knew numbers would be lower so took the opportunity to go door to door with the on Park Street, Queens Road and on the Triangle. The key themes from the business door knocking and the drop in sessions were:

<b>Theme</b>	<b>Summary of comments</b>
<b>Park Street</b>	Mixed views from traders and most thought the proposal was to pedestrianise the street which is not correct. Once that was explained some relaxed about the proposal and were keen to understand how the employees could get access and how deliveries could be made.
<b>Road closures</b>	Spoke to residents in Charlotte Street and St Georges Road who supported the proposals but wanted to understand how they would get access to their homes.

The eight drop-in sessions in the South area are detailed below:

<b>Thurs 9 Dec 2021</b>	<b>10 to 12 noon</b>	<b>Christ Church, Hengrove (church hall)</b>
<b>Mon 13 Dec 2021</b>	5 to 7pm	Christ Church, Hengrove (church building)
<b>Tues 14 Dec 2021</b>	2 to 4pm	Broadwalk Shopping Centre
<b>Thurs 6 Jan 2022 *</b>	10am to 12 noon	Imperial Sports Ground
<b>Fri 14 Jan 2022</b>	5pm-7pm	Stockwood Free Church
<b>Sat 22 Jan 2022</b>	10 to 12 noon	Broadwalk Shopping Centre
<b>Tues 25 Jan 2022</b>	5 to 7pm	Whitchurch Village Community Centre
<b>Wed 26 Jan 2022</b>	2 to 4pm	Whitchurch Village Community Centre

Over 200 people attended these sessions and key themes were:

Theme	Summary of comments
<b>West Town Lane junction</b>	Main issue was the banned left turn from WTL into A37 Wells Road and the unintended consequence of sending traffic down Hazelbury road and Mowbray Roads.
<b>Bayham Road cycle route</b>	Concern about the impact on Norton / Calcott one-way and Redcatch park cycle path.
<b>24 hr bus lanes</b>	Concern about parking and congestion if 24 hr bus lanes brought in.
<b>515 bus service</b>	If the WTL left turn ban is introduced where will the 515 bus service be diverted?

#### 4.2 Stakeholders

Several meetings were held during the consultation period in response to the emails that were sent out asking organisation and groups to get involved and have a say and some groups responded to letters and social media and others found out via third party groups spreading the word. The meetings that were held included:

- Bristol Cycle Campaign
- City Centre revitalisation board
- University of Bristol
- WECIL/BPAC group
- City Centre BID / Park Street Traders
- Secondary meeting with Michael Potts and other Park Street traders
- Bridewell Police Station
- Business West (held after consultation deadline)
- Royal West of England Academy
- Redcliffe and Temple Business Improvement District

Below is a table that summarises the feedback from citywide stakeholders (copies of the full submissions are available on request):

Citywide Stakeholders	Feedback summary
First West of England	<p>The submission notes: this to be welcomed and will provide improvements to the route 2 and 2a. Significant actions has already been taken by the council to improve priority for buses including Bristol Bridge and Baldwin Street closure to through traffic and the northbound bus lane on The Haymarket. It is clear some compromises have been made in the proposals such as Queens Road public realm and an off road cycle lane on Victoria Street in place of a bus lane. However, understand that the needs of active travel also need to be met. Parking in bus lanes is a major issue that slows buses and must not be forgotten.</p> <p>North section – supportive of changes proposed but have noted that buses get stuck across Southmead Road at the mini roundabout junction with Wellington Hill with cars to the offside due to a kerb build out to the nearside. Buses can also lose time on Henleaze Road due to parked cars and not clear if this is being dealt with. Be keen to know what is proposed for North View as this can also be a pinch point. Would like extension of times to bus lanes on Whiteladies Road.</p>

	<p>Central section - supportive of changes and feel Park Street and College Green are the most important changes. There are lot of conflicting movement on Broad Quay and feel it would be worth investigating the extension of the bus lane beyond the junction as far as bus stop C7 to bolster the proposed bus gate scheme. The proposed scheme does not include Temple Meads / Temple Gate area so this will continue to be a bottleneck on the route.</p> <p>South section – supportive of changes and want all bus lanes to be converted to 24 hour bus lanes.</p>
Stagecoach	<p>Stagecoach is not the main operator in Bristol but aside from some minor technical concerns around are very complementary about the proposals:</p> <p>"We wish nevertheless to record our support in principle for this quite ambitious scheme. It well demonstrates a very high level of City Council commitment to putting bus at the very heart of the future mobility offer for the city, and the intent to support a continuation of the impressive increase in bus patronage that as being recorded in the City prior to COVID. Very importantly, the mayor’s ambition to double bus patronage in the City by 2030 as well as the objectives of the West of England Combined Authority and North Somerset Council Joint Bus Services Improvement Plan, certainly requires the scale and ambition exemplified by the current proposals, if it is to be achieved"</p> <p>They detailed a few stand out characteristics such as a comprehensive set of proposals that align with the whole route corridor and bold proposals such as Park Street bus gates and on the Wells Road. They like that the proposals position the bus above private car use and achieve a balance between improving conditions for active travel in places where there is not enough space to provide full segregation for cycles and improve journey times for buses.</p>
Bristol Cycling Campaign	<p>Bristol Cycling Campaign believes that this scheme does not meet the stated aims or technical requirements, because the cycling elements are fragmented and, in many sections, completely missing. Most of the proposed changes in the central area are of good quality design and will make a real positive change to cycling in that area. We strongly support these proposals from Clifton Triangle to Victoria Street....but in the northern and southern sections the cycling provision is discontinuous, sometimes poor quality and often missing altogether. We urge Bristol City Council to re-think the proposals, increase the level of ambition, and enable people of all ages and abilities to make a safe, convenient, and sustainable journey all the way from where they live to where they’re going. Do the good bits, fill the gaps and do much more?</p> <p>Cite large response in engagement for safer cycling facilities and state except for some excellent proposals in the central area (Clifton Triangle and Victoria Street), the proposals are overwhelmingly limited to bus improvements, or indeed no changes at all. Express concern that the scheme does not adhere to LTN1/20 guidance and quotes the delivery standards laid out by the CRSTS funding. Given the lack of compliance with quality standards and policy, it is highly possible that the West of England Combined Authority will refuse to fund this scheme as consulted. Bristol Cycling also provided a detailed design audit of the scheme.</p>
Bristol Civic Society	<p>This scheme is important because it is the first of the programme of arterial route schemes. It is the first time we can see the reality of what is proposed on an</p>

	<p>arterial route. Bolder interventions could have been presented as options, and the engagement could have facilitated a richer, more informed discussion.</p> <p>Design compromises can be down to practical constraints or political choices. There is no explanation of the design compromises that have been made, but it seems clear that in this case, some compromises have been a political choice, using the argument ‘why propose something that will not be accepted by enough people?’ This seems short-sighted as the designs do not appear to deliver on the objectives. Where choices are the result of technical judgement of officers, it would be helpful to explain why these bolder choices are not possible.</p> <p>Walking: there are some welcome changes, especially the public realm changes near the Victoria Rooms. But there are two major exceptions – at the Triangle where you could pedestrianize Queens Road, and nothing is proposed on the Bath Road leading up to Three Lamps junction where there are high flows of pedestrians and cyclists.</p> <p>Cycling: there are some very good proposals in the city centre, but outside the city centre there are large gaps in provision. A quiet route parallel to part of the A37 is offered, but the draft designs do not show any alternative route to the north. The proposals are insufficient to encourage less confident cyclists to switch mode. The council needs to be clearer on what it will be able to deliver to enable all-ages cycling – not just on this route, but across Bristol.</p> <p>Buses: there are some good proposals in the city centre, especially the bus gate on Park Street. Away from the city centre, there are some significant gaps in bus lanes and there are doubts that the changes are enough to transform the provision. Buses will be freed up on some parts of the route, but not much outside the city centre. Good bus infrastructure that allows free passage, faster journeys, and more reliability is crucial to a viable and popular bus service. The proposals should attract more passengers, but it is questionable whether the changes are enough to encourage a significant switch to bus travel.</p> <p>Private motor traffic: judgements must be made about whether each potential design intervention would excessively impede the flow of private motor traffic. In the city centre, bold decisions have been made, including bus gates at Baldwin Street and Bristol Bridge, and proposed at Park Street. Outside the city centre, we suggest that bolder interventions, including removing car parking spaces, as in some other cities, could have been presented as options, as part of a ‘decide and provide’ approach, not the conventional ‘predict and provide’ approach.</p>
Bristol Walking Alliance	<p>Bristol Walking Alliance is pleased to see and support a significant number of improvements to the walking environment proposed for the A37 / A4018 (number 2 bus route).</p> <p>They support these general improvements along the route such as</p> <ul style="list-style-type: none"> <li>• Upgrade of drop kerbs at junctions</li> <li>• Upgrade of bus stops</li> <li>• Improvement of crossings where possible</li> <li>• Continuous footways</li> <li>• Build outs at junctions</li> <li>• Narrowed junctions and crossings</li> </ul>



	<p>They welcome:</p> <ul style="list-style-type: none"> <li>• Removal of through traffic from Park Street – support the bus gate option</li> <li>• Wider footways connecting College Green to the Centre</li> <li>• New signal-controlled crossings of Wells Road and Southmead Road</li> <li>• Pedestrian improvements along Victoria Street</li> <li>• More public space near the Victoria Rooms on Queen’s Road</li> </ul> <p>They recommend:</p> <ul style="list-style-type: none"> <li>• Seating as well as street trees are included in enlarged footway spaces.</li> <li>• Pedestrian crossing lights have increased responsiveness to pedestrian crossing requests.</li> </ul> <p>The BWA provided technical feedback on the route outlining what they support and where improvements can be made and highlighted 4 major concerns:</p> <ul style="list-style-type: none"> <li>- Lack of improvement on the route between Temple Meads and Three Lamps</li> <li>- Inadequate footway widths on sections of Queens Road and Triangle</li> <li>- Object to staging of pedestrian crossing at Wells Road and St John's Lane</li> <li>- Path on Downs alongside Westbury Road: Does not want it to become shared use in accordance with agreements with the Downs Committee</li> </ul>
Business West	<p>Business West Chambers of Commerce &amp; Initiative is the main business representation and leadership organisation for the West of England, supporting 22,000 individual businesses across the wider region. The functioning of Bristol’s transport system has long been a concern for the businesses that are based in the city and the city region. Strongly welcome the creation of better city region transport governance, and the enhanced focus from Bristol and the other West of England authorities on the investments and changes needed to improve the functioning of our transport system, to support modal shift and the region’s ambition for achieving net zero and tackling climate change.</p> <p>We require an evidence base and wider context approach within a proper plan and strategy. Traffic engineering seems to dominate the design and implementation of schemes, without sufficient supportive evidence about transport impacts and interconnected issues for Bristol’s broader economic and urban planning context.</p> <p>The consultation provides clear details of the scheme proposals but provides no background context in terms of the benefits to different groups of transport users, wider economic and place benefits, and potential benefits and impacts on businesses. It is evident that there will be significant impacts on businesses, in terms of access to premises, and wider accessibility for customers, employees and visitors. It will be critical to address these issues to ensure the success of the scheme.</p> <p>It would be useful to understand how the planned scheme fits into a longer-term programme of transport improvements, how they contribute to stated objectives and how these will influence transport behaviours and journeys. It would also be helpful to understand if any modelling and impact assessment has already been undertaken, to understand the forecast impacts on travel behaviour and modal shift, and re-assignment onto other routes and potential congestion impacts. This will be critical to the strategic case, economic case, and deliverability of the</p>

	<p>scheme, all of which will need to be addressed in the business case to secure funding.</p> <p>The scheme proposals are strongly led by issues of traffic engineering, road layouts and enhanced infrastructure for bus and cycling uses. These are all important issues. But they do not address the issue of how the city works, and how these measures will support the economic health of places along the corridor and their broader role in the economic functioning of the city. There is an assumption, in places, that road access can be constrained and that the economic function of the city and individual area will carry on as normal – with minor adjustments to behaviour, but with no negative impacts on visitor numbers, retail footfall or the local business ecosystem.</p> <p>We are encouraged by the efforts made by BCC and WECA outlining this proposal, which shows creativity with commitment to active travel for our city. However, we believe that it is essential to set and monitor the specific and measurable objectives that this improvement aims to achieve; otherwise, it might fail to contribute to the most needed transport behavioural shift.</p>
Cycling works Bristol	<p><a href="#">CyclingWorks Bristol</a> have been working to build support amongst employers in our region for steps to make commuting by bike safer &amp; easier. The initiative is currently supported by 48 regional employers, who employ a total of 30K people in our area.</p> <p>Whilst it may be considered efficient to roll together a project combining buses, cycling &amp; walking to facilitate a mode shift for people who are traveling along this corridor running from N to S across the city, it risks compromising the outcome for all modes.</p> <p>Within WECA’s LCWIP, the Southern section of bus route 2 is described as Cycling route Bristol 5, following the Bayham Road Quietway &amp; Filwood Greenway and Bristol 5 Variant (along the A37). The complete lack of provision on the A37 (LCWIP Bristol 5 Variant) is questioned. Northern section of the bus route is described as LCWIP Cycling route Bristol 1, following Park St &amp; Whiteladies Rd, neither of which include the provision of continuous, protected bike lanes. In conclusion a continuous corridor approach has not been applied to the described cycling provision, rather occasional interventions have been proposed intermittently along the route.</p> <p>It is good to see the proposals for Victoria Street, also on a short section of Sturminster Road (both kerbs protected bike lane), on Queens Road (road reallocation to public realm space), and on the Downs parallel to Westbury Rd (dedicated new bike path), but clearly this does not deliver continuous protection for cyclists, we particularly question:</p> <ul style="list-style-type: none"> <li>• No changes to the shared paths of Temple Gate or Bath Bridge</li> <li>• A cessation of dedicated bike lane at College Green, despite Park St proposed to be bus gated</li> <li>• No dedicated provision for cyclists along Whiteladies Rd</li> </ul> <p>Setting aside the fact that the design fails to meet the criteria of coherence and directness, there are specific key junction locations which patently fall short of the required safety standards:</p>

	<ul style="list-style-type: none"> <li>• Wells Rd (A37) at St Johns Lane on/off the Bayham Road route deviation</li> <li>• Three Lamps Junction (A37/A4)</li> <li>• The Downs Gyratory (A4018)</li> </ul> <p>Non-compliance to LTN 1/20 will inevitably lead to challenges and delays through the planning approval stages, if not rectified before submission to Active Travel England.</p>
Friends of Suburban Bristol Railways (FoSBR)	<p>FoSBR sees rail as the essential core of an integrated transport network. Therefore, very disappointed to see that no consideration has been given to improving integration between bus and rail services in this scheme.</p> <p>The A4018/A37 route passes close to two important train stations, at Clifton Down and Bristol Temple Meads, and a proposed new station at Henbury. It seems that the design process has completely ignored the possibility of improving interchange at Clifton Down, or of providing for it at Henbury. Bus/rail interchange at Bristol Temple Meads is also very poor. This problem has not been resolved in the recent Temple Meads master planning exercise.</p>

#### 4.2 Localised Stakeholder feedback

Some stakeholders are area based and submitted their feedback detailing the concerns, issues, and support by area. Others who attended meetings submitted feedback once they had a chance to look at the proposals in more detail.

#### North area groups

Local Stakeholder	Summary of comments
Downs Committee	<p>The following points were raised by committee members:</p> <ol style="list-style-type: none"> <li>1. When closing Roman Road to traffic and making it pedestrian / cycle only, the committee will still require heavy vehicle access to the water tower event space. The proposed new path parallel to the A4018 may need to be crossed by vehicles as part of events, this needs further investigation.</li> <li>2. The path will need to have good drainage as this is an area of the Downs with flooding issues. It should not shed gravel across the area.</li> <li>3. There is a strong preference from the committee that the paths be segregated into pedestrian and cycle lanes as per the paths on Stoke Road.</li> <li>4. There is existing permission for the new path from the committee, granted during discussions of a cycle loop project. This can form part of a potential loop but will not complete it.</li> <li>5. The plans show the removal of a zebra crossing from the Redland Hill junction. It was confirmed that crossing would be retained.</li> <li>6. It is hoped the consultation and modelling will provide helpful data on feasibility of the possibly closing Parrys Lane and the impact on White Tree roundabout</li> <li>7. Officers may wish to consider a no right turn for incoming traffic into Parry's Lane to improve flow. The proposed build up for the Parry's Lane entrance may restrict the flow of outbound traffic.</li> </ol>

	<p>8. North View has many issues and officers may want to consider a targeted consultation on residents. Bus priority is needed but is hard to implement.</p> <p>9. Officers are encouraged to consult with the developers of St Christopher’s School to see if they can be involved in any infrastructure projects. The damaged footpath on Westbury Park and Claypit Road was mooted as a possibility.</p>
Henleaze Society	<p>The society have profound concern over certain changes which will affect streets in The Groves area of Henleaze: namely Henley, Holmes, Lawrence, and Owen. The plans show a proposal to block Holmes Grove at the entrance to Henleaze Road. Even if there was sufficient room at the Henleaze Road end for vehicles to turn around, access and egress it would prove extremely difficult for ambulances, fire tenders, delivery vans and refuse collectors.</p> <p>In addition, placing a block entrance at Holmes would increase the amount of traffic along Henley and Lawrence in both directions and therefore probably result in:</p> <ul style="list-style-type: none"> <li>(a) more damage to parked cars, but more importantly,</li> <li>(b) more injuries to pedestrians who frequently walk along Henley &amp; Lawrence to and from Henleaze School and those who walk to the shops on Henleaze Road.</li> </ul> <p>Whilst understand the necessity of improving the reliability of the Number 2 &amp; 2a bus, do not understand the need to block Holmes to accommodate a “new, high quality bus shelter” and to provide a “significant area of new and usable public space”. This could still be achieved by re-siting the existing zebra crossing, utilising a section of the extremely wide pavement alongside the rank of shops, and repositioning the zebra opposite Boots.</p>

### Central area groups

Local Stakeholder	Summary of comments
Bristol City Centre Business Improvement District	<p>Bristol City Centre BID does not support this proposal in its current form:</p> <p>There is no evidence provided of any benefit that will accrue to the many businesses primarily in the retail, leisure, and hospitality sectors. Whilst there are clearly identified benefits for public transport, for pedestrians and for cyclists, there is no clear economic benefit for the area. There is no evidence provided of how a scheme such as this will benefit a ‘high street’.</p> <p>The most significant concerns are from businesses in the Hospitality or Retail sectors who have clearly articulated their concerns to the council on these proposals. These sectors have already suffered several challenges in recent years. Any proposal to make such a significant change should be clear that it will support the existence of those businesses if the council is serious about maintaining them and their economic benefit, in this area of the city centre.</p> <p>The restrictions to vehicle movements will reduce the level of passing shoppers and effectively cut off Park Street from the rest of the City Centre. This comes at a time when we should be welcoming back visitors to our High Streets and</p>

	<p>developing an area which increases footfall, rather than creating further barriers to trade.</p> <p>BID member survey: Responses from 66 individual companies (70% from Park Street/Queens Road area)</p> <ul style="list-style-type: none"> <li>- 72.73% feel that they would be directly impacted by the proposal</li> <li>- the main concerns are the displacement of traffic causing increases in congestion and pollution in other areas of the centre, access around the centre as a whole and the increase in journey times. Only 3% of respondents feel that they will not be impacted and 22.7% feel that the improvements will have a positive impact on pollution levels these perceptions seem to be in direct conflict with the aims of the proposal of: “..improving the transport system as a whole, making it accessible to everyone in Bristol” and “..tackling the problems of pollution and congestion.”</li> <li>- The final question in the survey asked, “Following the release of the full consultation which statement most accurately represents your opinion on the proposal?” 24.24% are in favour of the proposal, 75.76% are against the proposal</li> </ul> <p>Following a review of the survey responses we would invite Bristol City Council to give further consideration to the proposal and work with the Bristol City Centre BID and the impacted businesses (particularly those on Park Street/Queens Road) to revise the proposal to the benefit of all parties.</p> <p>we would suggest that further additional consideration be given to the following points:</p> <ul style="list-style-type: none"> <li>• Pedestrian crossings or solutions to allow for easy and safe access to both sides of the street.</li> <li>• Permits for access to business premises to allow for operational access through either bus gates during business hours.</li> <li>• Consultation with strategic partners to discuss the potential challenges regarding anti-social behaviour caused by additional seating areas and open spaces.</li> <li>• Innovative solutions for creating a destination street.</li> </ul> <p>We would welcome conversations to further develop a vision for the street which looks to overcome some of the challenges faced by the businesses, particularly with regard to the reduction in footfall and the resulting impact on trade. To this end, we have commissioned a piece of work from a local architectural and design practice to work with businesses on seeking their vision for the future of the area.</p>
<p>Redcliffe and Temple Business Improvement District</p>	<p>Overall, the Redcliffe &amp; Temple BID is supportive of the council’s ambition to improve sustainable transport and improve public realm within the City Centre.</p> <p>The BID supports all the major proposals in the Victoria/Bristol Bridge sections of the project. The BID is concerned that due to the proposed loss of parking that we map out alternative parking for retail businesses on Victoria St. The BID is keen to recognise further public realm improvements where possible.</p>
<p>University of Bristol</p>	<p>As a major institution they have provided detailed comments for the sections where there is a direct impact to the university.</p>

North View and Parrys Lane – welcome the upgrades at this junction and the new path. The closure of Parry’s Lane will require a diversion of the U1 unibus services via Whitetree roundabout, but they are not concerned by this as the service should be quicker with the other change on the route.

Whiteladies Road / The Downs junction – welcomes the new 24 hour outbound bus lane on Whiteladies Road between Wellington Park and York Street.

Queens Road – they would like to be involve in the emerging plans with regards the public realm given the context and neighbouring grade II listed buildings. They support the segregated cycle way and junction rearrangement, but they have some concerns and suggestions:

- lack of extra footway given to eastern side of street
- provide more space at new crossing point outside of Beacon House
- proposed cycle lane in front of Beacon house reduces space in an area of major congestion
- Queens Avenue Bus stop not included in the plans, and they object to its removal and noted that the proposed cycleway would be in direct conflict with the bus stop
- concern that no provision for loading bays has been included on Queens Ave for Beacon House
- the removed left turn into Whiteladies Road will create long vehicle trips between Students Union building and Richmond building. The University requests that BCC considers a review of the Whiteladies Road/St Paul’s Road/Tyndalls Park Road junction as part of this scheme.
- the removal of the current banned right-hand turn from St Paul’s Road into Whiteladies will assist with the above issue, while the removal of the current left-hand turn from Whiteladies Road into Tyndall’s Park Road will open a very much required access route into the Estate for the University’s Unibus U1 bus service.

Triangle - requires more dialogue regarding the potential impact for the University’s Clifton Campus (current and planned), from a displaced traffic perspective resulting from the bus gates on Park Street. Supports Triangle South taxi rank and Queens Road segregated cycleway and Berkeley Ave (although travel behaviour will be impacted). The concerns are:

- Traffic pressure on alternative routes; Park Row and Clifton Campus
- Concerned no improvements to footpath or street furniture in front of Will's memorial building
- requests this opportunity to review loading arrangements for Wills building and Merchants Venturers building
- concerned about footway widths outside of Sainsburys' and requests widening and movement of Bus Stop (with requisite infrastructure) to outside of the bank
- Concerned about lack of footway width outside Pret A Manger

Park Street - Inter-campus travel will be affected with the proposed arrangement on Park Street. Key concerns include:

- viability of large vehicles gaining access to their George Street property
- how will the Park Row proposals be able to accommodate increased volumes of

	<p>traffic, increased traffic though Clifton campus and the impact on the University's new public realm scheme.</p> <p>Victoria Street - The University welcomes the new segregated cycle path that will provide improved connectivity between the Clifton Campus and Temple Quarter and Bristol Temple Meads.</p>
<p>Bristol Property Agents Association</p>	<p>BPA requested further engagement and have been contacted by their members (traders, commercial property owners and businesses) who highlighted concerns and impacts regarding the Park Street proposal. BPA calls for a planning brief to sit around these proposals to instruct better the future of property use on Park St. The main concerns are:</p> <ul style="list-style-type: none"> <li>• The impact on traders due to changed flow of passing trade.</li> <li>• Likely effect on visitors from the north of the city who may change their shopping habits to focus on the Cribbs Causeway area once travel to and from Park Street / Queens Road becomes difficult. The area operates independently from Whiteladies Road / Broadmead in the retail market attracting a specific set of traders and occupies a unique position in the retail market which will not be replaced if retail occupier demand for the area falls away.</li> <li>• Lack of alternative parking capacity for visitors – West End car park is often full in normal market conditions.</li> <li>• Sequencing of these proposals with other retail area proposals in the city – Park Street is viewed as a stable and unique trading area that has fared well in comparison to Broadmead during covid, to introduce this very significant change whilst the market recovers could very quickly disrupt the economic recover of the traders in this location.</li> <li>• The impact on potential reuse of vacant buildings and upper parts in this location leading to long term vacancy.</li> <li>• The likely impact on alternative E class use demand for former office buildings from businesses that rely on customers making their own way to the buildings (Clinic, Consulting and Fitness businesses).</li> <li>• The potential impact on demand for the key office buildings in the Queens Road area by changed patterns of demand – whilst currently viable as office buildings many of these large properties are aging and will require significant investment in coming years to meet new environmental legislation from their institutional owners which will not be forthcoming if demand for the office space falls away. This is likely to lead to a net reduction in the availability of office space in the Clifton area further accelerating the decline in office use through Clifton. This is likely to be further affected by the potential relocation of the BBC away from Whiteladies Road.</li> <li>• The general lack of consultation with the commercial landlords in the area and the speed of consultation that these proposals have been subject to.</li> </ul> <p>The general improvement of the Queens Road area is welcomed but it is important that the way that this unique area of the city works from an economic and property perspective is fully understood as the proposals will change the way the area develops in the future. The general view of the members was that they would generally lead to the long term loss of both retail and office use in the area.</p>
<p>Bristol Blue Licensed Taxi Association</p>	<p>BBLTA are cautiously supportive of the proposals, however, they wish to negotiate the taxi rank offering which is being worked through. The trade does</p>

	<p>recognise the advantage that the Park Street Bus Gates would give them, however, their main concern is rank allocation.</p> <p>Although the Trade recognises the benefit of the proposed Park St sustainable transport corridor it does object to the closure of Park St Avenue, the removal of the left turn from Canons Road to College Green and the removal of the right turn from Counterslip.</p>
Bridewell Police Station	They were concerned about Bridewell Street proposals; however, we are developing a new design.
Police – Taxi rep	Wanted to understand the proposals. Rank distribution main concern along with the loss of right turn at Counterslip and left turn into College Green. Also concerned about emergency service vehicles being impeded by waiting taxis on narrower Park St.
Brandon Hill Residents Association	<p>Cite that many residents still depend on the car for journeys of further distance – from work to leisure journeys within Bristol and beyond. This includes elderly residents who require access to the medical centre on Whiteladies Road or shops and other facilities. Removing the option to travel on Park Street would make many regular journeys more difficult, protracted and time consuming, when public transport options are not available.</p> <p>For this reason, we would encourage you to make residents passes through any traffic filter system/ bus gate available for these three streets. Queens Parade residents must be able to retain access Great George Street, via Park Street, for current CPZ parking system to be able to continue to function.</p> <p>Have particular concerns about the impact of increased congestion on St George’s Road, both for its impact on local pollution levels and for its potential to create serious traffic bottlenecks, most notably on the flow of traffic on the roundabout at the west end of St George’s Road and on the southern end of Jacob’s Wells Road - (given traffic volumes on the other arms priority is largely given to the other arms of the roundabout and traffic is held back on St Geroges Rd as a consequence). Without addressing this roundabout with significant re-engineering, we fear that standing queues on St George’s Road will become a semi-permanent feature, and our vehicular access to the west and north of Bristol will become extremely difficult and time consuming.</p>
Clifton & Hotwells Improvement Society	<p>Response received from the deputy chairman of the Clifton &amp; Hotwells Improvement Society, an amenity society, established over 50 years ago and having some 1000 members.</p> <p>Opposed to the plans for the following reasons:</p> <ol style="list-style-type: none"> <li>There will be increased traffic flow in Park Row and Upper Maudlin St, thereby causing greater levels of pollution in the vicinity of the Bristol Royal Infirmary.</li> <li>The area outside the Infirmary is already heavily congested as there are scant facilities for dropping off and picking up patients and visitors. The extra traffic will cause utter chaos.</li> <li>The closure of Park St to traffic will mean that Great George St, St George’s Church, Brandon Hill, and Charlotte St will be inaccessible to cars (this is an incorrect understanding of the proposals).</li> <li>This closure will force those obliged to use cars (the elderly, infirm, those with</li> </ol>



	<p>small children) to make lengthy detours to reach their destinations, thereby increasing pollution.</p> <p>This scheme has not been properly considered neither has it been properly publicised. It seems unlikely that even 1% of Bristol residents are aware of plans which will further paralyse this City and cause us enormous inconvenience. The Society urges you to think again and to ensure that the plans are made known to the citizens of Bristol and their views considered.</p>
Charlotte Street Residents Group	<p>Charlotte Street South and Charlotte Street residents would like to have access to Park Street in the same way buses and taxis will.</p> <p>At the January 2022 consultation it was stated that the philosophy behind the Park Street bus gates is to stop through traffic. However, the two residential streets of Charlotte Street South and Charlotte Street are not “through traffic”. Access is required to Park Street to get home. Stopping normal access to homes will create extra congestion onto already jammed rush hour roads such as Hotwells Road and Anchor Road. (As well as putting traffic onto Frogmore Street which will become a cut-through). Adding to pollution in this ‘clean air zone’.</p> <p>Installing the proposed bus gates at the top and bottom of Park Street to stop through traffic, whilst allowing residents access through these gates to go home, will create a win win. It will reduce through traffic without unnecessarily increasing traffic on already congested roads, and without increasing the unnecessary pollution that comes with unnecessary travel and jams.</p>
Oxfam Shop, Park Street	<p>Oxfam shop is located at 1 Queen's Road, just at the very North end of Park Street and on the corner with Berkeley Avenue. They are concerned that the proposal to pedestrianise and close to traffic Berkeley Avenue could be very detrimental to the business. They have a side door which opens on to Berkeley Avenue, through which we receive most donations, stock deliveries and where our recycling is collected from. There is no viable parking in front of the shop, so it is vital that members of the public, who drive in to deliver their donations, can park temporarily on Berkeley Avenue to unload. If they were not able to do so or forced to park further away and manually carry the items to the side entrance, many donors would be put off by this.</p>

### South area groups

Local Stakeholder	Summary of comments
TRESA	<p>TRESA recognises the overall aim of improving bus services along this key route and support the aim and the improved services that may result. They are concerned that the proposals miss key opportunities and suggest several changes which will adversely affect some Totterdown businesses and residents without offering supporting data to justify the proposals.</p> <p>Temple Meads to Three Lamps – disappointed this section of the route is not included this in project.</p> <p>Three Lamps Section to Bellevue Road – understand reasons for blocking the junction but be keen to see supporting data as residents will be negatively affected by the closure.</p>

	<p>Bath Road onto Wells Road light control – support the lights at this junction and suggest that the new controlled crossing should ensure cars are held sufficiently away from the cycle track.</p> <p>Three Lamp section - Footpath widening is welcomed but would like more detail.</p> <p>St Johns Lane – more details about the cycle lane are required and question the need for a controlled crossing on St Johns Lane.</p> <p>Winton Street – object to one way proposal.</p> <p>Bayham Road section - the purpose stated is to make the route more cycle friendly, yet it remains a steep hill with cars parked on both sides and no segregated cycle route. Is there any evidence that cyclists will even use this route when many will still cycle up the Wells Road?</p> <p>Bus Lanes on Wells Road – are 24hr bus lanes really required? Could have negative impact on traders.</p> <p>Missed opportunities include:</p> <ul style="list-style-type: none"> <li>- See more continuous pavements installed along the Wells Road on all side roads.</li> <li>- Improve the direct route which is cycling up Wells Road</li> <li>- The Temple Meads section is not included.</li> </ul>
<p>Friends of Redcatch Park</p>	<p>ForP response noted several concerns with the proposed N-S pathway through the park:</p> <ul style="list-style-type: none"> <li>- This pathway has heavy footfall including many children, elderly people, and dogs. It passes between the children's play area/cafe and the toilets/sports fields. Putting a travel corridor on this path may result in conflict between users</li> <li>- some users felt a park is not an appropriate place for this type of infrastructure which should be provided on the existing main travel corridor</li> <li>- users understand there is a need for safe cycling routes which are also coherent and direct. It is difficult to determine if alternative options through or around the park would be better as the onward route is not shown. In principle routes around the side of the park were preferred</li> <li>- Currently gates are locked at dusk. This measure was due to historic anti-social behaviour, specifically illegal motor cycle use.</li> <li>- If the route is installed on the proposed path, despite the concerns, it should be noted the drainage at the southern corner of the play area is inadequate and the main path is overdue comprehensive repairs or replacement</li> <li>- it is unclear from the design if the parking capacity would be reduced through the addition of a cycle route in that area</li> <li>- there are frequent issues with vehicles parked on the pavement of the access road to the car park. Measures to prevent this will be required if it forms part of the cycle route to maintain safety</li> </ul>

#### 4.3.1 Councillor responses

Responses were received from several ward members who had consulted with local constituents and were feeding back on the proposals.

#### Conservative group formal response (See appendix 1 for full response)

The conservative group have submitted a full response, but general are sympathetic with the broad objectives of aiming to reduce bus journey times, increase reliability and encourage more people to switch to travel by bus. However, believe this choice needs to be a positive one, and not something

that is forced upon people by making driving a private vehicle an increasingly difficult and a more miserable experience. They feel a balance must be struck between enabling the public to travel in efficient ways whilst tackling environmental concerns and supporting centrally based businesses.

They feel that there are some aspects of the proposals which fail to strike the right balance between these competing aims, but that are also wrong and more likely to create more problems than purported to solve. They have concerns over the current plans which they believe will see motorists taking short cuts and rat running to avoid newly created bottlenecks. They feel this in turn will make residential neighbourhoods less liveable while not improving the travel experience of bus passengers.

They have submitted comments on each of the sections and conclude that they feel this is an over-engineered and expensive project. They comment that people feel it is anti-motorist rather than promoting travel by bus, people are worried that the travel patterns have not been modelled in a post pandemic world. They feel bus patronage may remain low for a long time as people opt for individual forms of transport and the scheme is about penalising motorists and they don't support 24 hour bus lanes.

#### **Hengrove and Whitchurch Park Councillors** (See appendix 2 for full response)

Councillors representing Hengrove and Whitchurch Park have submitted feedback on their local area. They strongly support improvements to walking, cycling and bus facilities and realise that this can involve the need for more dedicated and improved infrastructure. They also carried out their own survey alongside promoting this survey and 350 people replied and most lived in the Hengrove area.

They support the idea of a protected pedestrian crossing at the West Town Lane junction but think the desire line is north of the junction rather than south as this links with bus stops and would allow the left hand turn movement to continue. Suggest a right hand turn ban coming out of Hengrove Lane onto the Wells Road.

Suggest the short 24hr bus lane should be reduced to morning peak only. 72% disagreed or strongly disagreed with the proposals for this junction from their survey and the concern was the effect banned turns would have on neighbouring roads.

Suggest 24hr bus lanes are peak times only or are not needed at all and have a proposal for 2 hour waiting bays on the Wells Road which they would like included in the scheme.

From their survey there was agreement that traffic, congestion, and pollution in the Hengrove area is a problem, and that action should be taken to reduce it. They believe there is a strong case to go back to residents and consult on this in more detail to see if there is a way to reduce congestion and pollution within the community.

They would like the delivery of a park and ride on A37 to be pursued by WECA and the local authorities as a priority and 79% of people agreed or were neutral to this suggestion in the survey.

#### **Knowle Councillors**

Councillors in Knowle wrote to residents of Belluton Road after being approached by some residents asking if the road could become one way like Woodbridge Road due to lack of passing places and road rage incidents where cars refused to move. The results were that 21 houses opted for entry via Wells Road to Bayham Road and 15 opted for Bayham Road to Wells Road and 2 are undecided. All have agreed they wish to have a one way road because of the road rage issues. These results have been passed to the project team to consider alongside the consultation responses.

### **Westbury-on-Trym and Henleaze Councillor**

Comments were received by a Westbury councillor who was concerned about the titling of the consultation as it was felt people in the ward would not respond as it would be deemed not relevant to them.

Southmead Road / Henleaze Road – concern about the proposal to remove a lane of traffic from the dual carriageway due to a worry about possible queueing traffic and rat running in local roads. Does not think a pavement is needed by the park and suggests the inbound cycle way could be provided on the other side of the wall between the pavement and the road. Outbound it was felt the proposal would add to journey times and there was no priority space for buses. These was also concern about the closure of Lake Road as traffic that uses that road would now use Southmead Road.

Henleaze Road (Henleaze Gardens to Henley Grove) – suggests leaving Fallodon Way junction alone as it can accommodate a car turning left and right onto Henleaze Road and a car coming and the change would reduce the capacity and increase queuing traffic. The road is busy as used for a doctors' surgery, playgroup, and youth group. The Henley Grove junction proposal was felt appropriate as it is wide but the closure of Holmes Grove for a build out bus stop and the Henleaze Gardens closure was not supported.

North View / Parrys Lane – suggest a community consultation is appropriate for North View to help improve traffic flow. Local suggestions include peak time bus lanes, restricting a right turn into and out of Etloe Road, allowing 2 lanes of traffic to exit the roundabout from Etloe Road would reduce bus delays.

Whiteladies Road / Downs junction – Support the Roman Road and the Parrys Lane closure with the additional path on the Downs. Suggests an extension of the bus lane restrictions that exist on Whiteladies Road rather than a 24 hour bus lane.

Queens Road / Whiteladies junction - understand the benefits of light-controlled crossings at the 3-way junction of Queens Road and Whiteladies road, but the map shows a cycle lane but no bus lane on Queens Road. This will result in 2 solid lanes of inbound traffic being reduced to one. Understand the logic in closing off Park place and Richmond hill, but the same argument also applies outbound. In both cases 2 lanes of traffic are being replaced by one and buses will be caught up in the traffic delays.

### **Councillor questions**

During the consultation period there was also an opportunity for councillor questions and 27 questions were submitted. A few of the questions related directly to the consultation whilst most were asking about the proposals themselves.

Themes	Comments	Responses
Consultation	Some councillors wanted to know if paper copies were available, some asked for more drop in sessions to be held and asked for libraries to be used. Some wanted to know if the booklets were being distributed and if so to how wide an area.	Paper copies were provided and additional drop in sessions were provided following the requests. Libraries were used and letters were sent out to residents affected by the proposals rather than booklets.
Bus lanes	Has a tidal bus lane been considered on the A37?	The amount of infrastructure and new technology required, together with am/pm inconsistencies (some stretches of the Wells Rd would need AM use whilst other would require PM use) made this option unsuitable for this project.
Other schemes	Are other developments being considered e.g., RWA refurbishment with the proposals around the Victoria Rooms?	The Royal West of England Academy will be contacted during the consultation to help shape the proposals moving forward.
Cycling	There were questions about continuous cycling trips along the whole route and how they would join up: Triangle to Whiteladies Road Wells road inbound NCN3 at Manston Close Sturminster Road cycle track	The project does not cover the Whiteladies Road from Queens Road to Tyndall's Park Road as this is covered by a highway maintenance flood alleviation project. Bayham Road alternative cycle route has been proposed and a 24 hour inbound bus lane Parallel zebra crossing will link this section at Manston Close Will investigate the issue further.
Hengrove Lane	Wanted to know more about plans for Hengrove Lane area – queried the idea of a bus gate. Also concerns raised about the Stockwood side of the A37 as the proposed banned turns would create similar rat running issues. What modelling has taken place?	No proposals for Hengrove Lane which is why we are asking for suggestions. Noted there is a scheme to install traffic calming cushions along Hengrove Lane up to Cadogan Road which is separate to this project. We can monitor any alternative rat running on the Stockwood side of A37 on side roads if necessary.
Junctions	Questions about what is a continuous junction for pedestrians and if they will be installed on the	An area where the pavement meets a side road and there are various indicators used to inform drivers they must stop and be aware of any pedestrians crossing. These indicators can be in the form of special materials such as

	A37 between Oakmead Road and St Johns Lane?	differently surfaced areas, contrasting colours and special types of paving blocks. We intend to install and upgrade a lot of the walking infrastructure along this route by reducing the width of junctions, new crossing points and upgrading tactiles etc. Subject to funding and technical considerations we can also consider broadening the rollout of continuous footways.
North View	Question about the monitoring equipment and if there will be further consultation on whatever is proposed for North View.	We are in the process of collecting additional traffic data to inform the appraisal of the scheme and to ensure that our evidence base is as robust as possible as the scheme progresses to outline and full business case stages. Further consultation on any proposals will happen.
LTN1 /20 Compliance	Are proposals on Park Street compliant with the government new standards for cycling LTN1/20? If not, is there a risk that the government funding for this scheme could be in doubt.	The Triangle and Park Street proposes a continuous segregating cycling facility from Queens Road to Park Row. On Park Street we propose to close the road to Through traffic to provide priority for buses and extend the public realm. The proposals seek to balance the benefits for sustainable modes across the Triangle and Park Street sections. LTN1/20 extract: A quicker way of providing safe, low-traffic cycling is to close roads to through traffic, usually with simple point closures, such as retractable bollards, or by camera enforcement. This may be useful where the road is too narrow for a separated cycle lane. The closure would only affect through traffic. Residents, visitors, or delivery drivers needing to reach anywhere along the road would still be able to do so – though they might have to approach from a different direction. To receive Government funding for local highways investment where the main element is not cycling or walking improvements, there will be a presumption that all new schemes will deliver or improve cycling infrastructure to the new standards laid down, unless it can be shown that there is little or no need for cycling in the road scheme.
Park Street access	How do you access College Street car park?	Travelling from the North West of Bristol the College Green Car Park can be accessed via The Triangle>Jacobs Wells Road>St Georges Road under the proposals.
Pedestrian crossings	Can we have a zebra crossing on the bottom of Sturminster Road? Reduce the width of Hazelbury Road junction with a crossing point.	Currently no proposals to install a zebra crossing at the bottom of Sturminster Rd (West Town Lane end). We propose to build out the pavements currently to reduce the width of the junction.
Rat running	Rat running concerns are through Mowbray and all roads off as far up as Whitecross and the left hand turn into Woodleigh to David's if	If proposals went ahead and we could monitor any issues to consider any mitigations that may be required.

	the right hand turn is enforced at Wells Road	
Road width	The proposals to widen the A37 from 3 lamps to St Johns Lane: Will this result in a loss of trees or are they going to be protected? Will this improve overall capacity of this stretch of road so that the rat run from Angers Rd onto the A37 will no longer be needed as a “pressure valve”?	Intend to keep all trees along this section of route and plant more. The overall capacity here will be improved between Three Lamps and St Johns Lane.
Other	Are we working with BANES on the Staunton Lane junction? Who is looking at the removal of advertising hoarding on Bath Bridge	Will contact BANES to see what the plans are. Not within the scope of the project and would need to be considered by the property services team.

#### 4.4 Emails, phone calls and letters

During the consultation process the team offered ways for people to contact the council outside of the survey and this was via email and phone calls. The team received 233 emails, 18 phone calls and 17 letters. Below is a summary of the comments, questions, and issues.

##### Emails

Number of responses	Geographical area	Comment
86	Entire route	Many asked for the invite to the online meetings held on 20 December 2021 and 6 January 2022 or were following up on the meetings. A few wanted paper copies of the survey and some had questions relating to the layout of the survey. Some supported the Bristol Cycling Campaign statement and disappointed about the cycle infrastructure in the north and south sections and felt cycle infrastructure is fragmented. Others commented on the bus service itself noting it is too long, needs to change route and can be delayed.
60	North area	Some wanted a paper copy and clarity on the left turn only except buses label on the Southmead Road drawing. Most objected the proposed road closures for Lake Road, Holmes Grove and Henleaze Gardens. One wanted to know more about the paths over the Downs and some objected to the plans to close North View which they thought were proposed but are not in the survey.
31	Central area	Many objected to Park Street closure. Some asked for central only paper copies. Questions about how to access

		Park Street and how loading for deliveries would still work. A few supported Park Street and wanted to know how the bus gates would operate.
56	South area	Comments focused on the 24 hour bus lanes, the banned turns on West Town Lane junction and the Bayham Road cycleway. Most comments objected to these proposals and felt the 24 bus lane was not justified and would cause issues with parking and congestion. The banned turns on West Town Lane would cause issues for smaller residential streets like Hazelbury and Mowbray Roads with rat running. People felt the proposals for Bayham Road cycle route were complicated and not needed. Some felt they would be trapped in their area and forced to use the Wells Road due to new one way restrictions. There was concern specifically about Winton Street and a petition was submitted by residents about the whole area.

Of the 18 phone calls most were asking for paper copies and the others were generally commenting about the bus route or left a message to say they objected to a road closure in the north such as Lake Road, Holmes Grove and Henleaze Gardens.

Of 17 the letters received some were about the south area and these commented on the Bayham Road cycle route and questioned why this was needed and did not support the 24 hour bus lane. One provided details on how to connect NCN cycles routes in the north and another queried the bus improvements provided via the consultation and felt these should be more ambitious.

#### **4.5 Petition**

During the consultation a petition was received from residents in south Bristol which asked for the consultation to be revised on the number 2 bus route. The petition stated:

*“These plans will result in a range of negative impacts on our community and represent a real danger for residents, particularly for a significant number of young children. Our primary concerns relate to Section 3, and the area between Redcatch Park, Broadwalk Shopping Centre, and Perrett Park.*

*WECA did not sufficiently publicise its Early Consultation, and therefore most residents missed the opportunity to respond. Furthermore, there is no evidence provided by the operator, First Bus, as to how the proposed changes to this stretch of the A37 will help improve the Number 2 bus service. In addition, the name of the current consultation gives no indication that the residential streets surrounding this bus route will be adversely impacted.*

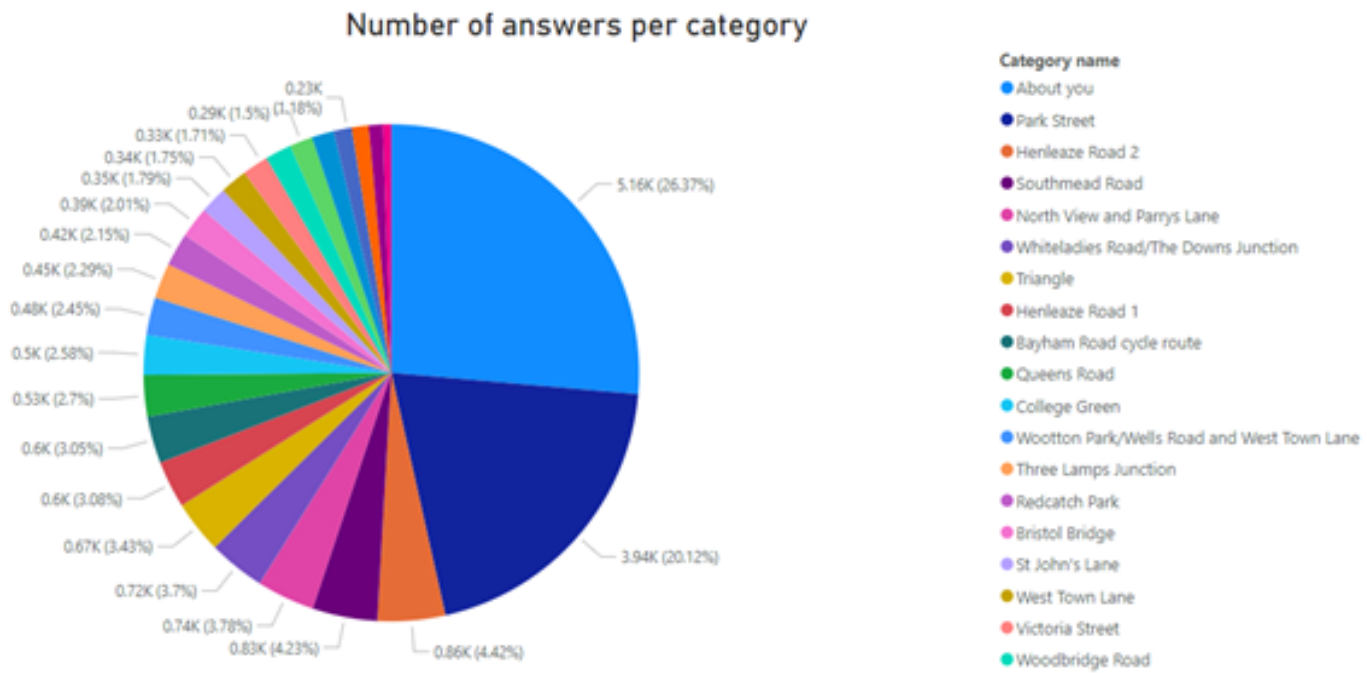
*We call for a WECA to run a full revised consultation process, which takes into consideration the concerns of the local community, and which includes better quality information; for example, to enable residents to review a single map of the whole local area. Any proposed changes must then (by law) be further consulted upon by Bristol City Council in the form of a Traffic Regulation Order (TRO).”*



The petition ran from 19 January 2022 to 28 January 2022 and was signed by 228 people.

### 5.1 Survey Results

A total of 2206 completed responses have been captured using the Virtual Engage platform over the consultation period. 968 respondents provided an email address and the total number questions answered by all respondents was 19.54k. The most popular topics as the 'About you' section were Park Street, Henleaze Road and Southmead Road as shown by the pie chart below:



#### 5.1.1 Booklet 1 of 3: North section

Each booklet covers one of the three sections of the route. Below is a map of the north section running from the Bristol boundary by Station Road to the Whiteladies Road /Queens Road junction by the Victoria Rooms.

## Number 2 bus route and A37/A4018: North section



There are 8 sections in the north booklet covering the following locations:

- Crow Lane and Henbury Road junction
- Crow Lane
- Knole Lane /Crow Lane
- Southmead Road
- Henleaze Road (to Eastfield Terrace)
- Henleaze Road (Holmes Grove)
- North View and Parrys Lane
- Whiteladies Road / The Downs junction

### 5.1.1.1 Crow Lane and Henbury Road junction

The transport proposals for this section comprise of:

- New crossing facilities to improve safety for pedestrians
- A new mini roundabout to reduce waiting times for buses turning right onto Henbury Road and address local concerns regarding speeding traffic on Henbury Road.




**Crow Lane and Henbury Road junction – proposed changes**



The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to Crow Lane and Henbury Road junction?			Response Percent	Response Total
1	Strongly agree	<div style="width: 23.19%; height: 15px; background-color: red;"></div>	23.19%	32
2	Agree	<div style="width: 34.06%; height: 15px; background-color: yellow;"></div>	34.06%	47

**To what extent do you agree or disagree with the proposed transport changes to Crow Lane and Henbury Road junction?**

			<b>Response Percent</b>	<b>Response Total</b>
3	Neither agree nor disagree		17.39%	24
4	Disagree		13.04%	18
5	Strongly disagree		12.32%	17
			answered	138

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

77 free text comments were received for this section of the route. These were coded into 10 categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Public realm (including trees)
- Mini roundabout
- Other

As one comment can be split over multiple categories there are 146 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

<b>Category</b>	<b>Number</b>	<b>Summary</b>
Supportive	15	Any change would be welcomed. Strongly agree with the introduction of a mini roundabout. Great idea.
Objections	4	Pedestrian crossing in that spot would hinder traffic flow. Stop narrowing junctions, widen them some traffic can filter. Disagree as prioritise private motor vehicles over walking and cycling.
Pedestrians	13	A zebra crossing with parallel cycle crossing is needed near the junction of Henbury Road with Rectory Gardens to enable cyclists and pedestrians from Rectory Gardens (e.g., from Henbury church or The Henbury Arms) to access the footpath and cycleway on the other side of Henbury Road. Dangerous to cross the road at this location. Need pedestrian crossings such as pelicans which properly safeguard pedestrians particularly children, disabled and vulnerable adults. This plan has no infrastructure for cyclists and minimal for pedestrians.
Cyclists	30	No improvements for cyclists - please include segregated protected cycle lanes. There's no cycling infrastructure in the current plans. I fully

		support Bristol Cycling Campaign's consultation response. It needs a segregated cycle way, or at the very least a cycle lane or a shared cycle way. There is no redistribution of road space for active travel. Minimal provision for those walking or cycling. Need segregated cycle facility, esp. on Henbury Road. Rectory gardens should have 2 one way spurs with cycle contraflow. There are no facilities for cyclists. This should be a segregated cycle route. Roundabouts are accident blackspots for cyclists.
Public transport	8	Like the mini roundabout and how you push the bus stops out into the carriageway, as it helps buses move off from the stop once they have loaded. Bus stop will cause havoc. How about not having bus stops in the carriageway? This causes congestion for other road users who do not keep stopping to pick up passengers. Better bus stops and shelters with real time information and bins and seats.
Traffic	16	This junction regularly causes large queues of traffic along crow lane. Vehicles from the Rectory Gardens have great difficulty either turning right or going straight across. So much traffic comes along Crow Lane, especially with plans for the Clifton Rugby Club roundabout area, that it will continue being a queue of vehicles at peak times. What evidence is there to say that a mini roundabout would reduce wait times? It may for some traffic, but a lot of traffic comes from the right, so it may not help for those periods?
Road Safety	15	This will still feel too dangerous to walk/cycle on. Serious traffic calming is needed here. Cars travel at 60+mph in a residential neighbourhood. Needs significantly more to improve safety and quality for pedestrians and cyclists. Strongly agree with putting a new mini roundabout at the Crow lane/Henbury road junction. This will be safer and more efficient for all. Also, addition of new crossing facility is a good idea to make crossing crow lane much safer.
Public Realm (including trees)	2	Who will maintain the trees? The designs do not appear to have considered the potential to realign kerb lines. This offers opportunities to reduce vehicle turning speeds and convert carriageway into footway or planting areas and should be considered.
Mini roundabout	29	It will reduce incidence of road rage at that junction. Crow Lane westbound onto roundabout would benefit from being widened sufficient to allow right and left turn lanes approaching the roundabout. Roundabout sorely needed and is long overdue. The roundabout should make traffic flow more smoothly. This will probably help alleviate queues at the junction.
Other	14	Put in traffic signals. Improve the ford to stop the flooding. Move the crossing further up Crow Lane and make it a zebra crossing. Close Rectory Gardens to traffic. Narrowing roads will encourage pavement parking.

### 5.1.1.2 Crow Lane

The transport proposals for this section comprise of:

- New trees, benches, and cycle parking by the shops
- Upgrade of crossing points
- Upgrade of existing bus stops
- New one way on connecting road from Ellsworth Road

- Modified junction to prioritise pedestrians at Crow Lane
- A review of waiting and loading restrictions to discourage parking near Blaise Primary School and Nursery
- Widened footpath by the school

### Crow Lane – proposed changes





The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to Crow Lane?				
			Response Percent	Response Total
1	Strongly agree	<div style="width: 15.65%; height: 15px; background-color: red;"></div>	15.65%	23
2	Agree	<div style="width: 31.29%; height: 15px; background-color: yellow;"></div>	31.29%	46
3	Neither agree nor disagree	<div style="width: 19.73%; height: 15px; background-color: blue;"></div>	19.73%	29



**To what extent do you agree or disagree with the proposed transport changes to Crow Lane?**

			<b>Response Percent</b>	<b>Response Total</b>
4	Disagree		19.05%	28
5	Strongly disagree		14.29%	21
			answered	138

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

82 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Parking / waiting restrictions
- Public realm
- Other

As one comment can be split over multiple categories there are 137 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

<b>Category</b>	<b>Number</b>	<b>Summary</b>
Supportive	17	Generally, agree. Good to see footway being prioritised. Reducing unnecessary car use and parking on this road would seem very sensible. Road narrowing near school is good, must be enforced. As a wheelchair user I'm all for better pedestrian routes with dropped kerbs and tactile paving.
Objections	5	Disagree with narrowing Crow Lane, and the potential for reducing parking times. New one way section on the crow lane slip seems pointless.
Pedestrians	15	Pedestrian crossing could be improved further here by installing additional traffic islands at either end of the bus stop bays. The upgraded crossing point at the southern end must be a zebra. The new trees and widening of footpaths are good.
Cyclists	38	Why are there no segregated protected cycle lanes? There is plenty of space which could provide for this. There is a complete lack of safe cycling infrastructure. Cycle 'racks' for locking bikes to will not be secure enough on crow lane. An alternative, more secure method of parking bikes here is needed - maybe lockable cages (with a padlock

		supplied by the user?). Fully support Bristol Cycling Campaign's consultation response. One way restriction on 'connecting road' should be "except cycles". No cycling provision to enable cycling to school or use of new cycle parking! Segregated cycleways should be provided in both directions along the whole of Crow Lane.
Public Transport	15	As a bus driver using the layby bus stops, find it frustrating cars park next to the bus stop. The whole layby should be a bus only zone and the road painted red. Provide bus lanes by widening into verge. I really don't think it's been useful to re-route the 2 through Henbury. The justification was congestion along the A4018, but a far more useful approach would be to create bus priority along that road
Traffic	4	There needs to be double width heading south towards the Crow Lane & Henbury Road junction to allow right turning of vehicles into Aldi car park without causing tailback of traffic if just a single lane. Also, the proposed changes outside Blaise School will slow the traffic to the new crow lane-Henbury road roundabout.
Road Safety	12	Missed opportunity for a segregated bike lane, so children can get to school safely. The upgraded crossing point at the southern end must be a zebra. Given that many HGVs use Crow Lane and cyclists, narrowing the road is not sensible as it will create conflict. Improved road safety. There is little or no adherence to the 20MPH limit on this wide and naturally fast road.
Parking / waiting restrictions	13	Review of waiting & loading restrictions near school is essential - parents parking on the grass verges doesn't help. I disagree with narrowing Crow Lane, and the potential for reducing parking times. 99% of the parking is the parents, at least nowadays traffic can flow both ways
Public realm	8	Plant more trees in green spaces. Trees benches and bins will be a waste of money and vandalised by the lawless youths in this area. Although I like the idea of more trees being planted - I doubt they will last very long before they get vandalised. More benches sound nice, but again will it just encourage gangs to loiter, and make the area even more problematic. More trees would make the area more pleasant.
Other	10	One way is not required. Please consider what local people want. Side roads should be using continuous footways/tracks

### 5.1.1.3 Knole Lane/ Crow Lane

The transport proposals for this section comprise of:

- New 24 hour bus lanes to improve bus journey times at the roundabout.



### Knole Lane/Crow Lane – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Knole Lane / Crow Lane?**

			Response Percent	Response Total
1	Strongly agree	<div style="width: 16.07%; height: 10px; background-color: red;"></div>	16.07%	27
2	Agree	<div style="width: 16.07%; height: 10px; background-color: yellow;"></div>	16.07%	27
3	Neither agree nor disagree	<div style="width: 17.86%; height: 10px; background-color: blue;"></div>	17.86%	30
4	Disagree	<div style="width: 17.86%; height: 10px; background-color: green;"></div>	17.86%	30
5	Strongly disagree	<div style="width: 32.14%; height: 10px; background-color: orange;"></div>	32.14%	54
			answered	168

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

114 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Parking / waiting restrictions
- Other

As one comment can be split over multiple categories there are 215 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	14	Agree with the 24hr bus lanes. Regularly use these bus routes and any improvement would be welcome. Glad to see the placing of a box junction on the roundabout (which I know is often a bottleneck).
Objections	13	Do not agree with the proposals for the bus lanes. Strongly object to the inclusion of 24 hour bus lanes on Knole lane. There is no justification for this blanket measure here. These bus lanes will increase congestion at the roundabout and block road junctions on Knole Lane.
Pedestrians	6	Adding bikes to pavements in an area where children walk to school. Pedestrian and cycle crossing should be installed at each arm of the roundabout. Segregated cycle ways don't look like there will be much space left for pedestrians.
Cyclists	46	Crow Lane roundabout should be a Dutch style cycle roundabout. Provide cycle lane at Knowle Lane by widening into south side verge. Provide space for cycle lanes on Crow Lane by moving east side bus stop into carriageway. Cycling provisions are very limited and do not seem to connect well. Bus lanes are positive but there should also be improvements for cycling. The current cycleways don't connect to safe routes on either side. It needs a segregated cycle way all along the road not just at the roundabout. Join up the cycleways. Isolated sections are not good enough.
Public Transport	65	The road would need to be widened to allow for a bus lane as well as vehicles currently struggle to split into two lanes often. Welcome ideas for improving bus journey times, is there any need for the 24hr bus lane late at night / early in the morning? Good to have 24 hour bus lanes. Object to the inclusion of 24 hour bus lanes on Knole lane. This is an unnecessary and heavy-handed approach to traffic management, when a bus lane with a specific time say, rush hour periods, would suffice. If you want bus lanes, widen the road (3 lanes) so other traffic

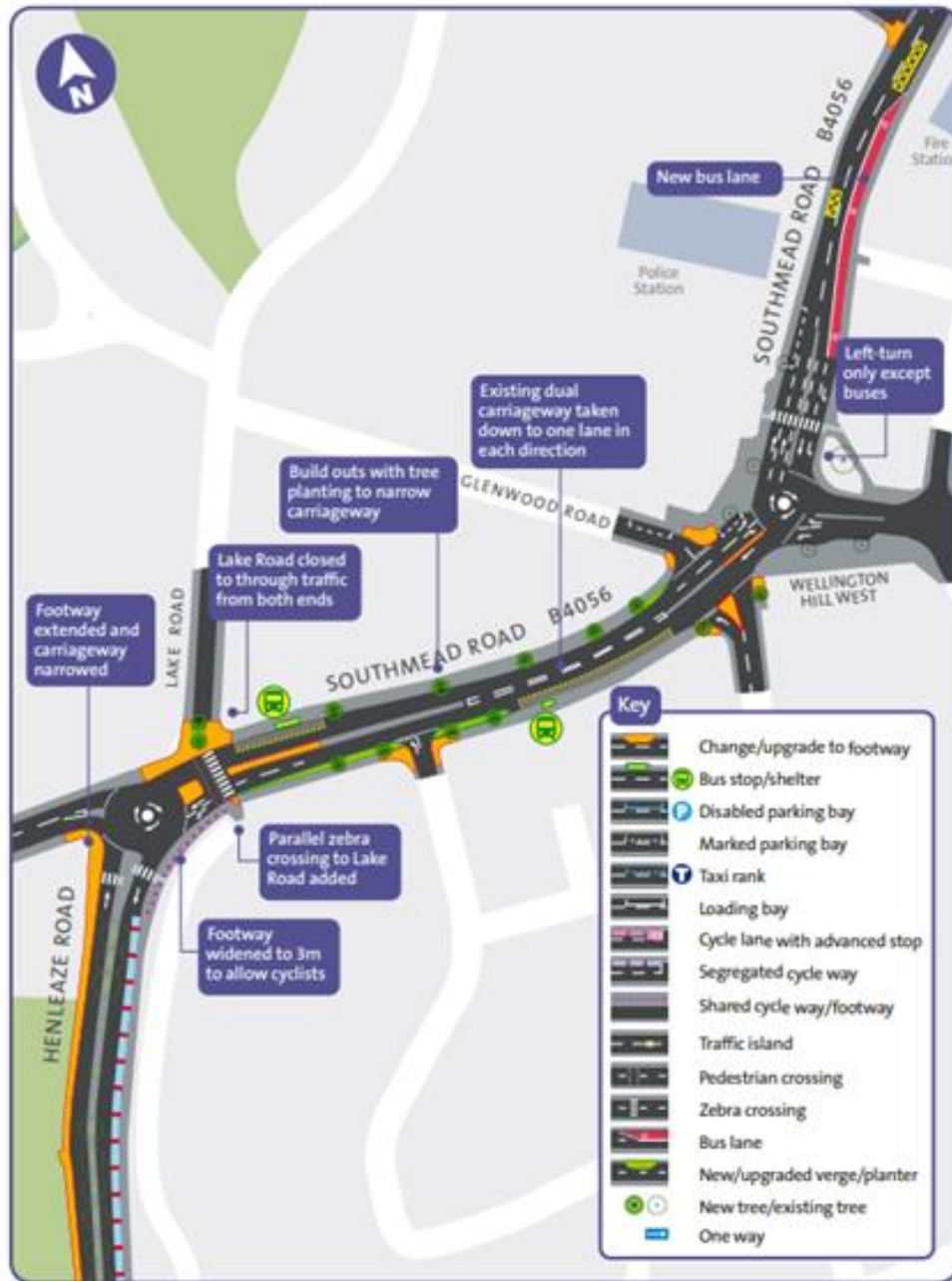
		can flow freely. Buses tend to hold up traffic and create more congestion / pollution. There aren't 24 hr buses running and it's a major route to Cribbs and the motorway. 24 hour bus Lane is ridiculous for this road.
Traffic	33	Bus lane outside library may create back up of traffic making access to roundabout more difficult than it already is. Bus lanes come too close to roundabout thus causing huge queues especially for traffic turning right. The traffic along this road is already awful, with or without busses. This would cause immense delays with the current traffic struggles around the entire Cribbs Causeway area. It would be extremely stressful to all drivers using this road. Congestion is not an issue outside of normal daylight hours.
Road Safety	13	The roundabout itself is the problem, cars drive too fast on it. You're adding bikes to pavements in an area where children walk to school. Imagine Voi scooters (and personal ones) plus kids on bikes whizzing around those corners. The pavements aren't wide, and they won't stick to the lanes. Roundabouts are quite scary and dangerous with mixed traffic.
Parking / waiting restrictions	6	Do not stop people parking outside their properties. Where width is limited, there should be little reason to retain parking. Also, many car owners along this road have limited/no space to park their cars off road and must park roadside, this would force them to have to park elsewhere when the road now is sizeable enough for 2 cars to pass without fuss.
Other	19	The road and roundabout works well, as it is and does not need any changes to it. Machin Road junction should be blocked off and traffic pushed back via Standfast Road. Remove roundabout and install traffic light signals. Turn the roundabout into a controlled signal junction as the roundabout is too small and dangerous for a popular route and busy road. Access route to library should be a continuous footway.

#### 5.1.1.4 Southmead Road

The transport proposals for this section comprise of:

- New bus lane on Southmead Road on the approach to the Wellington Hill West junction to improve bus journey times
- Southmead Road would be narrowed to one lane in each direction to allow for widened footways.
- Close Lake Road to through traffic from Southmead Road end to allow for a new parallel zebra crossing
- New shared path and cycle lane would be created so cyclists can reach the crossing to Lake Road.

## Southmead Road – proposed changes





The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to Southmead Road?

			Response Percent	Response Total
1	Strongly agree	<span style="display: inline-block; width: 20px; height: 10px; background-color: red;"></span>	12.28%	55
2	Agree	<span style="display: inline-block; width: 20px; height: 10px; background-color: yellow;"></span>	14.29%	64
3	Neither agree nor disagree	<span style="display: inline-block; width: 20px; height: 10px; background-color: blue;"></span>	10.04%	45

**To what extent do you agree or disagree with the proposed transport changes to Southmead Road?**

			<b>Response Percent</b>	<b>Response Total</b>
4	Disagree		16.96%	76
5	Strongly disagree		46.43%	208
			answered	448

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

376 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Parking / waiting restrictions
- Public realm
- Lake Road
- Other

As one comment can be split over multiple categories there are 862 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

<b>Category</b>	<b>Number</b>	<b>Summary</b>
Supportive	55	Agree overall. Agree with the zebra crossing at the end of Lake Road, very sensible. Taking traffic to one lane is great. I'd also be supportive of 20mph speed limit. Generally, agree. I believe the zebra crossing cannot come soon enough. Like the dual carriageway being reduced to one lane, the tree planting, and the parallel crossing to lake road. Narrowing the road is sensible. Southbound cycle lane on Henleaze Rd is great. Great scheme. Welcome the idea of a parallel zebra crossing.
Objections	48	Closing Lake Road makes no sense. Disagree with reducing dual carriageway to one lane in each direction. Disagree with bus lane on Southmead Road- just not enough buses anyway! Disagree with the proposal to close Lake Road to both incoming & outgoing traffic. Strongly object to the proposal.
Pedestrians	83	Addition of the parallel zebra crossing is helpful for safety at that junction. Having the footway extended alongside the park is good - it means that one does not have to cross the road if you are a pedestrian going north. The Zebra crossing is a good idea but would be better

		further down the road, meaning people focus is not on the roundabout. Shared pedestrian/cycle way at the Henleaze Rd roundabout will be dangerous for pedestrians. Support pedestrian crossing at Lake Rd but not closure of road. The current road space is fine just put in pedestrian crossings. Side roads should also have continuous footways.
Cyclists	132	Widening the pavement to allow for cyclists seems dangerous for pedestrians. That bit of Henleaze road has 4 lanes, so the road should be able to be given to cyclists instead of the pavement. Lack of LTN 1/20 compliance (Cycling Level of Service Score 70%+, No red turns from Junction Assessment Tool). The fact the DfT won't fund shared paths in Urban Areas. Use the space for cycle lanes on the roadway, not the pavement. Need segregated cycle path along Southmead Road. Excellent opportunity to put in segregated cycle paths in both directions on this section. Lost opportunity to only provide a segregated cycle path on one side of Henleaze Road. The segregated cycleway should be continuous from the crossing to Henleaze Road. Shared cycle lanes are dangerous as most cyclists have no consideration for pedestrians.
Public Transport	87	A bus lane at the end of Southmead Road would be good. More sticking out bus stops are unacceptable. Will the new Southmead Road bus lane be a 24 hour one? Regardless, the justification for it is weak if reducing congestion is the plan. Don't understand the left-turn only except buses bit and how that works on a mini roundabout. Provide westbound bus lane on Southmead Road by removing verge. putting in the bus lanes is not productive. Buses do not get delayed at this junction. It is more likely to increase delays especially with traffic turning left which cuts across the bus lane and vehicles blocking the end of the bus lane.
Traffic	141	Reducing Southmead Road from dual to single carriageway will cause additional congestion. All of this will only increase local traffic around Lake Road, Vintery Leys, and other residential areas. This dual carriageway system was designed in the 1930s due to period traffic levels. In 2021 these are considerably higher, yet you are choosing - yet again - to reduce road capacity and increase congestion. Closing lake road to traffic will have a huge effect on the people who live there. As a resident myself this move will make it very difficult to get to my home and increase traffic on surrounding side streets.
Road Safety	61	Narrowing roads creates unsafe situations. Better to have separate bike and walking areas to avoid collisions. The Glenwood Road junction is dangerous due to poor lines of sight around the corner. Instead of reducing the carriageway size why not make these left hand lanes bus lanes to help protect cyclists? The traffic around the lake in the summer is already a problem. Closing the south entrance of lake road (the north is already closed too) will increase the traffic on surrounding roads which are often double parked, this will make accidents more likely.
Parking / waiting restrictions	23	Reducing dual carriageway to single line on Southmead Road will only work if there are also double yellow lines along this section, as cars are often parked in the left hand lane, making it unusable. Every day around 10 cars park along that stretch of the road. This includes

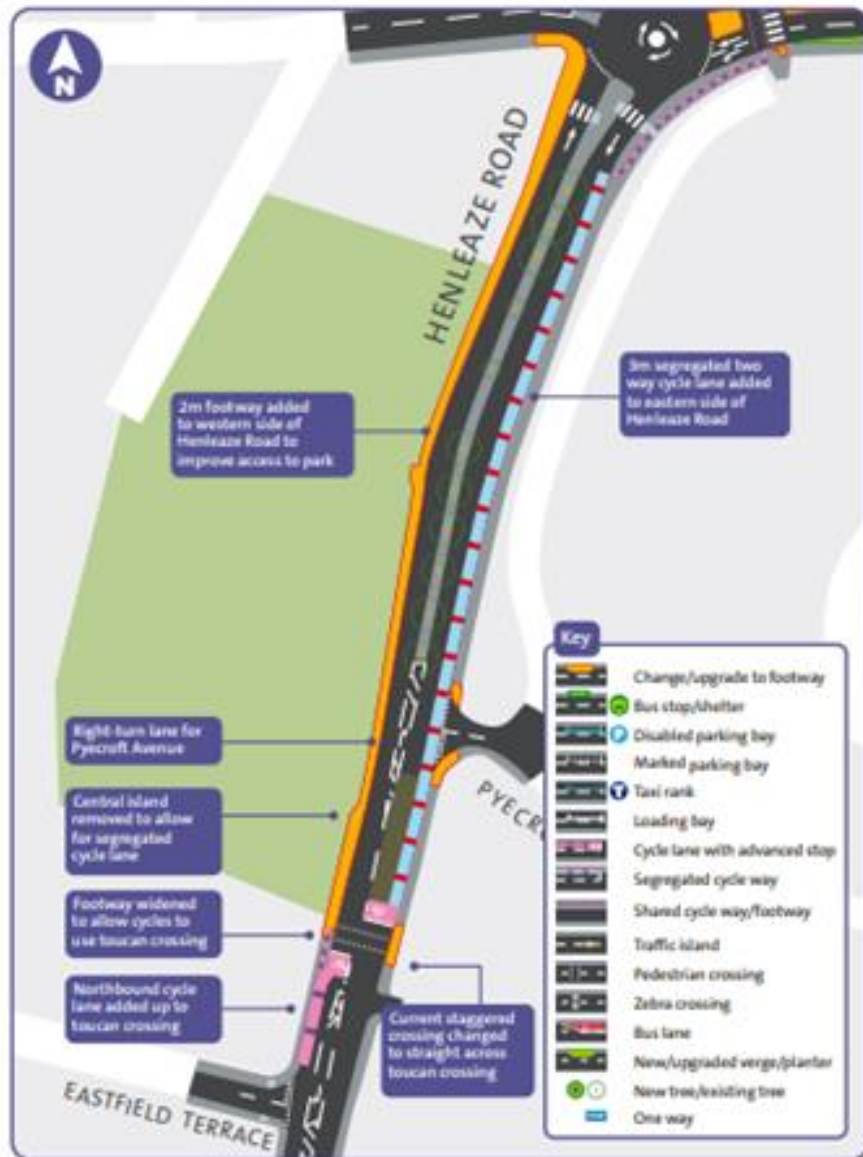
		residents, workers, and customers of local businesses. These people would then be forced to park along side roads that are already congested by staff parking from the local hospitals. If you are narrowing the carriageway, are you going to stop people parking on that east-bound bit of Southmead Road, because there is often only one lane anyway because there are cars parked on the road.
Public realm	37	New trees are a great idea. Trees are much needed in this area. There are already several trees along this section of Southmead Road which are established. If more trees are added, the light into our home could be reduced which I would not support.
Lake Road	110	Closing Lake Road makes no sense. Clover ground and Glenwood and Charis Avenue will all become rat runs to avoid congestion. Have you investigated how disruptive this will be to the residents of this road and visitors? The closure of Lake Road will be dangerous for parents dropping off and collecting their children from the nursery situated on the corner. All seems to make sense. especially blocking off lake road for the zebra crossing which is much needed. Awful idea this is going to cause awful congestion.
Other	85	What reduction in car usage have they built into their plans? What are the assumptions being used? This is a main route out to / in from the M32 / M4 / Parkway for NW Bristol. In snow and icy weather, Vintery Leys can become impassable to Westbound traffic, due to the steep incline, Lake Road is then the main exit from Lake Road, Lakewood Road and Lakewood Crescent. Public money needs to be spent on encouraging local business and facilitating access to these businesses. I am sure that money can be better spent elsewhere.

#### 5.1.1.5 Henleaze Road (to Eastfield Terrace)

The transport proposals for this section comprise of:

- New segregated cycle lane on the eastern side of Henleaze Road
- New footway on the western side
- Change the staggered crossing to a straight across toucan crossing

## Henleaze Road – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Henleaze Road?**

			Response Percent	Response Total
1	Strongly agree	<div style="width: 24.86%; height: 10px; background-color: red;"></div>	24.86%	89
2	Agree	<div style="width: 24.30%; height: 10px; background-color: yellow;"></div>	24.30%	87
3	Neither agree nor disagree	<div style="width: 9.50%; height: 10px; background-color: blue;"></div>	9.50%	34
4	Disagree	<div style="width: 13.41%; height: 10px; background-color: green;"></div>	13.41%	48
5	Strongly disagree	<div style="width: 27.93%; height: 10px; background-color: orange;"></div>	27.93%	100
			answered	358



**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

239 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Parking / waiting restrictions
- Public realm
- Other

As one comment can be split over multiple categories there are 425 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	36	Excellent to see improved cycle way. completely agree with the changes. Improved pedestrian access to the park is long overdue. The footway and cycle path are great - really like it. Yes, love the segregated two way cycle lane and the single stage toucan crossing!
Objections	15	This will add unnecessary bottleneck in this area. I strongly disagree with the removal of the central island. Do not agree with cycle lane being two-way on East side. Strongly disagree with proposals
Pedestrians	63	Agree re 2 m footway on west side. Crossing over from west to East going downhill on this road won't work. Footpath on Quarry Park side is great idea and needed for a long time along with a single crossing. The current lack of footpath on the west side of Henleaze Road has always seemed odd as it restricts pedestrian access, so adding this would be a significant improvement
Cyclists	157	Can't see the point of such a short, shared cycle Lane - what's the point to go to such expense for such little gain? Feel cycle lanes are better when they follow the flow of the rest of the traffic, rather than having a two way lane as proposed here. The dedicated cycle lane is ok Southmead to Henleaze but no cyclist cycling from Henleaze to Southmead is going to stop, cross the green man, cycle 200 yds, cross crossing back to other side and carry on. Welcome segregated / protected cycle lane.
Public Transport	10	Do not narrow any existing bus routes, keep all dual carriageways, they are opportunities for bus lanes. Cannot see how that is doing anything to improve the passage of buses through Henleaze. Very supportive as it promotes good space for bus route alongside pedestrians and cyclists.

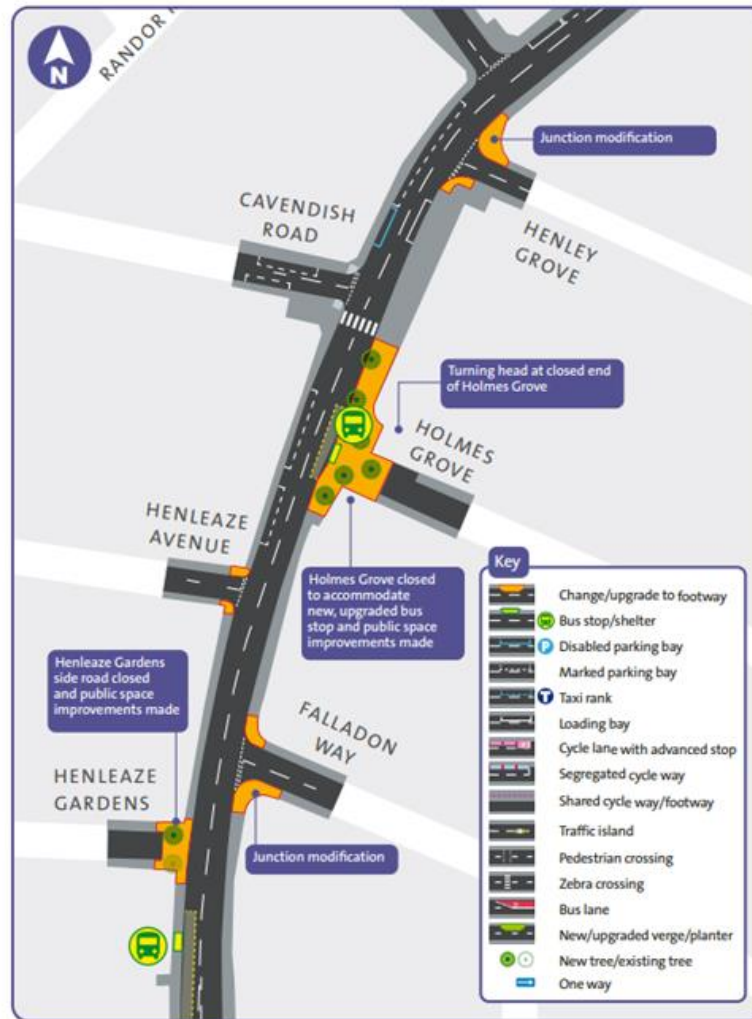
Traffic	48	These changes are designed to block traffic, unhelpful and lacks coherence. Traffic disruption causing delays and therefore air pollution. No more sticking out bus stops which make traffic flow worse. It is unnecessary to have 2 lanes of traffic either side of the road. The reduction in lanes will lead to increased road traffic.
Road Safety	38	Shared paths only create conflict and injury. Two way cycle lane on one road track seems a bit risky! Asking cyclists to switch from one side on the road to the other and back again is a nonsense. They won't do it; but even if they did, the mixing of pedestrians and cycles at the toucan crossing is dangerous.
Parking / waiting restrictions	7	Parking will be an issue if not managed. It looks like there will be no car parking space at all on Henleaze Rd. Not everyone can ride a bike or carry heavy shopping home!
Public realm	15	The only suggested improvement is that the mature trees on the central island should remain, it's unclear if these are being removed. Removal of trees is never ideal for the environment, but the net cost of a poor transport system is far worse.
Other	36	Total waste of money speeds will inevitably increase. More changes that will further clutter the area which presently benefits from a more open aspect. I feel that the views of residents have not been considered and consultation is useless because there are countless instances of consultation being completely ignored by the powers that be.

#### 5.1.1.6 Henleaze Road (Holmes Grove)

The transport proposals for this section comprise of:

- Close Holmes Grove to accommodate a new bus stop
- Close Henleaze Gardens so that a dropped kerb could be installed

## Henleaze Road – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Henleaze Road?**

			Response Percent	Response Total
1	Strongly agree	<div style="width: 12.5%; height: 15px; background-color: red;"></div>	12.50%	60
2	Agree	<div style="width: 12.71%; height: 15px; background-color: yellow;"></div>	12.71%	61
3	Neither agree nor disagree	<div style="width: 10.83%; height: 15px; background-color: blue;"></div>	10.83%	52
4	Disagree	<div style="width: 14.79%; height: 15px; background-color: green;"></div>	14.79%	71
5	Strongly disagree	<div style="width: 49.17%; height: 15px; background-color: orange;"></div>	49.17%	236
			answered	480

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

385 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Parking / waiting restrictions
- Public realm
- Road closure
- Other

As one comment can be split over multiple categories there are 372 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	30	Happy with the improvements to the public space. Agree in principle with the proposals. As a resident of Holmes Grove, I am strongly in favour of this proposal for several reasons. Both road closures seem a good idea. Excellent for Holmes Grove as cars use the street as a rat run. Much safer for bus users, pedestrians, and cyclists. Great to have larger areas for community gathering i.e., cafe, street events etc
Objections	30	The proposal to close Henleaze Gardens should be removed. Closing side roads is madness. Do not agree that these changes are well thought out or that they will benefit residents of Henleaze. It seems extremely unfair to shut through roads for the people living there.
Pedestrians	11	New layout would make it much easier to navigate as a pedestrian. It would be great for the other mostly residential streets to have pavement level raised walkways across the end to give priority to walkers. Continuous footways needed.
Cyclists	20	There is a complete lack of cycling infrastructure. Acknowledge road is too narrow for cycle infrastructure. Cycle permeability needed. Zero cycling provision.
Public Transport	61	These all seem very sensible improvements, especially the Holmes Grove bus stop changes. You could move the bus stop to before the zebra crossing where there are loads of pavement space rather than closing an entire side street (Holmes Grove). Is there a possibility of bus gates? Maybe a bus lane on Henleaze Road would help as traffic is often delayed there? The bus stop is far enough from the zebra crossing and have not seen any difficulty for buses to pull into the existing bus stop.
Traffic	41	Blocking road will increase traffic on other roads. Traffic and parking will be adversely impacted for those living here. Fallodon Way is

		already very busy with cars parking, and this will make it worse (also impacting the medical centre in the same road). Narrowing the roadway entrance at Henleaze road would simply cause congestion at this busy turning. Traffic turning into Henleaze Rd from Henley Grove has very restricted visibility, especially if you are turning right.
Road Safety	33	The pedestrian crossing near Holmes Grove is dangerous as cars go too fast and frequently don't notice someone on the crossing. It needs an island & beacons. Junction modifications result in more dangerous manoeuvres from general traffic, thereby increasing the likelihood of accidents. There are families with younger children in the road - would these children be at risk from large reversing vehicles? Making the entry to Falodon Way smaller would be much safer.
Parking / waiting restrictions	17	Parking on the road is always congested, this will make egress and ingress to properties even more difficult. Solutions would be to put double yellow lines on Henley Grove on the opposite side of the high street parking zone or to move the high street parking zone further down Henley Grove where the road widens. Reduce their ability to park.
Public realm	16	The so-called public spaces that will be established at these junction closures will not be useable - they will simply be areas that people move through. Planting trees surrounded by concrete is not creating a public space. Happy with the improvements to the public space, they are going to look nice. The high street is very popular and has a good public space feel, with wide pavements and busy shops.
Road closure	88	Shutting a road like Henleaze Gardens could end up funnelling traffic onto North View, which is already extremely congested. We object to closing the exit of Henleaze Gardens on to Henleaze Road. This will force all traffic to exit/enter via the busy Westbury Road, which is dangerous. Closure of west end of Holmes Grove should be "except cycles" Closure of east end of Henleaze Gardens should be "except cycles". No justification given for closure of Henleaze Gardens. Refuse lorries, deliveries, scaffold lorries etc need drive through access to avoid reversing off or onto A4018 (and then reversing up or down length of Henleaze Gardens). Road entries could also be narrowed to improve pedestrian safety if necessary. Disagree that it is necessary to close the end of Holmes Grove.
Other	25	Cavendish Rd needs improving - it's difficult to cross with the parking spaces and most people must cross here due to where the zebra crossing is. Cavendish Rd is a cut through to Falcondale Rd and to drop kids off at St Ursula's and to get to the Downs. Alienate residents. Elderly demographic who needs their cars and expect simple and easy access to a long residential road. Not on your plans but there is a zebra crossing at the bottom of Henleaze Park Drive which crosses Henleaze Road.

#### 5.1.1.7 North View and Parys Lane

The transport proposals for this section comprise of:

- New zebra crossing on Parys Lane
- New path added to Westbury Road shared path
- Footpath widened on North View

- Existing paths between Westbury Road and North View widened and converted to shared cycleways

Views sought on possible closure of section of Parrys Lane to traffic.

### North View and Parrys Lane – proposed changes



The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to North View and Parrys Lane?			Response Percent	Response Total
1	Strongly agree		20.87%	86
2	Agree		25.24%	104
3	Neither agree nor disagree		12.86%	53
4	Disagree		19.90%	82
5	Strongly disagree		21.12%	87

**To what extent do you agree or disagree with the proposed transport changes to North View and Parrys Lane?**

	Response Percent	Response Total
	answered	412

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

326 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Parking / waiting restrictions
- Parrys Lane
- Public realm
- Other

As one comment can be split over multiple categories there are 560 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	94	Agree dedicated cycle path will make it safer to cycle down the A4018. All enhancements to cycle paths are welcomed. Happy with parking review to stop poor access. Agree that the Parry's Lane "cut through" from Westbury Road should be closed. Great to have new zebra crossing, and new cycle paths. Like proposal of a new zebra crossing on Parrys lane. Agree with new path parallel to Westbury Road. The idea of closure of Parrys Lane is a good idea.
Objections	76	Do more, the proposals aren't ambitious enough if changes want to be made. Don't close Parry's lane - crazy idea. Not happy about the proposal for shared pathways. Object strongly object to any new paved paths on the Downs. The current shared path is barely used. Do not agree with closure of Parrys Lane. Pointless having two parallel shared paths alongside Westbury Road. This doesn't solve the main issue for buses which is traffic going towards white tree roundabout at peak times.
Pedestrians	64	Why is there no safe crossing for pedestrians near the north view bus stop? Zebra crossing at roundabout is much needed. Better lighting for pedestrians would be great. There is no need to widen the footpath in

		Northview, it is perfectly adequate. Suggest that paths on should be separated to make one for cycling and one for walking, as they are on Stoke Road. Shared cycleways can be dangerous for pedestrians. Strongly in favour of segregated walking and cycle paths.
Cyclists	105	Suggest paths should be separated to make one for cycling and one for walking like Stoke Road. As it could then be wide enough to make it bi-directional for cycling. Suggest the cycle lane on Westbury Park Road goes all the way along the road and it is clearly signed as one way motor with contraflow cycle lane. Agree with the new path on Westbury Road. More segregated cycle paths along North View and Parry's lane. More for cyclists on this roundabout, making it easier to access the cycle paths from all directions. Zebra crossing across parry's lane needs to accommodate cyclists. Shared cycleways between Etloe and Westbury Park Road need to be segregated.
Public Transport	37	How do the proposals make any material difference to bus traffic options? Closure of the cut-through labelled as "Parry's Lane B4054" may add to congestion on the roundabout for buses. More radical plans are needed along North View, the existing congestion causes real issues for bus users. The waiting area around the bus stop itself is not expanded. What options are being considered for the White Tree Roundabout / North View - bus lanes? A bus gate to prevent traffic exiting North View from White Tree roundabout. None of these proposals indicate how there would be any improvement to the delays faced by buses on North View.
Traffic	71	New zebra crossing on Parry's Lane may add to congestion at certain times of the day due to traffic being stopped on the roundabout. This in turn could delay traffic, including buses, coming from the other roads that link onto the roundabout. Closure of the cut-through labelled as "Parry's Lane B4054" may add to congestion on the roundabout for buses and other road users at certain times of the day whereas traffic at present has a means of bypassing the roundabout thereby making journeys quicker for all. North View is an important through road. Any suggestion of restricting its use by cars will force cars onto narrow side roads. Relocating the North View bus stop to a new site away from this narrow part of the road would solve most of congestion issues. Useful slip road for cars travelling down to Stoke Bishop, Stoke Lane, Shirehampton etc. coming along the Downs from Blackboy Hill, which saves having to queue at the White Tree Roundabout to turn left down the main part of Parry's Lane. Closing it would only add to the waiting times for traffic entering White Tree Roundabout from Westbury Road. Reinstate the width from North View to two lanes.
Road Safety	26	Why is there no safe crossing for pedestrians near the north view bus stop? Pedestrians, children, and dogs should not have to share with bicycles as this could be extremely dangerous. Zebra crossings at roundabout exits are somewhat dangerous as a driver has a lot to process and may not notice a pedestrian. It seems that the start/end of shared cycle ways do not have a safe way of merging back into traffic.
Parking / waiting restrictions	23	Could have a bad effect on business parking their vehicles or receiving drop offs. Parry's Lane would not be such an attraction for van dwellers if parking restrictions were adhered too. Do not restrict the parking on



		North View. This would be catastrophic for residents, who are already severely impacted by being on the edge of the Cotham North RPZ. Congestion on North View could be effectively dealt with by restricting parking to one side of the road.
Parrys Lane	24	I would be for the closure of Parrys lane and returning it to natural land. Close the top one-way section of Parrys Lane as you propose to stop speeding vehicles cutting down here. Do not agree with closure of Parrys Lane. Parrys lane should close as its currently used a car park for people living in caravans and motor homes which is an eyesore. Blocking the section of Parrys Lane from Westbury Road to Saville Road or possibly all the way to the main Parrys Lane is unnecessary, it will merely cause further congestion at the White Tree Roundabout. What is the benefit of closing the cut through to Parrys Lane? It helps reduce traffic at White Tree roundabout and you want a zebra crossing here which will slow it down.
Public realm	11	Concerned about impact on mature trees on the idea of footpath widened on North View. Support extra tree planting and enhancing North View would be wonderful - currently it's a traffic bottleneck with poor air quality - any improvement is welcome and very good for local shops and cafes. Too many roads slicing up the downs and it would be a great improvement for walkers, families, and wildlife if this was grassed over.
Other	29	Need traffic modelling for options. Road surfaces urgently need to be repaired between roundabout and Clay Pit Rd. Walking and shopping is not as pleasant as it could be. Pedestrianise North View. Need more information about the proposals and the shared paths. Consider closing the junction of Westbury Park Road onto North View. Complete waste of money. Traffic lights on the roundabout? Colour code shared paths. Issue with flooding on the corner on Westbury Park Road. Remove roundabout altogether. Glad to see the plans for North View are not included. Consider the whole area. Are the shared paths accessible?

#### 5.1.1.8 Whiteladies Road / The Downs junction

The transport proposals for this section comprise of:

- Roman Road would be made into a walking and cycling route as this links to green spaces
- Proposed new 24 hour outbound bus lane on Whiteladies Road between Wellington Park and York Street

## Whiteladies Road/The Downs junction – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Whiteladies Road / The Downs junction?**

			Response Percent	Response Total
1	Strongly agree		21.93%	93
2	Agree		25.71%	109
3	Neither agree nor disagree		9.80%	39
4	Disagree		14.39%	61
5	Strongly disagree		28.77%	122
			answered	424

**To what extent do you agree or disagree with the proposed transport changes to Whiteladies Road / The Downs junction?**

	Response Percent	Response Total

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

292 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Parking / waiting restrictions
- Public realm
- Other

As one comment can be split over multiple categories there are 445 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	80	Agree with making Roman road a cycling & walking route. Lots of support for closing Roman Road as is a great idea. Bus lane past Willington Park sounds good. Creating a new segregated cycle lane is good. Fully support these changes. Roman Road being shut to cars for parking is a safe and clear route for cyclists and walkers to travel along. Support the idea of a new bus lane for the left hand side at the top of Blackboy Hill. New off-road cycle and walking routes are very welcome on this rather unfriendly gyratory. 24 hr bus lane brilliant idea and love extra cycling lanes.
Objections	84	Not another 24 hour bus lane. Closing Roman Road removes well-used parking spaces for only marginal benefit. Disagree with roman road removal of parking. Not LTN 1/20 compliant. Bus lane will affect local businesses. Object to shared paths. Measures don't go far enough for active travel so object. Short cycle lanes are waste of money. Object to 24hour bus lane – leave as it is.
Pedestrians	22	Agree with making Roman Road a cycling & walking route. Please segregate walkers from cyclists. New off-road cycle and walking routes are very welcome on this rather unfriendly gyratory. A path from new path on Westbury Road to bus stop would be useful. No shared paths.

		For a disabled pedestrian this massive junction is very confusing. Please make it as accessible and easy to understand as possible.
Cyclists	124	No safe provision for cyclists to get from Roman Road to Redland Hill; this is part of National cycle Network for southbound cyclists so should be given priority treatment. Creating a new segregated cycle lane is good, but if it just joins onto the carriageway or onto existing poorly designed shared cycle/foot ways then it is completely pointless and won't be well used. You need to have more segregated cycle lanes along more of the route! How are cyclists supposed to navigate 3 lanes of traffic uphill at the top of Whiteladies Road? Would suggest an 'early release' in place for cyclists on the traffic lights on the uphill. Suggest that paths should be separated to make one for cycling and one for walking, as they are along Stoke Road (by cafe). As it could then be wide enough to make it bi-directional for cycling. No LTN 1/20 compliance. Where are the CYCLOPS junctions? Cycling Level of Service Score > 70%? No red turns from the Junction Assessment Tool? This has been designed by people who need training in how to deliver national standard cycle infrastructure. The cycle lane is not continuous or segregated. This is great! We need more cycling routes! And the advanced stops are great too.
Public Transport	44	Placing of a bus lane by the shops at the top of Whiteladies Road may harm trade to local businesses. Better to have the bus lane operating at certain times of the day only (i.e., only between 4pm - 7pm evenings, Mondays to Fridays rather than 24/7. Parking bays need removing on Redland Hill to allow buses to get through quickly. Support the idea of a new bus lane for the left hand side at the top of Blackboy Hill. Wants motorcyclists to be able to use bus lanes. Is it possible to continue the bus lane up through the junction, rather than stopping on Whiteladies Road? A bus lane or at least a cycle lane should go all the way to the top of Blackboy Hill as this is the worst part for cyclists, and the spot where buses get stuck behind traffic. If a bus lane went to the top of the hill you would need to make the section of Stoke Road from Roman Road to Upper Belgrave one way northbound, with the removal of the island and the middle lane on Blackboy hill becoming straight ahead only, and the left lane on Stoke Road becoming a continuation of the bus lane. You could then leave Roman Road open for southbound traffic. The closure of it is a minor improvement at best, and nothing compared to a bus/cycle lane going all the way up.
Traffic	27	Closure of Roman Rd will improve traffic flow around the roundabout. Don't think three lanes on the northbound approach from Whiteladies Rd to Stoke Road is appropriate. Entire one way system needs to be drastically altered to avoid cross over of traffic between the A4018 Whiteladies Road and Upper Belgrave Road. Junction design is confusing. High usage of zebra crossings causes traffic heading from Westbury Road and upper Belgrave Road creating tailbacks on busy times. Heading from the downs to the top of Whiteladies Road can't have 2 straight on lanes if there is only one lane for cars to enter. It is already a problem with people in the right lane thinking they can head straight on down Whiteladies Road. The exit from the narrower Redland Hill will be much more difficult.

Road Safety	17	Dedicated cycle lane between traffic lanes is dangerous. Speeding traffic on Stoke Road is an issue for other road users. Vehicles are often parked in bike lanes at the steepest point on the hill making it dangerous for cyclists. No dropped kerb or easy access onto the shared path at the junction of Roman road and Westbury Road and so cyclists remain on the carriageway which is dangerous and slows traffic. The gyratory system is dangerous for everyone needs a rethink.
Parking / waiting restrictions	30	Loss of parking on Roman Road will have a negative impact on nearby businesses. Remove parking on Redland Hill to allow buses to get through. 24 hour bus lane not needed peak times only so retain parking. Support to reduce parking on Roman Road. Removing parking on Roman Road reduces availability for people accessing the Downs and residents and businesses. Limited parking already.
Public realm	4	What does the Downs committee have to say about removing green space? Existing paths could be upgraded without the need to pave over more of the Downs.
Other	13	One or two errors on the map concerning zebra crossings. Need a major revamp of the entire area and not just tinkering. Will have to redo this in 10 years – needs more effort. This will make the errors of GBBN worse.

### 5.2.1 Booklet 2 of 3: Central section

Each booklet covers one of the three sections of the route. The following map shows the central section running from the Whiteladies Road /Queens Road junction by the Victoria Rooms to the end of Victoria Street.

#### Number 2 bus route and A37/A4018: Central section



Within the booklet there are 7 sections covering the following locations:

- Queens Road
- Triangle



- Park Street – main proposal
- Park Street – alternative options
- College Green
- Victoria Street / Bristol Bridge
- Victoria Street

### 5.2.1.1 Queens Road

For this section the team created visualisations so that people could more clearly understand transport proposals. There were three created. The first is an aerial view looking northwards towards the Victoria Rooms. The second is an aerial view looking towards the Triangle and the third is on street visual looking towards the Victoria Rooms.



The transport proposals for this section comprise of:

- A new three stage traffic signal at the Whiteladies Road / Queens Road junction
- Closing Richmond Hill and Park Place to traffic at the junction with Queens Road to allow for more public spaces and landscaped areas

- A new cycle lane along Queens Road from St Paul's Road, past Queen's Avenue

### Queens Road – proposed changes






The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Queens Road junction?**

			Response Percent	Response Total
1	Strongly agree	<div style="width: 44.54%; height: 15px; background-color: red;"></div>	44.54%	143
2	Agree	<div style="width: 17.44%; height: 15px; background-color: yellow;"></div>	17.44%	56

**To what extent do you agree or disagree with the proposed transport changes to Queens Road junction?**

			<b>Response Percent</b>	<b>Response Total</b>
3	Neither agree nor disagree		8.41%	27
4	Disagree		7.78%	25
5	Strongly disagree		21.80%	70
			answered	321

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

203 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Parking / waiting restrictions
- Public realm (including trees)
- Richmond Hill

As one comment can be split over multiple categories there are 383 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

<b>Category</b>	<b>Number</b>	<b>Summary</b>
Supportive	84	Advocate turning the entire route of Queens Road from the Vic Rooms through to the top of Park Street into one continuous Plaza by turning. Like the removal of the second road and roundabout bit by Victoria Rooms. Really like the plans to pedestrianize along Queens Road. Welcome the introduction of clearly separated cycle lanes around the triangle. Good idea to close the through traffic from the side roads. Like the new public realm proposal leading up to Victoria Rooms. Reallocation of road space to public space; new public realm looks brilliant, same for cycle lane provision, new segregated cycle lanes. This is fantastic the city needs more bold changes like this. The reduction in space for cars and new trees are great and will make the area a lot nicer to access.
Objections	43	Reducing the carriageway is an absolutely insane idea - it will not eliminate the large number of vehicles which need to use this route, it will just push them to other areas. If you remove the second traffic lane in Queens Road you are creating more congestion, more pollution



		and more angry commuters trying to get to work. Disagree with closing Park Place as it limits the access to the area down to a single point. This is a nightmare. Halving the road capacity is going to cause traffic chaos. Don't agree with reducing the road space.
Pedestrians	21	These changes would make walking and cycling far more attractive through the area. Queens road can be a nightmare for pedestrians at rush hour so this would be a great improvement. The proposal would also be beneficial for university students using the space. Need for continued cyclist and pedestrian priority at crossing points - long wait times in cycle infrastructure ruin its utility. Queens Avenue / Queens Road junction. Could this be a continuous footway? On the three-stage traffic signal junction, ensure that pedestrians can cross two roads within a single phase.
Cyclists	78	It's good to have a segregated cycle path along this section, but can you ensure that the paving clearly defines the cycleway v's pedestrian area. This is done badly in The Centre and makes conflict more likely. Segregated cycle path required up Whiteladies Road. Segregated cycle lane doesn't look clearly marked or segregated enough. There is much to be welcomed in this proposal, however it is disappointing that there is not a segregated protected cycle lane on the east side of Queens Road. The segregated cycleway on Queens Road - how would southbound cyclists easily cross into this, bearing in mind there is a double mini roundabout just off the map? An alternative could be a cycle gate onto Richmond Hill, providing a cycle shortcut. Big fan of the segregated cycle way but it should have raised tables and right of way where it meets the road.
Public transport	25	Massive reduction in roadscape will not just cause much greater congestion - there are many vehicles particularly service vehicles (HGVs) that use this route. The impact will be adverse on public transport as buses will be affected by the congestion. Suspect buses would get stuck in what becomes a single lane coming up out of the city. Seems a waste not to create a continuous bus lane through this area with all that space available. Buses should be made a priority. The segregated cycle way on Queen's Ave would hinder access to the bus stop.
Traffic	67	Reduction to single lane at the new three stage traffic light will create huge backups of traffic up Whiteladies Road if there is no corresponding reduction in numbers of motorists. The cycle lane doesn't seem to continue north up Whiteladies Road which would lead to cyclists getting stuck as cars and buses don't leave enough space for cyclists to squeeze past. Traffic will get stuck with people turning left to go up Queens Avenue and no way to get past if it is single lane. Short sighted scheme that will kill local business. Closing Richmond Hill and Park Place to traffic will increase traffic on Queens Road, compounding congestion issues and slowing down cars and buses. Signalling the junction by RWA is very welcome. Turning into a T junction probably good. Fantastic! Don't think the roads there need it to be dual carriageway.
Parking /waiting restrictions	9	If you remove parking places, where will those cars be parked subsequently? Limited disabled parking. Loss of residents' parking on Queens Rd will have unacceptable impact on amenity of residents of

		Westbourne Place. Reduction in parking will lead to reduction in visitors to shops. Also makes no sense whilst future of West End car park in doubt.
Public Realm (including trees)	32	The plans show not enough green space being installed. Looks more like a spacious concrete plaza which could look run down in the future. The "improved public space" has little value to people in the area. Covered (glass roof) seating with integrated shrubbery would provide a much more useful and pleasant communal space. Trees next too or on pedestrian routes need to be planted in pots limiting their growth. The visualization massively helps to see the plan, and it looks amazing. Soft verge is good for the environment; cheaper to build, absorbs water so better for SUDS, less carbon footprint to build. Have a bit for social amenity of course but often urban designs have excessive concrete / stone paving. Looks brilliant. Please do stick with plenty of trees, seating and planting in the pedestrian area.
Richmond Hill	24	Closure of Richmond hill is great. Closing Richmond Hill and Park Place to traffic will increase traffic on Queens Road, compounding congestion issues and slowing down cars and buses. Richmond Road cannot feasibly be viable for two way traffic and parking! It is a frequently used pedestrian route which currently benefits from being relatively quiet and safe. Closure of Richmond Hill is great, but it will be important that there is a significant turning space and passing place provided. Suggest a small roundabout at the end of Richmond Hill.

### 5.2.1.2 Triangle

The transport proposals for this section comprise of:

- A new cycle lane continuing from Queens Road and joining the junction of Triangle West/ Queens Road to allow cyclists to reach the new cycle lane on the west side of Queens Road at the top of Park Street
- A bus gate at the top of Park Street to redirect the movement of traffic down Park Row. The bus gate would maintain access to Park Street for buses, taxis, motorcyclists, HGVs (over 7.5 tonnes) and cycles only.
- Berkeley Avenue closed to general traffic.
- Proposed new bus stops at the top of Jacobs Wells Road.

## Triangle – proposed changes



The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to the Triangle?				
			Response Percent	Response Total
1	Strongly agree	<div style="width: 34.70%; height: 15px; background-color: red;"></div>	34.70%	135
2	Agree	<div style="width: 17.73%; height: 15px; background-color: yellow;"></div>	17.73%	69
3	Neither agree nor disagree	<div style="width: 6.94%; height: 15px; background-color: blue;"></div>	6.94%	27
4	Disagree	<div style="width: 11.56%; height: 15px; background-color: green;"></div>	11.56%	45

**To what extent do you agree or disagree with the proposed transport changes to the Triangle?**

		Response Percent	Response Total
5	Strongly disagree	29.04%	113
		answered	389

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

277 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road safety
- Parking / waiting restrictions
- Public realm (including trees)
- Park Street (closure)

As one comment can be split over multiple categories there are 534 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	88	Hugely positive step for the Triangle Road network. Giving cyclists a designated pathway through the traffic is great and like the introduction of advanced lights for cyclists. Queens Road should be pedestrianised in front of Sainsbury's, with the segregated cycle lane proposed built, and all traffic going around the Triangle routed around Triangle W and S. The pavement on Queen's Rd is crowded and the busy road makes shopping and walking through there unpleasant. Removing traffic from Park Street would make it significantly nicer to access for everyone and safer.
Objections	84	Closure of Park St to cars will kill St Georges as the prime music venue in the city. Disagree with closing Park Street it will cause congestion and lengthen journeys into city centre. Do not close park street to private vehicles as business nearby will be affected due limited access and people will 'rat-run' nearby elsewhere. Missed opportunity to remove the one way system and to slow the speed of traffic around the triangle and along Queens Road. Restricted use of Park Street will heavily impact BRI etc emergency vehicles, costing lives. If people find it difficult to get to the city by car, then they will go out of town / local

		to do shopping and eating and generally spending money. Too many bottlenecks and obstructions creating congestion, displacing traffic to other parts of the city, forcing long detours, and costing the city huge amounts of money in lost time.
Pedestrians	21	Widen pavements in front of Wills Building and Queens Road. Need better pavement outside Sainsbury's. Issue of overly crowded pavements on the north side of Queen's road. The extra width during the lockdowns was useful. Like the closure to traffic on University Rd and Berkeley Ave and the proposals for more trees and increased footways.
Cyclists	112	As the northbound segregated cycle path involves 4 road crossings. Good quality modelling ought to be done to allow for a 'green light wave' for cyclists to use this efficiently. Cycle lane needed along Triangle South for cyclists going to Jacob's Wells Road. Not clear if the new cycle lane on Queens Road is two-way or not. This is great - the contraflow cycle lane on Queens Road is really needed. Putting in all these cycle paths when they hardly ever get used. Not everyone is able to cycle to work, sadly people need to use cars. Very glad you will remove the parking to allow for segregated cycleway on Queens Road! Create cycle lane where Jacobs Wells Rd meets the Triangle.
Public transport	26	Brave attempt to give buses and cycles real priority over the private car. There will be enormous opposition to this. Moving the bus stop on to Triangle South is firstly too close to the Triangle West stop and secondly too far from College Green stop there needs to be a provision for one at the top of Park Street. The amount of new bus lane in this plan is very minimal. The bus stop opposite the Bristol Museum is being moved to Triangle South. The current location is outside the Wetherspoons pub and felt safer waiting there late at night alone because there were people in the pub. No point of new bus stops on Jacob Wells Road, the Queens Road west bus stop serves overlapping routes from First Bus and Community group - keep their buses stops together.
Traffic	63	Missed opportunity to remove the one way system and to slow the speed of traffic around the triangle and along Queens Road. Queens Road is a pinch point for traffic. Why not turn the entire length from the Vic Rooms to the top of Park Street on the Museum side into one continuous Plaza by making Queens Road outbound/ The Triangle/ The Triangle W into two way traffic? Closing off access to cars would add an incredible amount of traffic to other roads that have little to no suitability for that volume or direction of travel. It would route yet more cars right past a high-priority route to the BRI hospital and into an already bumper to bumper bear-pit roundabout and station/southbound routes. How would cars access Great George Street for St George's venue or Brandon Park? Having a bus gate at the top of Park Street to redirect cars down Park Row is ridiculous.
Road Safety	5	The road surface around the triangle gets hard wear, but is often full of deep pot holes, which are very hazardous to cyclists. New bus stop on exit to Berkeley square is an accident waiting to happen! likewise closure of park street. Width of pavement needs to be wider by Sainsburys.

Parking /waiting restrictions	40	From the Triangle how do you access the West End car park? Concern over where vehicles are going to park if you are removing most parking bays around the Triangle? Providing disabled parking along University Road is ok, but that is quite a steep slope. The removal of so much parking must be problematic for those traders that remain in this area. Have scooter parking areas been considered?
Public Realm (including trees)	24	The triangle north side should be pedestrianised, and traffic diverted to the other sides. Love the idea of trees - and more bike parking - on University Road and Berkeley Avenue. Triangle South is not a particularly nice place to pass through - its ugly and not pedestrian friendly with 4 rows of cars at times (including those parked on side of road). These plans look like it may help this area get more footfall - any possibility of adding some planting into this space though? Clarity needed on "closure" of south end of University Road as assume this does not apply to all vehicles.
Park Street (closure)	71	A bus gate for Park Street? Absolutely not. Park Row is simply not a suitable alternative for the predictably higher volume of traffic this diversion will produce. Furthermore, businesses dependent on passing trade will be horrified by this proposal. PLEASE close Park Street to through traffic! It would be quiet again. Do not remove private vehicle access to Park Street! This will only increase the amount of traffic along Park Row and past the hospital. This will delay emergency vehicles reaching the hospital. Whilst I understand the desire to enable the buses to move more quickly around the city, I do not see how pushing all the traffic down Park Row will be at all helpful in reducing pollution overall. Removing traffic from Park Street would make it significantly nicer to access for everyone and safer.

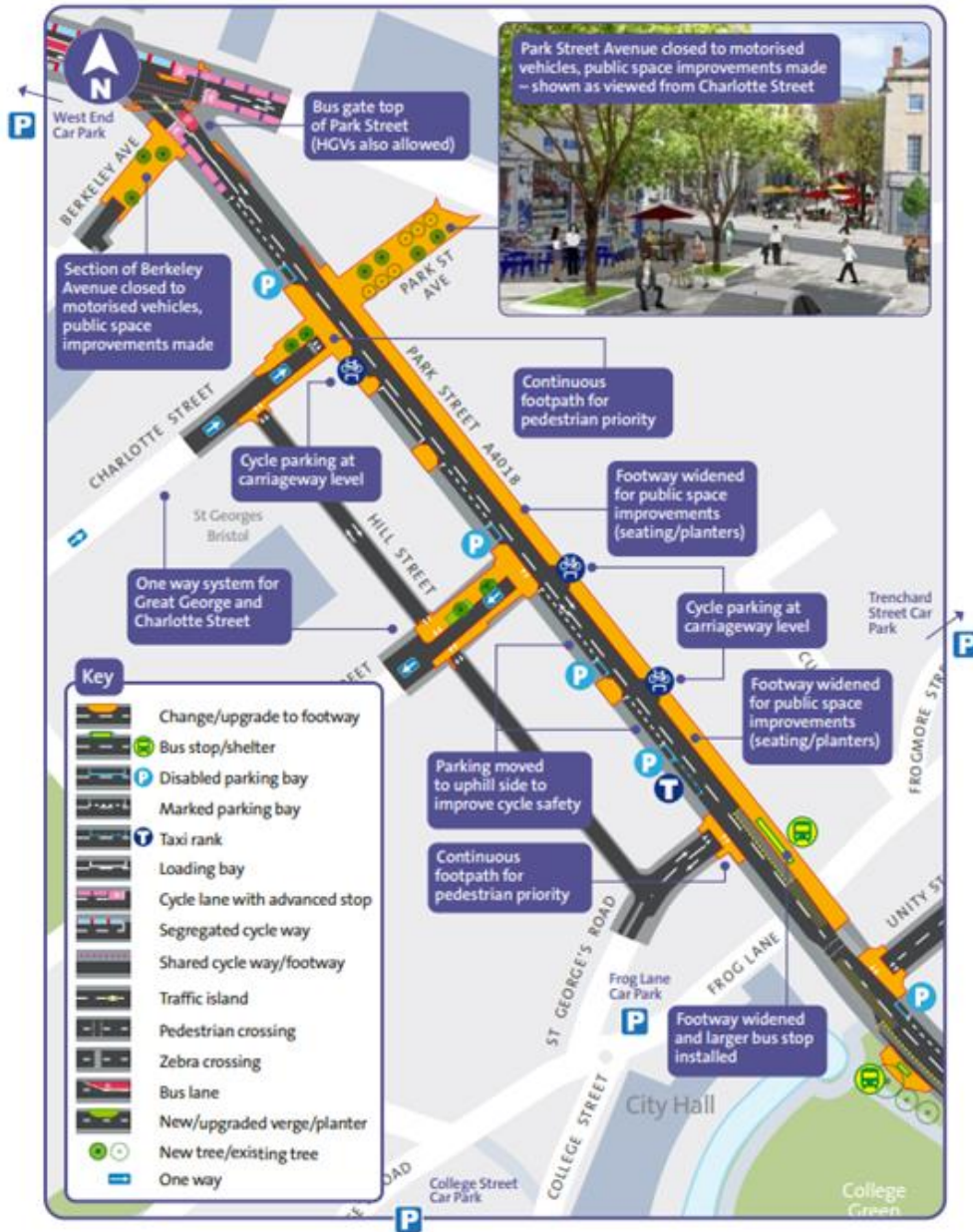
### 5.2.1.3 Park Street

The transport proposals for this section comprise of:

- Park Street Avenue closed at both ends to stop rat running between Park Row and Park Street and to provide the opportunity for public space
- A widened footway on the east side of Park Street made possible by the proposed bus gate restricting general traffic to Park Street from the top
- Parking removed to the west side of the street to make conditions safer for cyclists travelling down Park Street
- Visiting and local traffic would still be able to access Park Street, but only from St Georges Road

For the consultation survey there were some maps created showing the direction of traffic flow if the Park Street proposal were to be implemented. The following shows the main proposal alongside the general 'through' traffic restrictions, the diversion routes for local traffic and a visualisation looking northwards up Park Street:

## Park Street – main proposal











The survey asked the following questions:

**Please tell us the extent to which you agree or disagree with the overall proposed transport changes for Park Street?**

			Response Percent	Response Total
1	Strongly agree		27.85%	127
2	Agree		17.10%	78
3	Neither agree nor disagree		5.92%	27
4	Disagree		8.99%	41
5	Strongly disagree		40.13%	183
			answered	456




**Please tell us how important to you each of the following propose transport changes for Park Street are:**

**Berkeley Avenue section closure for motorised vehicles and public space improvements**

			Response Percent	Response Total
1	High importance		32.25%	139
2	Medium importance		21.81%	94
3	Low importance		45.94%	198
			answered	431




Please tell us how important to you each of the following propose transport changes for Park Street are:

**Park Street Avenue closure for motorised vehicles and public space improvements**

			Response Percent	Response Total
1	High importance		44.34%	192
2	Medium importance		17.78%	77
3	Low importance		37.88%	164
			answered	433




Please tell us how important to you each of the following propose transport changes for Park Street are:

**One way system for Great George and Charlotte Street**

			Response Percent	Response Total
1	High importance		31.63%	136
2	Medium importance		28.84%	124
3	Low importance		39.53%	170
			answered	430

Please tell us how important to you each of the following propose transport changes for Park Street are:

**Continuous footpaths for pedestrian priority**

			Response Percent	Response Total
1	High importance		47.61%	209
2	Medium importance		18.68%	82
3	Low importance		33.71%	148
			answered	439

Please tell us how important to you each of the following propose transport changes for Park Street are:

**Cycle parking at carriageway level**

			Response Percent	Response Total
1	High importance		35.40%	154

Please tell us how important to you each of the following propose transport changes for Park Street are:

**Cycle parking at carriageway level**

			Response Percent	Response Total
2	Medium importance		21.61%	94
3	Low importance		42.99%	187
			answered	435

Please tell us how important to you each of the following propose transport changes for Park Street are:

**Footway widened for public space improvements (seating/planters)**

			Response Percent	Response Total
1	High importance		41.19%	180
2	Medium importance		19.45%	85
3	Low importance		39.36%	172
			answered	437

Please tell us how important to you each of the following propose transport changes for Park Street are:

**Parking moved to uphill side to improve cycle safety**

			Response Percent	Response Total
1	High importance		37.53%	161
2	Medium importance		20.51%	88
3	Low importance		41.96%	180
			answered	436

Please tell us how important to you each of the following propose transport changes for Park Street are:

**Additional tree planting**

			Response Percent	Response Total
1	High importance		43.58%	190
2	Medium importance		28.44%	124
3	Low importance		27.98%	122

Please tell us how important to you each of the following propose transport changes for Park Street are:

**Additional tree planting**

	Response Percent	Response Total
	answered	436

**5.2.1.4 Park Street – alternative options**

The transport proposals for this section comprise of 3 alternative options to the main proposal:

- Alternative Option 1 – One way northbound  
Install a bus gate only restricting traffic inbound from the north
- Alternative Option 2 – One way southbound  
Install a bus gate only restricting traffic outbound from the south
- Alternative Option 3 – Bus Lane southbound from Park Street to Unity Street  
Install an inbound bus lane
- Alternative Option 4 – No changes made

**Option 1**



**Pros**

- Inbound priority for buses, taxis and cycles only
- Outbound general traffic facility

**Cons**

- Buses delayed with outbound general traffic
- No improvement for outbound cyclists
- Pedestrian benefits reduced with limited removal of traffic
- Public space benefits reduced with limited reduction in traffic
- Air quality benefits reduced with limited reduction in traffic
- Widened eastern footway compromised due to higher traffic volumes

**Option 2**



### Pros

- Outbound priority for buses, taxis and cycles only
- Inbound general traffic facility

### Cons

- Buses delayed with inbound general traffic
- No improvement for inbound cyclists
- Pedestrian benefits reduced with limited reduction of traffic
- Public space benefits reduced with limited reduction in traffic
- Air quality benefits reduced with limited reduction in traffic
- Widened eastern footway compromised due to higher traffic volumes

### Option 3



### Pros

- Inbound and outbound general traffic facility
- Inbound Bus priority between Park Street Avenue and Unity Street

### Cons

- Widened eastern footway not possible
- Inbound buses subject to delay after Unity Street. No bus priority provided for outbound buses
- Car parking resource removed
- No improvement for outbound cyclists
- Pedestrian benefits removed with no reduction of traffic
- Public space benefits removed with no reduction in traffic
- Air quality benefits removed with no reduction in traffic

Please tell us whether you prefer the main proposal to install a bus gate at the top of Park Street or one of the alternative options:

176 free text comments were received for this section of the route. These were coded into the following categories:

- Main proposal
- Option 1
- Option 2
- Option 3
- Option 4
- Pedestrians
- Cyclists
- Traffic
- HGVs

- Other

As one comment can be split over multiple categories there are 203 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Main proposal	53	Bus gates at both ends please. Don't do these alternatives. Be brave for Bristol and remove as much traffic as possible from Park Street only way to enhance walking, cycling & the shopping experience and enable buses to move freely. Do not prefer the alternatives.
Option 1	7	Alternative option 1. Option 1 is preference: understand the cons of this but another con of the outbound bus gate would be increased traffic on Anchor Road. Option 1 or 2 would work better for businesses.
Option 2	10	Alternative option 2 would be preferred for me as a bus user - outbound journeys are more often delayed so priority for buses in this direction makes sense. Option 2 by far. Traffic stacks uphill far worse in rush hour.
Option 3	32	Alternative option 3 would be preferable, with minimum disruption to general traffic as congestion is already an issue. Of the options, prefer option 3 as it would continue to allow access to the city centre from North Bristol. Option 3 is obviously the only viable solution.
Option 4	43	Do not agree with any of these alternatives. Like to leave Park Street as is. Do not agree with any other alternatives and object strongly. Park Street should remain open to all traffic. If not the increased traffic along Park Row passing the hospitals would be intolerable.
Pedestrians	1	Park street is an important and regularly used thoroughfare, the other streets aren't getting any bigger. It's a steep street - who on earth is going to be able to sit on it and enjoy a coffee?
Cyclists	22	Strongly support the closure of Park Street to through motor traffic. The improved public realm will provide a further boost to the already large levels of pedestrian and cycle traffic, which together far outweigh the number of visitors by car. Support the main proposal and believe this will significantly improve Park Street making it both a safer and more pleasant place to not only travel through but stop at the businesses. Like the use of continuous footways and more cycle parking and restrictions to traffic. Segregated cycle infrastructure should be included to link the Triangle and College Green.
Traffic	19	What are the current statistics for traffic flowing up and down Whiteladies to the triangle? What are the current traffic statistics for the traffic flowing up and down Park Row, Park Street and Jacob's Hill roads? Blocking general traffic from Park Street will have huge effects on Park Row traffic, which you're already trying to reduce.
HGVs	6	Don't allow HGVs outside certain hours. Agree with the Main Proposal but think it should go further and not allow HGVs along Park Street either.
Other	10	Install a bus and taxis gate only allows local access to shops, museum and concert hall and Cabot tower and park. Please improve the road surface in Park Street, it is dangerous for cyclists: pot holes, trenches, cracks are often unavoidable due to heavy traffic.



### 5.2.1.5 College Green

The transport proposals for this section comprise of:






- Continuous footway on Unity Street junction
- A bus gate allowing buses, taxis, motorcyclists, HGVs (over 7.5 tonnes) and cycles only up Park Street
- The left turn from Canons Road onto College Green would be removed

#### College Green – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to College Green?**

			<b>Response Percent</b>	<b>Response Total</b>
1	Strongly agree		34.70%	89
2	Agree		17.73%	72
3	Neither agree nor disagree		6.94%	28
4	Disagree		11.56%	29
5	Strongly disagree		29.04%	93
			answered	311

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

191 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Parking / waiting restrictions
- Public realm (including trees)
- Park Street (closure)

As one comment can be split over multiple categories there are 312 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

<b>Category</b>	<b>Number</b>	<b>Summary</b>
Supportive	49	Good for public transport and pedestrians. Applaud improvements at the junction from Canons Road which is narrow & dangerous. Want to see College Green entirely closed to all traffic except cycles and scooters. Supportive of stopping access to through traffic, but there needs to be provision for local businesses to receive deliveries. This area is a high footfall area, and we need less traffic in this area. Park Street should have been pedestrianised long ago, a lot of nuisance drivers / boy racers around College Green making all sorts of noise at night. Love this proposal, excited by it. College Green and Park Street will become much more pleasant with these changes.
Objections	65	Because it will damage business in the area and destroy the vibrant tradition of the area. Blocking Park Street northbound to general traffic will cause huge issues for those of us living and working in the north



		west of the city. Closing Park Street to traffic lengthens journeys and increases congestion. May harm trade to shops on Park Street and loss of left turn from Anchor Road to Park Street will hamper things for visitors and others not familiar to the area. This will kill off businesses on Park Street. Disagree because the city is already divider going north to south is a nightmare.
Pedestrians	24	Closure of left turn from Canons is good. Increased pedestrian areas are good. Continuous footpath is great. Pedestrians, scooters, and cyclists make up the bulk of travel here so make the roads space suitable and safe for them. Footpath widening and public realm improvements are greatly needed, especially at Canons Rd junction. This removes some traffic from Park St so support it.
Cyclists	61	Add smoother merge from cycle path onto main road by College Green. Either the segregated cycleway here needs to be continued up Park St or it needs to be made far easier to make a right turn into it when going down Park St, now this is incredibly difficult to do. Please make the cycle lane go all the way up! Consider improving crossover of pedestrians and cyclists at the crossing into the fountains area. This area isn't wide enough for the number of cyclists and pedestrians and divisions of space are unclear to both groups of users.
Public transport	13	Do not disagree with widening the footway behind the bus shelter. Agree with the widened footway behind shelter, this area is crowded. Like to see improvements to bus stops real time information displays better seating, lighting, CCTV cameras, litter bins.
Traffic	49	Cutting traffic off from this area means there becomes only one way into the centre of Bristol - up and down the A38 - this pushes traffic onto an already busy road. How would anyone access College Green, Park Street and nearby roads and businesses? Motor traffic access should be maintained up to the turning circle in front of the Marriot, to allow for pickups/drop offs and more convenient access to Park Street/College Green. This reflects the existing arrangement with a vehicular access over the segregated cycle approaching College Green.
Parking /waiting restrictions	4	What about disabled drivers to access shops on park Street? What is proposed route for redirected traffic? Reduction of access to Bristol City Centre, without simultaneous provision of Park and Ride facilities at the periphery of each bus route is an oversight that must reduce viability of city centre shops and businesses.
Public Realm (including trees)	4	Footpath widening and public realm improvements are greatly needed, especially at Canons Rd junction. It is an important public space, and the less traffic the better really.
Park Street (closure)	43	Will damage business in the area and destroy the vibrant tradition of the area. Closing Park Street to traffic lengthens journeys and increases congestion. Will increase pollution on Park Row. Closure of left turn from Canons is good. Access to Park Street should continue to be allowed for traffic from College Green. The whole scheme makes it impossible for residents. Bus gate at top of Park Street will cause more problems than it solves.

### 5.2.1.6 Victoria Street / Bristol Bridge

The transport proposals for this section comprise of:

- The Bristol bridge /Baldwin Street / High Street junction would no longer require traffic signals, although signalised pedestrian crossing would be included between Castle Park and Baldwin Street
- A new cycle lane over Bristol Bridge in addition to the existing bus gates
- Floating bus stops in front of the cycle lane on Victoria Street and pedestrian and cycle priority at Redcliff Street junction
- The right turn into Victoria Street from Counterslip junction would be removed and connection crossings for pedestrians and cyclists provided.

Victoria Street/Bristol Bridge – proposed changes



The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to Victoria Street / Bristol bridge?				
			Response Percent	Response Total
1	Strongly agree	<div style="width: 53.10%; background-color: red;"></div>	53.10%	137
2	Agree	<div style="width: 20.93%; background-color: yellow;"></div>	20.93%	54

**To what extent do you agree or disagree with the proposed transport changes to Victoria Street / Bristol bridge?**

			Response Percent	Response Total
3	Neither agree nor disagree		3.48%	9
4	Disagree		5.81%	15
5	Strongly disagree		16.66%	43
			answered	258

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

131 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Other

As one comment can be split over multiple categories there are 213 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	50	Extremely positive. Fully agree with all changes, strong leadership from BCC. Since bus gates are installed on Bristol Bridge, traffic is already significantly reduced. Addition of segregated cycle path is just a waste of money. Great improvement for pedestrians and cyclists. In favour of continuous footways/cycleways at junctions. However, motorists (and cyclists) will probably continue to turn right from Counterslip onto Victoria Street - difficult to see how this banned turn will be enforced. Thank you for simplifying the Baldwin St junction for those on foot and for a segregated cycle route.
Objections	21	Disastrous changes you have made should be reversed and not made even worse, this is not a difficult area to cycle through now and this is totally unnecessary and a waste of money. Disagree with removing right turn into Victoria St. Will this not put even more pressure on St Thomas St E and Three Queens Lane. It is cutting Bristol in half for many making it a much longer therefore more polluting way to cross from one side of Bristol to the other.
Pedestrians	23	Giving more priority to cyclists and pedestrians here is welcome, the junction at Bristol Bridge is a little painful to use, wait times for

		crossing are long. Generally, looks good. Love it. This area is overdue a modernisation with pedestrian and bike priority. The crossing from Baldwin Street (Brewdog corner) to Castle Park is still very suboptimal. Please make sure there are zebra crossings for pedestrians to use to cross from the floating bus stop, across the cycle lane and onto the inside pavement.
Cyclists	60	All good, particularly segregated route that joins up with the segregated route down Baldwin Street. Counterslip cyclist junction is great. Ensure give way markings are visible on the cycle path junctions at the top of Bristol Bridge. For example, cyclists travelling from Baldwin St to Castle Park should probably have priority over cyclists coming from Victoria Street and High St. Suggest the whole of Victoria St be resurfaced, please. There are so many bumps and holes that it's dangerous, especially when travelling by bicycle and scooter.
Public transport	15	It seems a missed opportunity that the number 2 doesn't make use of Baldwin Street when there are plans for a city circular bus route. It would really improve cross-city travel, which thought was the point of making the changes. Concerned that floating bus stops pose a risk to cyclists and pedestrians. Please also introduce a bus gate in the other direction, going south, across the bridge. Traffic must divert around the centre.
Traffic	33	It is cutting Bristol in half for many making it a much longer therefore more polluting way to cross from one side of Bristol to the other. Removing the traffic lights from the junction feels like cars might turn the corners too quickly endangering cyclists and pedestrians crossing. Taxis should have access from Counterslip to Bristol Bridge. Closure of Bristol Bridge has hugely increased and slowed journey times around the centre, thereby adding to pollution and stress levels for drivers. Unnecessary and already causes congestion
Other	11	Additional planted area would be beneficial. Local resident – how do we get access to property? It seems a missed opportunity that the number 2 doesn't make use of Baldwin Street when there are plans for a city circular bus route. Disappointed that you have not opted for a complete closure of Bristol Bridge.

### 5.2.1.7 Victoria Street

The transport proposals for this section comprise of:






- A cycle lane, continuous and new widened footways, with loading bays and disabled bays along with west side of Victoria Street.
- New floating bus stops would allow the cycle lane to run behind
- Continuous footways and narrowing of junctions at Temple Street and Church Lane allowing for increased public space.
- Remove existing outbound bus lane to reflect new low traffic street.

## Victoria Street – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Victoria Street?**

			<b>Response Percent</b>	<b>Response Total</b>
1	Strongly agree		58.84%	133
2	Agree		19.46%	44
3	Neither agree nor disagree		5.75%	13
4	Disagree		4.42%	10
5	Strongly disagree		11.50%	26
			answered	226

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

102 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- Road Safety
- Parking / waiting restrictions
- Public realm (including trees)
- Other

As one comment can be split over multiple categories there are 163 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

<b>Category</b>	<b>Number</b>	<b>Summary</b>
Supportive	42	Strongly welcome the dedicated segregated protected cycle lane along Victoria Street. Continuous cycle lane and wider paved areas for cafes and pedestrians are brilliant. Agree with the inclusion of a segregated cycle lane on Victoria Street, it makes a lot of sense. This looks to be a welcome improvement, reallocating space from the road to give better use of the space for cyclists and pedestrians.
Objections	12	Not necessary since there is now so little traffic on Victoria Street it feels much safer any way. pushing vehicles out and causing more pollution due to lack of usable roads by private vehicles. Planners are trying to create a culture which is not sustainable in the UK.
Pedestrians	16	Make sure to clearly mark who has right of way on continuous pavements (pedestrians or cars?) Footpaths across St Thomas St in



		desperate need of improvement. Great to see continuous footways at junctions.
Cyclists	63	Wider bike lanes are welcome but the divide between the lanes and pedestrians needs to be very clear. Segregated cycle lane on Victoria Street would be lovely, thank you! Fully support Bristol Cycling Campaign's consultation response. Segregated cycle lanes are a great idea, but the observed behaviour is that many pedestrians pay no attention to them and are frequently not used by cyclists as having to cross roads at the end of the lane adds delay and increases hazard for the cyclists.
Public transport	16	New bus lane is only for buses turning left and buses don't frequently turn left onto temple way from this location. The relatively recent removal of the number 2 bus stop from the bottom of the access road to Temple meads station to its new location makes travel to/from that station nearly impossible if travelling with a suitcase, especially for elderly people and visitors to the city. Floating bus stops create a risk of collision between cyclists and pedestrians getting on and off buses. Pedestrians existing buses do not expect to have to immediately look out for fast moving cyclists.
Traffic	7	please leave the area as it is now. We don't need less road access we need more. So much priceless public space is given over to motorists here. These changes, combined with the closure of Bristol bridge and proposed changes to Redcliffe Street will make Bristol Civil Justice Centre on Redcliffe Street extremely difficult to access. This will worsen congestion
Public realm	4	Please ensure that high quality public realm is integrated from the outset. The visuals look encouraging, but the street treatment should not be sacrificed to future value engineering or descoping.
Other	3	Suggest the whole of Victoria St be resurfaced. We don't need more cafes or shops. If there's an interest in shops etc put more effort into Broadmead which looks like a ghost town.

### 5.3.1 Booklet 3 of 3: South section

Each booklet covers one of the three sections of the route. The following map shows the south section running from Three lamps junction on A37 to Sturminster Road.



Within the booklet there are 7 sections covering the following locations:

- Three Lamps junction
- St John's Lane
- Bayham Road
- Redcatch Park through to Broad Walk
- Woodbridge Road
- Wootton Park / Wells Road and West Town Lane /A37 junctions
- Hengrove Lane
- West Town Lane
- Bus Lanes

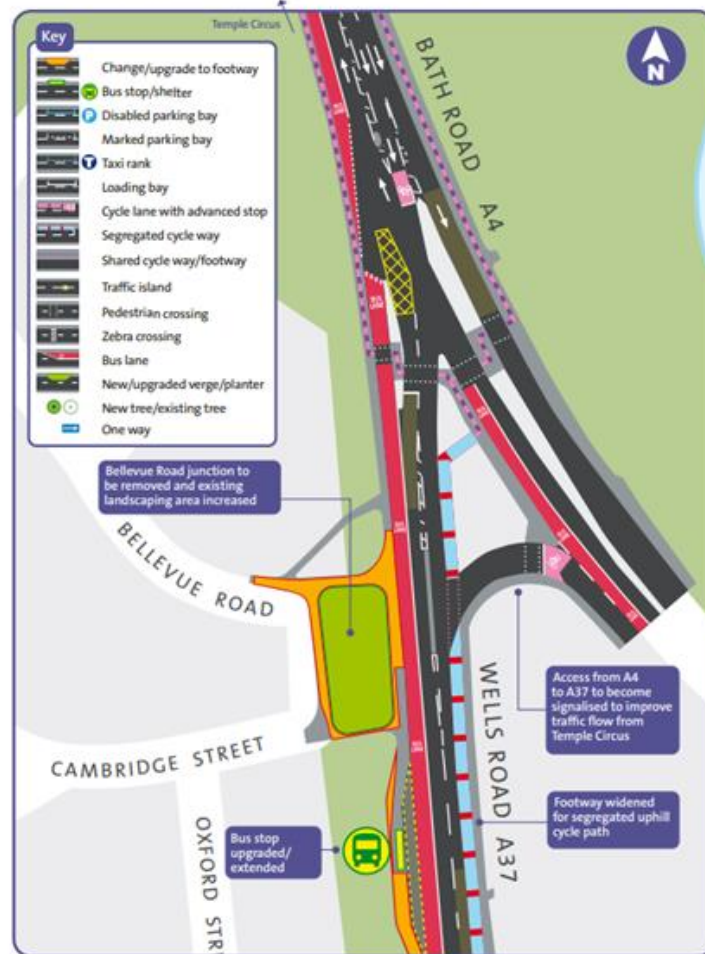
### 5.3.1.1 Three Lamps junction

The transport proposals for this section comprise of:

- Remove Bellevue Road junction to reduce rat running through Totterdown onto the Wells Road
- Signalise access from A4 to A37



### Three Lamps junction – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Three Lamps junction?**

			Response Percent	Response Total
1	Strongly agree	<div style="width: 21.40%; height: 15px; background-color: red;"></div>	21.40%	55
2	Agree	<div style="width: 19.84%; height: 15px; background-color: yellow;"></div>	19.84%	51
3	Neither agree nor disagree	<div style="width: 12.45%; height: 15px; background-color: blue;"></div>	12.45%	32
4	Disagree	<div style="width: 17.89%; height: 15px; background-color: green;"></div>	17.89%	46
5	Strongly disagree	<div style="width: 28.40%; height: 15px; background-color: orange;"></div>	28.40%	73
			answered	257

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

189 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- Public Transport
- Traffic (Road closures)
- Parking / waiting restrictions
- Public realm (including trees)
- Traffic signals
- Other

As one comment can be split over multiple categories there are 176 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	19	The segregated cycle section coming south off the three lamps is vital and hugely welcome. Proposals to south of Three Lamps junction are fine. The addition of the greenspace will stop morning rat running along Oxford Street. Signalising the joining traffic from the A4 makes sense provided it is timed to be red when traffic is flowing across the three lamps from the city centre. Welcome bus lanes and bus stop upgrading. Agree with closing Bellevue to motor traffic, but access should remain for cycles.
Objections	4	No need to signalise A4 to A37. When lights are red at Bath Road south, traffic from A4 is already free to access A37. This change would concentrate traffic onto a fewer number of outlets onto Wells Road so would slow traffic and is not welcome.
Pedestrians	10	Shared footpath/cycle lanes are dangerous for pedestrians due to dangerous cycling, especially downhill. This is a bad idea near multiple schools/day care centres. Happy to see segregated cycle paths put in, just a shame the shared use paths aren't being widened, as they are narrow. The cycle lane/footway along bath road going south is massively insufficient and unsafe.
Cyclists	46	Cycling provision should be separated. This section of road from Bath Bridges to Three Lamps is horrible for active travellers and this will not improve it sufficiently. Provide full width segregated cycleway by constructing new path parallel to carriageway and new segregated ped/cycle bridge over the railway. Happy to see segregated cycle paths put in, just a shame the shared use paths aren't being widened. Would you not consider cycle access via Bellevue Road and Oxford Street, rather than routing cyclists over the junction alongside pedestrians? The shared cycle/footway on Bath Road is a major failure. This is a key route into the city and should be fully segregated. Not LTN1/20 compliant. Segregated cycle path uphill is great.
Public transport	8	There is no need for a 24/7 bus lane on the Wells Road. Buses do not operate on the Wells Road 24/7 in either direction. Provide

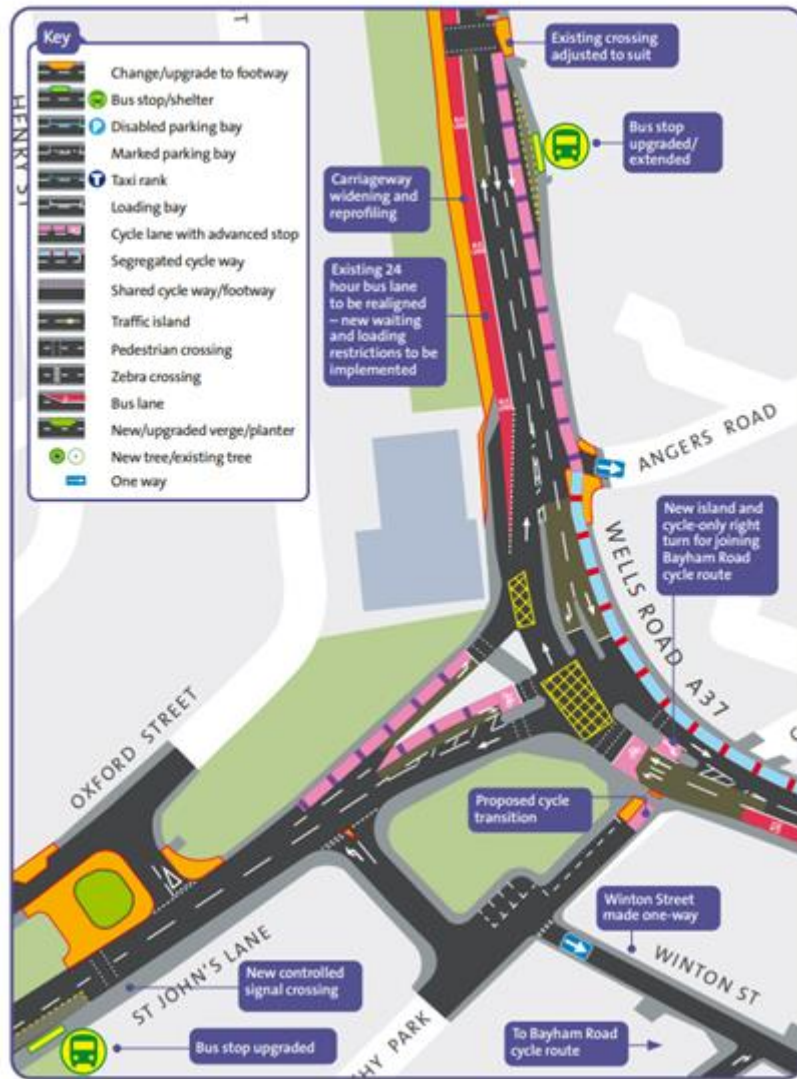
		southbound bus lane by widening carriageway into west side verge. Then use released road space from removing pavements to add southbound bus lane. Not clear if there is a proposed 24 hour bus lane inbound to the city, in the area where the current shops are - but if so, this would be very detrimental to the businesses that operate there and would impact the side roads close by - where parking is already problematic on occasions.
Traffic (Road Closures)	58	Closure of the Bellevue Road junction onto Wells Road is a bad idea. Traffic would be tempted to use other nearby roads, such as Oxford Street, which are far too narrow for two-way traffic. Bellevue Road junction - agree for both safety and avoidance of rat running. Living on Bellevue rd, this will have a major impact on being able to easily leave the area. Reducing the exits to only 2 (Windsor Terrace/Oxford St) would mean congestion and more pollution as people attempt to drive round an already challenging area. The bottle necks would just be pushed to the other side of Totterdown. How will delivery drivers, recycling, waste vehicles would be able to get down the roads without main road access? It would also massively affect the ability for emergency vehicles to attend the se roads.
Traffic signals	26	Signals on the A4/A37 junction will probably help, but a yellow box is probably required. Access from A4 to A37 at Three Lanterns doesn't need signals - this will more likely worsen flow than improve it at most times. If it is deemed essential for e.g., peak times or when roadworks further up are causing tailbacks, please consider only employing signals at these times. While this will improve matters, my issues are the time it takes to cross from the east side of A4 to continue up the Wells Road. The traffic lights need to be coordinated and prioritised for cyclists/pedestrians. The traffic lights to control traffic from the Bath Rd. to Wells rd. appear completely pointless as the lights at three lamps naturally control this flow.
Other	5	The 'green space', this will be a grass area next to one of the busiest roads in Bristol. It is unlikely to see much use and will barely enhance the already mediocre offering in this area. Where do you propose diesel cars turn around when they read the CAZ signs? Widen wells road from 3 lanes to 4 (2 all traffic lanes heading towards St. John's Lane junction from three lamps 1 all traffic lane and 1 bus lane heading down towards three lamps junction) to improve traffic at peak times.

### 5.3.1.2 St Johns Lane

The transport proposals for this section comprise of:

- New 24/7 bus lane and a cycle only right turn for Bayham Road cycle route
- New crossing from St John's Lane to Bushy Park
- New one way on Winton Street
- New cycle lanes and an alternative low traffic route option for cyclists
- New continuous footway and an improved crossing at the Wells Road/ St John's Lane junction

## St John's Lane – proposed changes



The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to St John's Lane?				
			Response Percent	Response Total
1	Strongly agree	<div style="width: 21.05%; height: 10px; background-color: red;"></div>	21.05%	44
2	Agree	<div style="width: 20.57%; height: 10px; background-color: yellow;"></div>	20.57%	43
3	Neither agree nor disagree	<div style="width: 11.96%; height: 10px; background-color: blue;"></div>	11.96%	25
4	Disagree	<div style="width: 28.70%; height: 10px; background-color: green;"></div>	28.70%	60
5	Strongly disagree	<div style="width: 17.70%; height: 10px; background-color: orange;"></div>	17.70%	37
			answered	209

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

138 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Pedestrians
- Cyclists
- Public Transport
- Traffic
- One way
- 24 hour bus lane
- Other

As one comment can be split over multiple categories there are 130 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	3	Excellent ideas, all make perfect sense. All of these would make travelling along Wells Road via public transport much easier.
Pedestrians	13	In terms of new crossing from St John's Lane to Bushy Park - this is such a good proposal. It's so dangerous crossing here and so many people do as it's more convenient than the crossing at the top by Tesco. Shame to see that the two-stage pedestrian crossings (three stage for the St Johns Lane arm) are not being amended - best practice junction design for walkers would see these become single stage crossings. People crossing from the East side of the Wells Road must wait for 5 separate green phases to get to their local shops. The small patch of green space at Bushy Park is precious and should not be eroded further by any development. You seem to have moved away from pedestrian priority side road junction as we move away from the city centre?
Cyclists	76	Cycle lane needs to be segregated all the way along and information provided as to how far up the wells road it stretches. At cycle-only right turn make crossing a dual pedestrian/cycle crossing. How do cyclists get across the new cycle only right turn to join Bayham Rd there doesn't seem to be a space across the main road? Would it be possible to put the traffic lights for traffic coming down the Wells Road before the cycle crossing? The cycle only right turn should come off the segregated route like in the proposals for Park Row turning into Lower Park Row. Is the 'pink cycle lane' even permitted any longer under DfT guidance? There should be continuous segregation if you expect people to use it. There is no northbound cycle lane. How are cyclists supposed to safely cycle into town? There is no alternative route from here to the Temple Meads area. Sad to see no segregated cycle lane for St Johns Lane. Cyclists will not use a cycle route with the steep gradients involved in both Winton and Bayham Roads and will continue to use the Wells Road, whether they have a cycle Lane on it or not. One-way restriction from Winton St and at west end of Angers Road

		should be "except cycles". Any amount of new segregated cycling lanes is welcome but why is it on and off all the time? t
Public transport	6	Carriageway widening needed. Buses often cannot get past large vehicles or badly positioned cars. Are two lanes coming north required for traffic? This would be better served giving more space to cyclists and buses. Add southbound bus lane and northbound cycle route (not clear if planned cycle route is 1-way or 2-way). Provide complete northbound bus land through junction to avoid conflicts with general traffic. Bus stops with shelters and seats
Traffic	10	There needs to be a yellow hatched box at the junction with Oxford Street to allow cars to turn right into there without blocking traffic on St Johns Lane, also improvements need to be made to Oxford Street to maintain access with Bellevue Junction being closed. Widen wells road from 3 lanes to 4 (2 all traffic lanes heading towards St. John's Lane junction from three lamps 1 all traffic lane and 1 bus lane heading down towards three lamps junction) to improve traffic at peak times. Preventing the right turn into St John's Lane could force traffic to continue up the A37 to the York Road junction, to get to Bedminster. This will increase traffic in the CAZ, and force cars to pay the cost of entering it, that could otherwise have avoided the charge. Right turn for traffic into St. John's Lane not improved.
One way	15	Don't make Winton Road one way as all those roads around there will be forced into Wells Road to leave their house which will massively add to the already untenable amount of traffic on Wells Road. The proposed one way in Winton Street disadvantages residents in the Knowle/ Lilymead/ Haverstock/ Bayham Roads area by restricting their vehicle access to the Wells Road only. One way on Winton Street is well overdue! Winton Street is very narrow and making it one-way so only south-bound traffic can use it makes sense. Worried about users of the local church and the detour that it will bring and access to emergency services.
24 hour bus lane	5	There is no justification for the 24 hour bus lane. The current timed bus lane manages traffic at the busiest times. 24 hour (or 7 to 7) would destroy access during the day, to the local shops in the rank just south of St Johns Lane. 24 hour bus lane along Wells Road that cyclists can use is a good idea. Removing parking alongside the parade of shops which include takeaway food businesses will have an adverse impact on trade. As delays to the buses by congestion are predominantly in daytime question the need for 24/7 restrictions.
Other	2	The proposed alterations to the junction of Oxford Street and St John's Lane removes a significant area of existing dense planting. Although this may be low quality planting it screens Oxford Street from St John's Lane. Consideration should be given to reconfiguring the proposal to retain the screening impact of the planting. Be good if one of the parking spots at the end of Bushy Park could be made a car club space for Co Wheels Car Club.

### 5.3.1.3 Bayham Road

The transport proposals for this section comprise of:

New one way:

- From Haverstock to Brecknock Road
- On Brecknock Road to Fairfoot Road
- On Fairfoot Road from Brecknock to Haverstock Road
- From Redcatch Road and on Redcatch Road

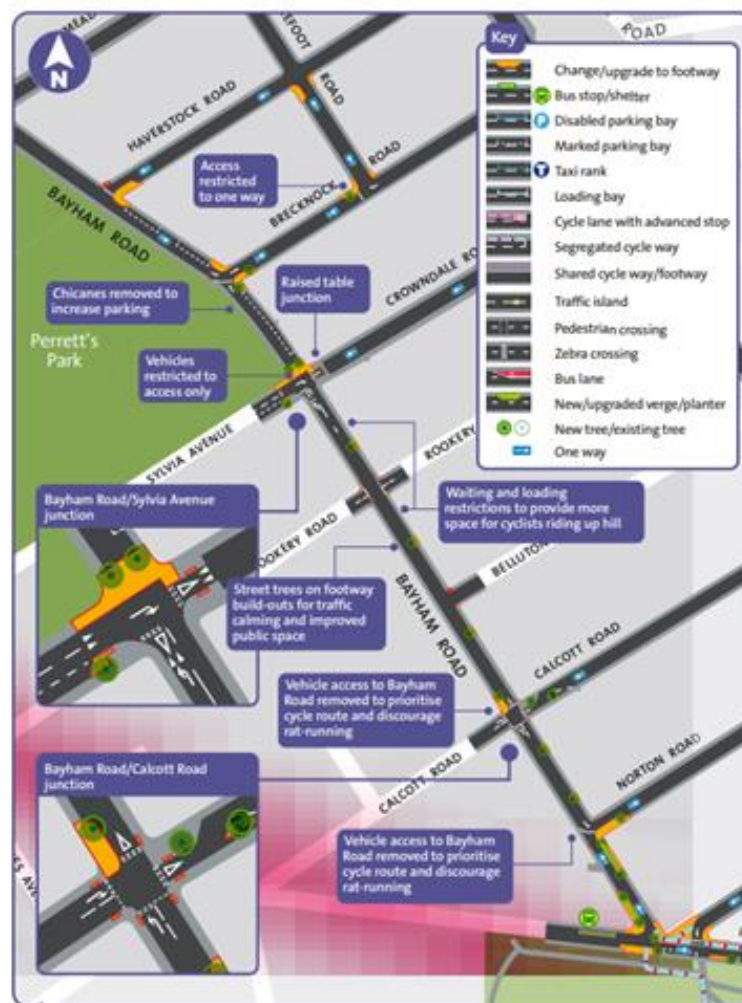
New no entry:

- To Haverstock Road
- From Haverstock to Fairfoot Road
- From Calcott Road
- At Norton Road so traffic cannot continue Bayham Road

New speed table and continuous footway:






- at Bayham Road / Sylvia Avenue junction

#### Bayham Road – proposed changes





The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to Bayham Road?			Response Percent	Response Total
1	Strongly agree		10.64%	35
2	Agree		14.29%	47
3	Neither agree nor disagree		10.94%	36
4	Disagree		17.02%	56
5	Strongly disagree		47.11%	155
			answered	329

If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:

267 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- One way
- Street furniture
- Speeding traffic
- Parking/ waiting restrictions
- Rat running
- Traffic
- Enforcement
- Other

As one comment can be split over multiple categories there are 310 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	14	Some seriously good improvements suggested along this route - makes cycling much easier. This is a great idea!! Do it please. Broadly welcomed - but unclear if cyclists will be allowed to travel opposite direction on one way streets as they are on Frayne Road in Ashton - this should be permitted. Happy to have a quiet route parallel to Wells Road.



Objections	10	Bayham Road and Redcatch Road are a critical thoroughfare for residents. Direct access to Redcatch Road including access to shops, friends and Redcatch Park is a key part of the quality of local life for many of us. Alternative routes for cyclists will create long queues, especially if the main road is blocked by roadworks, accidents, fire etc. Strongly object to these road changes. It's steep, indirect and is not going to encourage cycling. Don't waste money on this.
Pedestrians	1	Strongly support proposals to upgrade footways as we currently have considerable difficulty with parked cars, obstructions, and lack of dropped curbs while using our children's pushchair.
Cyclists	63	As it will still be 2 ways to the Calcott Road junction the narrowing of the road with trees/street furniture will make it potentially more hazardous for cyclists. Bayham Road doesn't appear to have any designated cycle lanes. Approve of creating a quiet cycle route, this route needs to be better linked at the Northern end, to encourage cyclists to use it, the crossings need to be single stage in the northern section. Bayham Road from Sylvia Rd to Calcott Road will attract very few cycles as it's too steep. Cycle routes should not be diverted down side routes and quiet ways - this is against guidance and best practice. As a cyclist travelling up the Bayham Road the built-out footway between Rookery and Belluton Road will mean being in the path of cars coming down the hill. Feels like the priorities of a small number of cyclists are being prioritised over many residents who drive in this local area and park in this vicinity. It seems unlikely to achieve the stated aim.
One way	54	The one way system in Haverstock Road and Brecknock Road is unnecessary. This is also making Norton a very busy road as it will take the brunt of the traffic as it did when Redcatch was closed. The one way at Bayham and Calcott makes no sense at all but in fact gives cars a free stretch to race along since it is only one way. The worst of the traffic is coming up Bayham and not down hence these proposals still don't address this issue. With the addition of more one-way restrictions, will this increase? Could Belluton and Rookery Road be included in the alternating one-way as per Crowndale, Brecknock and Haverstock? Worried about the number of people who will ignore the one way as that happens now. Delighted to see that access to part of Bayham Rd is to be restricted to access only because the current No Entry is ignored by 40% of car drivers going through there. In reference to the Bayham / Brecknock / Fairfoot / Haverstock set of one-ways - fail to see the advantage gained by introducing them.
Street furniture	7	The extra street clutter may restrict access for deliveries or even emergency access. Trees will cut the light and the leaf fall create slippery road and pavement conditions on a relatively steep hill. Additional road planting and traffic calming in such small places is needless and piecemeal, causing increased bad driving, increased pollution through reducing flow of traffic, and requires additional maintenance that councils do not have budget for. Many local planters have been abandoned.
Speeding traffic	15	Does nothing to stop vehicles racing up Bayham Road hill from junction with Sylvia Ave. Too complex and will encourage accidents. The removal of the chicanes adds minimal parking benefit and the

		one way system on the whole works as it is. The removal of the chicanes will just result in more people driving through at speed, often the wrong way. One concern is that it may not be safe for children going into park etc if traffic turns left from Sylvia Ave to rat run on to the Wells Rd. At this time cars illegally use this going the wrong way and have nearly hit many children.
Parking / waiting restrictions	36	Where will all the cars currently parking on this part of Bayham Road go if there are waiting and loading restrictions? Support of a RPZ for the local area. There is currently a requirement/need for parking on the western side of Bayham Road which has not been acknowledged/shown on the plan. The details of the changes to the various footpath at the corners of Brecknock Road, Haverstock Road, Fairfoot Road etc are unclear. Prohibiting on-street car parking will only allow vehicles to travel quicker.
Rat running	63	If there is access to Bayham Road turning left from Sylvia Avenue, it will be used as a rat run to get to Brecknock Road and the Wells Road. The current 'No Entry' at this point is currently ignored and hasn't ever been enforced. Preventing a right turn out of Woodbridge Road looks like it will send a lot of traffic down Calcott Road as the main route to Redcatch Road. Currently a large amount of traffic uses Calcott road and turn left in to Bayham to use Belluton or Rookery Roads to access Wells Road. This traffic is now all going to converge on Norton Road. The best way to resolve this is to make Norton Road one way the other way and keep the traffic to the main roads. This proposal will now see all the traffic going down Norton Road which is too much and will cause more danger to residents. Currently the shared volume of traffic is too high. Has any study been done in to the volume of traffic using these roads as rat-runs? By removing the one way chicane on Bayham Road and changing the flow of traffic so travel is permitted for 'access only' from Sylvia Avenue towards Brecknock Road it seems likely to encourage commuters to ignore the access only signs and use Bayham Road as a rat run to avoid traffic on the A37. Closing Bayham Road also does not address the rat running of people using Crowndale Road, Sylvia Avenue and Ravenhill Avenue to cross between Wells Road and Redcatch Road. Creating one giant rat run down Crowndale and Sylvia Avenue.
Traffic	33	The idea of a safer segregated cycle route is to be applauded but the traffic management needs some work to be practical and environmentally improving. Anyone who lives in the "cell" created by closing access to Bayham Road at the Sylvia Ave/Crowndale Ave junction will be inconvenienced by now having to join the queues of cars/ traffic slowly driving south up Wells Rd and will add to the heavy congestion there both morning and evening by this funnelling of all local traffic that way too. It will make life difficult for residents and there is already space on the hill so no need for additional plans. Reconsider the blocking off Bayham Rd at the Sylvia Rd /Crowndale junction. This 'traps' residents who can then only leave via the Wells Rd which is already very congested. These changes are to the detriment of residents and the costs and disruption cannot be justified for the minimal benefit.

Enforcement	3	These one ways and access only and no entry changes will need to be enforced or they will be ignored. It should be enforced with cameras - by keeping the chicane you make it a bit harder to nip through.
Other	11	The current proposals suggest tinkering to little further benefit and unnecessary expense at a time of straitened public finances. Strong change is needed to get people out of cars and discourage private car use. Concerns about the removal of the lollipop person from Wells Road given that the traffic will be increased even more. Please look again and get real residents to discuss the issue in the area.

### 5.3.1.4 Redcatch Road through to Broad Walk

The transport proposals for this section comprise of:






- New cycle route through Redcatch Park to Broadwalk Shopping Centre
- One way along Redcatch Road linking to Oakmeade Park

#### Redcatch Park through to Broad Walk – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Redcatch Park through to Broad Walk?**

			Response Percent	Response Total
1	Strongly agree		15.96%	38
2	Agree		18.48%	44
3	Neither agree nor disagree		10.92%	26
4	Disagree		16.80%	40
5	Strongly disagree		37.81%	90
			answered	238

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

180 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- One way
- Speeding traffic
- Parking/ waiting restrictions
- Rat running
- Park and cycle lane comments
- Other

As one comment can be split over multiple categories there are 199 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	7	Like the new segregated cycleways. It's a great idea to make a dedicated cycle lane. Getting from Knowle into town is so dangerous cycling along the A37 with my little lad and all the Lorry's is a nightmare. A great set of cycle lanes, although it is not clear how people cross from Bayham Road into the park. This route will be much more attractive to cyclists as the Wells Rd is extremely busy and not particularly cyclist friendly.
Objections	5	Total nightmare for residents. Making it more and more difficult to access homes and more vulnerable to aggressive and frustrated drivers -utterly disagree. Sledge hammer to crack a nut! The expense incurred will produce little limited use of this cycleway but will cause huge inconvenience to residents. There is limited parking, and you will

		gridlock the whole area. The plan does not make sense and is dangerous.
Pedestrians	5	Locating a bus stop to a 3 way junction at the end of Redcatch will further cause road hazards for this crossing the road outside the park. Really impressed with the Signalised Parallel (Sparrow) crossing over Broad Walk. Really pleased to see the new crossing on Broadwalk onto Redcatch Park and to formalise the route through the park.
Cyclists	32	Consider a contraflow cycle lane link along Woodbridge Road to the proposed crossing. What happens to the Redcatch Road cycle lane at the junction with Oakmeade Park; conflict point and priorities to be considered. Similarly at western extent and exit from Park - no crossing or priority facility? It's unclear here what the segregation is through the park- how much segregation is really required in an off-road space? There is no point in these short stretches of segregation- often they put cyclists at risk when having to re-join carriageways. People already cycle through the park. The path is wide and concrete therefore a good choice. People already use this route. Cycleways may be great for cyclists, but the heavy volume of traffic is again therefore restricted.
One way	39	Redcatch Road is supposed to be one of the city's main routes e.g., Would always be gritted and kept open. This plan seems to reduce it to a byway. Making one way into Redcatch increases run through from Wells Road to avoid Broadwalk traffic lights. This is a fast road on a main school walking route with cars parked either side. The one way system as proposed will force those wanting to go down Redcatch away from wells rd, to circle back around Oakmeade park, to the wells rd, then back down Calcott, this adds unnecessary travel back towards the wells road. Why is no reason given for making Hengrove Road one way? This makes no sense at all. One way restrictions should all be "except cycles". Can't understand how you can make Redcatch one way. Traffic is then forced onto smaller residential streets.
Speeding traffic	6	The creation of several one way roads and sections of roads in Knowle has the potential to invite speeding notwithstanding 20 mph zones. Making Redcatch one way only makes the idiot drivers go even faster! More traffic calming required. The current one way proposal creates a straight run along the length of Redcatch Road, this will mean speeding cars will have no reason to slow down.
Parking / waiting restrictions	8	Removing the parking bays for a cycle lane will only increase this demand for parking which is already limited in the area. Bayham Road is already a difficult road to navigate given the level of residential parking on either side. This does not seem appropriate for the residents or cyclists. If parking is restricted to permit the cycle route, then parking in the surrounding streets will become even more difficult. Any further reduction of on-street parking on Redcatch Road and Bayham Road will make life more difficult for residents.
Rat running	17	By making this part of Redcatch rd one way anyone wanting to go from the Wells Road to Redcatch Hill between St John's Land and Broadwalk will go down Crowndale Road, Sylvia Ave and Ravenhill Ave. This is already a rat run and it will be made much worse. Changing the road layouts and direction of traffic will only make

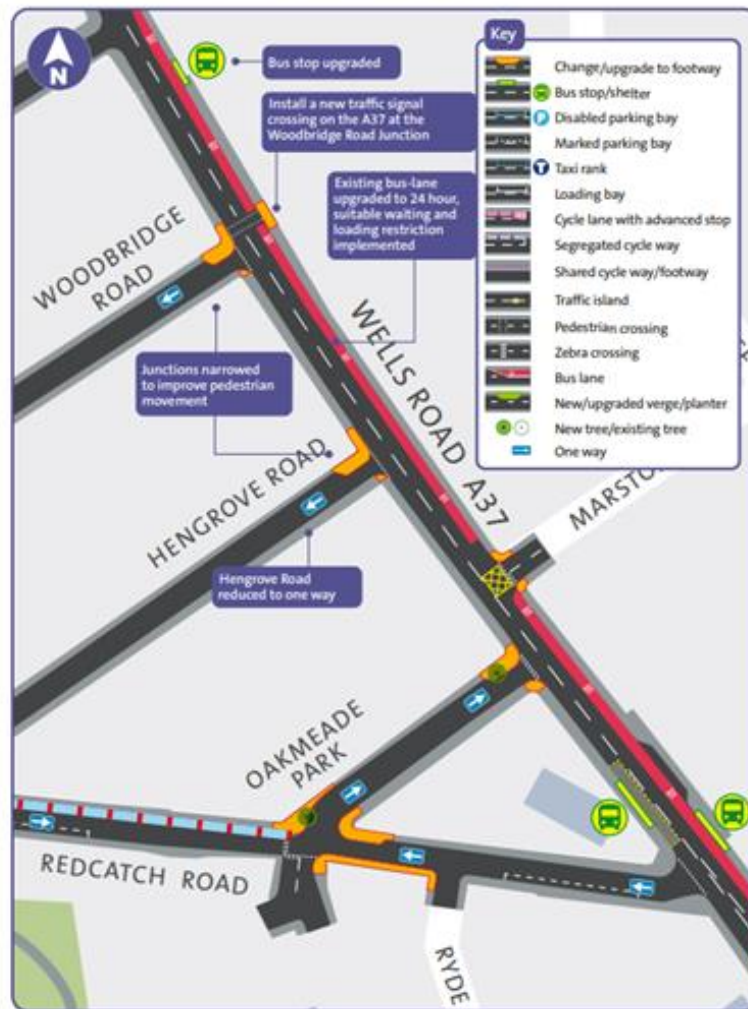
		drivers go faster especially if they must travel further to get to where they need to. Using road as a rat run and speeding. This limits access to Bayham rd, whereas before northbound traffic could use Redcatch at Broadwalk to depart the wells rd, now there is more north bound traffic continuing Wells Road as all traffic to Bayham is funnelled through Calcott. Why is so much effort being put into removing a small amount of rat running from these quiet streets when Talbot Road gets an atrocious amount of rat running and is equally distant from the bus route and A37.
Park and cycle lane	76	Cycle path through park is not sensible and so many children play freely it is likely to cause accidents or be very slow route for cyclists dodging pedestrians. This Park is a well-used community facility and should be kept free of all vehicles. Allowing cycles into the park will pose risk to pedestrians, particularly children and people exercising their dogs. The current gates restrict access for bikes and with these removed there will be increased incidents of riders cycling on pedestrian areas. Think that the cycle route across Redcatch Park is an imposition on park users and a dangerous addition. The cycle route through Redcatch Park seems ill advised; how is the safety of pedestrians going to be assured, particularly children and the elderly, who make up a large proportion of the park users? Although some cyclists will be considerate about speed there is no way of ensuring that safe speeds will be maintained by cyclists in a recreational area. The placement in the park is wrong. That throughway is right next to the children's playground and the community garden. It will cut people in both of those facilities off from the toilet block if that because of through road for cyclists. The Park is currently fenced with narrow access gates in the evenings. How will people with nonstandard cycles access this route e.g., disabled person using a trike, or cargo cycle carrying children? A park is for relaxing in, it is not a transport corridor. Reduce traffic on Wells Road and put the cycle lane there.
Other	4	Can I suggest the council use a different contractor to implement these changes? If there is to be a designated 24 hr bus route, why can cycle lane be in bus lane as this would also be the most direct route for cyclists along wells road. Please protect the trees properly, otherwise they die.

### 5.3.1.5 Woodbridge Road

The transport proposals for this section comprise of:

- New traffic signal crossing on Woodbridge Road junction
- Convert existing bus lanes to 24 hours to improve bus journey times and bus punctuality
- Hengrove Road reduced to one way

## Woodbridge Road – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to Woodbridge Road?**

			Response Percent	Response Total
1	Strongly agree		20.20%	39
2	Agree		23.31%	45
3	Neither agree nor disagree		13.98%	27
4	Disagree		16.58%	32
5	Strongly disagree		25.90%	50
			answered	193

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

139 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- 24hr bus lanes
- One way
- Traffic
- Public realm (trees etc)
- Other

As one comment can be split over multiple categories there are 174 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	2	Great idea- all of these would make travelling along Wells Road via public transport much easier. Fully agree.
Objections	4	This is proposing almost nothing positive - a real lack of vision. This no way improves anything. It doesn't improve the bus travel. The whole area will be gridlocked because it just will not work.
Pedestrians	56	A pedestrian crossing is desperately needed along this section of the Wells Road. Excellent improvement regards the Woodbridge Road crossing. Try widening the pavement on the Cleve House side all the way down to Totterdown shops. lack of improvement on the Wells Road section around the parade of shops including Co-Op and the pedestrian crossing beside Totterdown Baptist Church. This stretch of road is a particularly hostile environment for pedestrians, including children walking to school at Hillcrest Primary. Woodbridge Road: This should include a contra-flow cycle lane towards the proposed signals crossing. Strongly support narrowing of junctions to improve walking. This will support the changed priority from the new highway code rules.
Cyclists	17	Disappointing to see no segregated protected cycle lanes on this section. What are cyclists meant to do safely where the segregated cycle lane ends at Oakmeade Park? It needs to continue down Oakmeade and westbound along Redcatch Road to Oakmeade. Segregated cycleways should be provided in both directions along the whole of Wells Road. Cycle access to and from Broadwalk shopping centre is not catered for. What happens if you live in the section to the right of the Wells Road (part of Totterdown and Upper Knowle)? How do these people access active travel?
24hr bus lanes	50	Bus lane does not need to be 24/7: no buses use the route overnight and there would be less traffic around at quieter times. 24hr bus lane will not help the bus service, only cause more congestion for other vehicles. The way it is now seems to be good - bus lane is clear during



		specific times. 24hr bus lane is good here as parking/loading in the bus lane causes congestion issues. Disagree with 24 hour bus lane as will have significant negative impact on residents and businesses. Concerned about the parking on Wells Rd and surrounding roads due to bus lane. On the 24 hour bus lane, it's worth noting that parents dropping their children off at the school and nurseries do use the bus lane currently. 24 hour bus lane seems a good idea.
One way	23	A good idea to create one way streets. Horrible idea to make Redcatch Road one-way for its entirety. Having alternate one way streets off the wells road makes perfect sense, blocking access through to Redcatch and Bayham is ridiculous and currently will force All traffic up Norton Road. One way streets off the Wells Road, yes, the rest, absolutely no. Why is Hengrove Road one way? For every journey it will mean using the Wells Road adding to congestion. Making Hengrove Road one way will increase traffic on Norton Road. The new one way systems, especially on Redcatch Road will make Calcott Road the main entry point from the Wells Road to this part of Knowle and to the western end of Redcatch Road and beyond. Norton Road will become the main exit point to the Wells Road.
Traffic	14	An improvement to this design would be to allow contraflow cycling on the section of Redcatch Road between Oakmeade Park and the Wells Road. As the CAZ will mean cars must turn off the Wells rd before Three Lamps which only leaves Rockery and Crowndale Rd then onto Sylvia Ave past the park and onto St. John's Lane via Ravenhill. Tackling the traffic on Talbot Road, just off the Wells Rd, must be the priority. These needs addressing far more than any of the interventions here. People/drivers living in Hengrove rd and Woodbridge rd will be going around in circles just to get on to the main rd or Knowle west. Disagree with the building out of pavements at street corner which are costly and do nothing to improve road safety.
Public realm (inc trees)	3	Could this be an opportunity to introduce some greening to this gateway on wider parts of the footway? Tree pits that were recently installed on Redcatch Road (near the egress of Woodbridge Rd) were never planted up. Trees were part of the plans for the previously completed work at the other end of Woodbridge Road, planting sites were left then tarmacked over a few weeks later.
Other	5	Concerns about the removal of the School Crossing patrol for Hillcrest School. Remove the HGV traffic rat turning along this road to the M32. Perhaps a weight limit? Upgrading the bus stops to be fully accessible to all, with a space for wheel chairs is essential. Worried about the loss of local shops if parking is taken away.

### 5.3.1.6 Wootton Park / Wells Road and West Town Lane /A37 junctions

The transport proposals for this section comprise of:

- Upgrade of pedestrian facilities at the Wootton Park/Wells Road junction
- Improve the junction for pedestrians and cyclists
- Upgrade bus stops
- New 24 hour bus lane on the West side of Wells Road

- Remove left turn from West Town Lane to Wells Road
- Remove right turn to Hengrove Lane from Wells Road
- Remove right turn into West Town Lane from Wells Road

Wootton Park/Wells Road and West Town Lane/A37 junctions – proposed changes



The following plan show the proposed traffic proposals in wider area to help explain the traffic movements if these proposals were to be taken forward:

All traffic



The survey asked the following questions:

To what extent do you agree or disagree with the proposed transport changes to Wootton Park/Wells Road and West Town Lane / A37 junctions?

			Response Percent	Response Total
1	Strongly agree		5.30%	13
2	Agree		9.30%	24
3	Neither agree nor disagree		7.75%	20
4	Disagree		11.62%	30
5	Strongly disagree		66.27%	171
			answered	258

If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:

221 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Pedestrians
- Cyclists
- 24hr bus lanes

- Airport Road junction
- West Town Lane junction
- Speeding traffic
- Traffic
- Public realm (trees etc)
- Other

As one comment can be split over multiple categories there are 352 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	2	Strongly agree with the additional no turns in and out of Wells Road.
Objections	11	Strongly object as will cause rat runs and bottlenecks at the junctions. Totally disagree with the proposals to remove the right/left turns at the West Town lane/Hengrove Road junction. Strongly opposed to the decision to remove the right turn from Wells Road onto West Town Lane. Feel so strongly that not allowing people to turn left from Hengrove Lane on to the A37 Wells Road will create so much extra traffic and most importantly pollution on Hengrove Lane and Airport Road and not allowing people to turn from the A37 Wells Road into Hengrove Lane will create much more traffic and pollution on the A37 Wells Road! Nothing wrong with it now – total waste of money
Pedestrians	48	Agree with the crossing facility but all routes should still be available to cars. Good to see single stage ped crossings in place instead of the horrid, staggered crossings. The installation of the signalised pedestrian crossing to get from West Town Lane over the Wells Road is long overdue. Are this the nearest bus stops to the sport centre? If yes, is there a direct pedestrian route from the bus stops to the sports centre entrance. Why can't you install full pedestrian crossings with traffic lights on the West Town Lane, Wells Road junction as installed at the Broad Walk, Wells Road junction which seem to work satisfactorily - instead of removing the left hand turn into Wells Road? Improving pedestrian crossing facilities at both junctions is a great plan.
Cyclists	46	It needs some cycle infrastructure. Wide roads here with 2 lanes. Plenty of opportunity to reduce Lane with and include a cycle lane in both directions. Complete absence of continuous segregated cycle lanes. So much space here. Given the Bayham Road cycle route is meant to connect cyclists to Airport Road to take them to NCN3, it looks like very little works is being done to make that safe and pleasant. The pavements on Airport Road are very narrow and not good for shared use. Support the consultation response by the Bristol Cycling Campaign. Where are the advanced stop lines for cyclists at the junctions?
24hr bus lanes	61	Agree with the proposals, particularly the new 24 hour bus lane on the west side of Wells Road. Agree with principle for bus lane. Why does it stop short of the bus stop? Cars will take this space and delay the bus arrival at the stop; the bus will then delay cars passage through the signals. Bus lane should be extended to the bus stop. This

		<p>is a critical congestion point where buses get delayed. A small bus lane will not resolve this. There needs to be prioritisation measures all the way through the junction. Suggest taking a 5 metre strip from the west perimeter edge next to the A37 of the Bristol Imperial Sports ground to provide an additional lane to expedite No 2 bus only lane turning left into West Town Lane. 24 hour bus lane is laughable, how many buses use this route? Not worth it and will cause tailbacks!! Creating 24 bus lane on this bottom part of Wells rd is madness, the tailback caused by one lane will be all the way back south (towards vets/ Petherton rd junction). Changes are short sighted. The introduction of a very short bus lane seems pointless and will lead to more queuing traffic. If a bus lane is put in below Hengrove Lane junction the A37 will grind to a halt.</p>
Airport Road junction	24	<p>Proposed junction improvements are minimal; no evidence to improve east-west cycle crossing to link the two cycle paths on the northern side of these roads linking to Whitchurch Way cycle path. Forcing general traffic onto Callington Road is a crazy idea. The main pinch point is the turning right onto the Wootton Park section. When cars are stuck on red at the Callington Rd junction cars back up stopping the cars turning right when the lights are green from WTL Rd. The traffic including buses are stuck on the WTL Rd which can be long and slow. Airport Rd. /Wells rd is the crossover of two major routes which is used by a multitude of commercial vehicle as well as cars it currently works reasonably well. Forcing people to use Callington Road, will make a busy congested rd even worse as cars will have nowhere to go. Queueing up the hill towards Bath rd is always busy and can take a frustratingly long time if you are one of the few waiting to turn right into West Town Lane. The no left turns from West Town Lane to Wells Road and the no right turn from Wells Rd to West Town Lane will result in rat runs in roads like Hazelbury and pushing traffic onto Callington Road which is already gridlocked.</p>
West Town Lane junction	125	<p>Banning left-turns out of West Town Lane without any vehicle restrictions on surrounding streets will lead to increased traffic on residential streets including Beryl Grove and Mowbray Road. This is not a suitable outcome. Insufficient evidence is provided to justify the banned turns. The proposed changes to the junction of Wells Road / WTL will put far too much pressure on narrower, residential roads like Hazelbury Rd, Imperial Rd, Mowbray Rd, David's Rd, Kinsale Rd, Beryl Grove, Woodleigh Road and Whitecross Avenue. This will inevitably cause all traffic through from West Town Lane into surrounding residential roads in a bid to get to Wells Road. People will not use Callington, for many this will involve going back on themselves. This is already a rat run onto Wells Road which would be significantly and dramatically increased with not allowing a right turn from West Town Lane onto Wells Rd. This would massively decrease quality of living for residents and create issues of danger for roads nearby the school. Traffic on West Town Lane and Wells Road is already horrendous. Preventing cars from turning at this junction will mean all side roads will become more cut through than they already are.</p>
Speeding traffic	16	<p>Hazelbury Road - if you effectively block traffic turning in/out of the West Town junction onto the A37, this street will be turned into even</p>

		more of a speeding 'rat run' than it is already. We do not need cars speeding past our schools to get to where they want to do because the most logical route has been blocked. These roads are narrow and residential, and this will increase the risk of accidents and reckless driving.
Traffic	6	There is an important omission from the prohibited turnings which should be added. This is Right turn to Wells Road from Hengrove Lane. There have been accidents with vehicles performing that turn. To enforce the turning prohibitions, a bus gate at the junction of Wells Road with West Town Lane seems to be needed. Force traffic from large dual carriageway onto smaller roads and will increase traffic, noise, pollution, decrease safety. With regards to Imperial Road and West Town Lane junction, there ought to be double yellow lines at the bottom of the road due to the number of vehicles parking there on both sides of the road during busy times in the imperial ground.
Other	13	Inbound bus stop would be better moved to corner of Airport Road/Wells Road where the road is wide enough. You are successfully making the centre of Bristol a no go area for many Bristolians. Maybe a roundabout? Smart lights with queue detection? Widen Airport Road and Callington Way. This appears to have nothing to do with the No.2 bus route which runs ok at this end and problem starts way before it gets to this side of town.

### 5.3.1.7 Hengrove Lane

In this section we asked for suggestions on how to reduce rat running, speeding traffic and congestion in the area between Airport Road and Wells Road and on and around Hengrove Lane.

Some suggested ways this could be achieved include:

- Bus gates
- One way options
- Local access only options

## Hengrove Lane – proposed changes



The survey asked the following question:

**We are asking for suggestions on how to reduce rat running, speeding traffic and congestion on these residential roads:**

109 free text comments were received for this section of the route. These were coded into the following categories:

- Better traffic lights/ crossing points
- Bus gate
- Roundabout
- Road closures
- One way / banned turns
- Widen roads
- Speeding traffic
- Parking / waiting restrictions
- Low traffic neighbourhoods
- Leave it alone / ignoring other side
- Other

As one comment can be split over multiple categories there are 135 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

<b>Category</b>	<b>Number</b>	<b>Summary</b>
Better traffic lights/ crossing points	8	Suggest you leave the west town lane, Hengrove Lane, wells Rd junction just as it is, but just add a pedestrian crossing. Get the traffic lights in sync and widen roads at the junction to allow traffic to get past each other. The drivers are trying to solve the problem of Wells Road -> Airport Road being a very slow junction. If that was faster, they wouldn't need to head down side streets. Alternatively, just disconnect the side streets at one end or the other from Airport Road.
Bus gate	10	Bus gates - the roads are not large enough to do this. The shops at the straits will suffer if people cannot get to them with locals only or bus gates. Would support bus gates and modal filters all over this area to reduce traffic volumes. Local access only. Strongly against bus gates especially one depriving locals of access at Petherton Rd/Hengrove Lane or onto Wells Rd.
Roundabout	3	Hengrove Lane/West Town Lane junction does need a roundabout - a lot of children walk along West town Lane going to the school there. The junction at the happy landings is dangerous and often has accidents. It would be better to have a different layout (perhaps a roundabout).
Road closures	14	As these areas are only congested some of the time, maybe restricted access to some roads at some times. By closing roads, you're not stopping rat runners you're just moving the problem elsewhere. By stopping traffic using Hengrove lane, you will cause huge tailbacks along west town lane. There is not enough road space for traffic to turn right at the happy landings' junction from west town lane now as the traffic is queued back waiting for the lights to change at the Airport rd/Callington rd junction. Hengrove lane has the only local shops in the area, to restrict drivers from accessing will cause a lot of people to travel further afield to the large supermarket on Callington Road. It would also reduce the amount of people using the shops and would result in the only local shops closing.
One way / banned turns	22	One way access - this could be done on some of the smaller roads where there are 2 parallel, but otherwise would cause more bottlenecks. One way options fundamentally do not resolve or reduce traffic congestion they reroute traffic to other unsuitable roads. One way system on Petherton Road from Hengrove Lane to wells road. One way into Long Eaton Drive from Wells Road. Don't allow through traffic on Beechmount Grove. Make Ravenhead Drive (Southbound only) and Long Eaton Drive (Northbound only) one way traffic and close off access to A37 Wells Road except for cyclists. Make Hengrove Lane one way (Westbound only) to Junction of Petherton Road. Close junctions of Beechmount Grove and Hengrove Ave with A4174. Sign on Westleigh Park "No access to A37".
Widen roads	12	Airport Road is just going to get busier with the new housing developments being built. Ideally have it is a dual carriage way would be best so there is constant flow, taking drivers to the main roads. Focus should be improving traffic flow at the a37/Airport



		Road junction, and the Bath Road/west town lane junction as well to make the main roads the natural choice. Widen Airport Road so it is suitable for future traffic.
Speeding traffic	11	Cadogan Road and Hengrove Lane are horrendous rat runs regularly used. Cars can be more than 40MPH as they turn off airport onto Cadogan and this is continued either way on Hengrove Lane. Add speed restrictions (humps) only. Bring in speed cameras along Hengrove Lane.
Parking / waiting restrictions	5	Wells Road would benefit from no on-street parking as it often takes over one lane. Implementation of allocated parking bays on one side of Cadogan road. Petherton Road - we do have a big traffic problem from the parents of school children who block the road at the start and end of the school day, plus the school/Vet's staff who park on the street all day, rather than use their own car parks.
Low traffic neighbourhoods	17	Create a low traffic neighbourhood. Need to look at a wider area. Liveable neighbourhood would be good here. An area wide approach including bus gates, one way, and local access only options should be taken to deliver a liveable neighbourhood type solution. Improved permeability from the area across Wells Road and Airport Road should be delivered for pedestrians and cyclists. Prevent through motor traffic. Local access as part of low traffic neighbourhood.
Leave alone / ignore other side	21	No issues with road users – leave it as it is. Complete and utter waste of money. Instead help alleviate the traffic on the Wells Road. People will always find another rat runs if you block these off. No such thing as rat running as one person's rat run is another person's route to work. Stop blocking other routes with ill-considered schemes to take lanes out and slow people down.
Other	12	Follow other cities in reducing bus fares and making bus times more reliable and you would solve the volume of cars on the road. More people would be encouraged to use public transport. Consideration needs to be given to how cyclists travel from Callington Way/West Town Lane to the segregated bicycle path on the north side of Airport Road, and how it links to Sturminster Road/Whitchurch Way in the other direction. The easiest, quickest, and cheapest way to avoid rat runs, is not bus gates, one way streets, or local access. It is by reducing bus fares, getting more people on a cheaper, or free bus service, thus freeing up roads and thereby eliminating rat runs.

### 5.3.1.8 West Town Lane

The transport proposals for this section comprise of:

- New segregated cycle lane on Sturminster Road and West Town Lane. This would connect to the new cycle lane on Sturminster Road linking with the Whitchurch Way cycle path at the mini roundabout

### West Town Lane – proposed changes



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to West Town Lane?**

			Response Percent	Response Total
1	Strongly agree		23.46%	46
2	Agree		16.83%	33
3	Neither agree nor disagree		9.69%	19
4	Disagree		14.79%	29
5	Strongly disagree		35.20%	69
			answered	196

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

146 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive

- Objections
- Pedestrians
- Cyclists
- Public transport
- Traffic
- Parking /waiting restrictions
- Public realm (trees etc)
- Other

As one comment can be split over multiple categories there are 202 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	5	Broadly support, but please don't narrow Hazelbury Road junction too much. Agree with proposal but would like to see a crossing / island at the bottom of Hazelbury rd to assist the significant number of young children who cross this road twice a day on route to school. Good use of the road system. Strongly support the provision of a segregated cycleway.
Objections	13	The roundabout has just had thousands of pounds spent on it and now you want to change it again to incorporate a cycle path, what an absolute waste of money! Strongly disagree with the proposal to narrow the bottom of Hazelbury Road.
Pedestrians	19	Keep verges. Reducing them would reduce walkway as cars park half on road/pavement especially during football/rugby season causing chaos, introduce double yellow lines, widen pavement other side of the road. The Sturminster Road crossing is welcome. Support two new zebra crossings on West Town Lane.
Cyclists	78	"improvements" are clearly only there to improve cycling. Separate cycle way is good - though it goes the long way round. Make the cars go the long way! This is one of the worst sections of the Whitchurch Way for new or child cyclists, so the segregated lane is very welcome. The junction at Hither Bath Bridge Road should be improved rather than fading out without any clear priority. It's unclear if any crossing to the railway path part of the WW is provided, but something will be needed to cross Sturminster Road at that point. What should people who are cycling do when they reach the end of the segregated cycle way? Why are cycle ways disjointed - it's a huge disincentive to cycle by slowing progress massively?
Public transport	37	Relocating the bus stop in West Town Lane coming out of town to a point east of the junction with Sturminster Road would mean the new stop would no longer be served by the 2 bus as the route turns into Sturminster Road and does not go past the junction? It is very difficult to enter West Town Lane when a bus is parked right at the entrance blocking your view. The bus stop relocation is an excellent idea. The bus stop alteration on Sturminster road is dangerous for pedestrians getting off or on the bus. Where is the shelter, this is essential, and it must be fully accessible with space for a wheelchair undercover? This is also true of the other relocated bus stop. Narrowing the

		<p>roundabout is a bad idea as buses already struggle to make the turn. Relocation of bus stop on West Town Lane! At present the bus stop is used by 2/2A services and 96. By relocating this it will only be served by a two hourly number 96 service. Wouldn't it be better to leave this bus stop and remove the one at the bottom of Sturminster Road that you intend to alter to prevent conflict with the cycle lane. Moving the bus stop from an area of road with three lanes and the traffic is relatively unaffected but stopped buses (West Town Lane/Hither Bath Bridge) to an area where traffic cannot pass the bus when stopped would lead to tail backs at the mini roundabout with Sturminster Rd and increased pollution very close to the school.</p>
Traffic	31	<p>Strongly agree with the junction narrowing of Hazelbury road. The bottom of Hazelbury road does not need narrowing down just move the suggested crossing point, i.e., the drop curbs further up. Taking away the left side will slow traffic and cause more congestion and more pollution. If the reason for doing this is about Hither Bath Bridge cyclists and pedestrians it does nothing for Hither Bath Bridge at all. A 'rat run' will be created on Hazelbury Road, David's Road, Imperial Road, Woodleigh Gardens, Whitcross Avenue, Mowbray Road. The proposed changes will push the traffic from the Wells Road or West Town Lane to the roads as the drivers will not want to join the queues of traffic on Callington Road. Callington Road currently has long queues of traffic and the proposed road changes will only exacerbate it. Narrowing junction at Hazelbury road will cause further congestion when joining west town on an already busy junction. Proposed changes to junction west town lane/wells road (no left turn to wells road) will mean Hazelbury road will be used more frequently by drivers becoming a rat run. Speed limit on this road already isn't adhered to by most users.</p>
Speeding traffic	5	<p>. Include some form of mitigation against the excessive level of speed of some vehicles travelling along Sturminster Road in both directions. Improve Hazelbury junction it's so wide and dangerous cars speed around that junction you must run to get across. The new corner on Hazelbury Road is too sharp. You should include plans to stop rat running down Hazelbury Road as part of this scheme, or at the very least propose physical measures to slow cars down on that road.</p>
Parking / waiting restrictions	6	<p>This seems to miss the use of the field on the right - the entire road is lined with cars at weekends because it is used for competitive sports, if it gets narrowed it will be impassable in those conditions, and there's no traffic wardens on those days to enforce any restrictions added. Parking restrictions needed on west side of Sturminster Road. Where will the cars for houses park and it looks like you're narrowing a road that is already busy, and then you have the football/ruby ground that again also park on the road/pavement where will they go if you are going to stick a cycle lane there? Keep verges. Reducing them would reduce walkway as cars park half on road/pavement especially during football/rugby season causing chaos, introduce double yellow lines, widen pavement other side of the road.</p>
Public realm (inc trees)	5	<p>Adding a tree to the Hazelbury Road junction will mean that drivers won't be able to easily see anything coming down the road to the left. The scheme should also include some greenery / planting and SUDS</p>

		drainage elements. Appreciate there are trees here, these need a very good prune, left too unruly.
Other	3	The traffic flow and ability to navigate this area as a pedestrian or cyclist is significantly affected by the school peaks at West Town Lane. Also, parking from weekend sport events at South Bristol sports centre has a much smaller but still noticeable effect. Worried about the position of crossings by properties – will they affect them?

### 5.3.1.9 Bus Lanes






The transport proposals for this section comprise of:

- Install 24 hour bus lanes in both directions from the Bristol City Council / Bath and North East Somerset border to the West Town Lane junction
- Change the existing bus lanes into 24 hour bus lanes only along the A37 Wells Road



The survey asked the following questions:

**To what extent do you agree or disagree with the proposed transport changes to these bus lanes?**

			Response Percent	Response Total
1	Strongly agree		27.58%	48
2	Agree		18.96%	33
3	Neither agree nor disagree		10.34%	18
4	Disagree		8.62%	15
5	Strongly disagree		34.48%	60
			answered	174

**If you would like to tell us why you agree or disagree or if you would like to suggest any changes to the proposals, please do so using the textbox below:**

119 free text comments were received for this section of the route. These were coded into the following categories:

- Supportive
- Objections
- Effect on traders / residents
- Bus service
- Pollution
- Parking /waiting restrictions
- Congestion
- Other

As one comment can be split over multiple categories there are 161 comments coded below. The tables show a summary of the comments for each category and the number of comments received.

Category	Number	Summary
Supportive	33	Buses must take priority over cars as we must get more people using them. Great news, not only for buses but also for cyclists who feel much safer in the bus lane. It is a good idea to move to 24hr bus lanes as parking in the lanes is a big congestion issue. However, it is important to make bus lanes "soft" so that cars can temporarily move into them to avoid oncoming traffic on the wrong side of the road (due to loading on the other side). Fully support 24hr bus lanes.
Objections	26	The bus lanes are rarely used by drivers anyway as few realise that they're only operational 4-6.30pm so all this change would do is make access to local properties difficult. Don't need 24 hr lanes as buses don't run 24 hrs. Instead, ban parking in bus lanes, that's what causes delay to the buses. Do not feel that the bus lanes need to be 24 hours, the road is not always congested. Residents living on crossways often use the bus lane before the junction to access their homes. If this

		<p>becomes 24/7, recommend this starts after the junction with crossways - outside the care home. There are already bottlenecks at the Wells Rd/Callington Rd/Airport Rd traffic lights and the Wells Rd at Broadwalk. Extending the bus lane times will aggravate this without any specific benefits. There are so few buses (Mended Flyer and Number 2) along this section maybe only 2 or 3 an hour that the case is not made for a 24 hour bus lane. There are no buses and little traffic after 7pm and before 7 am so the 24 hours bus lane is unnecessary. Full time bus lanes make life very difficult for residents and visitors to the area - as short stops on the route would not be possible (e.g., deliveries and pick-ups of children). As there are not 24 hour buses a full time lane is also not required. A better alternative would be to review the duration of the bus lanes and ensure that they cover all the busy road periods while not being in force off peak.</p>
Effect on traders/ residents	21	<p>How will deliveries be allowed for residents living on the A37? Introduction of new 24 hour bus lanes would have a significant negative impact on local businesses and residents. By doing this you will stop people parking overnight outside their house (between Crossways Road and the zebra crossing by St Martin's Road. You will also stop the evening parking outside the bowling club which is very important for the members. Making the northbound bus lane on the A37 in Totterdown between Norton Road and St Johns Lane into a 24 hour bus lane is not required and will mean that vehicles are unable to stop outside the businesses between Lilymead Avenue and Knowle Road which will either destroy those businesses which is detrimental to the local residents or will push people who wish to park to use those businesses into parking in the already crowded residential side streets, which will again be detrimental to local residents.</p>
Bus service	20	<p>The current level of bus service does not justify a 24 hour bus lane. In the 1990s there were 5 services - 51, 52, 53, 54 and 55 which all came down the Wells Road from Broad Walk towards Broadmead and the City Centre and beyond. Today we have a much lesser frequency with the 2, 2a and the 92. The bus service is at maximum 2 an hour to Street, plus a couple of local community services. This does not warrant a 24 hour bus lane. Buses do not run overnight. The money would be better spent funding a bus service to serve this area! What we want are lower fares and more frequent buses on a greater number of routes. If you change the West Town Lane junction how will the 515 get to Clive Road bus stop?</p>
Pollution	3	<p>24 hr bus lanes will result in more standing traffic, particularly lorries, causing more pollution during out of rush hour periods. What is the point as there are no problems now and the extra lane can ease congestion at other times? Slower traffic more pollution more frustration with drivers.</p>
Parking / waiting restrictions	19	<p>Resident on the Wells Road will have issues outside of their properties with an operational 24 hour bus lane for deliveries, waiting/loading, and having visitors during the day, evenings, and weekends. There should be no parking on Wells Road at all, the priority should be movement of traffic. People parking outside small businesses can cause massive tailbacks for those heading up Wells Road, and it's unsafe for cyclists. Provide more detail on the proposed changes to</p>

		the waiting and loading restrictions on the Wells rd? Will residents still be able to cross over a bus lane to get access to their properties? This would stop the parents of the schools by Broadwalk parking in the bus lane. This may be an issue for the Vets on the Wells Road and for the old peoples home – where will these people park? Massive issue for businesses near Lilymead Road in terms of parking for customers.
Congestion	26	Reducing the two lane traffic on approach to the traffic light junctions would cause significant tailbacks. At the Broadwalk crossroads inbound there needs to be a dedicated left hand lane for traffic wanting to turn into the Broadwalk. With the bus lane in place the traffic builds up much more. This stretch of the A37 from St Johns Lane is quite narrow in places and becomes congested very easily. The congestion for normal traffic will just get worse if the bus lanes are made 24 hours, causing more pollution for the residents of the area. There are many turnings on and of the Wells Road and its already narrow. When driving you frequently must use or partially use the bus lane to all traffic on the other side of the road to pass. If its 24 hours, drivers will stop doing this and there will be continual hold ups. A 24 hour bus lane is not necessary and will cause more problems for traffic flow than the current arrangement. Generally, there are not enough bus services to justify the loss of road space, which will increase traffic congestion in the area.
Other	13	Absence of continuous segregated cycle lanes. The item requires more publicity. Support Bristol Cycling Campaign response.

#### 5.4.1 Survey Demographics and Equalities analysis

The questions below were asked to help us ensure that the survey has been responded to by a representative sample of the local ward population:

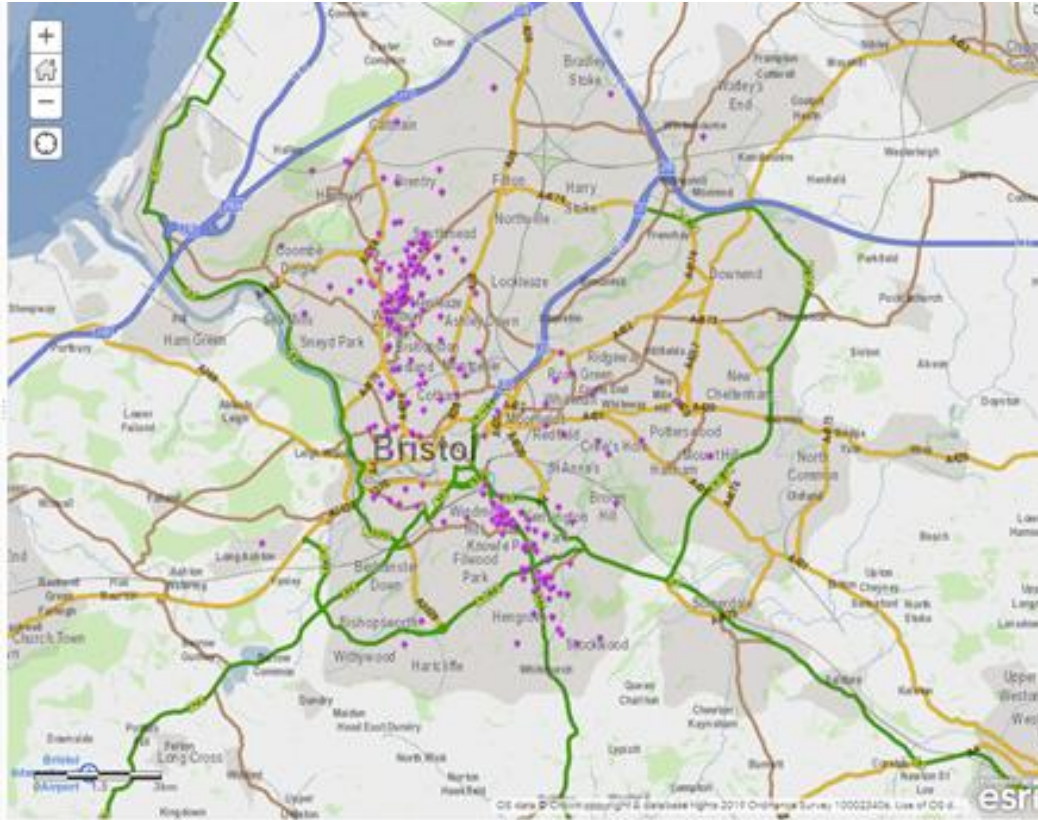
- What is your full postcode?
- What is your age?
- Do you consider yourself to be a disabled person?
- What is your sex?
- Have you gone through any part of a gender reassignment process, or do you intend to?
- What is your ethnic group?
- What is your sexual orientation?
- What is your religion/faith?
- Are you pregnant or have you given birth in the last 26 weeks?
- Are you a refugee or asylum seeker?
- We want to make sure our surveys are as good as possible. Please tell us if you agree or disagree with the following statements:  
There is enough information for me to answer the questions  
The questions make it easy for me to give my views  
The survey meets my accessibility needs



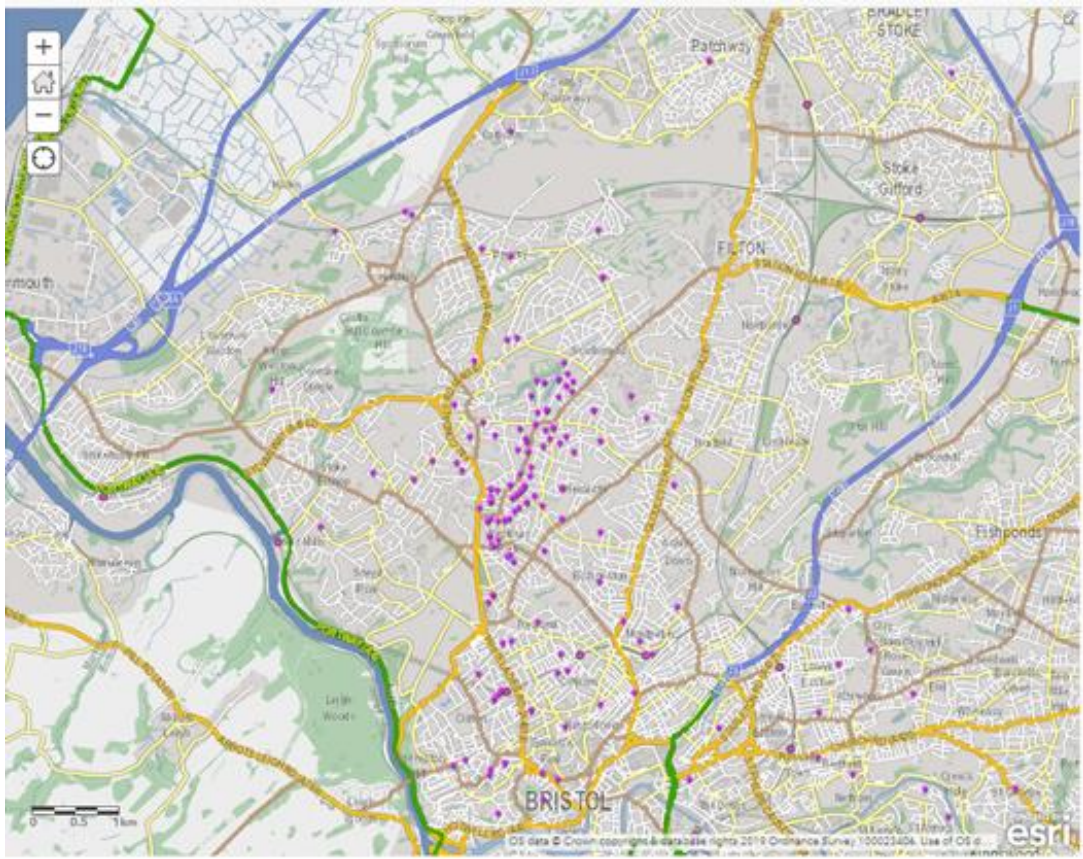
## 1. What is your full postcode?

		Response Percent	Response Total
1	Open-Ended Question	100.00%	291

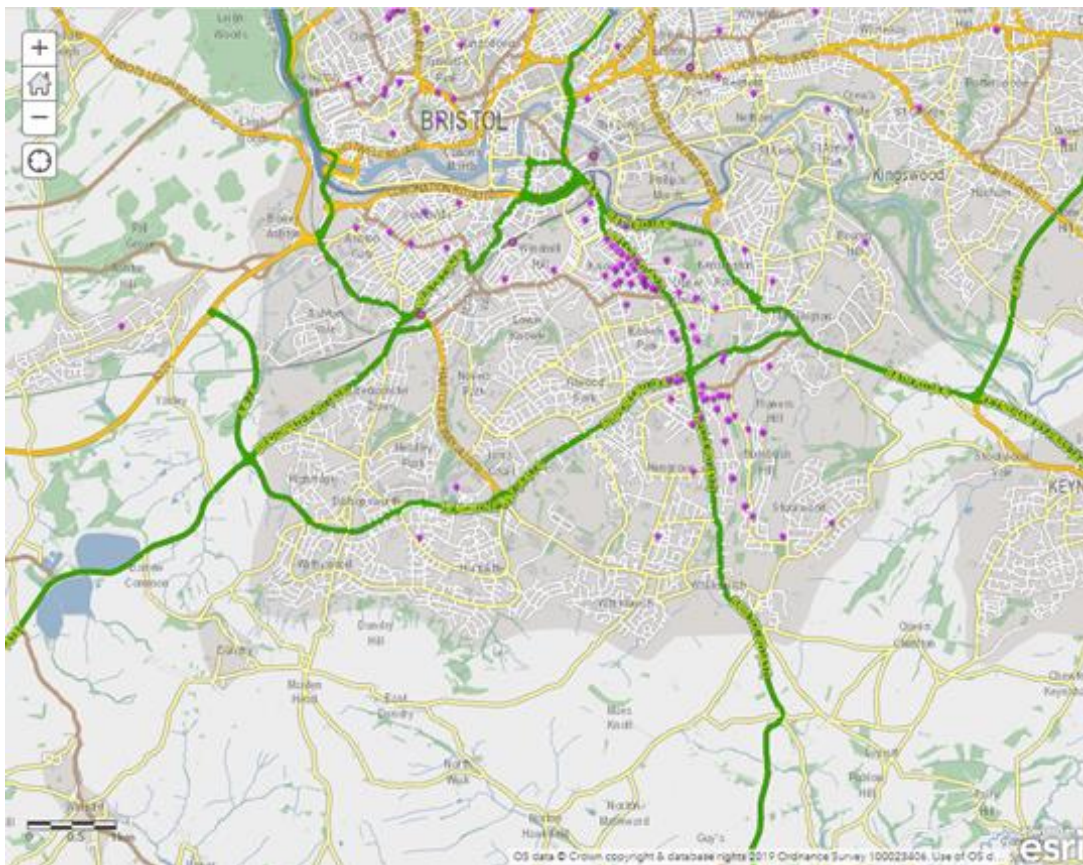
Of the responses, 291 left their postcode. The postcodes have been plotted on a map below to show where the respondents live for the whole route:



North area

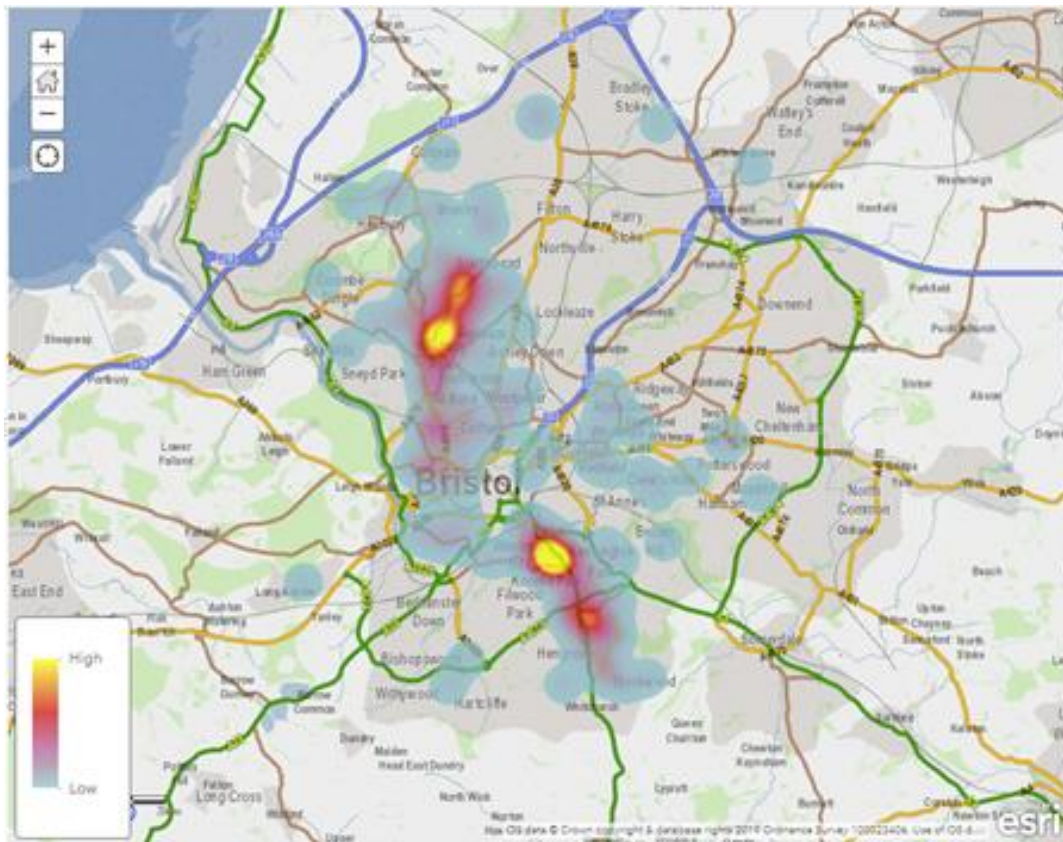


South area

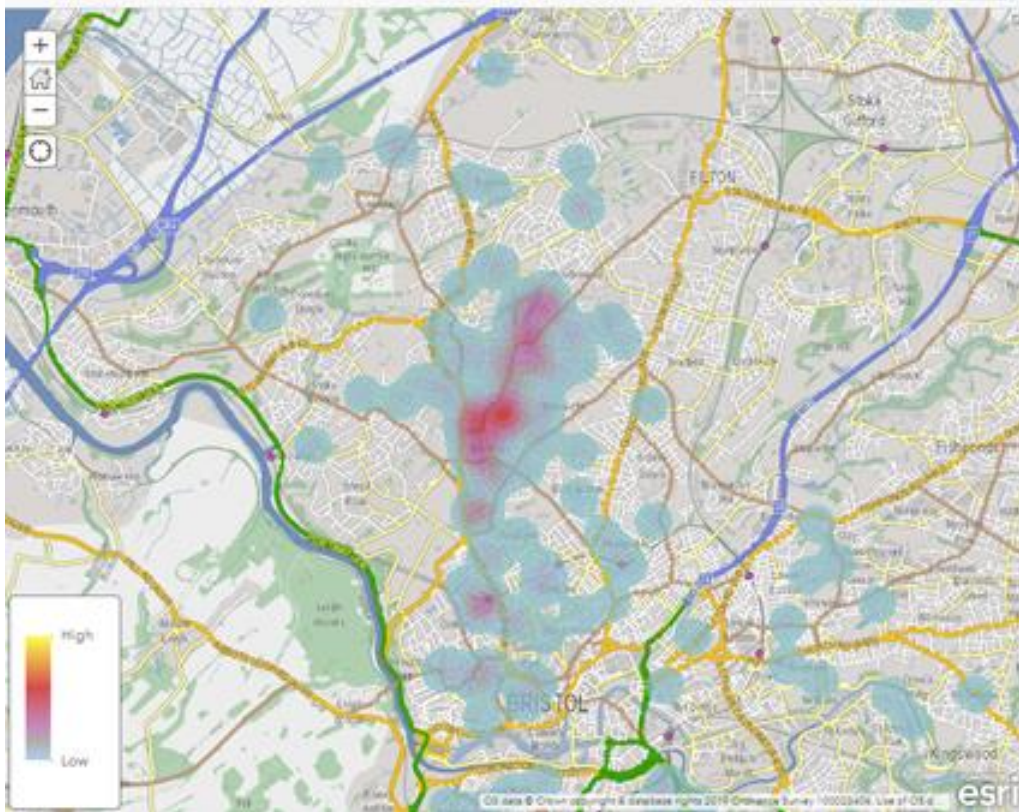




These are heat maps showing that there is a concentration of high responses surrounding the north and south areas...



North area

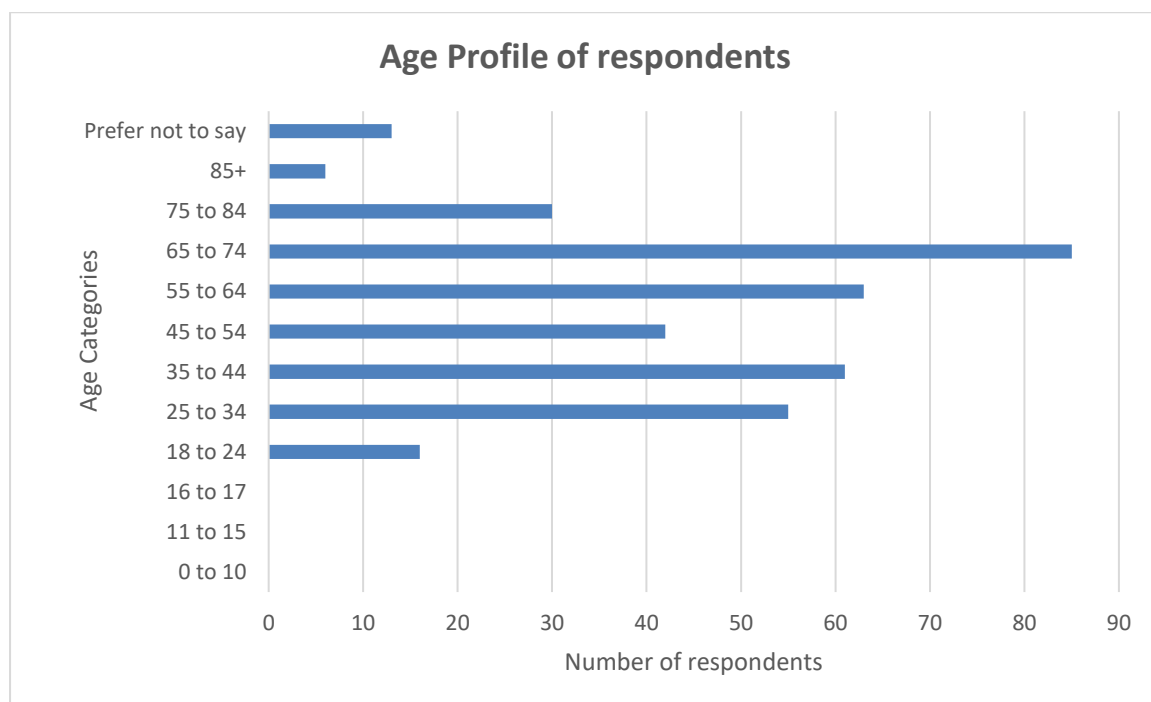


South area






Below are the results for each question:

2. What is your age?			
		Response Percent	Response Total
1	0-10	0%	0
2	11-15	0%	0
3	16-17	0%	0
4	18-24	4.31%	16
5	25-34	14.82%	55
6	35-44	16.44%	61
7	45-54	11.32%	42
8	55-64	16.98%	63
9	65-74	22.91%	85
10	75-84	8.09%	30
11	85 +	1.62%	6
12	Prefer not to say	3.50%	13
		answered	371







The largest response is from those aged 65 to 74 years old with just under 25% of the comments.

### 3. Do you consider yourself to be a disabled person?




			Response Percent	Response Total
1	Yes		9.56%	35
2	No		83.87%	307
3	Prefer not to say		6.55%	24
			answered	366

### 4. What is your sex?




			Response Percent	Response Total
1	Female		46.07%	170
2	Male		46.34%	171
3	Prefer not to say		7.05%	26
4	Other (please describe):		0.54%	2
			answered	1492

The number of respondents identifying as male, and female were nearly the same and made up 46% of the responses each. 2 people ticked the 'other' category and identified as non-binary.






### 5. Have you gone through any part of a gender reassignment process, or do you intend to?

			Response Percent	Response Total
1	Yes		0.27%	1
2	No		90.19%	331
3	Prefer not to say		9.54%	35
			answered	367

### 6. What is your ethnic group? (Please tick one box only)







			Response Percent	Response Total
1	White British		82.07%	302
2	White Irish		0.54%	2
3	White Other		5.43%	20

### 6. What is your ethnic group? (Please tick one box only)

			Response Percent	Response Total
4	Black /African / Caribbean / Black British		0.00%	0
5	Asian / Asian British		1.09%	4
6	Mixed / Multi ethnic group		0.82%	3
7	Gypsy / Roma / Irish Traveller		0.27%	1
8	Prefer not to say		9.51%	35
9	Any other ethnic background (please describe):		0.27%	1
			answered	368







Of the respondents 82% were White British and 5% were White other. 35 people ticked the prefer not to say with no respondents ticking the Black/African/Caribbean/ Black British group.

### 7. What is your sexual orientation?

			Response Percent	Response Total
1	Bisexual		3.60%	13
2	Gay Man		1.94%	7
3	Gay Woman / Lesbian		1.11%	4
4	Heterosexual / Straight		73.41%	265
5	Prefer not to say		19.67%	71
6	Other (please describe):		0.28%	1
			answered	361



Most respondents were heterosexual/ straight the 'other' comment was for asexual.

### 8. What is your religion/faith?

			Response Percent	Response Total
1	No Religion		48.35%	176
2	Buddhist		1.65%	6
3	Christian		34.07%	124
4	Hindu		0.00%	0
5	Jewish		0.27%	1
6	Muslim		0.27%	1
7	Pagan		0.55%	2






### 8. What is your religion/faith?


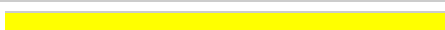

			Response Percent	Response Total
8	Sikh	-	0.00%	0
9	Prefer not to say		13.46%	49
10	Other (please describe):		1.37%	5
			answered	364

48% of respondents selected no religion and of the 5 other there was a range from quaker, spiritualist, catholic, unitarian and united reform.

### 9. Are you pregnant or have you given birth in the last 26 weeks?

			Response Percent	Response Total
1	Yes		0.28%	1
2	No		91.74%	333
3	Prefer not to say		8.79%	29
			answered	363

### 10. Are you a refugee or asylum seeker?

			Response Percent	Response Total
1	Yes		0.00%	0
2	No		91.78%	335
3	Prefer not to say		8.22%	30
			answered	365

### 11. We want to make sure our surveys are as good as possible. Please tell us if you agree or disagree with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Response Total
There is enough information for me to answer the questions	16.67% (59)	39.55% (140)	27.12% (96)	12.15% (43)	4.52% (16)	354
The questions make it easy for me to give my views	13.68% (48)	34.76% (122)	31.91% (112)	11.97% (42)	7.69% (27)	351
The survey meets my accessibility needs	20.17% (71)	38.35% (135)	31.25% (110)	5.11% (18)	5.11% (18)	352



## **6. Appendices**

### **6.1 Conservative group**

Conservative Group formal response from Councillor Mark Weston to the **“IMPROVEMENTS TO THE NUMBER 2 BUS ROUTE (A37/A4018)”** Consultation on the proposed designs – **Have Your Say**

I write to convey my group’s considered observations on the latest scheme – one of eight routes - which seeks to develop and enhance bus services in Bristol.

We have some sympathy with the broad objectives of aiming to reduce bus journey times, increase reliability and encourage more people to switch to travel by bus. However, this choice needs to be a positive one, and not something that is simply forced upon them by making driving a private vehicle an increasingly difficult and a more miserable experience.

A balance must be struck between enabling the public to travel in efficient ways (which reflect personal choice depending upon individual circumstances) whilst tackling environmental concerns and supporting centrally based businesses.

It is our contention that there are some aspects of the proposed new A37/A4018 route which not only fail to strike the right balance between these competing aims, but they are also plainly wrong and far more likely to create more problems than purported to solve. We harbour doubts that the huge budget envelope of £30-35m is not going to be money well spent will make travel into and out of the city very much worse. A strategy of narrowing roads and reducing lanes (space for cars) will cause more delays – including for buses – and result in the no.2 bus service taking longer to traverse its route than it ever did before.

We have concerns over the ancillary impact of the current plans which will see motorists taking short cuts and rat running to avoid newly created bottlenecks. This in turn can only make residential neighbourhoods less liveable all the while not improving the travel experience of bus passengers on iota.

### **NORTH (1)**

#### **Crow Lane to Henleaze Road**

Like the apocryphal 'curate's egg' story which is used to refer to something which is good in parts, there is at least one aspect included in the design for this part of the major carriageway. The installation of a new mini roundabout at the Crow Lane and Henbury Road junction is a welcome step and represents an improvement which ward councillors and residents have argued for over a very long time.

Conversely, whereas targeted – continuous bus lanes can be beneficial – unfortunately, the planned short stretches at this location will do little to aid traffic flows. Therefore, the two suggested 'fragmented' bus lanes at the Crow Lane roundabout should **not** proceed.

I would like to add here specific observations concerning other proposed bus lanes. The suggested moving of the Station Road bus lane to over the railway bridge needs to be either reversed or restricted to operate at peak hours only. This may fall outside of this scheme but is nevertheless a key feature of the local bus routes.

### **Southmead Road**

Regarding possible changes to Southmead Road (between Henleaze Road and Wellington Hill West). Removing the second carriageway in each direction is not a good idea. Now this section of road flows well most of the time but reducing to single lanes each way will inevitably lead to queueing traffic and slow down cars and buses alike. Moreover, we question whether there is any demonstrable local demand for the suggested footway enhancements.

The idea of narrowing this road space just to increase build outs to cater for tree planting is quite frankly ludicrous. We fail to see any transport advantage, benefit, or utility from such a move. Other locations for tree planting are available and we are sure that the community could identify alternative sites at a greatly reduced cost and without the act of transport self-harm.

### **Lake Road**

Closing off Lake Road at its open end is also difficult to follow. All the traffic that currently uses that junction will be forced to travel further than it currently does along Southmead Road, adding to congestion on the bus route, not reducing it.

## Henleaze Road

The same comment can be made about the dual carriageway from Southmead Road to Eastfield Terrace. The design envisages removal of carriageway to add pavement. This seems an unusual way of improving traffic flow. This issue has never been raised with us by residents. The removal of the second carriageway in each direction can only result in the (seemingly deliberate) slowing down of all traffic including the buses.

There is no need for a pavement running beside Old Quarry Park. In bound, the cycle way could be provided on the other side of the wall between the pavement and the residential road. Outbound the proposal will add significantly to the journey time and with no priority space for buses will significantly increase journey. The queues here will inevitably lead to rat running along neighbouring residential roads - an unfortunate outcome from proposals designed to improve traffic flow.

The junction modification on Falldon Way is problematic. The road is busy because of the high number of patients visiting the doctor's surgery and parents bringing children to playgroup in the day and youth groups in the evening at the scout hut. Most cars turn and leave the road from the Henleaze road junction. At its current width, the junction can accommodate 2 cars turning left and right out of the road, as well as one car turning into the road.

If the junction is narrowed, cars may not be able to turn in to Falldon Way, because of cars queuing top exit, and will therefore be blocking Henleaze Road. This already happens at busy times but will be made much worse if the junction is altered. The position could be improved by extending the yellow lines by one car length to give more space for passing vehicles, but the current junction works, so would better left as it is.

Other Henleaze Road proposals are equally difficult to fathom. The closure of Henleaze Gardens and Holmes Grove at their junctions with Henleaze Road, will only force traffic to find other circuitous ways to access Henleaze Road.

The proposal to narrow the junctions at Holmes Grove does not appear to have been fully considered. The narrowing will result in traffic turning into those roads having to queue on the main bus route when vehicles coming out of the junction are trying to get out. That will hold up cars and buses alike. Similarly, the build out at Holmes Grove of the new, upgraded bus stop will cause further delays on Henleaze Road. The current bus stop works well and should be left alone.

Therefore, the closure of Holmes Grove Junction to build out a bus stop makes no sense whatsoever.

For reasons unknown the No.2 bus often runs in pairs and the second bus overtakes the first while it is picking up passengers. Currently that passing can happen easily here, but with a build out there will be no opportunity to pass. So, the second bus will be delayed. In addition, the traffic that currently uses the Holmes Grove junction will be forced to travel the short distance to Henley Grove creating more pressure at that already busy junction.

The Henleaze Gardens closure is another proposal that seems to have no logic behind it at all. This will not stop residents using their cars, but it will force them to use the opposite end of the road to exit, forcing more traffic on to the No.1 bus route before it comes down residential roads to get back to Henleaze Road. It simply creates more traffic to delay buses.

The Henley Grove Junction modification could have the same issues, so consideration needs to be given to turning traffic, but the junction is dangerously wide, so the modification seems sensible.

### **North View and Parry's Lane**

North View would appear to be the biggest cause of delays on the Number 2 route through Westbury and Henleaze.

The changes made by the GBBN project are the cause of the current problems and especially the 'pinch point' at the roundabout /junction of North View with the A4018.

The route used to flow well until the Showcase "improvements" which reduced the inbound exit on to Westbury Road, and the outbound exit on too Northumbria Drive, resulting in much longer traffic queues which delay buses. The problem is compounded by the traffic flowing in from Westbury Park which causes further hold ups for buses.

The building out of the footpath will only cause more queuing which is likely to tail back to the roundabout and the A4018.

This is very much a missed opportunity, and it seems pointless spending £millions on this bus route if the North View route is not improved significantly. A community consultation would produce a wide variety of suggestions from residents, that could help improve the traffic flow as well as helping the local retailers to flourish. Some of the possibilities suggested including: -

*Rush hour bus lanes would not threaten local traders. Rush hour restrictions on traffic using Westbury Park would help. Restricting right turns into and out of Etloe Road could also be an option.*

However, the proposed widened pavement appears to see the island in the middle of the road removed, leaving North View as the only side of the roundabout without a zebra crossing and with no easy place to cross.

Instead of widening the pavement, allowing two lanes to exit at the White Tree roundabout from Etloe Road would reduce bus delay significantly as would widening the exit to Northumbria drive. At present it is not quite wide enough for two vehicles to be parallel one turning left one right. A small increase in road width and removal of a parking space would significantly help traffic movement.

To repeat, the very last thing we need now is for more built out bus stops/pavements. Such a self-defeating policy will slow down ALL traffic (that means buses as well)! So, we object strongly to the ill-thought-out proposals for North View, which are sure to be counterproductive to the smoother running of buses.

As regards the suggestion for a new zebra crossing on Parry's Lane, this has never been supported by the former Neighbourhood Partnership or the current Neighbourhood Forum.

Consequently, ward Members robustly oppose the proposed zebra crossing, which could very possibly give rise to traffic accidents and even fatalities. The present arrangements on Parry's Lane with pedestrian island refuges work well. So, in the words of the old adage, *"If it ain't broke, Don't fix it."*

Conversely, it is conceded that it may be beneficial to alter the current configuration of the Parry's Lane slip road and installing an additional new path on the Downs. There are conceivable advantages in closing Parry's Lane slip road, but only if the Downs parking regulations are tightened and enforced.

### **Whiteladies Road/The Downs Junction**

This area was subject to extensive works carried out by the GBBN showcase or priority lanes. It seems bizarre that more changes are now proposed and the concomitant spending of public money. Public money is a scarce resource!

In particular, the 24-hour bus lane is a complete nonsense. Unlike motorcars and goods vehicles, buses don't run around the clock and there is little congestion challenging them apart from a couple of times a day during the week. The GBBN considered 24-hour bus lanes but recognised - quite rightly - that they were unnecessary, draconian, and potentially detrimental.

The conversion of Roman Road could be supported as this stretch is currently a major contributor to delays on the A4018 coming on to the junction.

A further cause of delay is the short distance between the junction and the crossing point on Redland Hill and hold ups further down Redland Hill which often tail back to block the roundabout.

However, the removal of the crossing that currently allows pedestrians to cross to the top of Blackboy Hill on the inbound side significantly reduces connectivity.

In bound the two lanes from the A4018 converge into one lane until the bus stops. This will result in significant congestion which will catch or block buses as well. We cannot see how that can be a benefit.

Outbound, the need to keep buses moving is understood but, again, a 24-hour bus lane is unnecessary as buses are not delayed outside the rush hour. An extension of the bus lane restrictions that currently exist on the rest of Whiteladies Road would be more than sufficient.

## **CENTRAL (2)**

### **Queens Road/Whiteladies junction**

There could be advantages to light-controlled crossings at the new 3-way signal junction of Queens Road and Whiteladies Road, but the map shows a cycle lane and no bus lane on Queens Road. This will result in two solid lanes of inbound traffic being reduced to one. This assumes the traffic will reduce in volume. Based on such a flawed premise it is difficult to see how these changes will not result in significantly increased congestion.

Whilst there may be some logic in closing off Park Place and Richmond Hill, arguably the same reasoning could be applied to outbound traffic on the main route. In both cases two lanes of traffic are being replaced by one and buses will be caught up in the traffic delays.

### **Queens Road**

The roads in this section worked reasonably well with good traffic flows until the introduction of the Authority's Covid measures which saw the removal of large sections of the highway from car use. This action inevitably resulted in self-inflicted congestion.

Remove or reverse these Covid-inspired road restrictions and the traffic will move freely again. The 'innovations' proffered are a prime example of excessive engineered solutions to a problem of the Council's own making. A monumental waste of taxpayers' money.

### **The Triangle**

The planned road narrowing and carrying capacity reductions for the Triangle by the former Habitat store needs to be scrapped. The same arguments or rational we have used above

in respect of Southmead Road equally apply here. Reduced carriageway and improved public space will not facilitate travel into and out of the city.

### **Park Street – main proposal and stated alternative options**

Closing Park Street to cars with a bus gate **would be a disaster**, given this effectively closes one of the main routes from North Bristol into the city centre, including access to Bristol Cathedral, Bristol Marriott Royal Hotel and College Street car park.

As the consultation recognises, there are alternatives and option 3 seems a sensible compromise. The “Bus lane southbound from Park Street Avenue to Unity Street” variation raises some concerns around not materially improving air quality. However, such worries may be overstated as electric vehicles become more accessible and widespread.

Many elderly and disabled residents can't use public transport. They are, however, able to use their own cars and 'blue badges' allow them to park close to their chosen destinations. If they are unable to travel through Park Street into the city centre, we are effectively making the city centre off limits to the elderly and disabled. This makes a mockery of Bristol being a welcoming and inclusive city. This is essentially a policy which discriminates against the old and disabled as well as harming the commercial viability of centrally based businesses.

If Park Street can remain fully open to buses, coaches, taxis, motorcycles, e scooters, bicycles, delivery lorries, then surely it can remain open to cars with blue badge holders. At the time of writing, we have received no such guarantees.

In fact, there is no logical reason for preventing full car access to Park Street and the city centre apart from during peak commuting times. Any 24-hour bus gate is needlessly excessive.

### **SOUTH (3)**

Local Members are pleased to see proposals come forward to improve active travel. But there are concerns around promoting and enhancing the pedestrian/cycle ability to cross the highways.

#### **Wootton Park/Wells Road and West Town Lane/A37 junctions**

We do not support the proposed closure of the left-hand turn from West Town Lane into Wells Road nor the ban on the right-hand turn into West Town Lane from the Wells Road. We understand the objective of providing a pedestrian crossing across Wells Road and is supported. However, this objective could be achieved by enabling full access but allowing for a 30 second pedestrian crossing when indicated. The Broadwalk crossing has this process whereby all traffic movement is banned for pedestrian access.

The negative implications of banning turns will put a lot more traffic onto the neighbouring roads (such as Imperial Road, Beryl Grove, Mowbray Road, Hazelbury Road, Kinsale Road, David's Road and Woodleigh Gardens). We were disappointed this was not recognised by the proposals as the roads around Petherton Road appear to have been treated with more consideration, but it is these areas which are likely to be negatively impacted greatly.

#### **THE NEW PROPOSED BUS LANES ON THE WELLS ROAD.**

Currently the only buses using the Wells Road (up to Hengrove Lane/West Town Lane) are the no. 376 and no. 515. We do not consider this to be sufficient usage to justify the displacement of many vehicles (and road parking spaces) into the surrounding roads. This proposal will make drop-off and pick up at the local schools significantly more difficult.

#### **West Town Lane**

On Stockwood's main roads there are no pedestrian crossings. Not one on Sturminster Road, Craydon Road and Stockwood Lane. The effect of this is to encourage driving as the only practical mode of transport for many to navigate the busy roadways which are also plagued by rat running.



Turning to the proposed changes for the southern section, we would like to see more zebra or pedestrian crossings installed **parallel** to Sturminster Road. Suggestions could include one on Stockwood Road by the bus stops near Linden Close; another across Ladman Road by Ladman Grove and an installation by the pedestrian square on Hollway Road to the Haberfield House accommodation.

At the southern end of Sturminster Road, turning into Craydon Road, there is a real need for a crossing by the new bus stop by Pensford Court, a second by Cowling Road and a third by Longreach Grove.

All the proposed additional crossings for this part of the consultation are positive but doubts remain on the utility of the planned segregated cycle lane for Sturminster Road.

For West Town Lane, local Members do not support the removal of the bus stop by Hither Bath Bridge. This is the nearest bus stop to the Imperial Sports Ground. The Imperial Sports Ground has the highest footfall in the area with up to 2,000 visits per week. There are many visitors who do not drive and for whom a good public transport link is essential. In fact, on many evenings and weekends cars spill onto the local roads due to demand.

## **CONCLUDING GENERAL OBSERVATIONS**

I would like to end by providing some overall points which have been made about this major development.

- (i) It is a massively over-engineered and expensive project.
- (ii) Many residents have stated to ward councillors along this route that they feel it to be more anti-motorist than positively promoting travel by bus. This is hardly conducive to achieving behaviour change. In our view, you are much more likely to attract people to use public transport alternatives *'with honey rather than vinegar'*.
- (iii) The current iteration of this scheme contains/retains some huge deficiencies which will severely hamper, undermine, or negate its strategic objectives.
- (iv) There are concerns that planners have not modelled for travel patterns and demands in a post pandemic world. This is especially important as working and shopping behaviours are unlikely to return to pre-COVID norms. If this is the case, is there not a case to pause and re-evaluate the assumptions which have fed into this schematic?

- (v) Linked to the last point above, it seems possible that bus patronage could remain low for a very long time as people opt for individual forms of transport rather than choosing to sit in proximity with others.
- (vi) There appears to be a fixation that penalising motorists is the only way of improving bus services. Indeed, justifying this approach by referencing the need to improve air quality also is somewhat specious if, as is expected, more and more make the switch to driving electric vehicles.
- (vii) Why are you proposing 24-hour bus lanes and restrictions when these don't run round the clock (and never will) to deal with short periods of congestion at traditional peak commuter travel times in the early morning and late afternoon? Is this not using a metaphorical sledgehammer to crack a nut?

We hope that this extensive public consultation will result in some much need revisions of the scheme. After all, it is in all our interests that any finalised version succeeds in delivering all its stated objectives and represents the very best of human ingenuity. This requires transport planners to make sure that there is no repetition of the mistakes of the past.

**COUNCILLOR MARK WESTON**

**CONSERVATIVE LEADER**

## 6.2 Hengrove and Whitchurch councillors' response

### **Response from local ward councillors to proposed changes along 2 bus route/A37 and the Hengrove area**

As local ward councillors for Hengrove and Whitchurch Park we wanted to respond to your consultation with the following observations.

We have promoted the councils survey as well as carrying out our own one that asked additional questions. 350 people replied to our survey and the results are being sent to you in a spreadsheet. Most respondents lived in the Hengrove area.

Firstly, as councillors we strongly support improvements to walking, cycling, and bus facilities in the city and realise that this can involve the need for more dedicated and improved infrastructure.

We are restricting our comments to issues and proposed changes that have a direct impact within our ward.

#### **A37/Hengrove Lane/West Town Lane junction**

We strongly support the desire to provide a protected pedestrian crossing facility here. The current arrangement gives pedestrians no safe crossing time at this junction, is dangerous, and has been highlighted by ourselves and the police as needing improvement for many years.

We believe a more desired position for the pedestrian crossing would be north of the junction rather than south – this would ensure the bus stops are more directly served and the desire lines of pedestrians met. This would also allow a continued left hand turn out of West Town Lane onto Wells Road which we think should not be banned. Left hand turn bans are rarely enforced and present dangers to pedestrians as drivers often ignore them.

We proposed, on safety grounds, that there should be a right hand turn ban coming out of Hengrove Lane onto the Wells Rd. This involves crossing traffic oncoming from West Town Lane without priority at any time and has led to many accidents at the junction. An exception could be made for buses if necessary. This would also improve the efficiency of the junction. Drivers can use Petherton Road as an alternative to turning right on this junction (most local people already do for safety). We do note though that many respondents to our survey were not supportive of all the turn bans proposed at the junction. There was real concern about increased rat running in the Stockwood and Hengrove communities.

We believe the short 24hr bus lane north of the junction leading to the bus stop probably has more of a negative rather than positive effect. This will remove stacking space at peak time which could have a negative result on the flow of the junction. We think this should be reduced to a morning peak only lane or none at this point.

From our survey 27% of residents strongly agreed, agreed or neither agreed or disagreed with the overall proposal for this junction with 72% disagreeing or strongly disagreeing. We note that there

was a more positive response from the paper based surveys. The major concern raised was with regard to the amount of turn bans and the effects this would have on traffic in neighbouring roads.

### **Wells Road Bus Lanes in Hengrove/Whitchurch area**

We have already commented on the proposed bus lane north of the junction.

We believe a 24hour bus lane south of the Hengrove Lane/West Town lane junction to be excessive. At the moment nearly all bus lanes along the Wells Rd are peak time only.

We feel that there currently is rarely any traffic to justify any form of bus lane south of the New Fosseway Rd junction on the north bound side. Mostly traffic queuing at peak time occurs up to the Petherton Rd junction. This bus lane provides no positive gain for public transport at this time, so we propose this does not proceed.

Between Petherton Rd and New Fosseway Rd the Wells Rd (north bound) rarely sees congestion. There is on-road parking at this point which is often used by commuters during the day. At least one resident has raised the concern of how they open and close their gates to their property if there is a bus lane outside their property. We cannot see justification for a 24hour bus lane at this time at this location. We suggest that either there is no bus lane or a morning peak only bus lane. The southbound side of the road is not in our ward but we do note that there is far less on road parking on that side of the road and that congestion often does occur at this point so a bus lane may provide advantage to buses. We currently have a proposal for 2 hour waiting bays to be introduced on the Wells Road in this area and hope this maybe included in this scheme.

Bus lane between Hengrove Lane and Petherton Rd junction. We believe that at this time if the council wishes to bring a bus lane in at this point it should be morning peak only on the north bound side. We are concerned that some residents have little to no off road parking in this area and so need to park on the Wells Rd. There seems to be little gain for a south bound bus lane.

### **Hengrove Area Safety and Traffic Reduction**

The council asked a general question on reducing congestion and rat running in the Hengrove Lane and Petherton Road area. This area suffers from a lot of traffic and congestion at peak time.

We expanded on the councils' general question to ask specific questions around certain measures although we were not able to explain these in detail.

On the question "do you agree there is too much traffic in the area and some action should be taken to reduce it" 58% agreed or were neutral and 42% disagreed. There was agreement from the survey that traffic, congestion, and pollution in the Hengrove area is a problem and that action should be taken to reduce it.

What is clear is that one measure alone would not work and that a combination would be needed. We were not able to consult on this. We believe there is a strong case to go back to people in the area and consult on this in more detail to see if there is a way to reduce congestion and pollution within the community.

### **A37 Park and Ride**

The delivery of a new park and ride along the A37 is in the regional transport strategic plan but little progress on delivery of this has been made. We strongly feel this should be one of the first interventions pursued by WECA and the local authorities. Whether one facility at Whitchurch village or two or three smaller ones along the villages on the A37 (our preferred solution), this could deliver real reduction in traffic along this key and congested route. This proposal was the most popular within our survey with 79% agreeing or neutral to just 21% disagreeing. Change along the A37 corridor should also deliver a Park and Ride and we ask Bristol City Council to promote this as a priority scheme.

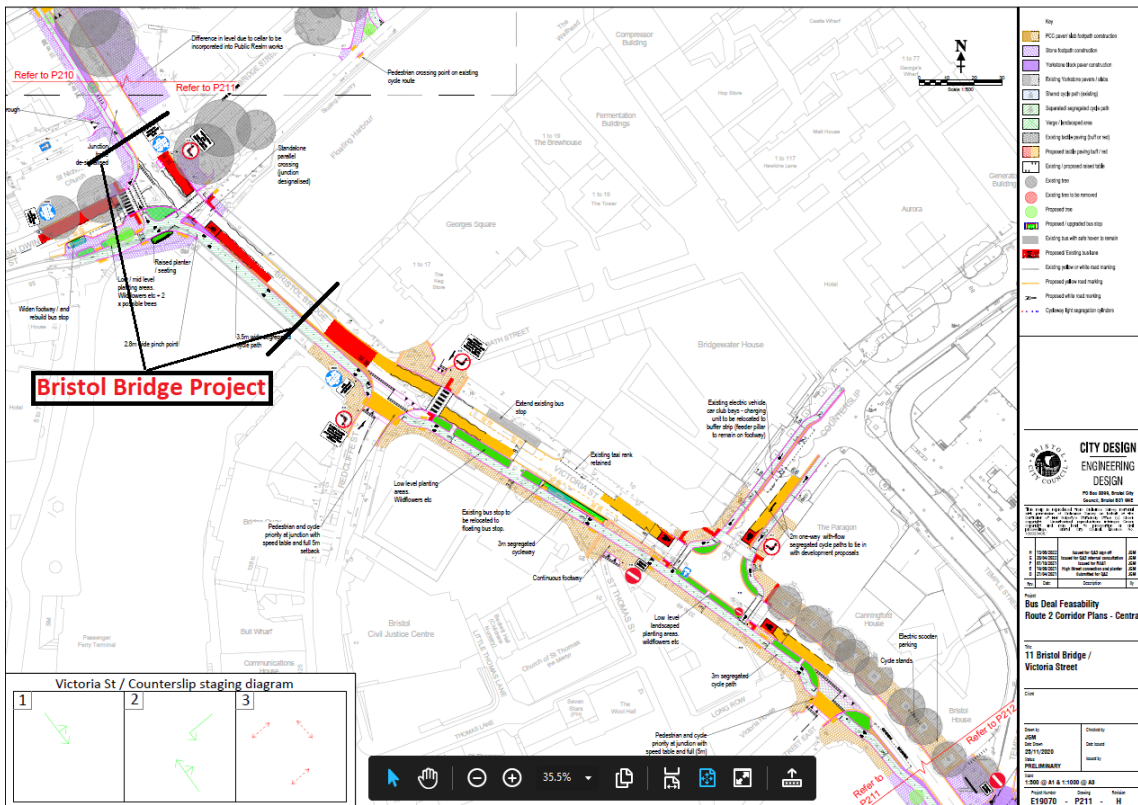
In conclusion we believe the delivery of safe pedestrian crossing facilities to be the priority change and an acceleration of a park and ride facility along the A37 to be a priority. We would ask the council to rethink some of the proposed bus lanes and the operating hours as well as the impact of some of the turn bans on the Wells Rd/West Town Lane junction. We ask for a further consultation and more detailed plans for traffic reduction in the Hengrove area to be consulted on for the future.

Cllrs Andrew Brown, Sarah Classick and Tim Kent

## Appendix A2: A37/A4018 Strategic Corridor - Victoria St (& Colston Avenue)

- **Victoria Street** (from Bristol Bridge to Temple Way/Gate)
  - Segregated cycleway
  - Junction improvements
  - Bus Stop upgrades
  - Public Realm improvements
  - Reduction of on-street parking

### Victoria Street 3 design





# Victoria Street/Bristol Bridge – proposed changes



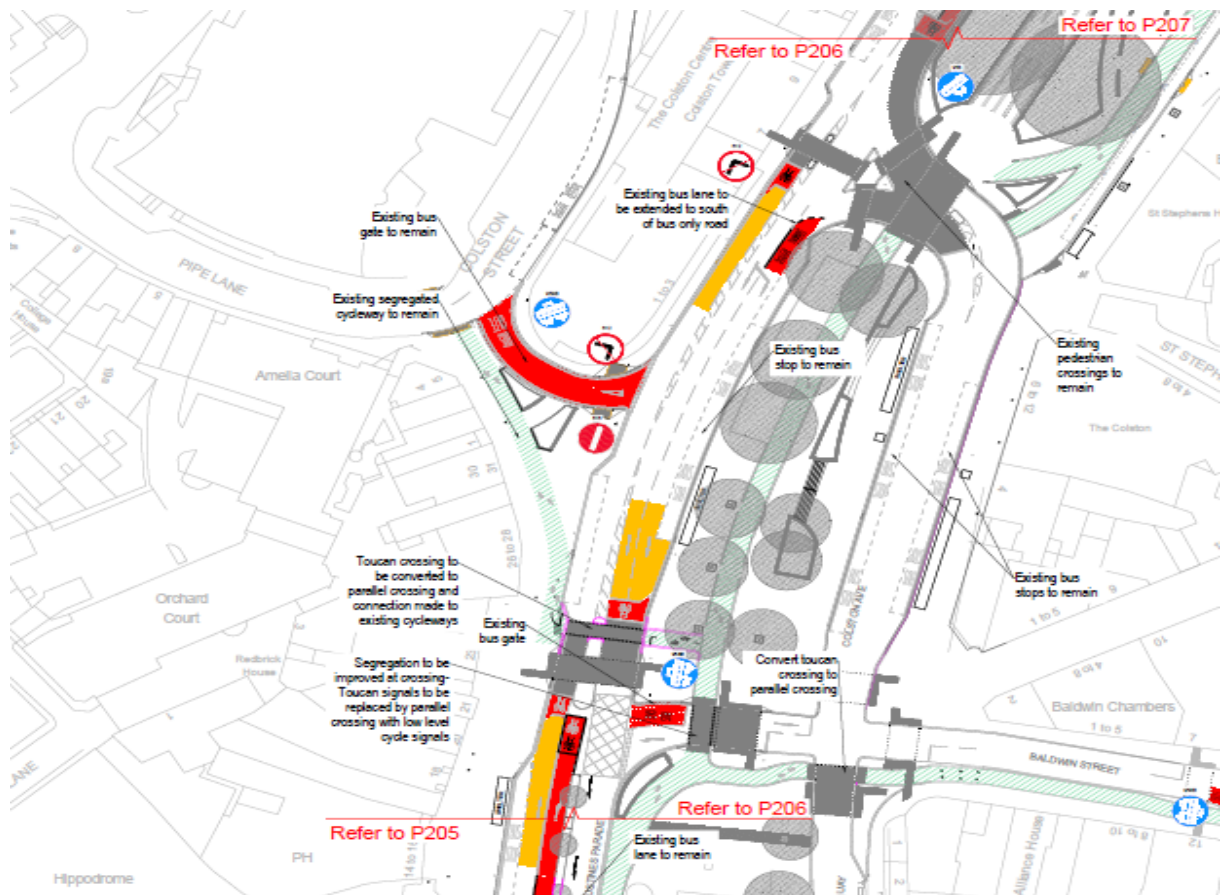
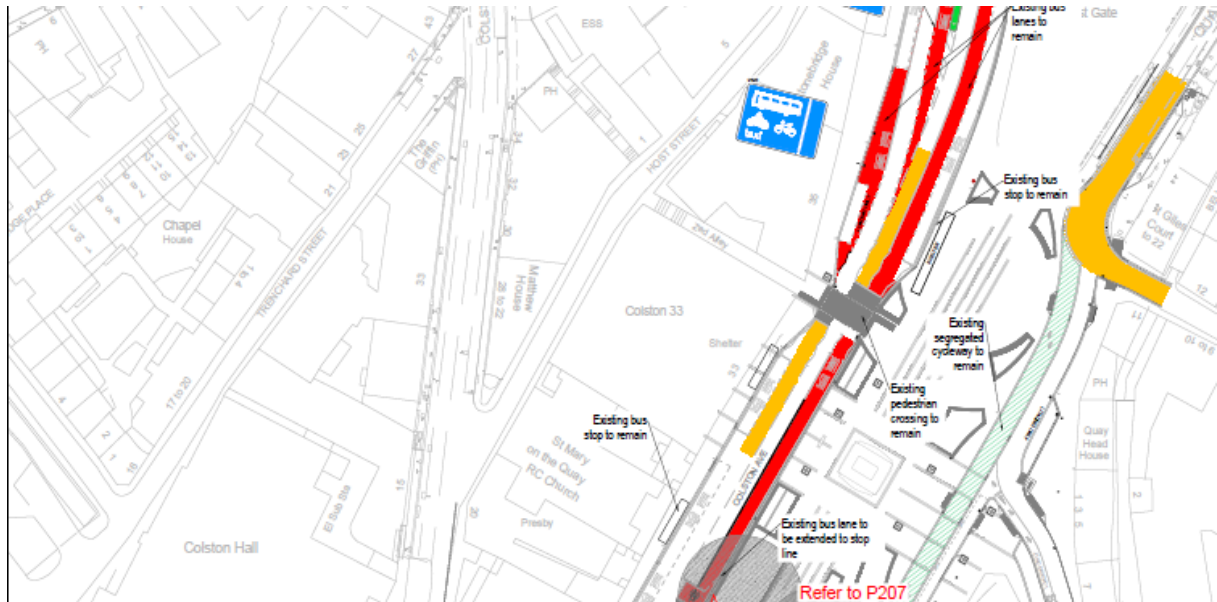




- **Colston Avenue/St Augustine's Parade**

- Extension of S-bnd Bus Lane from War memorial to just beyond Colston Avenue Bus Only road
- Toucan crossing converted to parallel crossing.

**Colston Avenue Design**





**Appendix A3 - A37/A4018 corridor – south section proposals**

Subject to detailed design the FBC for the south section will seek to deliver the following:

<b>Location</b>	<b>Proposal</b>
<b>Bellevue Road</b>	<b>Closure of side road alongside bus route with cycle permeability and landscaping areas to improve cyclist and motorcyclist safety</b>
<b>St John's Road</b>	<b>Installation of additional crossing point to reduce pedestrian crossing time.</b>
<b>West Town Lane</b>	<b>Refurbishment of traffic signal junction to include improved pedestrian facilities.</b>
<b>Wells Road</b>	<b>Resurfacing where required and installation of 12 hour bus lanes including signal junction (New Fosseway) and central island realignment.</b>
<b>Sturminster Road</b>	<b>Provision of segregated cycle track to link 2 sections of the 'Whitchurch Way' which is an off road shared cycle route linking Stockwood towards the city centre.</b>
<b>Stockwood area</b>	<p><b>Enhancements to existing pedestrian crossing at a number of locations.</b></p> <p><b>New crossing to the north of Manston Close to link the NCN route with the new segregated cycle route.</b></p> <p><b>Two new uncontrolled crossings on the bend of Craydon Road/Sturminster Road to link with the NCN route</b></p>

# Equality Impact Assessment [version 2.9]



Title: Bus Deal/Strategic Corridors update	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Pete Woodhouse
Service Area: City Transport	Lead Officer role: Transport Strategy Manager

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

To deliver a programme of works aimed at improving sustainable transport on major routes in Bristol. This will include providing bus priority measures, such as bus lanes to provide more punctual and reliable bus services, to encourage increased bus use and the investment in newer, cleaner buses and enhanced bus service frequencies. It will also upgrade infrastructure to provide better accessibility to and from the bus stops. The programme will also seek to improve walking and cycling facilities on these routes, through improved crossing facilities, and dedicated cycling facilities where possible.

### 1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
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## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<p><b>Children:</b> The availability and affordability of transport can contribute to children's access to important resources</p> <p>Active travel presents an opportunity to promote health and wellbeing among children. This is particularly important for children who are more likely to develop childhood obesity due to other characteristics, including deprivation, and for some minoritised ethnic groups.</p> <p>The effects of air pollution are particularly significant for the health of children.</p> <p>Children from a lower socio-economic background are also more likely to be exposed to high levels of pollution due to living in densely populated urban areas</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p>	<p>Improvement to public transports that can increase availability of journeys and seek to make these journeys more affordable will have a beneficial effect on children's access to services and resources</p> <p>Increasing the availability and quality of safe walking and cycling routes can attract more active travel in children and benefits to their health and wellbeing</p> <p>Increasing mode share of travel by sustainable modes will have a beneficial effect on levels of air pollution, which is of particular benefit to children overall and those in lower socio-economic backgrounds</p>
<p><b>Younger people:</b> From the age of 16 onwards, the bus becomes an important tool in enabling young people to access employment and training.</p> <p>Source: Transport and inequality: An evidence review for the Department for Transport, NatCen, 2019</p>	<p>Improving Public Transport and Active Travel will be beneficial to younger people as they are more likely to be reliant on these modes to access employment and training.</p> <p>Affordability of public transport is a key issue for this group.</p>



<p>Vehicle ownership tends to be low among younger age groups partly due to the costs of learning to drive, as well as maintaining a vehicle and the associated insurance costs, making this group increasingly reliant on public transport</p> <p>Transport affordability and availability are key challenges for younger people relying on public transport to access work, education, and other activities.</p> <p>The promotion of active travel could offer particular opportunities for younger people, when used to undertake first and last mile journeys</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p> <p>In the 2020/21 Bristol Quality of Life Survey, 21.4% of 16-24 year olds reported taking the bus to work. This compares to the Bristol average of 12.3%.</p>	<p>This group is more reliant on public transport due to costs of motoring.</p>
<p><b>Older People:</b></p> <p>Access to appropriate forms of transport can help older people avail themselves of goods, services, employment and other activities, with public transport in particular playing a crucial role in remaining connected and maintain independency when older people are unable to drive</p> <p>Older people who are Disabled or have a long-term health condition might also be more reliant on staff on public transport to provide assistance to enable them to undertake a journey</p> <p>Some older people may also struggle with elements such as finding accurate and up to date pre-travel information, including timetables, the availability of accessible infrastructure (such as Disabled parking), and information about ticketing and staff availability when using public transport.</p> <p>Evidence also suggests that older people are not as likely as younger people to be users of new technology and many choose to use familiar technology, such as TV or radio, to access information. Public Transport information therefore needs to be made available across multiple formats, not restricted to new technologies only</p> <p>There is evidence that older people are more likely to struggle to use many of the digital tools needed to undertake travel such as touch-screen ticket machines, while also being less likely to use smartphones for transport planning purposes (69% versus 82% in younger people.</p>	<p>Public Transport is important to maintaining independence for older people</p> <p>Older people may be more dependent on public transport due to a reduction in car usage . In addition free travel is available for many older people through the England National Concessionary Travelcard scheme.</p> <p>Older people may be more reliant on staff for assistance when undertaking a journey by public transport</p> <p>It is important to ensure that information and ticketing is accessible and available in many formats</p> <p>Elements of travel such as ticket purchase must remain accessible to older people</p> <p>Providing safe walking and cycling opportunities is disproportionately beneficial for older people in terms of overall health</p>

<p>Ageing is linked with a reduction in car usage and driving, often caused by the worsening of physical conditions, increased stress associated with driving, car maintenance costs and less need to drive for full time work, as well as forced cessation of driving due to old age.</p> <p>Research from Age UK has found that an improved provision of active transport (including walking and cycling) could disproportionately benefit older people. Increased provision of active transport is likely to improve the amount of physical activity, which is linked to better cognitive performance, better mental health outcomes and reduce overall morbidity and mortality.</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p> <p>In the most recent Bristol Quality of Life survey 18.3% of respondents who were 65 and over reported taking the bus to work. This compares to the Bristol average of 14.1%</p>	
<p><b>Sex – Female</b></p> <p>Women have more limited car access than men but use cars as frequently. They use buses more frequently and trains and bicycles less frequently</p> <p>Source: Access to transport and life opportunities, NatCen, 2019</p> <p>A lack of adequate public transport creates barriers to women accessing employment and educational opportunities. This is related to their patterns of participation in the labour market.</p> <p>Since women are more likely to be in part-time work and exercise caring responsibilities that may require them to make multiple short journeys during a day, their transportation needs are not adequately met by the majority of transport services that are designed following a “hub and spoke model”</p> <p>Kamruzzaman and Hine (2012) highlighted that an understanding of access to activity spaces can shed light on the gendered dynamics of social exclusion. For example, women had more transport constraints than men, as childcare constraints meant they were less likely to take longer journeys. They were also less likely to travel at night or on weekends due to perceptions of safety, stemming from a lack of transport during these periods</p> <p>Source: Transport and inequality: An evidence review for the Department for Transport, NatCen, 2019</p>	<p>Improving the speed and reliability of public transport will be beneficial in providing a better network for multiple journeys in a day</p> <p>Safety both on the bus and at the bus stop is an important consideration for women, and can be a barrier to travel, particularly at night.</p> <p>We need to make ticketing more flexible and affordable</p> <p>Ensuring that public transport provision is affordable and improving public transport connections, making them more reliable, would enable women to undertake better connected journeys</p> <p>Safety and security on the bus and at bus stops is also an important consideration for younger men.</p>



Less women across the UK hold a driving license compared to men (67% versus 77%). Women also tend to not have access to a car, particularly during the day as they either cannot afford one, or the family car is being used by a partner.

In terms of affordability and availability, it might not be financially convenient for women to pay for monthly or weekly transport passes when working flexibly. Caring responsibilities also tend to disproportionately fall to women and often require making multiple short journeys during a day – for example, to drop off children at school, visit family members and shop for food – which creates an additional challenge if private transport is not available. In such cases public transport services may not sufficiently interconnected, requiring journeys with several changes and a long commuting time.

Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020

**Sex – Male**

Younger men aged 16-19 are also more likely to be victims of crime on the public transport network compared to men of all other age groups

In the most recent Bristol Quality of Life survey, 16.5% of females reported taking the bus to work. This compares to the Bristol average of 14.1% and to 11.7% of males.

**Disability**

People with health-related mobility impairments have more limited car access and lower car use than those without mobility impairments. They use buses as frequently as the general population but not as much other people with similar characteristics (in terms of age, etc.), which implies they experience barriers to using buses. They use trains and bicycles considerably less frequently than the rest of the population.

Source: Access to transport and life opportunities, NatCen, 2019

Disabled people face a range of challenges in relation to mobility and various modes of transportation. Primarily, key obstacles relate to a lack of accessible infrastructure, at stops, stations and other locations, as well as in use of vehicles themselves

Improvements to infrastructure for better accessibility is essential

Accessible information that is inclusive and comprehensive will make journeys easier

It is important to design pedestrian and cycling routes that are clear and well-marked.

Inaccessible transport can be a barrier for disabled people accessing employment and other opportunities

Many Disabled people are reliant on public transport

Overcrowding on public transport can be stressful and can feel unsafe for disabled people.

Improvements to pedestrian spaces, the provision of dropped kerbs, better crossings and removal of

Accessible and inclusive information relating to routes and tickets is also a key challenge. Adequate information, alongside staff presence and assistance can help to make disabled passengers feel safer when travelling, as well as making journeys easier and more stress-free

Active travel modes for Disabled people are reliant on well marked shared spaces and clear pedestrian routes, where these are present, modes such as walking and cycling can have both mental and physical health benefits for disabled people

Appropriate transport provision enables Disabled people to participate in their community, maintain social networks, and access employment, education, healthcare and other services

The unemployment rate in the UK for Disabled people was 6.7% in 2019, despite this rate having reduced, it is still nearly double the national unemployment rate. Evidence shows that difficulty in accessing transport is the second most common barrier to work among disabled people.

While Disabled people tend to travel less than non-disabled people, many are nonetheless reliant on public transport. There can be large variances in a person's travel patterns depending on their disability and its severity. For example, according to DfT's 'Disabled people's travel behaviour and attitudes to travel' report, having a learning or physical disability correlates strongly to travel by bus. Around 60% of Disabled people have no access to a car and use the bus around 20% more than their non-disabled counterparts

Overcrowding at peak times can make travelling particularly difficult for those with reduced mobility and people who are more vulnerable to stress and anxiety in crowded places, as fast-moving, dense crowds of people can reduce accessibility and make vulnerable passengers feel unsafe.

There is a relatively low participation rate in active travel for Disabled people, research has shown that disabled people with a range of learning and physical impairments, state that a reason for their lack of activity is due to the inaccessibility of the pedestrian environment, particularly road crossings where evidence shows they feel particularly vulnerable. The timing of crossings, a lack of working crossings and the absence of dropped kerbs are all cited as barriers, and uneven surfaces increase the chance of falling for people with reduced mobility. For wheelchair users' obstructions such as advertising boards or bins can

footway obstructions can address some of the barriers to active travel for disabled people.

<p>make the pedestrian environment particularly challenging</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p> <p>In the most recent Bristol Quality of Life Survey, 16.7% of Disabled respondents reported taking the bus to work. This compares to the Bristol average of 14.1%</p>	
<p><b>Race</b></p> <p>People from Black and minoritised ethnic backgrounds are less likely to have access to a private vehicle, be more reliant on public transport to access employment, and live in densely populated urban areas – increasing their exposure to air pollution</p> <p>Source: Access to transport and life opportunities, NatCen, 2019</p> <p>Access to transport for some people is tied closely to geography, and infrequent public transport services, particularly in the evening and at weekends, can impact the type of employment people are able to access and can, for example, affect the ability to undertake shift work. Research has found that this was particularly the case for ethnic minority groups concentrated in more deprived areas</p> <p>It has been highlighted in research that people from minoritised ethnic backgrounds fear racial attacks when using public transport, thus potentially causing a barrier to their use of transport networks.</p> <p>Higher level of air pollution exposure is linked to the high proportion of people from minoritised ethnic communities living in densely populated urban areas where air pollution is highest</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p> <p>In the most recent Bristol Quality of life survey, 17.6% of Black, Asian and minority ethnic respondents reported taking the bus to work. This compares to the Bristol average of 14.1%.</p>	<p>There is higher reliance on Public Transport among people from minoritised ethnic communities for access to employment.</p> <p>The bus network and operational hours can affect the type of employment available to those who are reliant on it for travel.</p> <p>Safety and security at the bus stop and on the bus is important to remove barriers to use of buses</p> <p>A high proportion of minoritised ethnic communities are in more densely populated areas, where air pollution is highest. Increasing public transport, walking and cycling will be beneficial in improving air quality in these areas.</p>
<p><b>Pregnancy and Maternity</b></p> <p>Public transport plays a fundamental role in supporting social inclusion for many parents with young children, and parents with young children have been identified</p>	<p>Improving Public Transport will be of benefit in reducing social isolation</p>

<p>as a group that is particularly vulnerable to social isolation</p> <p>Evidence also suggests that, when private transport is available, parents with young children might chose it as a preferred transport method due to its convenience and perceived safety</p> <p>Similar to Disabled people, and older people, the accessibility and design of physical spaces can also affect parents’ ability to travel freely with small children, especially if using pushchairs.</p> <p>Provision of better physical accessibility of public transport, as well as availability of public transport services for all, would contribute to meeting parents’ travel needs – which may differ from travel patterns planned around working life – would enable this group to undertake more comfortable journeys while also responding to their needs and avoiding the risks of social isolation and severance.</p> <p>Exposure to poor air quality and pollutants can also affect foetal development and cause low birth weights, premature births at well as stillbirths and miscarriages; sometimes having long-lasting effects on the health of the baby</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p>	<p>Accessibility to/from the bus stop and its physical design are important for people who are pregnant and parents with small children, especially with pushchairs.</p> <p>Improving air quality will be particularly beneficial to this group.</p>
<p><b>Religion and Belief</b></p> <p>Safety, and perceptions of safety, are particularly important for a number of groups when using the pedestrian environment and public transport. This includes people from particular religious or faith communities, for whom concern about hate crime is a particular issue.</p> <p>In some cases, older generations may not have English as a first language, while younger generations may have a large number of children. Barriers faced for people with multiple children include cost, journey planning and ease.</p> <p>The geographical distribution of faith schools means that younger people at these schools may have to travel further distances to access a particular school.</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p>	<p>Safety and security both on the bus, to and from and at the bus stop are key issues for this group.</p> <p>All engagement for scheme development should be designed to reach those without English as a first language.</p> <p>Fares and ticketing structures may have an effect on travel for larger families.</p>

<p><b>Gender reassignment</b></p> <p>Measures that would improve feelings of safety and thus confidence in travel would present an opportunity for this group; including infrastructure measures such as CCTV at public transport infrastructure and on transport services, and the improved visibility of staff in areas where people feel particularly vulnerable, again, including public transport. The training of transport staff to ensure that they are able to offer appropriate support to transgender passengers would further support greater confidence in travel by this group</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p>	<p>Safety and security both on the bus, to and from and at the bus stop are key issues for this group.</p>
<p><b>Sexual orientation</b></p> <p>As with religious and faith and other protected characteristic groups, safety and security – and perceptions of safety and security – when using public spaces, and public transport is a key issue for lesbian, gay and bisexual (LGB) people</p> <p>Improvements in all aspects of transport safety, including transport infrastructure that ensures journeys can be undertaken in a safe, reliable and efficient manner, would improve feelings of personal safety and present a beneficial opportunity to all vulnerable groups when travelling, including LGB people</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p>	<p>Safety and security both on the bus, to and from and at the bus stop are key issues for this group.</p>
<p><b>Marriage and Civil Partnership</b></p> <p>There is no evidence to suggest that this protected characteristic group might experience transport differently today. Although if in a civil partnership this could indicate the sexuality of the person and so we should bear this in mind.</p> <p>Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</p>	
<p><b>Poverty and deprivation</b></p> <p>People with personal incomes in the lowest quintile have considerably more limited car access but only slightly lower car use than people with higher incomes and make greater use of buses but less use of trains.</p>	<p>An efficient and comprehensive bus network is very important for those with lower incomes. They are more dependent on the buses to access jobs and other opportunities, due to lower car ownership.</p>

Their frequency of bicycle use is similar to those with higher incomes.

Source: Access to transport and life opportunities, NatCen, 2019

People who depend more on the bus network for work tend to be lower paid, live in more deprived areas, and are more likely to turn down jobs due to transport issues, than those on higher incomes, who tend to use cars and trains more often.

Income was found to be one of the defining aspects of socio-economic inequality. Transport costs and affordability are central to the impact of transport on inequality. If transport is too expensive, then people are not able to make the journeys they need to get into work or move into education and training that could improve their prospects.

There is a relationship between income and type of transport used. Those on lower incomes use buses more than those on higher incomes, and those on higher incomes use cars and trains more than those on lower incomes (Department for Transport 2017). This is a result of accessibility rather than choice: buses are cheaper to use than trains, and cars are expensive to own and run.

Access to work is greatly improved by more accessible and affordable public transport opportunities. Transport is important in obtaining a job, keeping a job, or getting a better job. Improving provision for cycling can also have a positive impact on employment opportunities.

Source: Transport and inequality: An evidence review for the Department for Transport, NatCen, 2019

Lower income households have higher levels of non-car ownership – female heads of house, children, younger and older people, people from a minoritised ethnic backgrounds, and Disabled people are often concentrated in this statistic.

Increasing promotion and provision of active transport directly benefits people who reside in deprived areas by improving the local air quality and improving their health and wellbeing. For example, obesity rates for children are highest amongst those in deprived areas.

Public transport has the potential to increase access to employment and education, in return creating economic prosperity. However, this is based on ensuring that transport networks connect more deprived areas to centres of employment and education.

If transport is too expensive then people can be excluded from accessing jobs, education and training.

Access to work is greatly improved by more accessible and affordable public transport opportunities.

It is important that the public transport network connects areas of deprivation with centres of employment and education.

Provision of active transport can benefit people in deprived areas by improving the air quality and improving their health and wellbeing

Source: FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020

**Additional comments:**

## 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender Reassignment
<input checked="" type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

## 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

The above represents an overview relating to public transport and national active travel. This does not currently assess local data, relevant to the geography of the scheme in development. This will be developed through fuller engagement on the specific corridors and the proposals as they are formed.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

General walking and cycling improvements were consulted upon during the formulation of the Local Cycling and Walking Infrastructure Plan. Development of schemes within this plan will be subject to further detailed engagement as they are brought forward.

WECA Bus strategy consultation – a draft Bus Strategy went through public consultation between 3 February and 15 March 2020 before adoption in June 2020. A quick summary is as follows:

- The objectives set out in the strategy include: developing a comprehensive and joined-up bus network; maximising bus service reliability and reducing journey times; providing simplified ticketing; addressing congestion; developing accessible passenger waiting facilities and continuing to improve passenger satisfaction.
- Over 85% of respondents agreed with these objectives, and two thirds said our target to double passenger numbers is sufficiently ambitious. You agreed with the concept of an interchange-based network, as well as exploring other transport solutions to serve rural communities other than conventional bus services.
- There's clear support for providing buses extra "green time" at traffic signals. Alongside the support for road space reallocation and diverting traffic away from public transport corridors.



- We also asked to rank what type of services and facilities served should be provided through the supported bus network to help us gauge people’s priorities (p.18). The top priorities for supported bus services were access to employment, hospitals and education facilities (in order of preference)

A37/A4018 (Route 2) engagement - Early engagement with local people and those who travel along the route began on 24 July 2020 and finished on 21 September 2020. A quick summary is as follows:

- Of those who responded nearly two thirds were residents and just over half walk and drive along the route and just over 40% cycle and use the bus.
- Nearly 80% agree and strongly agree with taking road space away from the car and providing more walking, cycling and bus infrastructure.
- Over 70% strongly agreed that safe crossing points and feeling safe were key for transport corridors closely followed by clean air and a place to walk and cycle.
- Over half of the respondents think the road is unsafe to cycle on and unpleasant to walk along as the streets are congested with too much traffic.
- 64% want safer cycle corridors and 52% want more cycle priority
- Over 40% of the people who answered the survey will walk and cycle more after lockdown and nearly 40% will drive less by car.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

As each project or scheme is progressed, this will involve initial or early engagement to seek and views on the specific route or corridor. This will help shape the design proposals based on the objectives of the scheme and the feedback received from the early engagement. There will then be further consultation on the specific design proposals for each route, which will inform final design. Each scheme will consider the specific requirements in relation to targeting under-represented groups based on the nature and geography of the scheme itself.

Ongoing engagement with the Public Transport Safety and Equalities Group

Ongoing engagement with the Disabled people and older people pavements and roads advisory group

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the ‘Action Plan’ Section 4.2 below.

**GENERAL COMMENTS** (highlight any potential issues that might impact all or many groups)

Improving the quality and extent of the bus network and improving walking and cycling opportunities is generally beneficial across all groups.



Whilst we have not identified any significant negative impact from the proposal at this stage we are aware of existing disparities relating to public transport highlighted in evidence section above, and there are some issues where barriers or challenges exist that will need to be addressed, as follows:

Any potential reduction in parking availability may have an impact on those people who are reliant on their cars for transport. This will be subject to detailed scheme design, and schemes should consider the retention of disabled parking at appropriate locations

Bus service usage for a number of groups is affected by issues around passenger safety, both on the bus and at waiting at the bus stop.

Bus services need to be provided as a coherent network of services that allow for multiple journeys that are well connected and convenient

Bus services need to be affordable, particularly for younger people

**PROTECTED CHARACTERISTICS**

<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	Design
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	

**OTHER RELEVANT CHARACTERISTICS**

<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

Increasing the proportion of journeys made by public transport, walking and cycling will bring about improvements in air quality, particularly affecting those groups who live in densely populated areas.

Advance equality of opportunity between people who share a protected characteristic and those who don't - Improving bus services, making them quicker, more efficient and broadening the network coverage will have beneficial impacts to all groups but particularly groups that are more reliant on buses as their primary mode of transport. This particularly applies to younger people, women, parents/carers with young families and disabled people. A good network will enable all groups to access jobs, education and other services and opportunities. Continued work with the Equalities Transport working group to support an hate crime mitigation.

Advance equality of opportunity between people who share a protected characteristic and those who don't - Improving the physical accessibility to/from stops will particularly benefit Disabled people and parents/cares with young families.

## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

#### Summary of significant negative impacts and how they can be mitigated or justified:

The individual schemes will have an Equalities Impact Assessment relevant to the proposals. This assessment on general principles of improving sustainable transport modes considers that further assessment will need to consider mitigation of the following obstacle to bus use:

Address the safety or perception of safety of numerous groups using, or wishing to use, bus services. The schemes will need to address infrastructure to/from and at the affected bus stops and work with the bus service operators in relation to on bus provision. This should also include accurate information provision, particularly in relation to next bus arrivals, so that more confidence is given to passengers.

Any scheme that affects overall levels of parking availability will need to ensure that an appropriate level of disabled parking is retained.

#### Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

The individual schemes will have an Equalities Impact Assessment relevant to the proposals. This assessment on general principles of improving sustainable transport modes considers that further assessment will need to consider the following positive impacts and opportunities:

Shorter bus journey times and better reliability of bus journeys  
 Reduction in overcrowding on peak hour bus services  
 Improved connectivity to education, job and other services by sustainable modes of transport  
 Improved air quality  
 Improved physical accessibility to the bus network  
 Improved pedestrian and cycle links

## 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Local data informing scheme development – all groups	Scheme Project Managers	As schemes are developed
Engagement on schemes is accessible and inclusive – all groups	Transport Engagement Lead	As schemes are developed
Safety and Security on the public transport network – numerous groups, particularly women, younger people, minoritised ethnic communities, LGBTQ+ community. This will look at the number of interventions to improve security on the bus network including CCTV, on buses and at stops, improved access to real time information to give assurance on arrival times	Scheme Project Managers	As schemes are developed
Ticketing and fares structures – numerous groups, particularly women, parents/carers with young families and younger people	Project managers working with WECA and bus operators	As part of Bus Service Improvement Plan
Schemes designed to improvement accessibility to the bus stops and when boarding/alighting the bus – particularly for Disabled groups and parents/carers with young families	Scheme project managers	As schemes are developed
Review information provision with WECA and bus operators as part of their Information Strategy to improve accessibility for the blind and partially sighted, including on bus and at stop audio announcements	Scheme project managers	As schemes are developed

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


How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

A specific Monitoring and Evaluation plan will be produced for each project as it is brought forward but there will be monitoring of general bus passenger usage, as well as more specific information from the Quality of Life survey and the Transport Focus Annual Bus Passenger Survey.  
 Ongoing engagement with the Public Transport Safety and Equalities Group  
 Ongoing engagement with the Disabled people and older people pavements and roads advisory group

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities

impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> 
Date: 13/4/2023	Date: 18.4.2023

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<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

<b>Title of report: Bus Deal/Strategic Corridors Update</b>				
<b>Report author: Pete Woodhouse</b>				
<b>Anticipated date of key decision 02/05/2023</b>				
<b>Summary of proposals: 1.</b>				
<ol style="list-style-type: none"> <li>To approve the receipt and expenditure of additional funding to deliver the development and submission to WECA of Business Cases for projects in the Strategic Corridors Programme, of up to £3.0m.</li> <li>To seek approval of a revised approach to the delivery of the A37/A4018 corridor scheme to accelerate the project and deliver benefits earlier.</li> </ol>				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Y	+	We will be working with bus operators to provide higher quality buses including low emission vehicles. We aim to increase service provision and encourage more people to get the bus and rely less on single occupancy vehicles. A detailed review of emissions will be conducted on an individual project basis as they go through the cabinet process, with the councils carbon neutrality objectives in mind.	
Bristol's resilience to the effects of climate change?	Y	+	By encouraging a move away from car usage to more sustainable transport. A detailed review of resilience will be conducted on an individual project basis as they go through the cabinet process.	
Consumption of non-renewable resources?	Y	+/-	In the short term the use of diesel buses is likely to continue, but	Work with bus operators as the scheme develops and new deals are

			it will hopefully see a reduction in fuel usage from cars. A detailed review of consumption will be conducted on an individual project basis as they go through the cabinet process.	introduced to identify how we can support the change to low emission buses.
Production, recycling or disposal of waste	N		A detailed review of waste will be conducted on an individual project basis as they go through the cabinet process. Contractors will need to follow the waste hierarchy and create a waste management plan	
The appearance of the city?	Y	+	A clearer network on bus lanes and walking and cycling infrastructure with the aim to include public realm improvements	
Pollution to land, water, or air?	Y	+/-	The move to people using more sustainable transport methods is likely to be positive. There will be short term negative impacts, especially during construction. A detailed review of pollution will be conducted on an individual project basis as they go through the cabinet process.	Work with contractors to understand how we can minimise the impact during construction. Infrastructure construction projects will be subject to separate cabinet decisions and individual Eco IA will consider impacts here.
Wildlife and habitats?	?		This is unknown at this stage and will depend on scheme development. This will result in further cabinet reports, so	

		can be picked up at later stages. A detailed review of wildlife will be conducted on an individual project basis as they go through the cabinet process, and this will be in line with the ecological emergency goals.	
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**Consulted with:**

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

The significant impacts of this proposal are to set up a longer term relationship with bus operators to commence the development of projects that will encourage an increase in the use of more sustainable transport and reduce the reliance on single occupancy car use.

The proposals include the following measures to mitigate the impacts:

- Work with bus operators to encourage the change to low emission vehicles
- Identify delivery impacts through further cabinet reports

The net effects of the proposals will largely be assessed on an individual project level through future cabinet reports, however are likely to encourage use of low emission transport through improvements made to the network.

**Checklist completed by:**

Name:	Pete Woodhouse
Dept.:	Growth & Regeneration
Extension:	07789 503803
Date:	05/04/2023
Verified by Environmental Performance Team	Nicola Hares – Environmental Project Manager – 13/04/2023

# Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 May 2023

<b>TITLE</b>	<b>Adult Social Care Review of East Bristol Intermediate Care Centre</b>		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Stephen Beet	<b>Job title:</b> Director – Adult Social Care		
<b>Cabinet lead:</b> Helen Holland, Cabinet Member Adult Social Care and Integrated Care System	<b>Executive Director lead:</b> Hugh Evans, Executive Director – Adults and Communities		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> To seek approval of the proposal to stop direct delivery of a rehabilitation service from East Bristol Intermediate Care Centre, in the context of health and care system intentions for community-based intermediate tier discharge to assess / ‘step down’ services.			
<b>Evidence Base:</b>			
<b>Background:</b>			
<ol style="list-style-type: none"> <li>1. East Bristol Intermediate Care Centre (EBICC) is the only site in the city where the Council currently operates a rehabilitation service, following previous closures of the north and south centres. In 2021, a review of the Council’s rehabilitation service was carried out by independent consultants (Mutual Ventures). The review concluded that the current arrangements for delivering the rehabilitation service may no longer be the most appropriate and effective way of meeting service users’ rehabilitation needs, and that Health partners across the system were more appropriately equipped to provide rehabilitation care and support. Rehabilitation services are not usually provided by local authorities and are a discretionary service for the Council, and there is agreement across the health and social care system that the Community Health provider has the skills and facilities to deliver this service in line with standard practice nationwide.</li>   <li>2. Sirona Care and Health was awarded a contract as the single community healthcare provider for Bristol, North Somerset and South Gloucestershire (BNSSG) after a tender exercise by the Clinical Commissioning Group (CCG) undertaken in 2019. Currently, the Council delivers the service at East Bristol in partnership with Sirona Care and Health (they provide all therapy and community nursing services), as the Council does not directly employ clinical staff. However, Sirona have already taken on lead delivery of rehabilitation services from other sites across the city as part of their offering to provide integrated health services to adults and children across BNSSG (including most recently service delivery at South Bristol Community Hospital following the closure of the south centre in 2022).</li>   <li>3. As part of our “Home First” programme, BCC is working alongside Sirona Care &amp; Health and other Health partners to deliver as much care as possible within someone’s own home, as opposed to a building-based setting. BCC also continues to provide a Reablement service which supports people for up to six weeks in their own home.</li> </ol>			



4. As part of the 23/24 budget setting process, Adult Social Care were asked to identify potential budget savings in line with all services across the Council. As the service provided at EBICC is a discretionary service for the Council, and there is an alternative provider in Sirona already responsible for delivering rehabilitation services across the city, a proposal to cease service delivery at EBICC was put forward for public consultation as part of the budget proposals for 23/24. This savings target for this proposal was approved by Full Council on 21<sup>st</sup> February 2023, taking into account the consultation responses as set out in Appendix B, and the service are therefore now taking the required steps to seek approval to implement the proposal.

**The proposal:**

5. As stated above, the proposal is that the Council stops direct delivery of a rehabilitation service from the East Bristol Intermediate Care Centre (EBICC). This will mean that:
  - In the future, building based rehabilitation services will no longer be provided by Bristol City Council; they will be provided by health system partners at alternative sites in the city
  - Council roles at the centre will no longer be required. All council staff will be consulted on what options are available to them and the Council will comply with the obligation to seek suitable alternative employment for all employees at risk of redundancy to mitigate against any compulsory redundancies.

**Alternative Options:**

6. As outlined in the Council budget consultation, the other option considered for EBICC was for the service to be delivered by Health system partners. The Council has discussed this option with Health partners, however they are not in a position to take on operating the centre. They already provide rehabilitation services at other sites across the city which will ensure that a continued high-quality provision is available for citizens, and the system priority is to increase the number of people returning home with care and support in place of offering additional community intermediate care beds.
7. This has meant that the only viable option for the Council to progress is the proposal to stop service delivery at EBICC.

**Impact on Workforce:**

8. This change proposal will affect all staff – both rehabilitation and support staff - that currently work at EBICC (25.5 FTE). There are other staff from Sirona Care & Health that work from the centre who may also be impacted.
9. For the affected staff group, it is recognised that there will be a significant impact as current roles at EBICC will no longer be part of the adult social care staffing structure. All staff will be consulted with as part of the Council's 'Managing Change' process, and the priority will be to identify appropriate redeployment opportunities to keep as many staff in employment as possible and to mitigate against any redundancies. Where this is not possible, then redundancy may apply, and staff will be supported by the service managers and Council HR team through this process. An Equalities Impact Assessment has been completed to assess potential impact on the affected staff group (appendix E).

**Impact on citizens / service users:**

10. Although the proposal is for the Council to stop direct delivery of rehabilitation services, there is no anticipated adverse impact on the service provision and quality of outcomes for service users. Sirona already provide rehabilitation services across the city and they will continue to offer a high quality service to all citizens that should require it.
11. If the proposed service closure progresses, then Intermediate Care managers will work closely with Health system partners to plan for a transition period, to ensure that sufficient rehabilitation capacity is available. A service transition plan will be implemented for any individuals accessing the service and a phased closure of beds, to ensure that no individual is expected to move during their rehabilitation period.

**Impact on Council estate:**

12. If the proposal to end the rehabilitation service is approved, then part of the EBICC site will become vacant. There will still be office-based staff from the Council's reablement service and Sirona Care & Health in part of the building, however the reduced capacity will mean that the site will need review and full options appraisal with the Council's Property service about the preferred future use. This will be completed separately to this report following the decision on the service, although it is recognised that it needs to be progressed in a timely manner.

**Financial Benefits:**

13. This proposal will enable the Council to deliver on the budget proposals as set out in the Medium Term Financial Plan. As the potential date for service closure has not yet been confirmed, it is not possible to say exactly what level of savings will be delivered in 23/24.
14. It is recognised that there will be transition costs associated with implementing this proposal, in the form of corporate support to deliver the change as well as potential redundancy payments made to staff. However, any savings will be recurring budget savings beyond the current financial year, so the Council will benefit from the full value of savings in future years.

**Outcome of consultation**

15. As outlined above, a proposal for the future of EBICC was included in the 23/24 budget public consultation. 4,550 people responded to the consultation survey, of which 4,376 (96%) gave their views on one or more of the 'Section 1' proposals (EBICC was a Section 1 proposal).
16. When asked, 'Do you agree or disagree with proposal P6: East Bristol Intermediate Care Centre?', 35% of respondents agreed or strongly agreed, 33% neither agreed nor disagreed and 32% disagreed or strongly disagreed.
17. There was no clear trend in respondents' views between areas of high and low deprivation.
18. 1% of survey respondents (14 people) added comments and they were all opposed to the proposal. These comments have been considered and included in the development of the recommended approach for the centre.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Approve the closure of the East Bristol Intermediate Care Centre as a rehabilitation service
2. Authorise the Executive Director: Adults and Communities, in conjunction with the Cabinet Member for Adult Social Care and Integrated Care System, to take all steps required to implement the closure.
3. Note the outcome of the consultation in December 2022 as set out Appendix B.
4. Note that an options appraisal will be undertaken in relation to the future use of the site if the proposal to close the Centre is approved.

**Corporate Strategy alignment:**

1. This proposal aligns with Theme 4: Health, Care and Wellbeing. Our ambition is to offer the right level of support to people in a way that maximises their health, independence and wellbeing. The proposal does not propose stopping access to rehabilitation services, as this service will continue to be provided by a recognised and established provider with service provision across the city.

**City Benefits:**

1. This proposal will mean that all rehabilitation services across the city will be delivered by Sirona Care and Health, thereby offering a consistent, high quality service that will provide good outcomes for citizens by maximising people's independence to enable them to return home.

**Consultation Details:**

1. Proposal was part of the budget consultation in December 2022 and feedback was published in the associated report (link provided below). A summary of the feedback is included as Appendix B.
2. Consultation with NHS partners (Sirona, CCG/ICS) has taken place and will be ongoing during the service closure period. It will be referred to a formal NHS governance meeting following a Cabinet decision.
3. Staff and union consultation commenced on 13<sup>th</sup> March and will continue in line with the Council's Managing Change Policy if this proposal is approved by Cabinet

**Background Documents:** [Budget Consultation Report 2023-24](#)

<b>Revenue Cost</b>	c£0.57m transitional costs of change 23/24. Savings of £0.4m by 24/25	<b>Source of Revenue Funding</b>	Service Revenue budget and Innovation Fund
<b>Capital Cost</b>	£ N/A	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input checked="" type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:**

The closure of East Bristol Intermediate Care Centre was included as a £400,000 budget savings proposal in the 2023/24 budget report to Council. The budget assumed that the closure would not generate any savings during 2023/24 due to potential redundancy, early retirement and part year running costs, incurred prior to closure but would deliver a full year saving in 2024/25 where the savings will be equivalent to the full value of the service budget. The redundancy and pension fund costs are estimated to be in the region of up to c£0.57m but this may be less and will be mitigated by redeployment opportunities. These costs of change will be met from within existing Adult Social Care budgets.

**Finance Business Partner:** Denise Hunt, Finance Business Partner 14 April 2023

**2. Legal Advice:** This report seeks approval of a proposal to stop direct delivery of a rehabilitation service from East Bristol Intermediate Care Centre.

The Council's Managing Change policy should be applied to any staff affected by the proposal.

The consultation responses must be conscientiously taken into account in finalising the decision. The leading cases on consultation provide that consultation should occur when proposals are at a formative stage, should give sufficient reasons for any proposal to permit intelligent consideration, should allow adequate time for consideration and response and there must be clear evidence that the decision maker has considered the consultation responses, or a summary of them, before taking its decision.

Before taking the decision, Cabinet must also take into consideration the information in the Equalities Impact Assessment.

**Legal Team Leader:** Husinara Jones, Team Manager/Solicitor 22 March 2023

**3. Implications on IT:** IT will provide any required support in regards cessation of network connectivity, recovery of IT equipment when required as a part of the closure activity

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance 22 March 2023

**4. HR Advice:** This report will have a significant impact on all the Bristol City Council employees who are employed within this service. As laid out in the report we will work with the employees and managers to mitigate against any compulsory redundancies by supporting staff through the redeployment process. The Managing Change policy will also be applied as appropriate, and we have been consulting with the relevant trade unions through the Sub JCC meetings and consultation meetings.

**HR Partner:** Lorna Laing, HR Business Partner 22 March 2023

<b>EDM Sign-off</b>	Hugh Evans Executive Director Adults and	22 March 2023
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	Communities	
<b>Cabinet Member sign-off</b>	Councillor Helen Holland	28 March 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	3 April 2023

<b>Appendix A – Further essential background / detail on the proposal</b> East Bristol Intermediate Care Centre Full Business Case	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>YES</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



# Full Business Case

[Business case guidance](#) (Change and Capital). Please talk to [PMO](#) if you wish to deviate from this template.

## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	East Bristol Intermediate Care Centre
<b>Project ID (if known):</b>	
<b>Cabinet Member:</b>	Cllr Helen Holland
<b>Sponsor</b> (usually lead Director):	Stephen Beet
<b>Project Executive</b> (usually lead Head of Service):	Jayne Clifford
<b>Lead Directorate:</b>	Adults and Communities
<b>Associated service areas:</b>	Adult Social Care
<b>Any 'critical services' affected</b> ( <a href="#">Civil Contingency webpages</a> )	
<b>Report lead author(s):</b>	Emily Hewitt, Senior Project Manager

## B. ORGANISATIONAL CONTEXT

<b>Alignment to the <a href="#">Corporate Strategy's</a> 5 key principles:</b>	<input checked="" type="checkbox"/> Development and delivery <input type="checkbox"/> Environmental Sustainability <input type="checkbox"/> Equality and Inclusion <input type="checkbox"/> Resilience <input type="checkbox"/> World-class employment <input type="checkbox"/> No direct alignment																					
<b>Alignment to the 7 the <a href="#">Corporate Strategy</a> Theme(s):</b>	<input type="checkbox"/> Children and young people <input type="checkbox"/> Economy and skills <input type="checkbox"/> Environment and sustainability <input checked="" type="checkbox"/> Health, care and wellbeing <input type="checkbox"/> Homes and communities <input type="checkbox"/> Transport and connectivity <input type="checkbox"/> Effective development organisation <input type="checkbox"/> No direct alignment																					
<b>Primary Capital investment principle</b> ( <a href="#">Capital Strategy</a> ):	<input type="checkbox"/> Invest to grow <input type="checkbox"/> Invest to maintain <input type="checkbox"/> Invest to save <input checked="" type="checkbox"/> None <input type="checkbox"/> N/A – not capital																					
<b>Project category:</b>	<input checked="" type="checkbox"/> Saving delivery <input type="checkbox"/> Compliance / Statutory <input type="checkbox"/> Risk reduction <input type="checkbox"/> Cost avoidance <input type="checkbox"/> Improved service/ City outcomes <input type="checkbox"/> Enabling <input type="checkbox"/> Urgent																					
<b>Contribution to Climate / environmental targets</b>																						
<b>Council MTFP Budget saving delivery</b> – only if your project directly delivers/supports a committed MTFP budget savings:	<p><b>Saving ID:</b> 2324-P6</p> <p><b>Savings description</b> (as stated in approved budget): Following a recent review it is proposed to offer East Bristol Intermediate Care Centre to alternative providers, or close the centre. The Centre provides care and accommodation for 17 people over the age of 18 who stay for up to six weeks to help them to be independent after a hospital admission or illness. This is a discretionary service offered by the council.</p> <table border="1"> <thead> <tr> <th></th> <th>23/24</th> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>27/28</th> <th>Full Yr recurring</th> </tr> <tr> <th></th> <th>£'000s</th> <th>£'000s</th> <th>£'000s</th> <th>£'000s</th> <th>£'000s</th> <th>£'000s</th> </tr> </thead> <tbody> <tr> <td><b>Saving</b></td> <td>434</td> <td>(834)</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		23/24	24/25	25/26	26/27	27/28	Full Yr recurring		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	<b>Saving</b>	434	(834)				
	23/24	24/25	25/26	26/27	27/28	Full Yr recurring																
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s																
<b>Saving</b>	434	(834)																				



# Full Business Case

## 1. Strategic Case – Overarching case for change

### *Strategic Case and summary of the project*

East Bristol Intermediate Care Centre (EBICC) is the only site in the city where the Council currently operates a rehabilitation service, following previous closures of the north and south centres. In 2021, a review of the Council's rehabilitation service was carried out by independent consultants (Mutual Ventures). The review concluded that the current arrangements for delivering the rehabilitation service may no longer be the most appropriate and effective way of meeting service users' rehabilitation needs, and that Health partners across the system were more appropriately equipped to provide rehabilitation care and support. Rehabilitation services are not usually provided by local authorities and are a discretionary service for the Council, and there is agreement across the health and social care system that the Community Health provider has the skills and facilities to deliver this service in line with standard practice nationwide.

Sirona Care and Health was awarded a contract as the single community healthcare provider for Bristol, North Somerset and South Gloucestershire (BNSSG) after a tender exercise by the Clinical Commissioning Group (CCG) undertaken in 2019. Currently, the Council delivers the service at East Bristol in partnership with Sirona Care and Health (they provide all therapy and community nursing services), as the Council does not directly employ clinical staff. However, Sirona have already taken on lead delivery of rehabilitation services from other sites across the city as part of their offering to provide integrated health services to adults and children across BNSSG (including most recently service delivery at South Bristol Community Hospital following the closure of the south centre in 2022). EBICC is the only remaining Council-led rehabilitation service.

As part of the 23/24 budget setting process, Adult Social Care were asked to identify potential budget savings in line with all services across the Council. As the service provided at EBICC is a discretionary service for the Council, and there is an alternative provider in Sirona already responsible for delivering rehabilitation services across the city, a proposal to cease service delivery at EBICC was put forward for consultation. This proposal was approved by Full Council on 21<sup>st</sup> February 2023 and the service are therefore now taking the required steps to implement the proposal.

This proposal will be presented at Council Cabinet on 2<sup>nd</sup> May for final approval.

### *Target benefits*

<b>Description</b>	<b>Type</b> <i>(financial, non-financial)</i>	<b>Metric / KPI &amp; Target</b>	<b>Benefit Owner</b>	<b>Assumption(s)</b>
The proposed annual financial savings are £400k, with potential for further savings to be made in future years once any transition costs are accounted for.	Financial	Removal of service budget from 24/25; minimise transitional costs	Jayne Clifford	That all service delivery is ceased within 23/24 and costs are mitigated through use of the Council's redeployment scheme

Maintain future service provision and outcomes achieved for citizens once the Council has ceased direct service delivery (via the service provided by Sirona Care & Health).	Non-financial	Measured by individual care outcomes and experience	Sirona Care & Health	Assumes service is delivered to a similar standard by Sirona Care & Health (thereby ensuring there are no adverse impacts for service users).
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## 2. Economic Case - Preferred Option Detail

### *Reminder of options, and confirmed preferred option*

The budget consultation gave approval to progress 2 options – transferring the centre to an alternative provider (Sirona Care & Health, the city’s community health partner) or to close the service.

Following discussions with Sirona and health partners across the system, it has been agreed that the closure option will be progressed. Health partners did not wish to progress with running East Bristol Intermediate Care Centre as they already operate alternative rehabilitation provision within the city and in the future are looking to focus more on provide rehabilitation services within people’s homes rather than in bed-based facilities.

The proposal is therefore that the Council stops direct delivery of a rehabilitation service from the East Bristol Intermediate Care Centre (EBICC). This will mean that:

- In the future, rehabilitation services will no longer be provided by Bristol City Council; they will be provided by health system partners at alternative sites in the city
- Council roles at the centre will no longer be required. All council staff will be consulted on what options are available to them and our obligation to comply with the legal requirement to seek suitable alternative work for employees at risk of redundancy in order to mitigate against any compulsory redundancies.

### *Project scope – What will and won’t be impacted*

<i>In Scope</i>		
1	The rehabilitation service provided for citizens from East Bristol Intermediate Care Centre	<ul style="list-style-type: none"> <li>• Service delivery from the East Bristol centre will end (date to be agreed)</li> </ul>
2	The Council will no longer require staff to provide a rehabilitation service from EBICC (including supporting non-care roles)	<ul style="list-style-type: none"> <li>• Staff will be offered redeployment to other roles within the broader s</li> <li>• Staff will be consulted as part of the ‘Managing Change’ policy</li> </ul>
3	The centre at East Bristol will no longer be used for the purpose of delivering a rehabilitations service.	<ul style="list-style-type: none"> <li>• The centre closure will not immediately affect the office staff based on the site, but the future use of the accommodation will need further consideration.</li> <li>• The accommodation specifically used for the provision of rehabilitation services will require decommissioning.</li> </ul>
4	There will be an impact on the contract / staff supplied by Sirona Care & Health (who currently supply community nursing and therapy services).	<ul style="list-style-type: none"> <li>• It will be necessary to work in partnership with Sirona to plan the service transition.</li> </ul>



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	<i>Out of scope</i>	<i>Any risks/consequences associated with “Out of scope” items</i>
1	Individual service provision – no individual service user will be moved during their period of care	The service closure date will be planned around current admissions and provision will be maintained for the duration of the last service users admitted (care and support duration is up to 6 weeks)

**Project scope – SMART Objectives (deliverables)**

	Specific	Measurable	Attainable	Relevant/Realistic	Timebound (by when?)
1	As many staff as possible are redeployed into other roles within the Council	HR to track number of individuals successfully redeployed during Managing Change process	There are a large number of appropriate roles to consider for redeployment (e.g. at Redfield Lodge)	There are a large number of appropriate roles to consider for redeployment (e.g. at Redfield Lodge)	Redeployment to be completed within 12 weeks of staff being given notice (once final closure if confirmed by Cabinet)
2	In-year financial savings are delivered to avoid additional budget pressure	The in-year spend on budget and any transitional costs	The work will be progressed in line with core Council processes.	The work will be progressed in line with core Council processes.	The closure is planned for the earliest possible date once consultation / redeployment period and service transition plans are considered
2	Staff are supported during the process to minimise any negative impact (as outlined in the EQIA)	Specific HR measures tracked (e.g. interview training); EQIA used to inform process to identify any specific support needs	Detailed planning and targeted support from service management and HR	Detailed planning and targeted support from service management and HR	Managing Change process to last up to 12 weeks following Cabinet decision, but some staff will be supported to move into other roles at an earlier date

**3. Financial Case – Affordability and Fundability**

**Summary Financials**

The costs and financial benefits associated with the proposed closure are as follows:

**Costs**

Delivery Costs:

Project Management – Estimated 5 days support

HR support (including strategic and operational support) – Estimated 35 days support

Service management costs (already accounted for in establishment budgets)

Estimated costs - £10,000

### Transition Costs:

The redundancy and pension fund costs are estimated to be a maximum of c£0.57m, but this will be mitigated by redeployment opportunities. Final costs will be known once the Managing Change process is completed. These costs of change will be met from within existing Adult Social Care budgets.

### Security Costs:

Short term costs to secure the vacant part of the building (until longer term future of the site established) – estimated costs £20 – 30k, to be funded from 23/24 service budget.

### **Financial Benefits**

There will be a part year budget saving in 23/24 for the period once the service has stopped operating and all staffing and building running costs end, but the application of the costs outlined above will mean that the in-year savings figure is reduced. From 24/25, any financial savings will be equivalent to the full value of the service budget.

## **4. Management Case – How the project will be delivered and managed**

### *Implementation Approach*

There are 2 core components of progressing the service closure:

- Management of service transition / impact on service users
- Management of Council staff currently providing the service

#### **Management of service transition / impact on service users**

Although the proposal is for the Council to stop direct delivery of rehabilitation services, there is no anticipated adverse impact on the service provision and quality of outcomes for service users. As Sirona already provide rehabilitation services across the city, the same quality of service can be expected for any individual who may have previously accessed care at EBICC.

If the proposed service closure progresses, then Intermediate Care managers will work closely with Health system partners to plan for a transition period, to ensure that sufficient rehabilitation capacity is available. A service transition plan will be implemented for any individuals accessing the service and a phased closure of beds, to ensure that no individual is expected to move during their rehabilitation period.

#### **Management of Council staff currently providing the service**

For the affected staff group, it is recognised that there will be a significant impact as current roles at EBICC will no longer be part of the adult social care staffing structure. All staff will be consulted with through a Managing Change process, and the priority will be to identify appropriate redeployment opportunities to keep as many staff in employment as possible and to mitigate against any redundancies. There are a significant number of vacant posts available across the Intermediate Care & Reablement Service, which increases the chances of finding appropriate new roles for staff members. Where this is not possible, then redundancy may apply, and staff will be supported by the service managers and Council HR team through this process.

## Risk management

### i. Key risks and issues

Risk / Issue	Mitigation	Agreed Next Steps
There could be high transitional costs if staff cannot be redeployed and are made redundant	The number of available vacant posts and the type / location of these vacancies suggest that the majority of staff will be able to be redeployed	List of redeployment opportunities to be shared at the earliest opportunity and staff supported to consider new opportunities (e.g. work shadowing / training)
The closure of the centre could lead to reduced rehabilitation bed capacity in the city	Capacity planning with health system partners indicates that sufficient alternative capacity is available – either in bed-based centres or through care delivered at home	Capacity planning for service transition period

## Communications and Engagement Approach

Prior to this proposal being approved by Full Council, it was the subject of a public consultation as part of the wider budget consultation. 4,550 people responded to the survey, of which 4,376 (96%) gave their views on one or more of the 'Section 1' proposals (EBICC was a Section 1 proposal).

The feedback on the EBICC proposal specifically is summarised below:

- When asked, '**Do you agree or disagree with proposal P6: East Bristol Intermediate Care Centre?**', the responses were:
  - o 35% of respondents agree or strongly agree
  - o 33% neither agree nor disagree
  - o 32% disagree or strongly disagree
- There was no clear trend in respondents' views between areas of high and low deprivation
- 1% of survey respondents (14 people) added comments and they were all opposed to the proposal
- Comments included concerns that the proposal was disproportionately affecting 'the more vulnerable in society', that it might be cause issues with 'bed blocking' in hospitals / adding pressure to health system, concern about the Council losing experienced staff, and also that the centre should be moved to an alternative site and the land sold.

The comments made have all been considered as part of the development of this business case and consideration has been given for any mitigations that can be applied.

The table below indicates the key stakeholder groups that have been identified and the activity that has taken place / is planned to take place.

Stakeholder	Activity	Timescales
Staff group	Briefing sessions during budget consultation and following Full Council approval	December 2022 – February 2023
Staff group	Managing Change	March – April 2023
Health system partners	Discussion on budget proposal and option of running EBICC	December 2022 – February 2023

Health system partners	Capacity and service transition planning	February – May 2023
Local Ward Councillors	Briefing on proposal for EBICC	March 2023

### *Project Plan & Key Milestones*

<b>Preferred Option: Key Milestones</b>	<b>Target Date</b>
Full Council approve budget proposal	21/02/2023
Initiate staff and trade union consultation on proposal	13/03/2023
Cabinet decision	02/05/2023
Staff Managing Change process / redeployment exercise	May-July 2023
Agree last admission date for service users	TBC
Centre closed	TBC

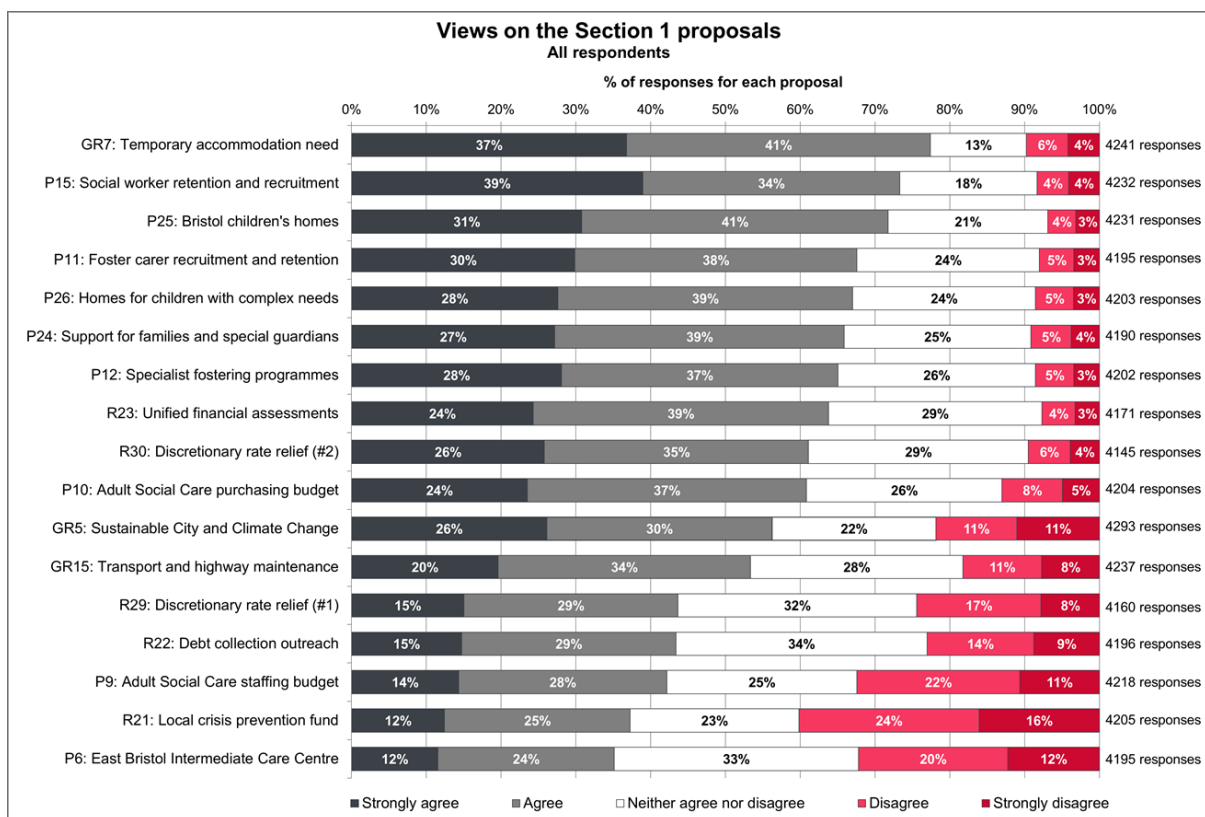
## APPENDIX B: Details of consultation carried out - internal and external

### 1. Public Consultation

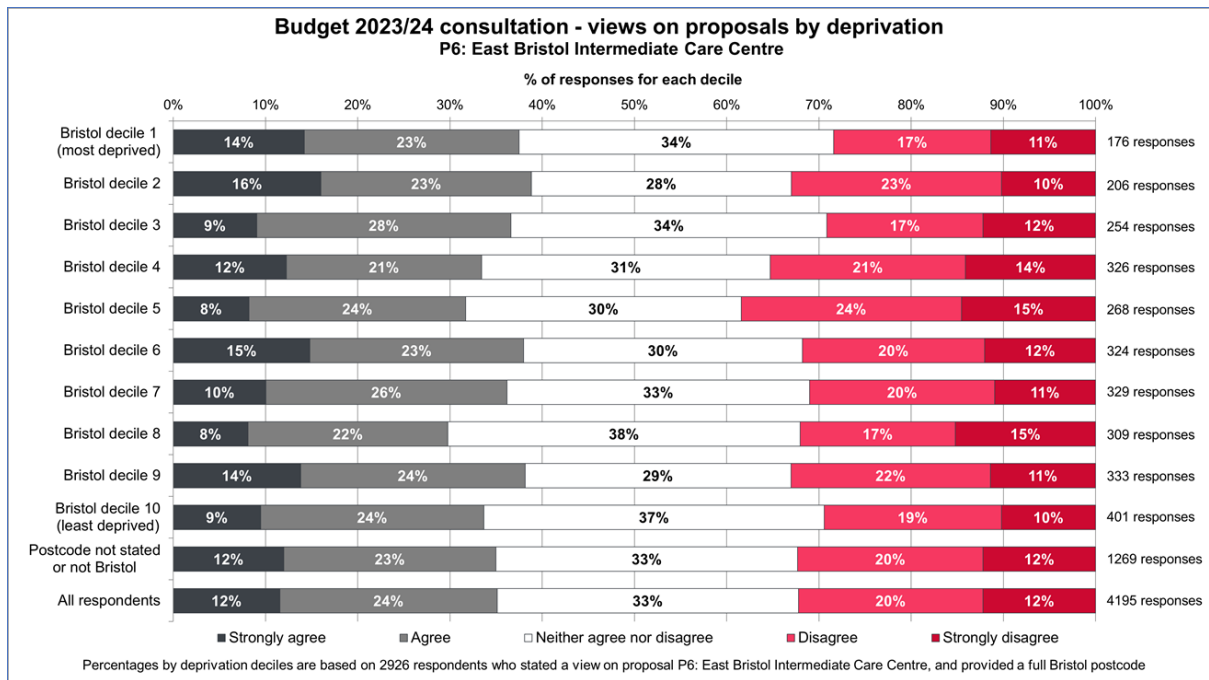
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The feedback on the EBICC proposal specifically is summarised below:

- When asked, 'Do you agree or disagree with proposal P6: East Bristol Intermediate Care Centre?', the responses were:
  - 35% of respondents agree or strongly agree
  - 33% neither agree nor disagree
  - 32% disagree or strongly disagree



- The following chart show the Responses to Q14: 'Do you agree or disagree with proposal P6: East Bristol Intermediate Care Centre?' by deprivation. There was no clear trend in respondents' views between areas of high and low deprivation



**Free text comments - P6: East Bristol Intermediate Care Centre:**

- 1% of survey respondents (14 people) added comments and they were all opposed to the proposal
- Comments included:
  - Concerns that the proposal was disproportionately affecting ‘the more vulnerable in society’
  - Concerns that it might cause issues with ‘bed blocking’ in hospitals / adding pressure to health system
  - Concern about the Council losing experienced staff
  - That the centre should be moved to an alternative site and the land sold
  - “It isn't clear how in demand the service you are proposing cutting is, and it isn't clear whether if the council cut this service it would still be provisioned in another way”.

**2. Staff Consultation**

Staff at EBICC will be consulted with as part of the Council’s ‘Managing Change’ process, and the priority will be to identify appropriate redeployment opportunities to keep as many staff in employment as possible and to mitigate against any redundancies.

**3. Consultation with Health System Partners**

Consultation has taken place with Health system partners during the budget consultation period to assess the potential impact on service delivery, and more specifically on the proposal to stop Council delivery from EBICC since Full Council approved the budget proposals. The focus of consultation has been ensuring sufficient rehabilitation capacity is available in the system and how that would be delivered without the Council-run service.

# Equality Impact Assessment [version 2.9]



Title: Review of East Bristol Intermediate Care Centre	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New Already exists / review <input type="checkbox"/> Changing
Directorate: People	Lead Officer name: Stephen Beet
Service Area: Adult Social Care	Lead Officer role: Director of ASC

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

Bristol City Council currently operates a rehabilitation service from East Bristol Intermediate Care Centre (EBICC). In 2021, a review of the Council’s rehabilitation service was carried out by independent consultants (Mutual Ventures). The review concluded that the current arrangements for delivering the rehabilitation service may no longer be the most appropriate and effective way of meeting service users’ rehabilitation needs. This led to the closure of South Bristol Rehabilitation Centre in 2022 and a further review of the future of the East centre.

In addition, as part of the 23/24 budget setting process, Adult Social Care were asked to identify potential budget savings in line with all services across the Council. As the service provided at EBICC is a discretionary service for the Council, and there is an alternative provider in Sirona Care & Health already responsible for delivering rehabilitation services across the city, a proposal to cease service delivery at EBICC was put forward for consultation. This proposal was approved by Full Council on 21<sup>st</sup> February 2023 and the service are therefore now taking the required steps to implement the proposal.

#### The proposal:

The options put forward for consideration (as set out in the budget proposals) were:

- That the Council stops direct delivery of a rehabilitation service from EBICC and the centre closes.
- That the Council stops direct delivery of a rehabilitation service from EBICC and transfers the service to an alternative provider.

**Since the budget consultation, health partners have indicated that they do not wish to takeover service delivery at EBICC. This EQIA therefore considers the proposal that the Council cease delivery of the rehabilitation service from the East Bristol Intermediate Care Centre and that rehabilitation services will be provided by Sirona Care & Health from alternative sites across the city.**

**This proposal will be presented to the BCC Cabinet for formal approval in May 2023.**

We have worked with partners across the health and social care system and come to the above proposal based on the following rationale:

Partners across the system are more appropriately equipped to provide rehabilitation care and support

- Partners across the system are more appropriately equipped to provide rehabilitation care and support – there is agreement across the health and social care system that the Community Health provider has the skills and facilities to deliver this service (which is not typically a function of local authorities). Currently, the Council delivers the service in partnership with the community health partner Sirona Care and Health (they already provide all community nursing and therapy services).
- Rehabilitation services are not usually provided by local authorities but by NHS partners. We will therefore be following best practice as practiced nationwide.
- Sirona Care and Health was awarded a contract as the single community healthcare provider for Bristol, North Somerset and South Gloucestershire (BNSSG) after a tender exercise by the Clinical Commissioning Group (CCG) undertaken in 2019.
- In May 2021 Sirona assumed control of the South Bristol Community Hospital and subsequently in 2022 started delivering rehabilitation services from the site when South Bristol Rehab Centre closed. They therefore already deliver the majority of rehabilitation services in the city.

Transition Planning:

- Full consultation will be needed with staff and partners regarding ceasing service provision at East Bristol Rehab Centre. For internal staff, this will mean following the Council’s ‘Managing Change’ policy.
- For service users, a service transition plan will be developed with Health partners and the service phased down once a date for last admissions has been agreed.

**1.2 Who will the proposal have the potential to affect?**

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	

Additional comments:

There are three groups who are likely to be affected by this change:

- Bristol City Council rehab service staff
- Service users, and their carers / families
- Community health partners Sirona who deliver rehabilitation services in the city

We have considered the effect on these different groups based on the following factors:

- Access
- Outcomes
- Experience / Satisfaction

Bristol City Council rehab service staff

- **Access:**
  - We will need to work with the managers of any new teams if staff are redeployed to ensure that the needs of staff with any access requirements are met, and that they feel comfortable within the new working arrangement.
- **Outcomes:**



- If the proposal is approved, staff members will have the option of being redeployed within the Council as there are a significant number of similar / appropriate roles within the broader service.
- **Experience / satisfaction –**
  - There may be an impact on staff members’ job satisfaction initially as they adjust to working with a new environment or work within new teams. It should be noted that the EBICC workforce predominantly comprises older colleagues, and the effect of the transfer may be significant for those who have worked for BCC a long time. We recognise the impact that large change can have on people and need to ensure that staff have the right level of support throughout the transition. Staff members will have the opportunity to voice concerns as we will go through a consultation process. This EQIA will then be updated to represent issues raised and identify how we will address any concerns.

Service users, and their carers / families

- **Access:**
  - If the rehabilitation service at EBICC is stopped, service users in the future will access care at one of the alternative sites provided by Sirona Care & Health. There will not be any negative impact associated with this change as all sites are fully accessible.
- **Outcomes:**
  - Sirona was chosen through the CCG tendering process as the best organisation to be the single community health provider for BNSSG and are already delivering nursing and therapy elements of the service in partnership with the Council. We therefore expect that the level of service delivery will be sustained, and service users will continue to experience good outcomes from the rehabilitation service.
  - Ceasing to provide this service as a Local Authority and transitioning to delivery from a health partner brings BCC in line with national good practice.
- **Experience / satisfaction:**

No change in experience is anticipated if Sirona run the Rehabilitation service from their alternative sites.

Community health partner Sirona

- **Access**
  - Sirona will be continuing to operate the same service from their sites, but their own staff currently employed at EBICC will move across.
- **Outcomes**
  - There should be no impact as Sirona will continue operating a service from their own alternative sites.

**a. Will the proposal have an equality impact?**

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If ‘No’ explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If ‘Yes’ complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

**Yes**       **No**      [please select]

There is potential impact on service users (primarily older people), the staff group and Sirona Care and Health as detailed in Section 1.2

## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<p><u>Workforce:</u> I-Trent workforce data</p>	<p>25.5 FTE staff in East Bristol Intermediate Care Centre directly impacted by this proposal:</p> <ul style="list-style-type: none"> <li>• The workforce is made up with predominantly older workers – 58% are aged 50 or over, only 6.5% are under 30.</li> <li>• 100% of the workforce is female</li> <li>• 61% of the workforce are heterosexual (others are LGB or prefer not to say)</li> <li>• The workforce is predominantly white – only 12.9% of the workforce come from a minoritised background</li> <li>• 9.7% of the workforce identify as a Disabled person</li> </ul>
<p><u>Service Users:</u> Referrals data</p> <p>JSNA data provided on Bristol City Council website - general data on older population of Bristol <a href="#">The population of Bristol - bristol.gov.uk</a></p>	<p>Basic details on service users who have been referred to the East Bristol Rehab Centre service between April-December 2022</p> <ul style="list-style-type: none"> <li>• Male:</li> <li>• Female:</li> </ul> <p>Predominantly aged 75 and above</p> <p>Bristol's 60,300 older people make up 13% of the total population i.e. one in every seven people living in Bristol is aged 65 or over. The proportion of older people is lower than in England and Wales as a whole, where 19% of the population are aged 65 and over. There are 9,000 people living in Bristol aged 85 and over.</p>

<p><u>Sirona Health:</u> BNSSG CCG website: <a href="#">Adult community health services: selecting a provider   NHS Bristol, North Somerset and South Gloucestershire CCG (bnssgccg.nhs.uk)</a></p>	<p>CCG reasoning behind selecting Sirona as the single provider for Community Health for BNSSG. Sirona was chosen as they were the highest scoring throughout the tendering process and will work towards the integration of health services across BNSSG.</p>
<p><b>Additional comments:</b> Specific ward data has not been considered as, although the centre is based at specific site, referrals can come from all over the city.</p>	

## 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

## 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams, diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Potential gaps on information collected on LAS (adult care database) about service users (where data is not added)</li> <li>• Gaps in workforce data on I-Trent (as individuals can opt out)</li> </ul> |
|--|

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

<p><u>Staff:</u></p> <ul style="list-style-type: none"> <li>• All staff made aware of the proposal prior to public consultation on the budget.</li> <li>• Further staff briefings were held once the budget proposals were approved.</li> <li>• A full staff and trade union consultation in line with the Council's Managing Change policy has been initiated.</li> </ul> <p><u>Service users:</u></p> <ul style="list-style-type: none"> <li>• Citizens were consulted by the Clinical Commissioning Group (via the Patient Involvement group) as part of the tender process for the community health contract that Sirona was awarded in 2019.</li> <li>• Sirona already provides a rehabilitation service at South Bristol Community Hospital (SBCH), and in people's own homes.</li> </ul> <p><u>Sirona:</u></p>
---

- There have been ongoing discussions and consultation on these proposals between system health partners (ICB, Sirona, acute hospitals and the Council).
- The proposal is endorsed by the health and social care system’s senior leaders.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

- The main staff and trade union consultation will continue, in line with the Council’s Managing Change policy. This will include dedicated briefings and 1:1 sessions where required.
- There will be detailed implementation plans in place for both the staff changes and service delivery, which will be finalised following a Cabinet decision.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the ‘Action Plan’ Section 4.2 below.

#### **GENERAL COMMENTS** (highlight any potential issues that might impact all or many groups)

There are three groups who are likely to be affected by this change:

- Bristol City Council rehab service staff
- Service users, and their carers / families
- Community health partner Sirona as they may be taking on the service delivery role

We have considered potential adverse impact on these different groups based on the following factors:

- Access
- Outcomes
- Experience / Satisfaction

#### Bristol City Council rehab service staff:

- **Access**
  - We will need to work with the managers of any new teams if staff are redeployed to ensure that the needs of staff with any access requirements are met, and that they feel comfortable within the new working arrangement.
- **Experience / Satisfaction**
  - Changing to a new team / role (although terms and conditions will remain the same), could be difficult for some of the workforce, particularly as many of the staff are within the 50-64 age bracket and have worked for BCC for a long time. There may be initial concern at the proposals. Staff members will have an opportunity to voice any concerns

at meetings and as part of a full staff consultation. These issues are discussed in detail below.

The correct management of change processes will be followed if necessary.

#### Service Users

Although service users / carers could be impacted by this change, it is not anticipated that there will be adverse impact. Service provision of the same type and quality will continue, although it will be delivered by Sirona Care & Health rather than the Council. This may mean that rehabilitation is provided at a different location in the city (e.g. South Bristol Community Hospital), or from an individual's home (which strategically is the preference for Health system partners in the future, to enable individual's to be rehabilitated in their home environment rather than a bed-based unit).

#### Sirona

- **Experience / Satisfaction**

- The main impact on Sirona will be some of their workforce no longer working out of EBICC and being employed at alternative sites.

### PROTECTED CHARACTERISTICS

<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p><u>Staff:</u>  <b>Experience:</b> Most of the workforce are in the 50+ bracket. The impact of large -scale change may be felt more by those who have worked in the service for a long time. Some will be working for a new employer, some joining new teams.</p> <p><u>Service Users:</u>  The proposal will disproportionately affect older people as most service users are 65+. However, as set out in section 3.1, it is not anticipated that there will be adverse impacts as the service provision will continue to be delivered by Sirona Care &amp; Health.</p>
Mitigations:	<p><u>Staff:</u>  Staff will be supported throughout the change process, starting with a pre-consultation briefing and then via a full consultation and Managing Change process. Recognising any individual access needs and ensuring that these are communicated to a new Council team and managed effectively and sensitively during the transition.</p> <p><u>Service Users:</u>  No impact anticipated.</p>
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p><u>Staff:</u>  <b>Access:</b> 9.7% of the workforce identify as Disabled, and some of these staff members may have accessibility requirements or reasonable adjustments that are currently acknowledged by BCC. Working for a new employer or a new team on a new site, we need to make sure any additional needs are met.</p> <p><b>Experience:</b> Disabled staff may experience anxiety at moving to a new workplace and uncertainty about how any individual needs may be met.</p> <p><u>Service Users:</u>  The proposal may disproportionately affect disabled people as a greater proportion of service users are likely to have a Disability compared with the general population. However, as set out in section 3.1, it is not anticipated that there will be an adverse impact on Disabled people as the service provision will continue to be delivered by Sirona Care &amp; Health either from a different location across the city or from within an individual's home.</p>
Mitigations:	<p><u>Staff</u>  <b>Access:</b>  Any existing reasonable adjustments must be highlighted in discussions with new teams if individuals are being redeployed and honoured or improved.</p>

	<b>Experience:</b> All staff will be supported through the change, and the risk of anxiety or uncertainty recognised. Specific mitigations for individuals with concerns need to be explored.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> <b>Access:</b> 100% of the workforce identify as female, this means that there are more likely to be working arrangements in relation to caring, maternity & childcare. These working arrangements need to be considered in any new employment arrangements.
Mitigations:	Current terms and conditions should be considered as part of exploring suitable alternative posts for those staff being redeployed.
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Mitigation:	Possible disproportionate affects will be identified through the consultation process and any mitigations will be catered for.
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> <b>Access:</b> 100% of the workforce identify as female, this means that there are more likely to be working arrangements in relation to caring, maternity & childcare. These working arrangements need to be honoured in any new working arrangements.
Mitigations:	The Managing Change and redeployment policy will consider working terms & conditions in the current place of work that need to be considered in the new working arrangement
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> <b>Experience:</b> Although a disproportionate impact is not anticipated, it will be critical that part of any redeployment discussions reflect the importance of creating an environment that celebrates and encourages diversity (as 13% of workforce are from a BAME background). Staff from an ethnic minority background may be negatively impacted if they don't feel as comfortable in the new workplace.
Mitigations:	Ensure that this issue is raised in redeployment discussions, as well as any concerns raised during the staff consultation.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Mitigation:	Please see 'race' section. The issues and mitigation will follow similar rationale Possible disproportionate affects will be identified through the consultation process and any mitigations (e.g. reasonable adjustments such as prayer / quiet room facility) required will be put in place
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Mitigation:	Possible disproportionate affects will be identified through the consultation process and any mitigations (e.g. reasonable adjustments such as flexible working to accommodate unmarried / not in civil partnership member staff who intend to get married / be in civil partnership).
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Although carers may be disproportionately affected by a change in the location of future rehabilitation services (as many service users are older people who may have carers), there should be no impact to service delivery / outcomes.
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	



Potential impacts:	
Mitigations:	

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

#### Bristol City Council rehab service staff

The wide variety of redeployment opportunities available may provide new career options for some staff.

## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

#### **Summary of significant negative impacts and how they can be mitigated or justified:**

- The main negative impact will be the short-term impact of change for staff having to move to a new employer or new site due to redeployment. Whilst their terms and conditions will be protected, this is a significant change for the individual. We will mitigate the impact through formal joint staff consultations, further 1-2-1's where necessary, and raising concerns with future managers/teams during continuing discussions throughout the transition.

#### **Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:**

- There are potential financial savings for the Council, which is important at a time when the service budgets are under significant pressure, as well as a chance to explore alternative future uses for the East Bristol Intermediate Care Centre which could benefit other services or offer efficiencies across the Council estate.

### 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Improvement: There is an opportunity to improve data collection in relation to service users which will be raised with Sirona	Jayne Clifford	As part of service transfer
Improvement: There is an opportunity to improve data collection in relation to staff	Jayne Clifford	As part of service transfer
Action: Staff briefings (pre-consultation)	Jayne Clifford	

Improvement / action required	Responsible Officer	Timescale
Action: Formal staff and trade union consultation	Lorna Laing / Jayne Clifford, as well as Sirona management	13/03/23 start
Action: Identify appropriate redeployment opportunities and share with affected staff group	HR	March 2023
Action: Ensure any current reasonable working adjustments are highlighted as part of redeployment discussions	Service managers	As part of consultation
Action: Formal lessons learned exercise post transition if appropriate	Jayne Clifford	TBC

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

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

The Council will maintain and develop an ongoing relationship with Sirona as part of broader system integration work and a shared commitment to delivering intermediate care in the context of the new Integrated Care System.

The impact of the proposal will be measured in terms of:

- No of rehab beds available in the hospital / occupancy levels
- Sustained level of service user / patient outcomes
- Patient satisfaction surveys (to be managed by Sirona)
- Staff satisfaction survey
- Data on staff retention and recruitment
- Overall effectiveness of the rehab service in supporting hospital discharge and system flow

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <b><i>Reviewed by Equality and Inclusion Team</i></b>	<b>Director Sign-Off:</b> Stephen Beet  Director of Adult Social Care
Date: 30/3/2023	Date: 02/04/23

<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.



# Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 May 2023

<b>TITLE</b>	Household Support Fund (April 2023 – March 2024)		
<b>Ward(s)</b>	All		
<b>Author:</b> Matthew Kendall	<b>Job title:</b> Benefits Technical Manager		
<b>Cabinet lead:</b> Deputy Mayor/Cabinet member for City Economy, Finance and Performance, Cllr Cheney	<b>Executive Director lead:</b> Stephen Peacock		
<b>Proposal origin:</b> Other			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> To seek approval for the proposed allocation of the Department for Work and Pensions (DWP) £8m Household Support Fund.			
<b>Evidence Base:</b>  Further to the continuing Cost of Living crisis, the government announced there would be a fourth round of the Household Support Fund to cover the period April 2023 to March 2024, with a further £1 billion (£842m for England) being released to councils. It is acknowledged that councils are best placed to support those most in need with the cost of food, energy and water bills, phone, broadband and clothing and in exceptional cases, housing costs. This funding is for a whole year as opposed to previous versions which have been for six months only.  This funding to councils on behalf of the Department for Work and Pensions (DWP) is made under section 31 of the Local Government Act 2003, who will administer the scheme and provide direct assistance to vulnerable households and families with children particularly affected by the increase in the cost of living. Funding has been confirmed at £8,079,930.  The period of the grant is from April 2023 to March 2024 and payment is made to the council, in arrears, based on four management information (MI) returns in; July 2023, October 2023, January 2024 and April 2024, and the amounts committed at the point of their return. Payment will be made in arrears after each interim returns and the final MI return at the end of April 2024.  Local authorities are required to outline their spending plans to the DWP by 17 May 2023.  The eligibility criteria are contained in 3.2 of the policy in appendix A but the main areas/changes are as below. <ul style="list-style-type: none"> <li>• Any grant should predominately be used to assist households with the costs of; food, gas/electricity, water, phone/broadband, essential household items (e.g. white goods, beds/beddings, clothing, baby/sanitary products) and housing costs (in exceptional circumstance).</li> <li>• No percentage spend will be linked to households with children and/or pensioners.</li> <li>• For the first time, the fund can be used to provide supplementary advice services to award recipients, including debt and benefit advice, but should not be the primary function.</li> </ul>			

- Part of the fund must also include an application-based support delivered through the scheme is clearly advertised to residents.

Details regarding how any fund may be implemented are contained within 3.3 of the policy in appendix A as well as proposed spend under section 4, but for 2023/24 has an increased focus on those households with disabilities.

The spend proposal does include a ‘residual’ amount of £800,000 to be agreed by October 2024, in order to potentially add to existing agreed priorities within the policy, and/or other initiatives, if it is believed they have not been identified to date. These will be further agreed by the Director Finance in consultation with the Cabinet Member and Deputy Mayor; City Economy Finance and Performance.

Due to lack of notice of the final grant award and guidance notes provided by government and the impending May school holidays at this time, an Officer Executive Decision was taken in March 2023 to use £340k of the £8m grant, to assist 23,0000 Free School Meal/Pupil Premium children during the May half term, by awarding a £15 voucher in respect of each child. The spend accounts for £340k of the total allocation, for this week only. A further commitment is made in this policy for the rest of the financial year and is in line with previous support since October 2020, by Bristol City Council.

As part of the provision of Free School Meals vouchers for school holidays in 2023/24, and alongside the same need for the council’s Local Crisis and Prevention Fund, plus other council services, this report also seeks approval deliver a corporate wide supermarket food voucher solution of £10m for the financial years 2023/24 and 2024/25. This will cover multiple contracts to assist a variety of different council services but calling off the same framework. This will provide a more efficient and better value solution, as opposed to the plethora of contracts/terms of conditions that currently apply.

**Cabinet Member / Officer Recommendations:**

**That Cabinet:**

1. Note the Officer Executive Decision (OED) taken in March 2023 to spend £340k of the Household Support Fund in respect of Free School Meals food vouchers for May 2023 school holidays.
2. Approve the Household Support Fund Policy April 2023 – March 2024 and change of budget to reflect this funding.
3. Authorise the Director Finance in consultation with the Cabinet Member and Deputy Mayor; City Economy Finance and Performance to take all steps required to accept and spend (including procuring and awarding contracts over £500k) the remaining £7.7m of the extended allocation of the DWP Household Support Fund as outlined in Household Support Fund Policy April 2023– March 2024.
4. Approve the procurement of a contract/s to deliver the corporate wide supermarket food voucher contract
5. Authorise the Director of Finance in consultation with the Deputy Mayor with responsibility for Finance, Governance, Property and Culture, to take all the steps necessary to procure and award contracts up to the value of £10m from May 2023 to December 2025

**Corporate Strategy alignment:**

The proposed spend and allocation of the Hardship Support Fund aligns to the corporate strategy in which the vision is for Bristol to be a City;

1. In which everyone benefits from the city’s success and no-one is left behind.
2. Where people have access to decent jobs and to affordable homes.
3. In which services and opportunities are accessible.
4. Where life chances and health are not determined by wealth and background.

This is through providing support to households who are on a low income, so that levels of poverty are reduced with

the benefits to health and opportunities that this brings.
<b>City Benefits:</b> Additional levels of support to households on a low income who have been impacted by the cost of living crisis and those who have suffered a loss of income as a result of the current economic circumstances.
<b>Consultation Details:</b> None at present.
<b>Background Documents:</b> <a href="https://www.gov.uk/guidance/household-support-fund-guidance-for-local-councils">Household Support Fund: guidance for local councils - GOV.UK (www.gov.uk)</a> <a href="https://bristol.gov.uk/media/1000000/2023-03-02-household-support-fund-october-2022-march-2023-november-cabinet-final.pdf">Household Support Fund October 2022 - March 2023 November Cabinet Final.pdf (bristol.gov.uk)</a>

<b>Revenue Cost</b>	£8,079,930	<b>Source of Revenue Funding</b>	15461 (DWP Funded in full)
<b>Capital Cost</b>	NA	<b>Source of Capital Funding</b>	NA
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

<b>Required information to be completed by Financial/Legal/ICT/ HR partners:</b>
<p><b>1. Finance Advice:</b> Bristol City Council has been allocated £8.08m under the Household Support Fund Grant to provide support to local authorities in England to provide support to household and provide direct assistance to vulnerable households and families with children particularly affected by the increase in the cost of living. The Grant is from April 2023 to March 2024 and paid in arrears.</p> <p>An emergency decision was taken in March 2023 to assist 23,000 Free School Meal/Pupil Premium children during the May Half term period, by awarding a £15 voucher in respect of each child, i.e. an expenditure amount of £340k.</p> <p>This paper sets out the proposals for the spend of the remaining £7.7m, which if agreed to will mean that the full amount of the grant received will have been committed. The full breakdown of the proposed spend is set in the table in Appendix A.</p> <p>The paper is also requesting for authority to go into contracts and approval to undertake all necessary procurement steps related to this expenditure.</p> <p>This spend is fully met from the grant received and places no additional financial burden on the council.</p>
<b>Finance Business Partner:</b> Olubunmi Kupoluyi, Finance Business Partner. 03 March 2023.
<b>2. Legal Advice:</b> The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.
<b>Legal Team Leader:</b> Husinara Jones, Team Manager/Solicitor 12 April 2023
<b>3. Implications on IT:</b> I can see no implications on IT in regard to this activity.
<b>IT Team Leader:</b> Alex Simpson – Senior Solution Architect 02/03/2023.
<b>4. HR Advice:</b> No HR implications evident.
<b>HR Partner:</b> HR Partner: Bryn Williams HR Business Partner 28/02/2023.

<b>EDM Sign-off</b>	Stephen Peacock	08/03/2023
<b>Cabinet Member sign-off</b>	Deputy Mayor/Cabinet member for City Economy, Finance and Performance, Cllr Cheney	20/03/2023
<b>For Key Decisions - Mayor's</b>	Mayor's Office	03/04/2023

Office sign-off		
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<b>Appendix A – Further essential background / detail on the proposal</b> <ul style="list-style-type: none"> <li>• Household Support Fund Policy April 2023 – March 2024</li> <li>• Household Support Fund April 2023 – March 2024 extension - final allocations, and</li> <li>• Household Support Fund (April 2023 – March 2024) – DWP Guidance</li> </ul>	YES
<b>Appendix B – Details of consultation carried out - internal and external</b>	NO
<b>Appendix C – Summary of any engagement with scrutiny</b>	NO
<b>Appendix D – Risk assessment</b>	YES
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	YES
<b>Appendix F – <a href="#">Eco-impact screening/ impact assessment of proposal</a></b>	YES
<b>Appendix G – Financial Advice</b>	NO
<b>Appendix H – Legal Advice</b>	NO
<b>Appendix I – Exempt Information</b>	NO
<b>Appendix J – HR advice</b>	NO
<b>Appendix K – ICT</b>	NO
<b>Appendix L – Procurement</b>	NO

**Bristol City Council - Household Support Fund Policy April 2023 – March 2024**

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**1. Background**

Following the Chancellor’s Autumn Budget Statement, it was announced that there will be a fourth round of the Household Support Fund to cover the period April 2023 to March 2024, with a further £1 billion (£842m for England) being released to councils, to support those most in need with the cost of food, energy and water bills, phone, broadband and clothing and in exceptional cases, housing costs. This funding is for a whole year as opposed to previous versions which have been for six months only.

This funding to councils on behalf of the Department for Work and Pensions (DWP) is made under section 31 of the Local Government Act 2003, who will administer the scheme and provide direct assistance to vulnerable households and families with children particularly affected by the increase in the cost of living.

**2. Period Covered**

This further extension to the Hardship Support Fund will enable Bristol City Council to provide support to vulnerable households and individuals from April 2023 to 30 March 2024.

**3. Hardship Support Fund**

**3.1 Funding available**

Bristol City Council will receive a grant of £8,079,930 in arrears and based on four management information (MI) returns in; July 2023, October 2023, January 2024 and April 2024 and the amounts committed at the point of their return.

**3.2 Eligibility Criteria**

- Can be used to assist households with the costs of; food, gas/electricity, water, phone/broadband, essential household items (e.g. white goods, beds/bedding, clothing, baby/sanitary products) and housing costs (in exceptional circumstance)
- Monies are not ringfenced to any proportion of funding for any particular cohort of people.
- The fund can be used to provide supplementary advice services to award recipients, including debt and benefit advice, but should not be the primary function.
- Local authorities need to consider those groups who may not have benefitted from any of the recent cost of living support.
- No application is needed if households requiring assistance can be determined in advance.
- Every local authority must, at least in part, have an application basis grant provision i.e. residents should have the opportunity to come forward to ask for support
- Individuals, regardless of their immigration status are eligible to ensure a basic safety net of support
- Cannot be used for advice or mortgage related costs.
- The scheme must also be adequately advertised.

### 3.3 Implementation of fund

- Can be used for existing schemes and other support which deliver the same outcomes and where the need is greatest, but need to be mindful of possible funding overlaps
- Can be provided in cash, vouchers and/or advise.
- Distribution of grants can be made using the voluntary/third sector.
- A proportion of the funds can be used for administration; however these costs should be kept to a minimum, in order to maximise the overarching funds available to support our most vulnerable citizens. Due to the approach being adopted in the deployment of these funds, the administration cost is expected to be in the region of £250,000 (3% of total funding)

### 3.4 Reporting structure

All public authorities must comply with the Public Sector Equality Duty and MI is required to be kept and maintained by the relevant organisations and provided to the Council to report on delivery of agreed objectives and actual spend.

### 3.5 Receipt of funds

The grant will be paid in arrears and based on MI quarterly returns. Payment will be made in arrears after each interim MI returns and the final MI return at the end of April 2024.

## 4. Approved /Proposed Spend

The table below shows the proposed amount of monies to be agreed by Cabinet.

Award	Spend Value	Comments
Targeted support for 2 – 16+ who receive Free School Meals and/or Pupil Premium over all school holidays within the financial year 2023/24.	£3,390,000	This is for a total of one week at a value of £15 x 22,600 children.  This is an extension of the previous FSM reach. Vouchers will be supplied which allows the recipient to choose which supermarket they wish to use or on fuel bills.  This will cover May, Summer, October, Christmas and February holidays covering 10 weeks.
Application based to cover all households not covered by below/above, via the Local Crisis and Prevention Fund	£698,000	Advertised assistance to help c4,000 low-income household in crisis with food/fuel /furniture poverty and associated administration/staff costs. (£550k + £148k respectively).  Awards will be made via vouchers will be supplied which allows the recipient to choose which supermarket they wish to use or on fuel bills and/or essential household

		goods.
Application based support to cover those who still needs assistance with Housing Costs (over and above HB/UC) via the Discretionary Housing Payment fund.	£500,000	<p>Advertised assistance to help c1,100 low-income household in additional need with housing costs.</p> <p>This will be paid via the Discretionary Housing Payment (DHP) fund with support being enabled in addition to any government (DWP) grant.</p>
Targeted support to assist those with No Resource to Public Funds (including Syrian/ Afghanistan Refugees and Asylum Seekers households known directly to BCC).	£200,000	<p>This is being administered by direct award using the existing provisions via Housing Options to the Red Cross.</p> <p>This will assist c250 households at approx. £800 on average, where families are on low incomes and unable to access state benefits and are not being assisted by other existing refugee schemes.</p>
Care Leavers and Foster Children payments	£440,000	To assist c100 care leavers and c450 foster children to get vouchers at £800 each, to assist with their food and heating costs. To be administered by Children, Families and Safer Communities Directorate.
Bristol Age UK	£40,000	To provide emergency support to older people who are struggling financially due to the cost-of-living crisis (e.g. high inflation on food, fuel, and housing costs, benefit uprating for 2022 less than half the rate of inflation).
Feeding Bristol	£700,000	<p>Targeted support to assist city wide households in need with food poverty via a variety of solutions.</p> <p>This includes; supporting existing food pantries, increasing food supply (via FareShare), extending food parcels beyond the HAF programme, allowing Community Groups and Organisations and Welcoming Spaces to access funding for the food support, and ensuring funds assist those most vulnerable.</p>
Centre for Sustainable Energy	£625,000	<p>Support at least 740 vulnerable households, who are negatively impacted by rising energy costs, who can't afford to heat their homes over the winter, or who need emergency support to install or repair their heating system.</p> <p>Eligible households will be low-incomes and have a clear need for assistance to pay their energy bills and stay warm over the year.</p>

CTR Pensioner Additional Support	£100,000 (estimated)	A further top of support to pensioner households in receipt of partial CTR by around £25 per household, but in addition to the £75 already provided by the Council Tax Reduction Support Scheme.
Support for disabled households	£300,000	Targeted support to disabled households to assist with food/fuel poverty via grants awarded by WECIL, Bristol Disability Equality Forum and Bristol Reclaiming Independent Living.
Residual	£836,930	Spend to be agreed by October 2023 by the Director Finance in consultation with the Cabinet Member and Deputy Mayor; City Economy Finance and Performance, in order to potentially add to existing agree priorities within the policy, and/or other initiatives, including advice/support services, if it is believed that may not be identified to date.
Administration, procurement communications, and marketing.	£250,000	This is 3% of the total award and to assist with the cost of administration.
<b>Total</b>	<b>£8,079,930</b>	



## Household Support Fund April 2023 - March 2024\_Risk Register

### Negative Risks that offer a threat to Household Support Fund and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	<b>Poor quality data/modelling of households in need</b>	Poor quality data/ issue of data sources	Under estimation or incorrect identification of households in need.	Open		Legal Service Provision Communities Financial Reputational	<b>Graham Clapp</b>	Results are sample tested back against real life data and other data sets within the Benefits Service	➔	1	3	3	NK			0	
2	<b>Incorrect identification of those households in need within statutory equalities groups</b>	Poor quality data/issue of data sources and/or poor matching to known equalities data sources	Households that should benefit from such awards within certain equalities groups, do not.	Open		Legal Service Provision Communities Financial Reputational	<b>Graham Clapp</b>	Full EqIA completed and close working with Equalities Team	➔	1	3	3	NK			0	
3	<b>Award mechanism not in place by required deadlines</b>	Procurement timescales not aligning to those needed within the project/political request for distribution. Poor quality advise	Award mechanism not being in place and households therefore not receiving additional financial assistance. Legal challenge to procurement process.	Open		Legal Financial Reputational	<b>Graham Clapp</b>	Close joint working with colleagues in Procurement Support/weekly update meeting/senior sign off of any decisions made.	➔	1	1	1	NK			0	
4	<b>Award mechanism not fit for purpose</b>	Market research not being conducted fully/testing of product.	Award mechanism not being in place in time. Contact by those affected to resolve issues. Reputational damage.	Open		Service Provision Communities Financial Reputational	<b>Graham Clapp</b>	Product put forward has been fully tested and used in Free School Meals vouchers exercise on numerous occasion and with same supplier.	➔	1	1	1				0	
												0				0	

# Equality Impact Assessment [version 2.9]



Title: Household Support Fund (April 2023 – March 2024)	
<input checked="" type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Finance	Lead Officer name: Denise Murray
Service Area: Benefits Service	Lead Officer role: Service Director – Finance

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

Following the Chancellor’s Autumn Budget Statement, it was announced that there will be a fourth round of the Household Support Fund to cover the period from April 2023 to March 2024, with a further £1 billion (£842m for England) being released to councils, to support those most in need with the cost of food, energy and water bills, phone, broadband and clothing and in exceptional cases, housing costs. This funding is for a whole year as opposed to previous versions which have been for six months only. Funding has been confirmed at £8,079,930.

The eligibility criteria are contained in 3.2 of the policy in appendix A but the main areas/changes are as below.

- Any grant should predominately be used to assist households with the costs of; food, gas/electricity, water, phone/broadband, essential household items (e.g. white goods, beds/beddings, clothing, baby/sanitary products) and housing costs (in exceptional circumstance).
- No percentage spend was to be linked to households with children and/or pensioners.
- For the first time, the fund can be used to provide supplementary advice services to award recipients, including debt and benefit advice, but should not be the primary function.
- Part of the fund must also include an application-based support delivered through the scheme is clearly advertised to residents.

Details regarding how any fund may be implemented are contained within 3.3 of the policy in appendix A as well as proposed/agreed spend under section 4, but for 2023/24 has an increased focus on those households with disabilities.

### 1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input checked="" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>	[please select]
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## Step 2: What information do we have?

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

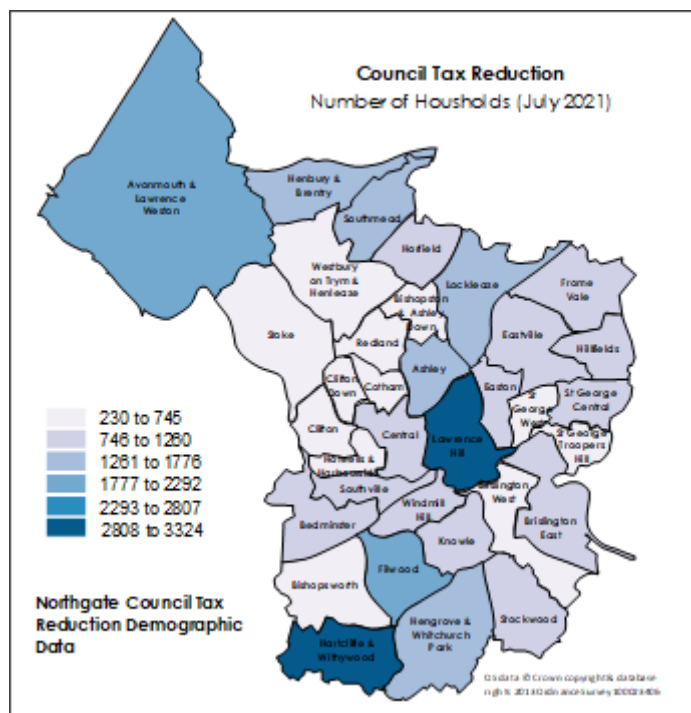
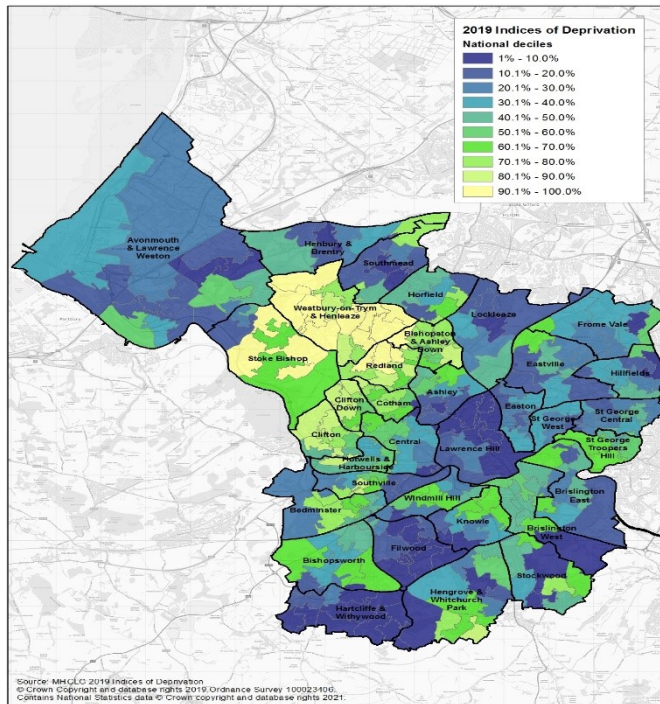
Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Housing Benefit/Council Tax Reduction data (Single Housing Benefit Extract (SHBE)/CTR demographics) [Northgate HB/CTR database]	The maps show that CTR awards are greater in areas of high deprivation e.g. Lawrence Hill, Hartcliffe and Withywood, Avonmouth and Lawrence Weston, Ashley, Filwood, Lockleaze, Southmead and Brislington East.



Quality of Life June 2022 — Open Data Bristol

The Quality of Life in Bristol survey shows there are significant disparities based on peoples characteristics and circumstances in the extent to which they find it difficult to manage financially:

Quality of Life Indicator	% who find it difficult to manage financially
16 to 24 years	12.5
50 years and older	6.7
65 years and older	3.2
Female	8.6
Male	8.5
Disabled	21.6
Asian /Asian British	9.9
Black/Black British	19.8

	Mixed/Multiple Ethnicity	16.3
	White British	7.8
	White Minority Ethnic	8.4
	Lesbian Gay or Bisexual	12.7
	No Religion or Faith	8.0
	Christian Religion	8.3
	Other Religions	18.2
	Carer	10.7
	Full Time Carer	14.0
	Part Time Carer	9.7
	Single Parent	28.6
	Two Parent	9.6
	Parent (all)	12.0
	No Qualifications	10.0
	Non-Degree Qualified	12.9
	Degree Qualified	6.7
	Rented (Council)	20.3
	Rented (HA)	20.6
	Rented (Private)	14.6
	Owner Occupier	4.6
	Most Deprived 10%	18.8
	<b>Bristol Average</b>	<b>8.7</b>
<b>Additional comments:</b>		

**2.2 Do you currently monitor relevant activity by the following protected characteristics?**

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input type="checkbox"/> Sexual Orientation

**2.3 Are there any gaps in the evidence base?**

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

Whilst we have local diversity data for comparison, our existing Housing Benefit (HB) and Council Tax Reduction (CTR) database does not hold data on: religion/belief, sexual orientation, marriage/civil partnership, pregnancy/maternity, gender reassignment or disability (however it does show if a disability related benefit is in payment). This payment provides an indication of who is in receipt of this benefit payment.

Some limited cohort data is held on ethnicity, but this is of poor quality due to the low response rates to equality questions asked on application forms (which we have asked for our supplier to enhance).

We do hold geographical location data for our current claim database, and we have been able to use census and other data to help fill the gaps in data.

We have tried to match with other datasets including the Department for Work and Pensions (DWP) Universal Credit data files extracts, but they only contain information relating to National Insurance numbers, income and number of children.

We also know some Equality groups in the city find it hard to manage and so we will bear this in mind when assessing who the next tranche of funding is allocated to.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

Due to the short timeframes, yet again from central government around funding for the Hardship Support Fund (3) October 2022 to March 2023, a full-scale consultation process has not been possible.

However, there has been previous engagement with a multitude of internal stakeholders, including the BCC's Bristol Community Development Team, Food Strategy Board, Community Exchange, and externally Citizens Advice, Feeding Bristol, Centre for Sustainable Energy and AgeUK to explore best possible solutions around the distribution of this grant. This will continue with the remaining part of this grant for 2022/23. (Note this list is not exhaustive).

Feedback from the previous grant exercises of the same fund, found that distribution of free school meals electronic vouchers via schools/educational establishments worked well, with redemption rates being in the high ninety percent. This is compared to the paper vouchers exercise in Winter 2022 to those households on Council Tax Reduction, where redemption rates were on in the low eighty percent. In addition to lower take up, there was a greater assistance needed to redeem the paper vouchers and therefore administrative burden on the council and third sector. Feedback from both exercises, was that the additional monies quite a difference on food/fuel poverty within these households, but we also need to longer term solutions, where possible within the timeframes, and these have been further developed this time round.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

Engagement will continue with stakeholders as the proposals go through the council's decision making pathway on the remaining fund as well as working closely with its consultation and engagement team.



### Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above, and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

#### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
We have not identified any significant negative impact from the proposal and overall we expect the award of monies through the Hardship Support Grant will have a positive impact on people from protected characteristic groups who find it more difficult to manage financially. We are aware that our allocation process (using HB/CTR data) may mean some groups particularly benefit, whereas other groups may not to the same extent. The main mitigation/justification is that allocation will be based on robust measures and indicators of financial hardship - see below for specific mitigations and comments.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The proposal is to award a high proportion of available funding to those low income households with children. Therefore this is likely to particularly benefit families with dependent children.
Mitigations:	A large proportion of this grant will also focus on households without children including those facing gas, electricity and utility poverty.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Central govt. have removed specific ringfence for older people.
Mitigations:	Some of the grant will be ring fenced to organisations that assist older people, plus some given to more general funds, that award regardless of age. There will also be a residual amount of funding, deliberately not ring fenced at present, so later decisions can be made to target any group that is later found to be under represented.
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Possible over representation when compared to Department for Work and Pensions (DWP) official estimates showing 18% of working age adults are Disabled people, whereas in HB/CTR (when using the definition to be households in receipt of DLA, PIP, or the Support Component of ESA are in payment for either the claimant or the partner) shows 25% which is higher than Bristol's working age indicator of 12.4%.
Mitigations:	This overrepresentation is by design within a benefit system to recognise additional costs/expenditure within this group and the fact that not all Disabled people will be in receipt of a disability benefit, it is likely that this figure is an underestimate. The fund will take account of people who may not be in receipt of PIP however may be claiming other in work related benefits.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There is possible overrepresentation and despite that the fact that the amount of single people of working age without children is roughly equal 50%/50% and reflects Bristol's sex split, women make up over 95% of single parent households in our current HB/CTR caseload which is higher than average for the South West of 84.7%
Mitigations:	None
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Potential impacts:	We do not hold any cohort data on sexual orientation however there is no reason to suppose that this protected characteristic would be differently distributed across the working age HB/CTR caseload compared to the wider population.																										
Mitigations:	None																										
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>																										
Potential impacts:	We do not hold any cohort data on pregnancy and maternity however it would be reasonable to assume that this protected characteristic may be overrepresented in our current working age caseload due to the high number of families with children and particularly of female lone parents (see 'sex').																										
Mitigations:	None																										
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>																										
Potential impacts:	We do not hold any cohort data on gender reassignment however there is no reason to suppose that this protected characteristic would be differently distributed across income bands or across the working age HB/CTR caseload compared to the wider population.																										
Mitigations:	None																										
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>																										
Potential impacts:	<table border="1"> <thead> <tr> <th>Bristol ethnicity groups</th> <th>472462</th> <th>2021 Census</th> </tr> </thead> <tbody> <tr> <td>Asian or Asian British</td> <td>31271</td> <td>6.6%</td> </tr> <tr> <td>Black or Black British</td> <td>27886</td> <td>5.9%</td> </tr> <tr> <td>Mixed or multiple ethnic groups</td> <td>21120</td> <td>4.5%</td> </tr> <tr> <td>White Other</td> <td>44891</td> <td>9.5%</td> </tr> <tr> <td>White British</td> <td>338251</td> <td>71.6%</td> </tr> <tr> <td>Other ethnic background</td> <td>9043</td> <td>1.9%</td> </tr> <tr> <td>Black Asian and minority ethnic</td> <td></td> <td>18.9%</td> </tr> </tbody> </table> <p>The HB/CTR caseload is estimated to contain 25% of from Black, Asian and minoritised ethnic communities a group which is overrepresented within the caseload and at ward level when compared to the population of Bristol as a whole which is around 19%, (especially those central wards and those to the inner east of the city).</p> <p>Data for HB/CTR caseload regarding European nationals is not available and this area is further complicated by the fact that many European nationals will be excluded by HB/CTR regulations for receiving any support.</p>	Bristol ethnicity groups	472462	2021 Census	Asian or Asian British	31271	6.6%	Black or Black British	27886	5.9%	Mixed or multiple ethnic groups	21120	4.5%	White Other	44891	9.5%	White British	338251	71.6%	Other ethnic background	9043	1.9%	Black Asian and minority ethnic		18.9%		
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White British	338251	71.6%																									
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Black Asian and minority ethnic		18.9%																									
Mitigations:	There will be further work to look at targeting assistance to those that have No Recourse to Public Funds (e.g. refugees, asylum seekers, those failing to register under EUSS) from the remaining grant.																										
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>																										
Potential impacts:	<p>The Quality of Life survey shows people from non-Christian faith groups more likely to find they are finding it hard to financially manage. The information that we hold suggests that Muslims living within Central and East parts of the city are overrepresented within the CTR caseload and those declaring a Christian or no religion on the outskirts of the city.</p> <p>Comparison of mapping of the distribution of CTR recipients suggests a correlation between areas with high proportion of Muslim residents (2021 census) and high CTR demand (central areas) but also high demand in some peripheral areas where there are high proportions of Christians or those with no religion.</p>																										
Mitigations:	None																										
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>																										



Potential impacts:	We do not hold any data on marriage and civil partnerships however there is no reason to suppose that this protected characteristic would be differently distributed across income bands or across the working age HB/CTR caseload compared to the wider population.
Mitigations:	None
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	See original map distribution of CTR.
Mitigations:	None
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	We do not hold any data on carers however there is no reason to suppose that this protected characteristic would be differently distributed across income bands or across the working age HB/CTR caseload compared to the wider population.
Mitigations:	None
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	There may be other groups that may not qualify for this initial voucher award in other groups and are hard to identify.
Mitigations:	There will also be a residual amount of funding, deliberately not ring fenced at present, so later decisions can be made to target any group that is later found to be under represented.

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

As per section 3.1. the award of monies through the Hardship Support Grant will only have a positive impact of those protected or relevant characteristics, but by using HB/CTR data there may be some groups that disproportionately benefit, where other groups may not.

## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

#### Summary of significant negative impacts and how they can be mitigated or justified:

There are no significant negative impacts, although it is possible that some equalities groups may not benefit from this fund when compared to others, and other groups benefit more due to higher representation in the Free School Meal cohort. This fund does not take account of equality groups who find it financially hard to manage but whose children are not on Pupil Premium.

#### Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

The Household Support fund will advance equality of opportunity for those protected characteristic groups who are more likely to experience financial hardship, and who also receive Pupil Premium and who are at a disadvantage.

## 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
None		

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


How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Total grant funding although £8m to Bristol City Council, individual awards are not sums that will have a major impact of those households/take them out of benefit entitlement but will assist for a short term with immediate needs to pay food and utility /clothing bills for the period October 2022 to March 2023.

The impact is to help reduce food /fuel poverty over this period, but this will be difficult to measure as the effect will be relatively short term but will measure against contacts to the Citizen Service Point (CSP) for this type of advice and against applications to the council's Local Crisis and Prevention Fund over the same period, plus feedback from third sector organisations and in particular those commissioned to distribute some of this fund.

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> 
Date: 3/3/2023	Date: 10/03/2023

<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

<b>Title of report: Household Support Fund (April 2023 – March 2024)</b>				
<b>Report author: Matt Kendall</b>				
<b>Anticipated date of key decision</b>				
<b>Summary of proposals:</b>				
<p>Following the Chancellor’s Autumn Budget Statement, it was announced that there will be a fourth round of the Household Support Fund to cover the period from April 2023 to March 2024, with a further £1 billion (£842m for England) being released to councils, to support those most in need with the cost of food, energy and water bills, phone, broadband and clothing and in exceptional cases, housing costs. This funding is for a whole year as opposed to previous versions which have been for six months only. Funding has been confirmed at £8,079,930.</p> <p>The eligibility criteria are contained in 3.2 of the policy in appendix A but the main areas/changes are as below.</p> <ul style="list-style-type: none"> <li>• Any grant should predominately be used to assist households with the costs of; food, gas/electricity, water, phone/broadband, essential household items (e.g. white goods, beds/beddings, clothing, baby/sanitary products) and housing costs (in exceptional circumstance).</li> <li>• No percentage spend was to be linked to households with children and/or pensioners.</li> <li>• For the first time, the fund can be used to provide supplementary advice services to award recipients, including debt and benefit advice, but should not be the primary function.</li> <li>• Part of the fund must also include an application-based support delivered through the scheme is clearly advertised to residents.</li> </ul> <p>Details regarding how any fund may be implemented are contained within 3.3 of the policy in appendix A as well as proposed/agreed spend under section 4, but for 2023/24 has an increased focus on those households with disabilities.</p>				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No			
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			

<b>Consulted with:</b> N/A	
<b>Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report</b>	
None expected	
Checklist completed by:	
Name:	Matt Kendall
Dept.:	Benefits Service
Extension:	0117 352 6514
Date:	26/02/2023
Verified by Environmental Performance Team	There are no environmental impacts linked to this proposal, a full Eco IA is not required. Nicola Hares – Environmental Project Manager – 28/02/2023

# Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 May 2023

<b>TITLE</b>	<b>BCC (Bristol City Council) datacentre backup and recovery competitive tender</b>		
<b>Ward(s)</b>	N/A		
<b>Author:</b> David Jones	<b>Job title:</b> Infrastructure Manager		
<b>Cabinet lead:</b> Councillor Craig Cheney, Deputy Mayor with responsibility for Finance Governance & Performance	<b>Executive Director lead:</b> Stephen Peacock Chief Executive and Head of Paid Service.		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> This report seeks permission to procure and award a 3+1+1-year contract for IT Disaster Recovery & Back Up Services and Service Management and Protection, which help protect the council’s data in case of failure(s) in its data centres Commencing on the 7 <sup>th</sup> of March 2024.			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. Bristol City Council IT infrastructure was originally deployed in Council owned data centres in the city, services provided on behalf of BCC and ensures support and security with data backed up off site to a secure external location.</li>   <li>2. In recent years the council has moved much of its IT estate to the cloud, reducing its reliance on its own physical IT infrastructure such as on-premise data centres. However, there is still some need for physical data centres at present, particularly where legacy systems and data stored on them as less suited to a cloud environment and/or need complex and costly work to transition them to the cloud. With some vital systems and much critical data still stored locally, it is vital that the council has robust disaster recovery, back-up and other protective services, which help safeguard our data in case of any failures in local data centres or other incidents (including cyber-attack) which could compromise our data and/or services.</li>   <li>3. The council currently has an interim contract with a provider of these services in place for one year until March 2024, allowing time for a competitive tender to be run and a longer-term contract to be awarded. This extended arrangements with the council’s incumbent supplier, and was awarded via Crown Commercial Services framework RM6100, Technology Services 3 following an Officer Executive Decision. This allowed for continuation of service during 2023/24.</li>   <li>4. The new contract in planned to cover the on-premise equipment, and the scope of the new contract will progressively be reduced as more services are migrated to the cloud in accordance with the council’s Digital Strategy 2022-27. The ability to scale and reduce the contracted services during the term of the contract will form part of the specification, providing as much flexibility as possible to reduce cost during the contract’s lifetime. The budget envelope cited in this report can therefore be considered as a ceiling, not a target for expenditure.</li>   <li>5. Whilst seeking a new contract which is more suited to the council’s future technological state, work will</li> </ol>			

continue to minimise the number of systems that are on-premise and to reduce the size of the council’s back-ups via the Digital Transformation Programme. This work will also include further investigation of alternatives such as Azure back-ups and rebuilding in the cloud. However, some of the council’s older software and systems cannot be deployed in a public cloud and so this will take some effort, requiring careful consideration of cost versus benefit.

6. The proposed timeline for the competitively tendered contract is:
  - Competitive procurement launched in June 2023
  - Preferred Supplier selected by October 2023
  - New contract signed by early February 2024
7. The council’s Corporate Risk Register identifies ICT Resilience as a High risk with a Critical impact should an incident occur. This is the highest level of impact within the Risk Management Framework, and the services in scope of this contract are one of the council’s primary risk mitigations.

**Cabinet Member / Officer Recommendations:**

1. Approve the re-procurement of Backup and Disaster Recovery Services and Service Management and Protection for a period of 3+1+1-years (up to a total value of £1.4m including optional contract extensions).
2. Authorise the Director: Policy, Strategy and Digital, in consultation with the Deputy Mayor with responsibility for Finance Governance & Performance to take all steps required to procure and award the contract(s).
3. Authorise the Head of Procurement & Contract Management to approve appropriate procurement routes to market where these are not yet fully defined in this report, or if changes to procurement routes are subsequently required.

**Corporate Strategy alignment:**

This proposal aligns with the council’s Corporate Strategy ‘Resilience’ principle, and the ability to protect and recover the council’s systems and data indirectly supports delivery of many of its Corporate Strategy priorities.

**City Benefits:**

There are no direct additional benefits to the city and there are no identified equalities impacts. However, without the use of disaster recovery, back up services and service management and protection, the council would be at risk of potential permanent loss of some IT services and/or data which would have immediate negative impacts.

**Consultation Details:**

Not applicable.

**Background Documents:**

This proposal is in accordance with the Council’s published Digital Strategy 2022-27: [Bristol City Council Digital Strategy 2022 – 2027](#).

<b>Revenue Cost</b>	Up to £280,000 p/a, totalling up to £1.4m over five years including 2x one-year optional extensions	<b>Source of Revenue Funding</b>	General Fund - Digital Transformation core service budget (Cost Centre 11302)
<b>Capital Cost</b>	/	<b>Source of Capital Funding</b>	/
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** Report seeks approval to procure at £280,000 per annum, Disaster recovery and Backup services and service management for the Council’s data centres. The recommendation is for an initial 3yr contract with option to extend for one to two years (up to £1.4m in total). The current supplier’s contract has been extended for a year to

24 March 2023 to give the Council time to run a competitive tender and have new contract in place and running at least a month before the end of the current service to ensure continuity.

Current estimated cost is £280,000 and this is covered by the existing Budget for this Service. The cost is expected to reduce in future as the council utilises cloud storage for its applications reducing the dependence on data centres.

**Finance Business Partner:** Olubunmi Kupoluyi, Finance Business Partner, 11/04/2023

**2. Legal Advice:** The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

**Legal Team Leader:** Husinara Jones, Team Manager/Solicitor, 11 April 2023

**3. Implications on IT:** This being an IT activity it is fully supported in order to ensure that BCC data held on physical devices is appropriately secured by means of remote backup and recovery to enable us to ensure we can provide colleagues with access to the necessary systems and data to support our citizens should a significant incident impact our equipment at either City Hall or John Couzens House.

**IT Team Leader:** Gavin Arbuckle, Head Of IT Operations 11 April 2023

**4. HR Advice:** If these services move from the current provider to a new supplier then this is likely to represent a service provision change within the meaning of the Transfer of Undertakings (Protection of Employment) Regulations. The Council will want to oversee that the provisions of the Regulations are adhered to, though the responsibility rests with the two employers involved

**HR Partner:** James Brereton (Head of Human Resources), 11 April 2023

<b>EDM Sign-off</b>	Denise Murray (Chair)	08/03/2023
<b>Cabinet Member sign-off</b>	Councillor Craig Cheney - Deputy Mayor with responsibility for Finance Governance & Performance	13/03/2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	03/04/2023

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





# BCC datacentre backup and recovery competitive tender Risk Register

## Negative Risks that offer a threat to BCC datacentre backup and recovery competitive tender and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
	limited backup capacity available	Systems can fail for various reasons for example: hardware failures software issues problems during upgrade / modification cyber related security issues.	Loss of critical IT services, Critical functions of BCC that rely on the IT infrastructure loss of revenue reputation impact potentially welfare / social impacts.	Open		Service Provision	Tim Borrett	Please note that ICT can only manage systems under their control. BCC can ensure that the service which is provided by a third party supplier that meets the council needs through testing and contractually. We will never be able to mitigate against all potential issues due to costs / resources / equipment life etc but we can ensure that the majority of situations are covered. All services should have their own business continuity plans to mitigate these risks.	Neutral	2	7	14	£5,000,000	2	7	14	Apr-23
												0				0	
												0				0	
												0				0	
												0				0	

## Eco Impact Checklist

Title of report: ICT Backup and disaster recovery impact				
Report author: David Jones				
Anticipated date of key decision				
Summary of proposals: to perform a competitive tender to ensure continuity of IT services				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ive	Backing up data requires computing services that will require power	<p>We will assess service providers to ensure that they store data in a modern and efficient platform to minimise power usage. We will also include scoring criteria to give preference to providers that can demonstrate data centres serving the contract are powered by genuinely renewable energy sources (detail should specify <u>bundled</u> REGO backed generation).</p> <p>Scoring criteria will also request that service providers have high quality carbon offsetting policies (using projects or schemes that are independently verified) in place for any residual emissions.</p>
Bristol's resilience to the effects of climate change?	No	N/A		
Consumption of non-renewable resources?	No	N/A		
Production, recycling or disposal of waste	No	N/A	Although outside of the contract details, the project proposal will also see the retirement of council owned IT infrastructure.	Any waste generated through the retirement of IT infrastructure will be disposed of via recycling providers that offer transparent chain of custody for waste electrical and electronic

				(WEEE) items, ensuring that value is recovered and pollution is avoided.
The appearance of the city?	No	N/A		
Pollution to land, water, or air?	No	N/A	Although outside of the contract details, the project proposal will also see the retirement of council owned IT infrastructure.	Any waste generated through the retirement of IT infrastructure will be disposed of via recycling providers that offer transparent chain of custody for waste electrical and electronic (WEEE) items, ensuring that value is recovered and pollution is avoided.
Wildlife and habitats?	No	N/A		
<b>Consulted with: Gavin Arbuckle, Darren Tune</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
<p>The significant impacts of this proposal are the potential GHG emissions from use of power for systems to backup data, and the creation of waste arising from retirement of BCC IT infrastructure.</p> <p>The proposals include the following measure to mitigate the impacts,</p> <ul style="list-style-type: none"> <li>• Scoring criteria to include provision of genuinely renewable energy supply for external data centres.</li> <li>• Use of appropriate waste providers that can demonstrate chain of custody for WEEE.</li> </ul> <p>The net effects of the proposals are an improvement on the current power usage but we will have to see what suppliers can offer.</p>				
<b>Checklist completed by:</b>				
Name:			David Jones	
Dept.:			Resources - Service Delivery - IT	
Extension:				
Date:			17/04/2023	
Verified by Environmental Performance Team			Daniel Shelton 17/04/2023	

# Equality Impact Assessment [version 2.10]



Title: <b>Disaster Recovery &amp; Back Up Services competitive tender</b>	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Service Operations	Lead Officer name: <b>David Jones</b>
Service Area: ICT	Lead Officer role: <b>Infrastructure Manager</b>

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

There is a requirement to award a contract for our Disaster Recovery & Back Up Services and Service Management and Protection to protect the council data centres when the current contract expires on 6<sup>th</sup> March 2024. We plan to run a compliant tender process for a replacement contract to take effect from March 2024, with powers delegated to officers to award the contracts. Requirements for the new contract will be built to allow the launch the tender in June 2023

### 1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input type="checkbox"/> Service users	<input type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	[please select]
------------------------------	--	-----------------

This provision is for the support of IT systems and these systems would have been assessed separately when they were originally deployed or planned.

The provision for the backup of these systems does not change or enhance the systems it just ensures that they could be maintained / recovered if required.

Disaster recovery is about the ability to rebuild critical system if required and again does not change the normal operation of systems, it does not therefore have any eqia impact.

As part of the quality scoring assessment for joining procurement process providers will be required to demonstrate a good understanding of Equality Act 2010 requirements and the public sector equality duty; including that equality of opportunity is central to internal processes / workforce; and services will be regularly tailored and reviewed to meet the diverse needs of Bristol citizens.

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <b><i>Reviewed by Equality and Inclusion Team</i></b>	<b>Director Sign-Off:</b> Tim Borrett, Director: Policy, Strategy and Digital
Date: 3/4/23	Date: 03 April 2023

---

<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

# Decision Pathway – Report

**PURPOSE:** For noting

**MEETING:** Cabinet

**DATE:** 02 May 2023

<b>TITLE</b>	2023/24 Corporate Business Plan and Performance Framework		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Tim Borrett	<b>Job title:</b> Director, Policy, Strategy and Digital		
<b>Cabinet lead:</b> Cllr Craig Cheney, Deputy Mayor with responsibility for Finance Governance & Performance	<b>Executive Director lead:</b> Stephen Peacock, Chief Executive and Head of Paid Service		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Officer			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. For Cabinet to note the Corporate Business Plan and associated Performance Framework. The Plan sets out how the Council will make progress on its key commitments as set out in the Corporate Strategy (2022-2027) in the next financial year; and the Performance Framework sets out the Key Performance Indicators (KPI) and demonstrates the impact on citizens.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The Corporate Business Plan 2023/24 and Performance Framework sets out how the Council will make progress on the themes set out in the <a href="#">Corporate Strategy 2022-2027</a>. Together, the Business Plan and Performance Framework help to link the Council’s high-level Corporate Strategy and the specific activity of its services. This golden thread continues through to individual objective setting for all members of staff, which should focus on fulfilling these plans. Both products also provide an important role in enabling the administration and senior leaders to prioritise resources throughout the financial year.</li> <li>2. Priority Actions are drawn from the detailed contents of Service Plans 2023/24 and Director Summaries, that highlight the priorities within their services. The identified Actions have also been informed by the council’s Savings Proposals and Budget 2023/24, our Change and Transformation Pipeline, our Capital Programme Delivery, the Mayor’s Forward Plan, the UN Sustainable Development Goals and the One City Plan. Director Summaries were approved by Executive Directors and Cabinet Members, whilst Service Plans also incorporated Equality Action Plans. The final Business Plan includes specific actions informed by these Equality Action Plans.</li> <li>3. Taking into account changes in the Council's operating model and major financial pressures, the development and engagement on this year’s Corporate Business Plan 2023/24 and Performance Framework has also been used to carry out an internal assessment of the Council's strategic intentions as set out in the current Corporate Strategy and will inform its ongoing review.</li> </ol>			
<b>Officer Recommendations:</b>			
<ul style="list-style-type: none"> <li>• For Cabinet to note and support the final Business Plan and Performance Framework 2023/24.</li> </ul>			
<b>Corporate Strategy alignment:</b> Actions from the Business Plan are each aligned to one of the key strategic themes within the current Corporate Strategy and the Performance Framework maps out key performance indicators for each action.			

**City Benefits:**

- The Business Plan sets out the activities carried out by the Council to bring benefits across the city and helps ensure its resources are focused on delivering the ambitions outlined in its current Corporate Strategy.
- All seven key themes – and relating actions – within the Business Plan have a focus on improving services, infrastructure and communities for citizens across the city.
- Understanding whether the Council is delivering outcomes for the citizens and city ensures transparency, drives better value for citizens and helps focus organisational effort where it is required.

**Consultation Details:** The Corporate Business Plan has been reviewed by Cabinet, the Mayor’s Office, Executive Directors and all Directors. All council service areas were required to submit Service Plans for 2023/24 which have been approved by Executive Directors - the Plan is formulated from these Service Plans and Director Summaries. It has also been informed by the services’ Equality Action Plans.

A Scrutiny members’ workshop took place on 16 March 2023 and Cllrs suggested various text and presentational updates based on discussions around specific Actions. As a result of the input, a number of changes were made to the draft Business Plan. OSMB took place on 18 April 2023 where the Corporate Business Plan and Performance Framework was for noting only.

Externally, the Corporate Strategy 2022-2027 was publicly consulted during its development. In addition, every year the Council publicly consults on its Budget. For the 2023-24, this consultation took place between 11<sup>th</sup> November to 23<sup>rd</sup> December 2022. The Budget was considered and agreed with amendments at Full Council on 21<sup>st</sup> February 2023. This provides a financial envelope underpinning this Business Plan.

**Background Documents:**

[Corporate Strategy 2022-27](#)

Appendix A1 - Corporate Business Plan 2023-24

Appendix A2 - Performance Framework

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

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** This report sets out an update to BCC’s corporate strategy, themes, actions and performance metrics. No financial implications are expected to arise directly from approval of the strategy itself. Costs to deliver it are either already included in business as usual (BAU) service budget baselines or will be subject to separate robust business case development and approval via the decision pathway”

**Finance Business Partner:** Olubunmi Kupoluyi, Finance Business Partner, 28/03/2023

**2. Legal Advice:** Legal advice should be sought on new and ongoing proposals as appropriate. Wherever procurement/commissioning activities are involved in delivering any element of the plan these must comply with relevant regulations and the council's own procurement rules. Individual Equality Impact Assessments for specific proposals should be undertaken and due regard given to the Public Sector Equality duty. Some proposals may require consultation and the outcome of any consultation should be taken into account by decision makers.

**Legal Team Leader:** Husinara Jones, Team Manager/Solicitor, 14 March 2023

**3. Implications on IT:** Digital Transformation have continued to improve engagement across the Council over the last financial year, and the initiatives within the Business Plan are recognised and fully supported. All appropriate activities will be assured/governed from an IT, Digital and Citizen Services perspective as previously and additionally via the Digital Transformation Board.

**IT Team Leader:** Gavin Arbuckle, Head of IT Transformation, 24 March 2023

**4. HR Advice:** Any HR implications of actions arising from the Business Plan will be considered as part of the plans developed by each service.

**HR Partner:** James Brereton (Head of Human Resources), 24 March 2023

<b>EDM Sign-off</b>	EDM – Stephen Peacock (Resources; Growth and Regeneration) Hugh Evans (Adults and Communities); Abi Gbago (Children and Education)	08/03/2023
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney, Deputy Mayor with responsibility for Finance Governance & Performance	20/03/2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	03/04/2023

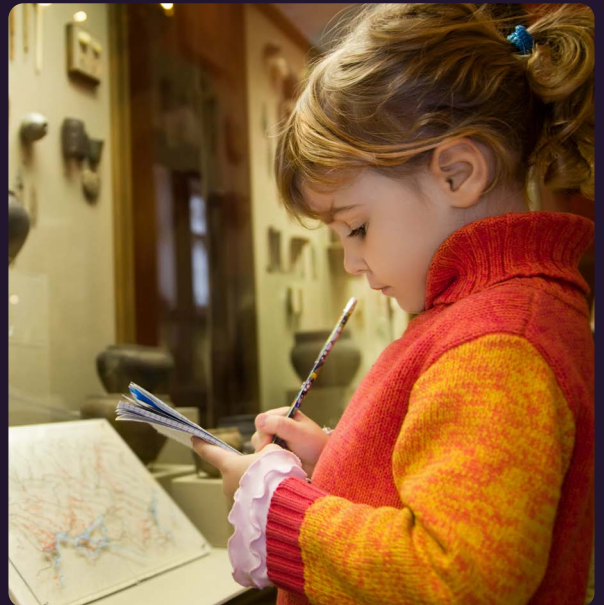
<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>YES</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix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





# Business Plan

## 2023–2024

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# Introduction

**Welcome to Bristol City Council’s Business Plan for the financial year April 2023 – March 2024. This plan sets out the priority actions for the year ahead to deliver the vision and priorities set out in the seven strategic themes of our Corporate Strategy 2022–2027**

They are:

- **1. Children and young people**
- **2. Economy and skills**
- **3. Environment and sustainability**
- **4. Health, care, and wellbeing**
- **5. Homes and communities**
- **6. Transport and connectivity**
- **7. Effective development organisation**

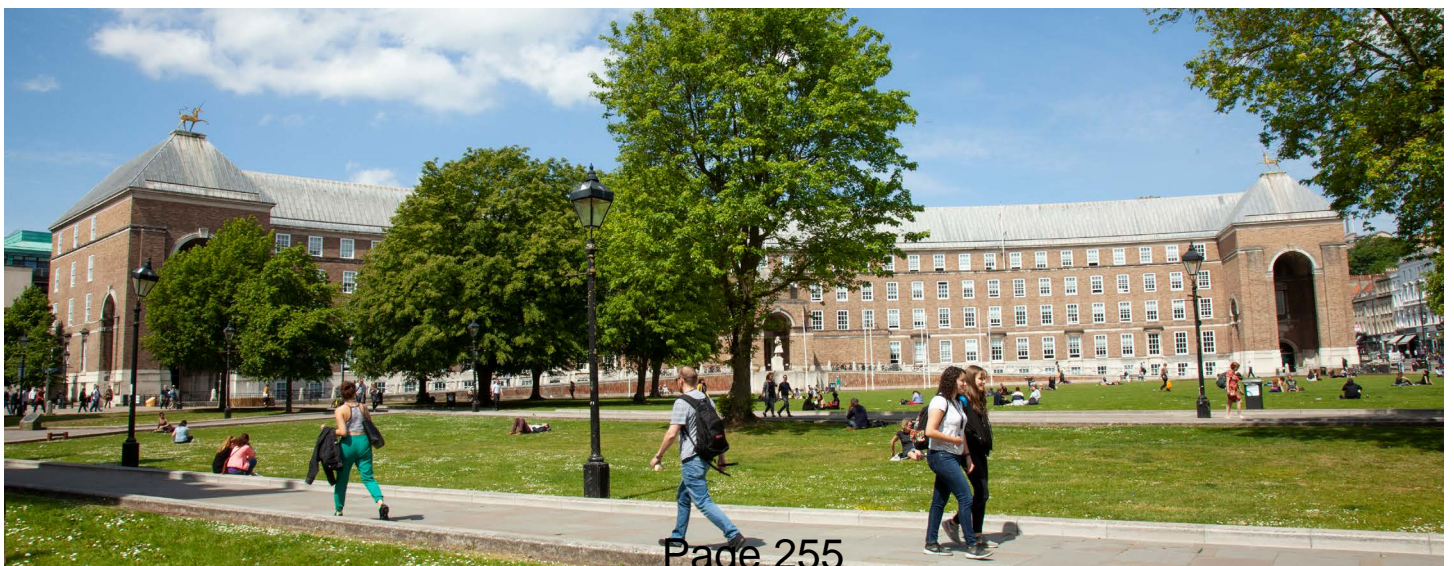
This Plan sets out our main planned activities for April 2023 – March 2024 to achieve the vision and priorities we have set ourselves and our city:

“ We play a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success. ”

The approach the council is taking is to play more of an enabling role in the city and working with partners to build a better Bristol that includes everyone in the city’s success. As part of this approach, our priority is to set a balanced and legal budget each year, as we continue to deliver much needed services and take the action needed to tackle the issues facing the city.

We are here to empower citizens and work with communities to help identify solutions together, enhance our joint work and reduce demand for traditional council services. We will continue to steward the city by working in partnership with local, regional, and national organisations to support the health, economic, social, and environmental wellbeing of Bristol. The One City approach underpins this work and promotes collaboration amongst partners to tackle the largest problems we face as a city and embed a model of city leadership.

However, as set out in our budget consultation, the council is experiencing a cost of operating crisis. This will affect our ability to carry out all the activities we want to and may affect our ability to provide the services we want in the years to come. The process of making our organisation smaller, do less and focus in on its priorities, while improving efficiency, is reflected in this year’s annual Business Plan



# 2022/23 a Year in review

- **Against the backdrop of high inflation, the lingering impact of the pandemic and a cost of living crisis, the council was able to deliver a balanced budget in February, following a meeting of Full Council.** This was achieved despite a financial challenge requiring £16 million of savings and extra income to be found to meet our legal duties.



- Our **City Leap** partner – a world-first partnership with Ameresco Limited, and Vattenfall Heat UK – was agreed and will deliver half a billion pounds of clean energy investment, saving around 140,000 tonnes of carbon across the city and creating a thousand jobs in the first five years.

**BRISTOL**  
city leap

- **Bristol was also awarded £1.3 million following a successful bid with the NetZeroCities Pilot Cities Programme from the European Union Cities Mission.** The only UK city to be awarded funding, the grant will be used to further accelerate climate action and rapidly decarbonise the city.

- **In June, we secured a £95 million government investment in the regeneration of Temple Quarter to unlock 10,000 homes, 22,000 jobs and transformation of Temple Meads Station.** Three new entrances will help double capacity to 22 million passengers per year and restore Brunel's station façade. An additional £14.2 million was also secured for the transformation of Filwood Broadway following a successful bid to the national Levelling Up Fund.



- **The council broke ground at Hengrove Park development site that will have 1,435 new homes, 50per cent affordable and made progress on other major housing commitments, including the Boklok scheme on Airport Road and 250 new homes on Bonnington Walk.** The council also continued to support the delivery of the YTL Arena.





- **Work to build a mass transit system that will transform the way we move around the city region continued this year.** The economic and geological assessment work was completed and we are now working with regional partners to commit a further £15 million to take this work to the next stage.
- **As a response to fire safety concerns, in Autumn, we accelerated work to remove cladding from two-thirds of the council’s high-rise tower blocks.** While the works are carried out, fire safety patrols by fully trained fire wardens, sometimes known as a waking watch, are in place around the clock to help keep the buildings safe.



- **Work on the Living Rent Commission gathered pace with a series of meetings and is due to report in Spring 2023.** The commission, made up of representatives from across the housing sector including renters, is exploring the issues facing people who rent, and options to tackle the rent crisis in the city.



- **Responding to the cost of living crisis, a network of Welcoming Spaces in communities across Bristol were set up to offer immediate support.** These are community venues people can use as meeting places, access Wi-Fi, be warm and, if needed, access support and advice on anything from finance to emotional wellbeing, mental health, employment and skills.
- **To reduce air pollution in the city, the Clean Air Zone was launched in November,** with £42m financial support made available for residents, organisations and businesses. No vehicles are banned from entering the zone but older and more polluting vehicles are now being charged.



- **We continued to work with the City Office to deliver the goals of the One City Plan.** There are currently over 20 task and finish groups working on issues including raising the presence of underrepresented groups in teaching, green skills, and fleet decarbonisation. The first in-person City Gathering since 2019 took place this March, with over 300 city partners coming together to discuss the challenges and opportunities for the city.



# Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a framework for the key global challenges of economic, environmental, and social sustainability, which every country in the world agreed to deliver by 2030.

They are a set of 17 interconnected goals underpinned by 169 targets. Bristol is committed to delivering the SDGs locally and is the only UK

city to have conducted a Voluntary Local Review to map Bristol's progress against the goals.

Within this Business Plan, we have highlighted which actions will be contributing to achieving the SDGs. This mapping was undertaken at the target level with the specific SDG(s) identified. For more information about the specific targets under each goal, please visit the [UN website](#).



**SDG 1 – No poverty:** End poverty in all its forms, everywhere.



**SD2 – Zero hunger:** End hunger, achieve food security and improved nutrition and promote sustainable procurement.



**SD3 – Good health and wellbeing:** Ensure healthy lives and promote wellbeing for all, at all ages.



**SDG 4 – Quality education:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



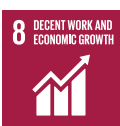
**SDG 5 – Gender equality:** Achieve gender equality and empower all women and girls.



**SDG 6 – Clean water and sanitation:** Ensure availability and sustainable management of water and sanitation for all.



**SDG 7 – Affordable and clean energy:** Ensure access to affordable, reliable, sustainable and modern energy for all.



**SDG 8 – Decent work and economic growth:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



**SDG 9 – Industry, innovation and infrastructure:** Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.



**SDG 10 – Reduced inequalities:** Reduce inequality within and among countries.



**SDG 11 – Sustainable cities and communities:** Make cities and human settlements inclusive, safe, resilient and sustainable.



**SDG 12 – Responsible consumption:** Ensure sustainable consumption and production patterns.



**SDG 13 – Climate action:** Take urgent action to combat climate change and its impacts.



**SDG 14 – Life below water:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



**SDG 15 – Life on land:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



**SDG 16 – Peace, justice and strong institutions:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



**SDG 17 – Partnership for the goals:** Strengthen the means of implementation and revitalise the global partnership for sustainable development.

# More about this Business Plan

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**Each theme in the Corporate Strategy has specific priority areas and each priority has actions allocated to it. The aim of our Business Plan is to show what actions we will deliver in 2023/24. In this plan we set out:**

- Which part of the council and Cabinet Member is responsible for each action

- SDGs linked to the action; and which One City Board the action is relevant to
- How we are monitoring progress and making a difference
- A glossary of useful terms – these are indicated with an asterisk (\*) throughout the document

## Our Approach

---

**Strategic actions and priority measures of our success underpin this plan. Some actions may relate to more than one commitment but are listed next to the most relevant one.**

To ensure there is ownership of the priority actions set out in the Business Plan and how these actions interlink, each Corporate Strategy theme (e.g. Children and Young People) has a nominated owner allocated from within the council's senior leadership team. This will ensure cross cutting issues are effectively governed across multiple service areas.

The ongoing impact of the pandemic and national cost of living crisis, and their long-term effects, have become an integral part of how all our services operate and how the organisation plans for the foreseeable future. This plan covers a significant amount of work carried out by council colleagues but a range of partners will also contribute to its success.

## Our Obligations

---

**Part of the council's role is to meet statutory and regulatory obligations and other requirements set through national legislation or policy.** Examples include highways maintenance, waste collection or providing sufficient school places. To keep this plan brief, the actions only refer to these where they are relevant to a key commitment. We will always comply with our legally required obligations.

# Measures of success: a performance framework

---

**The council has carried out a review of how corporate performance is measured, reported and managed. Through this review we remain committed to increasing the use of technology, data and new digital tools to improve how we monitor and manage performance.**

The performance framework, which will be published alongside the Business Plan, monitors progress through a blend of actions and performance metrics that will report quarterly and annually and will look at a range of performance measures as well as progress updates.

Performance metrics will be in two key categories: City Outcomes and Business Plan priority metrics. In addition, Business Plan actions will now also be reported against each quarter as follows:

- **City Outcomes** – These are annual indicators centred on the Corporate Strategy themes. They are primarily outcome focused measures that are longer term in nature and slower moving, reporting annually (often in arrears) and look to assess the overall ‘health of the city’. These measures comprise a collective responsibility encompassing one or more key partners and cannot be delivered solely by Bristol City Council.
- **Business Plan priority metrics** – These will mainly be quarterly measures, centred on the Corporate Strategy priorities, with direct data available to measure progress throughout the year. These are metrics the council has more direct responsibility over, and so will be used to measure council performance.
- **Business Plan priority actions** – Progress updates for each of the priority actions will be reported on quarterly. This will provide consistent reporting on all priorities, including those without specific quantitative metrics, and will give a more rounded view of the council’s performance.

Targets for 2023/24 will be published in July 2023, once we have seen and considered the final results of our performance in 2022/23. These measures and targets will be published on the Performance page on our website, along with quarterly performance reports.



# Theme 1: Children and young people

A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.

**As set out in our Corporate Strategy, our ambitions for the city’s children include having a healthy and happy life, being safe, having access to an education that develops their potential, having the opportunity to influence decisions in the city, and growing up with a sense of belonging and pride. Children are the future of the city, and we have to help them thrive and become actively engaged citizens who will take on the city’s future vision and direction.**

Not all children have equal experiences of living in and growing up in Bristol. Inequalities have also been amplified by the pandemic and current national cost of living crisis. If we are to mitigate the adverse impact of this across our communities and build back better within a generation, we must put children and young people at the heart of our recovery and invest in them and their families.

Councils such as Bristol spend millions each year providing services, with statutory care for vulnerable adults and children dominating spending. Our children’s social care pressures remain high and this year we will seek to improve

our commissioning arrangements to deliver improved outcomes and value for money. We are working to maximise sources of funding so youth services can continue in the city and are also reviewing Early Help funding to support our development of a Family Hub approach. Work continues to support foster care recruitment and retention across the city and we will also increase our available capacity of council-run children’s homes. This will help us to try and reduce the number of children who are placed in expensive placements outside of the city, improving outcomes whilst reducing our overall costs.

There also remains significant challenges in relation to the Dedicated Schools Grant (DSG), a deficit driven predominantly from pressures within our High Needs Block. This is money to pay for services to help children and young people who have special education needs and disabilities (SEND) as well as those with the highest level of needs. To address these challenges, work, collaboration and engagement will continue on our transformation programmes alongside activity focused on the continuing improvement in SEND provision.



CYP1

## Child friendly city

**Our Corporate Strategy vision:** Children and young people are supported by the city, their community, and the council to have the best possible start in life. They can reach their full potential and are kept safe from and supported to overcome violence, abuse, and other adverse childhood experiences, whatever the circumstances of their birth.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience

### Actions for CYP1 – Child Friendly City:

**Action:**

Establish the new trauma informed programme of support for children with very complex needs. We will do this by working with partners including with the Integrated Care Board\* and Keeping Bristol Safe Partnership\* to identify early the need for support and resource.

**Lead area:** Children Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 3, 16, 17

**Relevant to:** Children and Young People Board

**Action:**

Increase the available capacity of council-run children’s homes so that children will be able to live in Bristol and access their local school and services, maintaining relationships with their family and friends.

**Lead area:** Children Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 3, 4, 10, 11

**Relevant to:** Children and Young People Board

**Action:**

Support fostering services to recruit and retain foster carers at a sustainable level, offering vulnerable children an opportunity to experience a stable family life. This includes providing specialist fostering support for those children with complex needs.

**Lead area:** Children Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 3, 8, 10, 11

**Relevant to:** Children and Young People Board

**Performance metrics for this priority:**

- **KPI 1:** Percentage of audited children’s social work records rated good or better\*
- **KPI 2:** Reduce incidents of serious violence involving children and young people

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

**CYP2**

**Supported to thrive**

**Our Corporate Strategy vision:** Children, young people, parents, and carers have access to and benefit from lifelong services – such as Family Hubs, parenting and community learning courses and Youth Zones – that support them to thrive.



**Building blocks:** Development and Delivery | Equality and Inclusion | Resilience

**Actions for CYP2 – Supported to thrive:**

**Action:**

Develop a cohesive vision for bringing together early help services including Family Hubs\* and children centres. This will include our youth services and increasing the amount of physical and online support we are able to provide. .

**Lead area:** Children Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 1, 3, 4, 10, 16

**Relevant to:** Children and Young People Board

**Action:**

Develop a joined-up approach between Children’s Services and Adult Social Care to develop the pathway for children with care and support needs, as they transition to adulthood, and employment where appropriate.

**Lead area:** Children Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 3, 4, 8, 10

**Relevant to:** Children and Young People Board

**Action:**

Review services to provide greater support to families in crisis. Implement a new ‘Safe Families’\* host families programme and progress funding for a respite service for those young people whose home or placement has broken down.

**Lead area:** Children Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 1, 2, 3, 4, 10, 11

**Relevant to:** Children and Young People Board

**Performance metrics for this priority**

- **KPI 1:** Increase percentage of Family Outcomes achieved through the Supporting Families programme
- **KPI 2:** Increase the take-up of free early educational entitlement for three and four year olds

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.





CYP3

## Equity in education

**Our Corporate Strategy vision:** Help improve educational outcomes, value diversity, and reduce educational inequality at all stages of education. Work with education providers to become an inclusive, zero-exclusion city, making sure high quality specialist provision is effectively targeted. Ensure that the system can meet the needs of COVID-19 recovery and provides children and young people with the academic, social, and emotional development they need.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience

### Actions for CYP3 – Equity in education:

#### Action:

Implement the SEND Partnership Plan and Accelerated Action Plan in response to the Local Area Inspection\*, developing an inclusive practice and partnership with parents and schools in the city. Work includes establishing parent carer forums, and the Delivering Better Value\* programme that aims at increasing parental confidence in mainstream schools.

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 4, 10, 16, 17

**Relevant to:** Children and Young People Board

#### Action:

Deliver an improvement plan based on feedback received from Ofsted after an inspection into Children's Services in January 2023.

**Lead area:** Children Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 4, 10, 16, 17

**Relevant to:** Children and Young People Board

**Action:**

Review the process for referring students before crisis point, so schools have the necessary support when working to prevent permanent exclusions; particularly for marginalised and Black Caribbean groups. This will include working with the Bristol Inclusion and Fair Access Panel\* and the sector to develop a new Inclusion Hub\* to ensure a tiered approach to early intervention and use of Alternative Learning Provision\*.

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 4, 10, 16, 17

**Relevant to:** Children and Young People Board

**Performance metrics for this priority:**

- **KPI 1:** Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)
- **KPI 2:** Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases) for Bristol City Council Maintained schools
- **KPI 3:** Key Stage 4: Improve the Average Attainment 8 score for Children in Care pupils
- **KPI 4:** Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases\*
- **KPI 5:** Reduce the rate of suspensions for Black Caribbean, Mixed white and black Caribbeans, and Gypsy, Roma, Traveller ethnicities in Primary schools
- **KPI 6:** Reduce the rate of suspensions for Black Caribbean, Mixed white and black Caribbeans, and Gypsy, Roma, Traveller ethnicities in secondary schools
- **KPI 7:** Increase the number of children in care who have a full time suitable educational provision



CYP4

## Intergenerational equality

**Our Corporate Strategy vision:** Lead city-wide approaches to tackling the root causes of structural inequality, breaking cycles of disadvantage, poverty, and trauma across generations to improve health and life opportunities.



**Building blocks:** Development and Delivery Equality and Inclusion

### Actions for CYP4 – Intergenerational equality

#### Action:

Implement an action plan to improve inclusion in education, training, and employment for children at risk or in contact with the youth justice system, working with partners including Avon and Somerset Criminal Justice Board.

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 1, 4, 8, 10, 16, 17

**Relevant to:** Children and Young People Board

#### Action:

Increase the retention of our experienced social workers by reviewing pay for those employed by the council, identifying an international recruitment partner, and expanding the social worker apprenticeship scheme.

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 1, 3, 4, 8, 10, 17

**Relevant to:** Children and Young People Board

#### Action:

Begin construction on a Youth Zone in the south of the city, that will be due to open in the second half of 2024. This will offer access to more than 20 activities per night for children and young people, including football, boxing and climbing, creative arts, music, drama and employability training.

**Lead area:** Children Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**Sustainable Development Goal(s):** 1, 3, 4, 8, 10, 17

**Relevant to:** Children and Young People Board

### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

### City Outcome indicators for Children and Young People theme

- **KPI 1:** Reduce the percentage of children with excess weight (10–11 year-olds)
- **KPI 2:** Reduce percentage of children living in poverty (low-income families)\*
- **KPI 3:** Reduce incidents of domestic abuse involving children
- **KPI 4:** Improve the percentage of 19–21-year-old care leavers in EET (statutory return – recorded around birthday) \*
- **KPI 5:** Increase the number of new specialist schools places available
- **KPI 6:** KS2 – increase the percentage of disadvantaged pupils at KS2 achieving the expected standard in reading, writing and maths
- **KPI 7:** Key Stage 4: Attainment 8 – Reduce the points gap between the Disadvantaged and Non-Disadvantaged
- **KPI 8:** Improve the percentage of 16 to 17-year-olds (Academic Age) meeting their duty to participate in EET (September Guarantee\*)
- **KPI 9:** Increase percentage of schools and settings rated ‘Good’ or better by Ofsted (all phases)



## Theme 2: Economy and skills

Economic growth that builds inclusive and resilient communities, decarbonises the city, and offers equity of opportunity.

**Bristol has created one of the most vibrant and successful economies in the UK, but one that has not distributed its wealth equally and may face medium to long-term harm from the impact of the pandemic. An inclusive economy with equal access to employment, skills and progression for all is a foundation for a healthy population.**

Nationally, among the Core Cities, Bristol has experienced sustained growth in both population and economic scale and has the highest productivity levels per capita, employment and qualification rates of the major cities. However, our city is also constrained by historic deficiencies such as public transport capacity, a housing crisis that risks shutting out many of our essential and key workers, and persistent inequalities that mean 15 per cent of our residents live in some of the most deprived areas in England.

The number of young people in Bristol attending university is low and this can affect their income and career progression later in life. People from deprived parts of the city and some demographic groups, including Black, Asian and minority ethnic communities, and women, have faced inequalities at work and in education.



The recovery process from the pandemic is an opportunity to protect those areas of the economy vital to the future development of the city. However, we are not aiming to take our economy back to where it was. Instead, we aim for a more sustainable, carbon neutral, ecologically positive approach, and a fair, inclusive and competitive economy that supports growth across all our communities for the benefit of local people.



## Our Economy and Skills Priorities for 2022–2027 are:

<b>ES1</b>	<h3 style="margin: 0;">Regeneration</h3> <p><b>Our Corporate Strategy vision:</b> Enable the growth, development, and regeneration of the city in an inclusive, sustainable, healthy and resilient way. Attract investment, develop growth sectors to create and retain decent jobs, and improve access to opportunities afforded by regeneration for disadvantaged areas and groups of people. Work to future-proof the city through sound spatial planning and progress the Temple Quarter Enterprise Zone as one of the UK’s largest regeneration projects.</p>	
<p><b>Building blocks:</b> <span style="background-color: #c8e6c9; padding: 2px 5px;">Development and Delivery</span> <span style="background-color: #c8e6c9; padding: 2px 5px;">Environmental Sustainability</span> <span style="background-color: #c8e6c9; padding: 2px 5px;">Equality and Inclusion</span>  <span style="background-color: #c8e6c9; padding: 2px 5px;">Resilience</span> <span style="background-color: #c8e6c9; padding: 2px 5px;">World Class Employment</span></p>		

## Actions for ES1: Regeneration

<p><b>Action:</b></p> <p>Deliver and publish an updated Local Plan setting out how Bristol will develop over the next 20 years, enabling inclusive and sustainable growth. The plan will support the city in carbon reduction targets (including provision of zero carbon housing), employment land needs, enabling biodiversity net gain and sustainable travel.</p>
<p><b>Lead area:</b> Economy of Place</p>
<p><b>Cabinet lead:</b> Strategic Planning, Resilience and Floods – Cllr Nicola Beech</p>
<p><b>SDGs:</b> 8, 9, 11, 13, 15, 17</p>
<p><b>Relevant to:</b> Economy and Skills Board</p>

<p><b>Action:</b></p> <p>Deliver sustainable, inclusive growth through regeneration in relation to Temple Quarter and a number of other schemes including the City Centre Development and Delivery Plan, Western Harbour, Whitehouse Street, Frome Gateway and Bedminster Greene.</p>
<p><b>Lead area:</b> Economy of Place</p>
<p><b>Cabinet lead:</b> One City, Planning and City Design – Mayor Marvin Rees</p>
<p><b>SDGs:</b> 3, 5, 8, 9, 10, 11, 13, 17</p>
<p><b>Relevant to:</b> Economy and Skills Board</p>

**Performance metrics for this priority:**

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

ES2

**Access to employment**

**Our Corporate Strategy vision:** Lead partners in developing skills and routes into employment that tackle structural inequality. Plan for how the economy will change in the future and support people to access good jobs whatever their formal level of qualification. This applies whether people are starting out, re-entering or migrating into the job market, or changing roles and needing new skills.



**Building blocks:** Development and Delivery   Equality and Inclusion   World Class Employment

**Actions for ES2: Access to Employment**

**Action:**

Develop a co-ordinated employment and skills offer, in partnership with others, for refugees and asylum seekers including young people and adults facing complex challenges (e.g. rough sleepers).

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**SDGs:** 1, 4, 5, 8, 10, 11, 17

**Relevant to:** Economy and Skills Board

**Action:**

Develop the Building Bristol initiative\* that supports local developers with employment and skills plans. This will help ensure developments deliver employment, apprenticeships, work experience and training through construction projects. Activity will include developing a revised charging model, developing a new ‘buddy’ scheme, and integrating the initiative into major developments.

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**SDGs:** 4, 5, 8, 9, 10, 13, 17

**Relevant to:** Economy and Skills Board



**Action:**

Increase employment outcomes for job seekers from diverse backgrounds by increasing the number of inclusive apprenticeships. This will be done by expanding the Talent Pathway programme\*, developing a new food production and hospitality apprenticeship and developing partnerships through a new careers service venue located in the city centre.

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**SDGs:** 1, 2, 4, 5, 8, 10, 17

**Relevant to:** Economy and Skills Board

**Performance metrics for this priority:**

- **KPI 1:** Reduce the percentage of young people of academic age 16–17 years-old who are not in employment, education or training and destination unknown
- **KPI 2:** Increase the percentage of adults with learning difficulties known to social care who are in paid employment
- **KPI 3:** Increase the number of adults in low pay work and receiving benefits accessing in-work support
- **KPI 4:** Increase experience of work opportunities for priority groups
- **KPI 5:** Increase the amount of Bristol City Council Apprenticeship Levy spent

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ES3

## Good growth

**Our Corporate Strategy vision:** Help create inclusive, sustainable, and resilient economic growth, positively influencing wider economic systems. Work towards making Bristol a Real Living Wage city with access to decent jobs for all. Secure social value and community benefits from growth and development, while using our direct power as a funder and buyer to embed social value and tackle inequality. This includes co-developing the voluntary, community and social enterprise (VCSE) sector, cultural sector, and community capacity.



**Building blocks:** Development and Delivery Environmental Sustainability Equality and Inclusion  
Resilience World Class Employment

### Actions for ES3: Good Growth

**Action:**

Implement an inclusive and sustainable growth plan. This will aim to:

- create conditions for entrepreneurship and support small and medium-sized enterprises
- progress Bristol Living Wage City
- support the resilience and renewal of the city centre and high streets through business support
- deliver street scene improvements and greening
- deliver a culture and events offer
- ensure growth through regeneration delivers social value benefits and jobs for local people

**Lead area:** Economy of Place

**Cabinet lead:** One City, Planning and City Design – Mayor Marvin Rees

**SDGs:** 1, 3, 8, 9, 11, 13, 15, 16, 17

**Relevant to:** Economy and Skills Board

**Action:**

Deliver and invests in high quality cultural activity that celebrates the story of Bristol and attracts local, national and international audiences. This will include supporting the reopening of Bristol Beacon.

**Lead area:** Management of Place

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney (member of Culture Board)

**SDGs:** 3, 8, 17

**Relevant to:** Culture Board

### Performance metrics for this priority:

- **KPI 1:** Black Asian and minority ethnic-led businesses supported
- **KPI 2:** Increase in earned income across the service
- **KPI 3:** Increase the level of social value generated from procurement and other council expenditure

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ES4

## Childcare

**Our Corporate Strategy vision:** Help parents and carers to access and stay in employment and/or education by developing a city-wide approach to increasing the availability of quality affordable community and workplace-based childcare.



**Building blocks:** Equality and Inclusion World Class Employment

### Actions for ES4: Childcare

**Action:**

Secure the Early Education Entitlement provision\* for all eligible children (eligible two-year-olds and all three and four year olds).

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**SDGs:** 4, 5, 10, 17

**Relevant to:** Children and Young People Board

**Action:**

Secure the future sustainability of our maintained nursery schools. This will involve reviewing our service to ensure high quality school provision for children and families in the highest areas of deprivation and with the greatest level of need.

**Lead area:** Education and Skills

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**SDGs:** 4, 5, 10

**Relevant to:** Children and Young People Board

#### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular Priority – progress tracking will be via the Actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ES5

## Digital Inclusion

**Our Corporate Strategy vision:** Work with partners to tackle digital poverty, helping make sure citizens and VCSE sector organisations have the equipment, internet access, skills, and knowledge they need to access online opportunities effectively and safely.



**Building blocks:** Equality and Inclusion

### Actions for ES5: Digital Inclusion

#### Action:

Expand the use of Technology Enabled Care, to enable people to access support and live independently at home.

**Lead area:** Adult Social Care

**Cabinet lead:** Adult Social Care and Integrated Care System – Cllr Helen Holland

**SDGs:** 3, 9, 11, 16

**Relevant to:** Health, Care and Wellbeing Board

#### Action:

Continue work to deliver a digital service for council housing residents by 2024, increasing access to ultra-fast fibre broadband.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 9, 10, 11

**Relevant to:** Homes and Communities Board

#### Action:

Replace our corporate call centre telephony platform and deliver a new Channel Strategy to improve online services and give people more ways to access our services.

**Lead area:** Policy, Strategy and Digital

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 9, 11, 16

**Relevant to:** One City Governance Board

#### Performance metrics for this priority:

- **KPI 1:** Increase the number of people able to access care and support through the use of Technology Enabled Care



\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

### City Outcome indicators for Economy and Skills theme

- **KPI 1:** Track out of work benefits claimant rate
- **KPI 2:** Increase the take-up of free early educational entitlement by eligible two year olds
- **KPI 3:** Increase the number of adults aged 19 and over who progress from all employment support activities into employment or better
- **KPI 4:** Improve the overall employment rate of working age population
- **KPI 5:** Percentage of procurement spend with local ‘Micro, Small and Medium sized Enterprises’ (MSME’s)
- **KPI 6:** Increase the percentage of people living in deprived areas who have access to the internet at home (Quality of Life)
- **KPI 7:** Percentage of Childcare (non-domestic) settings rated “Good” or better by Ofsted
- **KPI 8:** Increase the number of organisations head-quartered in Bristol which are Living Wage\* accredited

## Theme 3: Environment and sustainability

Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.

**Bristol is committed to become carbon neutral, climate resilient and better for nature by 2030. To achieve this, we need to radically rethink how we live, work and invest in the city. We need to prepare for the changing climate, which is having impacts on health, livelihoods, food security, raw materials, water supply and economic growth.**

As we work with partners to decarbonise Bristol and create a more circular economy, we must recognise that we cannot uniformly pass costs on to citizens. The transition to a low-carbon city needs meaningful national investment and support from the government and investors. The whole city system needs to take on the challenge and responsibility to act, from making the big changes in industries to providing decent employment that enables more people to do their bit. Bristol City Leap partnership will play a leading role. This provides a 20-year investment plan to help decarbonise the city through a unique public-private partnership structure and is designed to create 1,000 new jobs and cut 140,000 tonnes of emissions over its first five years. We need similar urgency and collaboration when tackling the ecological emergency facing the city.



Working alongside partners, we must transform the way we manage our city and the surrounding countryside if we're to halt and reverse declines in wildlife and restore a healthy natural environment for people and wildlife. As we plan for the future and update old infrastructure, we will balance environmental and ecological needs with social and economic ones. These are not necessarily in competition with each other. By working together with partners and citizens, we can create places that are fit for a low-carbon, nature-friendly future while offering a better quality of life.



ENV1

## Carbon neutral

**Our Corporate Strategy vision:** Drive delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030. Work to secure major external investment, including £1 billion through the City Leap programme. Bring everyone with us in our just transition to a low-carbon future.



**Building blocks:** Environmental Sustainability Resilience

### Actions for ENV1: Carbon neutral

**Action:**

Enhance co-ordination between services to ensure climate policies, strategy and priorities are embedded in our policy, projects, and activities; including how money is spent on our land, buildings, and equipment. This will help contribute to the council’s 2025 net zero pledge.

**Lead area:** Economy of Place

**Cabinet lead:** Climate, Ecology, Waste and Energy – Cllr Kye Dudd

**SDGs:** 2 ,3, 10, 11, 13, 14, 15, 17

**Relevant to:** Environment Board

**Action:**

Manage our delivery structure for City Leap\* and monitor progress of delivery. This partnership will be key in attracting £1billion of investment and support the creation of a zero-carbon, smart energy city by 2030.

**Lead area:** Property Assets and Infrastructure

**Cabinet lead:** Climate, Ecology, Waste and Energy – Cllr Kye Dudd

**SDGs:** 7, 9, 11, 13, 17

**Relevant to:** Environment Board

### Performance metrics for this priority:

- **KPI 1:** Reduce the council’s direct carbon dioxide equivalent emissions (in tonnes)

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

ENV2

## Ecological recovery

**Our Corporate Strategy priorities:** Drive delivery of the One City Ecological Emergency Strategy and the council’s own action plan. Increase space for nature, reduce the use of pesticides, make waterways cleaner and reduce everyone’s use of products that undermine the health of wildlife and wider ecosystems. Double the city’s tree canopy by 2045.



**Building blocks:** Environmental Sustainability Resilience

### Actions for ENV2: Ecological recovery

**Action:**

Develop new evidence-based planning policies that respond to the ecological emergency for inclusion in the Local Plan\*. This work will be guided by our Ecological Emergency Action Plan\*.

**Lead area:** Economy of Place

**Cabinet lead:** Climate, Ecology, Waste and Energy – Cllr Kye Dudd

**SDGs:** 11, 14, 15

**Relevant to:** Environment Board

**Action:**

Develop ecological and green infrastructure investment plans to help Bristol secure external investment and become a nature rich, climate resilient and climate neutral city.

**Lead area:** Economy of Place

**Cabinet lead:** Climate, Ecology, Waste and Energy – Cllr Kye Dudd

**SDGs:** 11, 13, 14, 15, 17

**Relevant to:** Environment Board

#### Performance metrics for this priority:

- **KPI 1:** Reduce Bristol City Council’s use of pesticides
- **KPI 2:** Increase the percentage of the council’s land managed for the benefit of wildlife

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

ENV3

## A cleaner, low-waste city

**Our Corporate Strategy vision:** Create a cleaner city and become a national leader in reducing waste. Help the city reduce its consumption of products and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods. Use waste to create energy.



**Building blocks:** Environmental Sustainability

### Actions for ENV3: A cleaner, low-waste city

#### Action:

Continue to implement new approaches to managing waste and street cleansing in the city. This will include improvements to recycling in flats and the expansion of the 'non-standard waste collection' to reduce litter, increase recycling, boost accessibility along the streets and improve the local area.

**Lead area:** Property Assets and Infrastructure

**Cabinet lead:** Climate, Ecology, Waste and Energy – Cllr Kye Dudd

**SDGs:** 11, 12, 13

**Relevant to:** Environment Board

#### Action:

Continue the expansion across the city of the commercial waste improvement project.

**Lead area:** Property Assets and Infrastructure

**Cabinet lead:** Climate, Ecology, Waste and Energy – Cllr Kye Dudd

**SDGs:** 11, 12, 13

**Relevant to:** Environment Board

#### Performance metrics for this priority:

- **KPI 1:** Increase the percentage of household waste sent for reuse recycling and composting
- **KPI 2:** Reduce the residual untreated waste sent to landfill (per household)
- **KPI 3:** Reduce total household waste
- **KPI 4:** Reduce the number of incidents of fly-tipping that are reported and removed

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



ENV4

## Climate resilience

**Our Corporate Strategy vision:** Minimise our contribution to future shocks and stresses, and invest in infrastructure and systems that cool the city and help us adapt to the effects of climate change. Do this in ways that provide inclusive, sustainable economic growth.



**Building blocks:** Environmental Sustainability Resilience

### Actions for ENV4:

**Action:**

Continue to advance work on the Bristol Avon Flood Strategy, working with regional partners and the Environment Agency to develop the business case to secure funding for major flood risk management infrastructure. This will better protect thousands of existing homes, businesses, key transport routes, unlock land for up to 13,000 homes and generate billions of pounds in local benefits.

**Lead area:** Economy of Place

**Cabinet lead:** Strategic Planning, Resilience and Floods – Cllr Nicola Beech

**SDGs:** 1, 9, 11, 13

**Relevant to:** Environment Board

### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

ENV5

## Global leadership

**Our Corporate Strategy vision:** Show global leadership in delivering the UN Sustainable Development Goals at a local level and developing best practice across international networks. Work with partners to advocate for a greater voice for cities within national and international decision-making, including the UN, UK100, and C40.



**Building blocks:** Environmental Sustainability Equality and Inclusion Resilience

### Actions for ENV5: Global leadership

**Action:**

Develop and maximise value from international relationships and partnerships that lead to funding, policy and technical collaboration. Use Bristol’s profile and engagement in international networks to influence global agreements and events such as COP 28\* and G7 Urban7\* that impact on the city.

**Lead area:** Policy, Strategy and Digital

**Cabinet lead:** Climate, Ecology, Waste and Energy – Cllr Kye Dudd

**SDGs:** 1, 2, 3, 4, 7, 10, 12, 13, 17

**Relevant to:** all One City Boards and the International Strategy Board

**Performance metrics for this priority:**

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

**City Outcome indicators for Environment and Sustainability theme**

- **KPI 1:** Increase the percentage of citizens who have created space for nature (Quality of Life)
- **KPI 2:** Reduce the total CO<sub>2</sub> emissions in Bristol City (k tonnes)
- **KPI 3:** Increase the percentage of Bristol’s waterways that have water quality that supports healthy wildlife
- **KPI 4:** Increase the city’s tree canopy cover
- **KPI 5:** Improve street and environmental cleanliness (percentage of litter) ) to achieve B+ grade or better



## Theme 4: Health, care and wellbeing

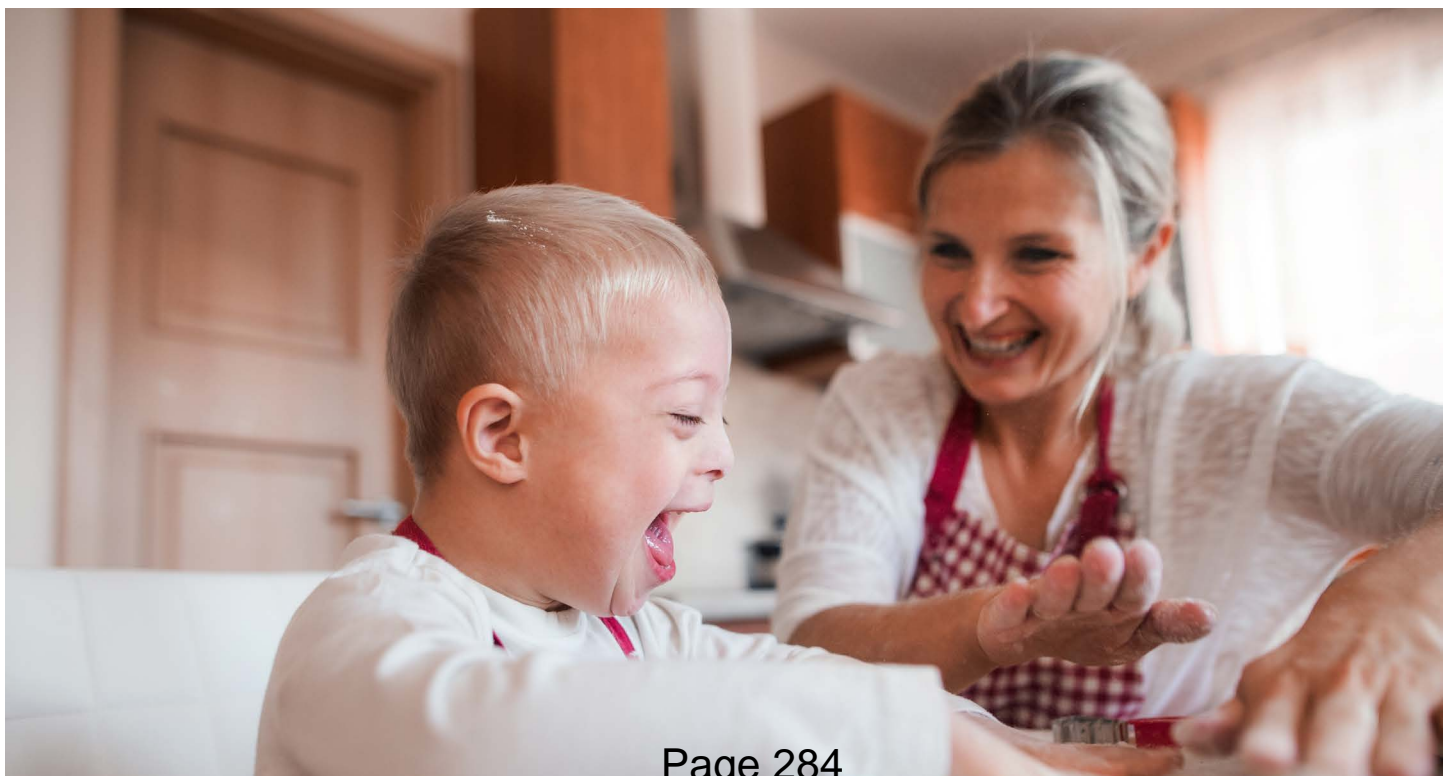
Tackling health inequalities to help people stay healthier and happier throughout their lives.

**There is clear evidence that social and economic inequalities lead to health inequalities. Inequality of income, in housing conditions, education and schooling, and workplace conditions can all lead to persistent stress and poverty that result in lower levels of wellbeing and more ill-health along with challenges for carers. We will take a public health approach to tackling health inequalities, focusing on preventative and early intervention approaches that are person-centred and rooted in communities. This includes taking a ‘Health in All Policies’ approach, meaning that whenever we develop a new policy we consider how we can pro-actively benefit people’s health and wellbeing.**

The need to deal with COVID-19 helped strengthen partnership working across the city, and we will continue to build on this to raise living standards and health outcomes for all, ensuring equity for the most deprived in the city as we work with partners to embed the Integrated Care System.

Adult social care continues to face significant demand and resource challenges in meeting care and support needs. This relates both to the impact on providers from rising costs as well as significant inflationary and workforce pressures. Cost pressures include increased numbers and cost of young people transitioning from children to adult services. We will continue to boost usage of technology enabled care, increasing social housing for people with care and support needs.

We are also taking steps to review our adult social care budget and what we pay external organisations to provide care services on our behalf, to ensure the services we provide are fair, affordable and represent good value. A wider review of how we resource the delivery of statutory services is also underway.



HCW1

## Transforming care

**Our Corporate Strategy vision:** Work with partners to implement an Integrated Care System – transforming adult social care and joining up health, care, education, skills, and community activities. Support people to be as resilient and independent as possible, developing their assets to live fulfilling lives. When more support is needed, this will be person-centred, offering people choice and control. Co-create a system that takes a public health approach to achieve health and wellbeing equality for local people of all ages and backgrounds. Work together to attract and retain a suitable health and care workforce.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience World Class Employment

## Actions for HCW1: Transforming care

**Action:**

Develop and implement a new framework for commissioning adult care provision, that ensures people with care and support needs can access personalised support which meets their requirements and enables them to live independently.

**Lead area:** Adult Social Care

**Cabinet lead:** Adult Social Care and Integrated Care System – Cllr Helen Holland

**SDGs:** 3, 10

**Relevant to:** Health and Wellbeing Board

**Action:**

Work with partners across the Integrated Care System, NHS and VCSE sector to develop an Integrated Care strategy that looks to improve population health through prevention and addressing inequalities.

**Lead area:** Adult Social Care

**Cabinet lead:** Adult Social Care and Integrated Care System – Cllr Helen Holland

**SDGs:** 3, 10, 11, 17

**Relevant to:** Health and Wellbeing Board

**Action:**

Prepare for new Care Quality Commission regulatory framework for Adult Social Care departments to be implemented from April 2023. This will include evidencing our performance under four key themes: how we work with people, how we provide support, how we ensure safety within the system and leadership capability.

**Lead area:** Adult Social Care

**Cabinet lead:** Adult Social Care and Integrated Care System – Cllr Helen Holland

**SDGs:** 3, 10, 11, 17

**Relevant to:** Health and Wellbeing Board

**Performance metrics for this priority:**

- **KPI 1:** Reduce the percentage of contacts to Adult Social Care (aged 18–64) starting Tier 3 services
- **KPI 2:** Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services
- **KPI 3:** Reduce the number of service users (aged 18–64) in Tier 3 (long term care) [snapshot]
- **KPI 4:** Reduce the number of service users (aged 65+) in Tier 3 (long term care) [snapshot]
- **KPI 5:** Increase the percentage of service users (aged 18–64) receiving Tier 3 (long term care) at home or tenancy [snapshot]
- **KPI 6:** Increase the percentage of service users (aged 65+) receiving Tier 3 (long-term care) at home or tenancy [snapshot]
- **KPI 7:** Increase percentage of BCC regulated CQC Care Service providers where provision is rated “Good” or better

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.





HCW2

## Mental health and wellbeing

**Our Corporate Strategy vision:** Alongside partners, increase mental health support and training to help tackle the causes of poor mental health and wellbeing such as adverse childhood experiences and trauma. Co-develop community and cultural assets that reduce inequalities and help build resilience. Make sure there is better integration across local mental health systems, with improved services and outcomes.



**Building blocks:** Equality and Inclusion Resilience

### Actions for HCW2: Mental health and wellbeing

**Action:**

Deliver the Thrive Bristol programme and our local suicide prevention action plan to improve mental health and wellbeing outcomes.

**Lead area:** Communities and Public Health

**Cabinet lead:** Public Health and Communities – Cllr Ellie King

**SDGs:** 3, 10, 11

**Relevant to:** Health and Wellbeing Board

#### Performance metrics for this priority

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



HCW3

## Poverty

**Our Corporate Strategy vision:** Tackle the root causes of poverty, reducing the impact of social and economic disadvantage on the health of different groups of people. Take action to help 10,000 households in Bristol suffering from food insecurity, including access to culturally diverse, nutritional food and building on the success of being a Gold Sustainable Food City.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience World Class Employment

### Actions for HCW3: Poverty

**Action:**

Building on Welcoming Spaces and our wider cost of living response, use our Household Support Fund\* allocation to continue to support a range of initiatives, including:

- provide targeted support for free school meals over the school holidays
- targeted support to assist those with No Recourse to Public Funds
- providing food and heating payments to care leavers and foster children
- supplementing our Local Crisis Prevention Fund\* to cover households not covered by targeted programmes
- combatting fuel poverty.

**Lead area:** Communities and Public Health

**Cabinet lead:** Public Health and Communities – Cllr Ellie King

**SDGs:** 1, 2, 3, 7, 16, 17

**Relevant to:** Homes and Communities Board

**Action:**

Develop and implement a damp and mould action plan that sets out the council’s approach toward dealing with damp and mould in our council housing stock. This will include reviewing our stock condition inspection plans and ensuring residents have assurances that we have a clear understanding and strong grip on damp and mould issues in our homes and are addressing risks to tenants.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 1, 3, 11, 16, 17

**Relevant to:** Health and Wellbeing Board and Homes and Communities Board

**Action:**

Deliver actions to address food equality along with key partners to address food inequality in the city.

**Lead area:** Communities and Public Health

**Cabinet lead:** Public Health and Communities – Cllr Ellie King

**SDGs:** 1, 2, 3, 10, 17

**Relevant to:** Health and Wellbeing Board

**Performance metrics for this priority:**

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

**City Outcome indicators for Health, Care and Wellbeing theme**

- **KPI 1:** Increase the percentage of adult social care service users who feel that they have control over their daily life
- **KPI 2:** Reduce the percentage of households which have experienced moderate or worse food insecurity (Quality of Life)
- **KPI 3:** Percentage of households in the most deprived areas using a food bank or charity in the last year (Quality of Life)
- **KPI 4:** Reduce the percentage of people in the 10 per cent most deprived areas of Bristol reporting poor mental wellbeing\* (Quality of Life)
- **KPI 5:** Reduce the life expectancy gap between men living in deprived and wealthy areas of Bristol
- **KPI 6:** Reduce the life expectancy gap between women living in deprived and wealthy areas of Bristol
- **KPI 7:** Increase the healthy life expectancy for men
- **KPI 8:** Increase the healthy life expectancy for women
- **KPI 9:** Reduce the suicide rate per 100,000 population

## Theme 5: Homes and communities

Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

**Having a stable home and community to belong to are key to feeling positively connected to others and the city. We want everyone to be able to experience a community that is safe and healthy, helps them be an engaged citizen, and lead a meaningful collective social and cultural life. However, Bristol’s appeal as a desirable place to live and work has meant high house prices and high rents, making the city unaffordable for many. We know there are large and growing disparities and inequalities in fair access to a decent home for many people in Bristol.**

We have put housing at the heart of what we want to invest in and deliver. Project 1,000 is our ambitious expression of that. This year, we have also explored the challenge of high rents in the city through the One City Living Rent Commission, due to report in 2023. However, we know the pandemic and current cost of living crisis have further highlighted and reinforced existing inequalities. Areas of high deprivation may also be more polluted, have less green and healthy space, or reduced access to other areas of the city for work opportunities and social activities.

It isn’t just building homes that’s important: it’s how they and their supporting infrastructure, jobs and community spaces are created. It’s also where they are built, as prioritising brownfield locations in active travel areas will reduce the carbon price the planet pays.

The city is also rebuilding its thriving cultural and creative sector, so everyone has an equal chance to participate, to enjoy cultural assets, and to understand the history that has shaped Bristol to become the city it is today. We will seek to support grassroots and professional sports clubs to increase the level of resident participation in sport and physical activity in their everyday lives. Our parks programme will also help shape the future of Bristol’s parks and green spaces by providing healthy outdoor spaces for all residents to enjoy across the city. Through our Quality of Life survey, we know residents also want to feel safe in their communities. We will continue to take a zero-tolerance approach to abuse, or crime based on sex, disability, gender reassignment, race, age, religion, or sexuality.





HC1

## Housing supply

**Our Corporate Strategy vision:** Ensure the affordability, availability, diversity and sustainability of housing for all. This includes accelerating home-building in the city to at least 2,000 homes each year, with at least 1,000 affordable, by 2024. Build and retain new social housing; review the system for allocating social housing; provide more supported and extra-care housing for those who need it; pursue a ‘living rent’ in the city; and ensure there are strong long-term plans for the council’s own housing stock and the use of land in the city.



**Building blocks:** Equality and Inclusion Resilience

### Actions for HC1:

**Action:**

Via Project 1000, our affordable housing delivery plan, continue to support the completion of the delivery of 1,000 affordable homes by 2024, building at least 2,000 homes each year. Work will include de-risking sites for disposal including to community-led housing, the direct delivery of new council homes and working in partnership with our third-party partners.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 1, 7, 10, 11, 13

**Relevant to:** Homes and Communities Board

**Action:**

Improve how council and social housing is allocated via the implementation of the home choice allocation scheme. Seek to reduce the time council social housing is empty, reducing the reliance on out of city placements when required.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 10, 11, 16

**Relevant to:** Homes and Communities Board

**Action:**

Work to improve conditions in the private rented sector through the expansion of property licensing and robust enforcement of minimum standards.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 1, 3, 11

**Relevant to:** Homes and Communities Board

**Performance metrics for this priority**

- **KPI 1:** Increase the number of private sector dwellings returned into occupation
- **KPI 2:** Reduce average re-let times (all properties)
- **KPI 3:** Increase percentage of major planning applications processed within 13 weeks or as agreed

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



HC2

## Low and zero carbon homes

**Our Corporate Strategy priorities:** Work to decarbonise housing while improving warmth and benefitting people’s health. This includes building innovative, low or zero carbon homes, retrofitting existing housing stock, promoting schemes for private homeowners, and exploring innovative financing and modern methods of construction.



**Environmental Sustainability Resilience**

### Actions for HC2: Low and zero carbon homes

**Action:**

Continue to increase the use of modern methods of construction and encourage key housing delivery partners to do the same, to deliver new homes that are sustainable and low carbon.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 7, 11, 12, 13, 17

**Relevant to:** Homes and Communities Board and Environment Board

**Action:**

Deliver pilot and grant funded retrofit projects and use these pilots to help inform a wider rollout across our council and social housing stock.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 7, 11, 12, 13, 17

**Relevant to:** Homes and Communities Board and Environment Board

#### Performance metrics for this priority:

- **KPI 1:** Reduce the number of council homes with an Energy Performance Certificate (EPC) rating of D or lower
- **KPI 2:** Improve energy efficiency from home installations
- **KPI 3:** Reduce number of council houses on outstanding list for housing repairs

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

HC3

## Homelessness

**Our Corporate Strategy vision:** Reduce and prevent homelessness and rough sleeping, tackling the underlying causes. Reduce the number of households in temporary accommodation. Where people have high or complex needs, take a ‘Housing First’ approach to provide stable accommodation at the start of providing wider support. Help prevent homelessness by building and retaining social housing, supporting good mental and physical health, developing employment and skills opportunities, taking ethical approaches to debt collection, and responding to the diverse needs of different people.



**Building blocks:** **Development and Delivery** **Equality and Inclusion** **World Class Employment**

### Actions for HC3: Homelessness

#### Action:

Increase provision and availability of supported housing, Housing First\* and move on accommodation. Service users will include single homeless clients, ASC service users and Care leavers, via a joined-up approach between key council services. This will be supported by the Government’s Single Homelessness Accommodation Programme\*.

**Lead area:** Housing and Landlord Services working with Adult Social Care and Children’s Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 1, 8, 10, 11

**Relevant to:** Homes and Communities Board

#### Action:

Address the costs of temporary accommodation to the council and city, and in doing so, contribute to savings in adult social care and children’s services. Changes proposed include:

- reviewing how we assess those with greatest housing need
- developing small sites for modular homes
- exploring joint developments with Registered Providers
- ensuring we deliver timely homeless prevention measures.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 1, 10, 11, 16

**Relevant to:** Homes and Communities Board

**Performance metrics for this priority:**

- **KPI 1:** Reduce the number of people sleeping rough on a single night in Bristol – Bristol City Council quarterly count
- **KPI 2:** Increase the number of households where homelessness is prevented
- **KPI 3:** Reduce the number of households in temporary accommodation
- **KPI 4:** Number of households moved on into settled accommodation

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.





HC4

## Disability

**Our Corporate Strategy vision:** Create improved approaches, founded upon Disability Equality, to enable and support disabled people throughout their lives. These will be co-produced with disabled people, including children and young people with special educational needs, and city partners.



**Building blocks:** Development and Delivery Equality and Inclusion

### Actions for HC4: Disability

**Action:**

Develop more sustainable travel options, including independent travel, for young people with special educational needs and disability aged 16–25years.

**Lead area:** Children, Families and Safer Communities

**Cabinet lead:** Children Services, Education and Equalities – Cllr Asher Craig

**SDGs:** 9, 10, 11

**Relevant to:** Homes and Communities Board

**Action:**

Improve and expand independent living by improving the delivery of aids and adaptations to the homes of disabled residents within our social and council housing stock.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 9, 10, 11, 16

**Relevant to:** Homes and Communities Board

**Action:**

Work with partners in Housing Services and the NHS to deliver supported housing developments (including Extra Care Housing for older people) for people with care and support needs and enable adults with care and support needs to access their own tenancies in general needs housing.

**Lead area:** Housing and Landlord Services

**Cabinet lead:** Housing Delivery and Homes – Cllr Tom Renhard

**SDGs:** 9, 10, 11, 16

**Relevant to:** Homes and Communities, and Health and Wellbeing Board

#### Performance metrics for this priority:

- **KPI 1:** Increase the number of people enabled to live independently through home adaptations

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

HC5

## Community participation

**Our Corporate Strategy vision:** Make sure that more people can actively participate in their community and in the life of the city. Work to make neighbourhoods safer and more accessible, with good local amenities and strong cultural and social networks. Build the power of individuals, communities and partners to play a greater role in managing social, cultural and community assets. Enable and encourage civic, political and democratic participation.



**Building blocks:** Development and Delivery Equality and Inclusion Resilience

### Actions for HC5: Community participation

**Action:**

Work in collaboration with communities to foster community action and help create the conditions for a strong and sustainable community and voluntary sector with a particular focus on those experiencing the greatest inequity. This work will contribute to achieving the goals of the VCSE sector strategic plan\* that considered the future of the city’s VCSE sector beyond the pandemic.

**Lead area:** Communities and Public Health

**Cabinet lead:** Public Health and Communities – Cllr Ellie King

**SDGs:** 10, 11, 16, 17

**Relevant to:** Homes and Communities Board

**Action:**

Continue the delivery of the Community Asset Transfer programme that results in community organisations operating and managing them.

**Lead area:** Property Assets and Infrastructure

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 3, 11

**Relevant to:** Homes and Communities Board



### Performance metrics for this priority:

- **KPI 1:** Increase the levels of engagement with community development work
- **KPI 2:** Increase the number of visitors to Bristol Museums Galleries and Archives
- **KPI 3:** Increase engagement with targeted community groups measured by number of targeted activities
- **KPI 4:** Numbers of citizens participating in community clear-ups per quarter
- **KPI 5:** Ratio of consultation response rate for the most and least deprived 20 per cent of Bristol citizens

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

### City Outcome indicators for Homes and Communities theme

- **KPI 1:** Increase percentage respondents who volunteer or help out in their community at least three times a year (Quality of Life)
- **KPI 2:** Reduce Anti-Social Behaviour incidents reported
- **KPI 3:** Reduce the percentage of people whose day to day life is affected by fear of crime (Quality of Life)
- **KPI 4:** Increase the number of new homes delivered in Bristol
- **KPI 5:** Increase the percentage of people who take part in cultural activities at least once a month (Quality of Life)
- **KPI 6:** Increase the number of affordable homes delivered in Bristol
- **KPI 7:** Total number of starts-on-site of affordable housing units, specialist or supported homes for the city

## Theme 6: Transport and connectivity

A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.

**We know that congestion, and its effect on air quality, is a major issue in Bristol and has an adverse impact on our inclusive economic growth. Inequality across the city exists in part due to the historic lack of good quality transport options available to connect citizens reliably and affordably to services, jobs, and each other. People living in more deprived areas often encounter worse air pollution, a higher proportion of traffic injuries, and live closer to major roads which cut across their communities.**

We have made progress in recent years. We have seen rising levels of public transport use in Bristol when other cities across the UK experienced a decline. However, there is still more to do. Alongside our regional partners and the West of England Combined Authority, we want to deliver an improved sustainable and resilient transport network. This will support Bristol's vibrant independent local centres and neighbourhoods, connecting people to an attractive and thriving city centre. To do this, our city needs to continue the transition to increased use of sustainable modes of transport, such as walking, cycling and



public transport. Adapting key routes will help us meet this challenge head on, as will continuing to improve the city's bus rapid transit scheme.

Our ambition is for Bristol to be a city of sustainable communities that combines housing, employment, retail, education, training and leisure functions, all linked by a strong public transport network. We know that both major infrastructure and changes in behaviour take time, but over the next year we will continue to make progress towards becoming a better-connected city that enables people to move around efficiently.



TC1

## Connectivity

**Our Corporate Strategy vision:** Improve physical and geographical connectivity to help include more people socially, educationally and economically. Drive progress on delivery of mass transit, tackle congestion and expand active travel infrastructure. Work in close partnership with the West of England Combined Authority to ensure progress on accessible public transport infrastructure, including additional Park and Ride facilities and pressing for mainline electrification.



**Building blocks:** Environmental Sustainability    Equality and Inclusion    Resilience

### Actions for TC1: Connectivity

**Action:**

Improve connectivity across the city via planned transport projects. This will include mitigating the impacts of major housing schemes in the city such as Hengrove Park, Lockleaze and Bedminster Green and progressing plans for mass transit, working with regional partners..

**Lead area:** Economy of Place

**Cabinet lead:** Transport – Cllr Don Alexander

**SDGs:** 8, 9, 10, 11, 13, 17

**Relevant to:** Transport Board

**Action:**

Work with the West of England Combined Authority and central government on strategic corridor projects to address transport needs across the city. Examples include the A4 Bristol to Bath, A4 Portway, A38 South, Long Ashton and the city centre.

**Lead area:** Economy of Place

**Cabinet lead:** Transport – Cllr Don Alexander

**SDGs:** 8, 9, 10, 11, 13, 16, 17

**Relevant to:** Transport Board

### Performance metrics for this priority

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

TC2

## Improved bus services

**Our Corporate Strategy vision:** Enable inclusion through better bus services. Work with partners to double frequency, improve safety and reliability, offer free travel to young people, move to a zero-emission bus fleet, and increase the number of routes so more places are served.



**Building blocks:** Environmental Sustainability Equality and Inclusion Resilience

### Actions for TC2: Improved bus services

**Action:**

Develop proposals for transport mitigations around the site of the new arena in north Bristol. These measures will mitigate the impact of the site on the local and regional road network.

**Lead area:** Economy of Place

**Cabinet lead:** Transport – Cllr Don Alexander

**SDGs:** 9, 11

**Relevant to:** Transport Board

**Action:**

Work with the West of England Combined Authority and neighbouring local authorities to create an enhanced partnership with bus operators.

**Lead area:** Economy of Place

**Cabinet lead:** Transport – Cllr Don Alexander

**SDGs:** 9, 11

**Relevant to:** Transport Board

#### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

TC3

## Safe and active travel

**Our Corporate Strategy vision:** Support people to make positive changes in their travel behaviour so they can reduce car journeys, use cleaner vehicles and safely enjoy the health benefits of more active travel (such as walking and cycling) and cleaner air. Adapt transport infrastructure – such as increasing electric vehicle charging points – to support this change.



**Building blocks:** Environmental Sustainability Equality and Inclusion

### Actions for TC3: Safe and active travel

**Action:**

Use income generated from the Clean Air Zone, that will improve air quality in the city, to help fund transport projects that have safe and active travel at their heart.

**Lead area:** Economy of Place

**Cabinet lead:** Transport – Cllr Don Alexander

**SDGs:** 3, 11, 13

**Relevant to:** Transport Board

**Action:**

Develop active travel programmes and Liveable Neighbourhoods\* to ensure we are making best use of the public realm. This will include trialling elements of the East Bristol Liveable neighbourhood scheme.

**Lead area:** Economy of Place

**Cabinet lead:** Transport – Cllr Don Alexander

**SDGs:** 3, 11, 13

**Relevant to:** Transport Board

#### Performance metrics for this priority:

- **KPI 1:** Reduce the number of people killed or seriously injured in road traffic incidents

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



TC4

## Physical infrastructure

**Our Corporate Strategy vision:** Plan, prioritise and begin a refreshed and long-term (25-year+) programme of maintenance, repair, and renewal of the city’s infrastructure, such as roads and bridges. This will help make sure that the city is safer, more climate-resilient, nature-friendly, and able to grow its economy in an inclusive and sustainable way.



**Building blocks:** Environmental Sustainability Equality and Inclusion Resilience

### Actions for TC4: Physical infrastructure

**Action:**

Deliver several major infrastructure works across the city to ensure they are safe and fit for purpose. This includes, but isn’t limited to, the stabilisation of Cumberland Road and works on Redcliffe Bridge, Gaol Ferry Bridge and Kingsweston Lane Bridge.

**Lead area:** Economy of Place

**Cabinet lead:** Transport – Cllr Don Alexander

**SDGs:** 9, 11

**Relevant to:** Transport Board

**Action:**

Implement the recommendations that are produced by the ongoing Harbour Review, including assessing the financial viability of Bristol Harbour.

**Lead area:** Management of Place

**Cabinet lead:** One City, Planning and City Design – Mayor Marvin Rees

**SDGs:** 6, 9, 14

**Relevant to:** Environment Board

### Performance metrics for this priority:

- **KPI 1:** Percentage of principal roads where maintenance should be considered
- **KPI 2:** Increase the satisfaction with the condition of road surfaces (National Highways and Transport Satisfaction Survey)

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

## City Outcome indicators for Transport and Connectivity theme

- **KPI 1:** Increase percentage of people who see friends and family as much as they want to (Quality of Life)
- **KPI 2:** Reduce the proportion of deaths attributed to particulate air pollution
- **KPI 3:** Reduce the percentage of people saying that traffic congestion is a problem in their area (Quality of Life)
- **KPI 4:** Increase the number of people travelling actively to work by walking and cycling (Quality of Life)
- **KPI 5:** Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide
- **KPI 6:** Satisfaction with the local bus service
- **KPI 7:** Increase the number of journeys on Park and Ride into Bristol
- **KPI 8:** Increase the number of passenger journeys on buses
- **KPI 9:** Increase the number of public electric vehicle charging points



## Theme 7: Effective development organisation

From city government to city governance: creating a focused council that empowers individuals, communities and partners to flourish and lead.

**Being an effective development organisation means making substantial changes to our ways of working. In recent years, we have worked hard to get a stronger grip on our governance and to improve our approach to equality and inclusion.**

We have made good progress, but several challenges remain. The council is larger than most of its counterparts and it is not always more efficient or effective. We need to consider what the right size, shape and scale is for the city's future needs, streamline processes and target our limited resources to those most in need given the financial pressure we face.

Our financial challenges will affect our ability to carry out all the activities we want to and may affect our ability to provide the services we want in the years to come. The process of making our organisation smaller, do less and focus in on its

priorities, while improving efficiency, is at the heart of our corporate plan for the coming year.

However, throughout the pandemic we learned many lessons we can build on going forward. We demonstrated our ability to be adaptable, respond quickly and work in a joined-up, cohesive way for the benefit of citizens. We have strengthened our partnerships in the city and have become united more closely around common goals. We have sought to change our ways of working and embraced innovative technology at a pace we have never achieved before. And we have worked more closely and inclusively with our communities and more effectively with the voluntary, community and social enterprise sector. The council can now build further on this work as we prepare for a change to a new committee model of governance from May 2024.



EDO1

## One City

**Our Corporate Strategy vision:** Use a One City Approach to take a collective, partnership-focused approach to city leadership. Enable strong civic participation and the joining-up of activities by partners towards our common goals. Work to convene, build and exert regional, national, and international influence to advocate for the city and attract appropriate investment.



**Building blocks:** Development and Delivery   Environmental Sustainability   Equality and Inclusion  
Resilience   World Class Employment

### Actions for EDO1: One City

**Action:**

Continue to work with city partners and the mayoral commissions to deliver a wide range of citywide actions including the One City plan’s refresh in 2023 and the top three goals that will derive from this work.

**Lead area:** Policy Strategy and Digital

**Cabinet lead:** One City, Planning and City Design – Mayor Marvin Rees

**SDGs:** 11, 16, 17

**Performance metrics for this priority:**

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

EDO2

## One Council

**Our Corporate Strategy vision:** Make it easier to get things done as ‘One Council’ by adopting more consistent standardised and well-communicated procedures and processes, with corporate support services that are the right size for the needs of the organisation.



**Building blocks:** Development and Delivery

### Actions for EDO2: One Council

#### Action:

Continue to work across the organisation to embed the ‘Health in All Policies’ approach to enhance the wider factors which determine good health and maximise positive health outcomes. As part of this, develop an approach to ensure all our policies consider their impact on health.

**Lead area:** Communities and Public Health

**Cabinet lead:** Public Health and Communities – Cllr Ellie King

**SDGs:** 3, 10

#### Action:

Continue to improve our IT and digital services across the council by running our Digital Transformation Programme and teaming up with a new Digital Strategic Partner to support its delivery and bring fresh ideas for future improvements.

**Lead area:** Policy, Strategy and Digital

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 9, 16

#### Action:

Restructure and redesign our corporate support services to deliver ambitious savings targets that help address our budget challenge. Maintain a safe level of service to support the delivery of statutory and regulatory obligations, our highest council priorities, and our savings programmes. Support for discretionary work will be reduced and may stop.

**Lead area:** Policy, Strategy and Digital

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 12, 16

### KPIs to measure this Priority:

- **KPI 1:** Improve the percentage channel shift achieved for Citizens Services overall
- **KPI 2:** Increase percentage of all Equality Action Plan actions reporting expected progress (or better)
- **KPI 3:** Maintain appropriate level of staff turnover

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

EDO3

## Employer of choice

**Our Corporate Strategy vision:** Live our organisational values and show leadership on equality, diversity and inclusion across the council and city, becoming a recognised employer of choice. Make sure we have an inclusive, high-performing, and motivated workforce that is representative of the city we serve. Support people to learn, develop in their careers and maximise their wellbeing.



**Building blocks:** Development and Delivery   Equality and Inclusion   World Class Employment

### Actions for EDO3: Employer of choice

**Action:**

Refresh the Workforce Strategy and provide a programme of activity that supports the resilience and development of an inclusive workforce.

**Lead area:** Workforce and Change

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 8, 16

**Relevant to:** Economy and Skills Board

### Performance metrics for this priority:

- **KPI 1:** Reduce the race pay gap
- **KPI 2:** Reduce the gender pay gap
- **KPI 3:** Reduce the average number of working days lost to sickness (BCC)
- **KPI 4:** Increase the percentage of BCC staff who live in the 10 per cent most deprived areas of the city (of those living in Bristol)
- **KPI 5:** Increase the percentage of young people (16–29 years-old) in the council’s workforce

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.



EDO4

## Data driven

**Our Corporate Strategy vision:** Improve our ethical and inclusive use of research, data, insights and information to become more data-driven and evidence-led when making decisions.



**Building blocks:** **Development and Delivery** **Equality and Inclusion**

### Actions for EDO4: Data driven

#### Action:

Complete our Data and Insights Programme and take the learning from this in to our business-as-usual service. Provide leaders and council teams with better insights and data tools to support evidence-led decision making and performance management.

**Lead area:** Policy, Strategy and Digital

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 4, 11, 16

#### Action:

Develop and procure a Data Academy to help improve data literacy and practice across the council. Alongside training and support to facilitate wider roll out of Power BI\* throughout the organisation

**Lead area:** Policy, Strategy and Digital

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 4, 8, 9, 16

#### Performance metrics for this priority:

- There are no additional performance metrics this year for this particular priority – progress tracking will be via the actions listed.

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

EDO5

## Good governance

**Our Corporate Strategy vision:** Make sure that we are financially competent and resilient, offering good value for money. Take safe but proportionate approaches to risk, performance, project, and contract management. Enable effective democratic decision-making and scrutiny.



**Building blocks:** Development and Delivery Resilience

### Actions for EDO5: Good governance

**Action:**

Prepare the organisation for its change to a committee model of governance.

**Lead area:** Legal and Democratic Services

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 16, 17

**Action:**

Review and refresh our IT governance structure and policies to make improvements identified as required from past audit activity. Take a risk-based approach, focusing initially on improving assurance around cyber-security and resilience.

**Lead area:** Policy, Strategy and Digital

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 9

**Action:**

Deliver a programme of workforce and change activities to support our priority actions. This includes specialist support for delivering transformation and savings effectively and upskilling and developing managers to become empowered and accountable.

**Lead area:** Workforce and Change

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 8, 9

**Performance metrics for this priority:**

- **KPI 1:** Increase the percentage of agreed management actions implemented within agreed timelines
- **KPI 2:** Increase the percentage of invoices paid on time (date received)
- **KPI 3:** Reduce the percentage of complaints escalated from Stage 1 to Stage 2
- **KPI 4:** Increase the percentage of corporate FOI requests responded to within 20 working days
- **KPI 5:** Successful compliance with the CIPFA Financial Management Code

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

EDO6

**Estate review**

**Our Corporate Strategy vision:** Review our operational estate to ensure we have the right amount and right quality of workspaces. Make sure they are carbon neutral by 2025, as well as climate resilient. Explore the potential for a greater presence in neighbourhoods alongside partners.



**Building blocks:** Development and Delivery Environmental Sustainability

**Actions for EDO6: Estate review**

**Action:**

Continue to implement the Corporate Landlord model. Focus on progressing with the office and depot rationalisation workstreams in order to deliver revenue savings.

**Lead area:** Property Assets and Infrastructure

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 9, 11, 13, 16, 17

**Action:**

Continue to deliver the wider disposals programme and support generating capital receipts.

**Lead area:** Property Assets and Infrastructure

**Cabinet lead:** Finance, Governance and Performance – Cllr Craig Cheney

**SDGs:** 9, 11, 13, 16, 17



### Performance metrics for this priority:

- **KPI 1:** Reduce the council’s direct carbon dioxide equivalent emissions from buildings (in tonnes)

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- **KPI 2:** Reduce the council’s direct carbon dioxide equivalent emissions from fleet vehicles (in tonnes)

\*Please note, metrics relate to the priority not the actions. Our performance will be monitored by a blended approach of reporting on both metrics and actions.

### City Outcome indicators for A Development Organisation theme:

- **KPI 1:** Increase the satisfaction of citizens with our services (Quality of Life)

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- **KPI 2:** Increase the percentage of people who think that the council provides value for money (Quality of Life)

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- **KPI 3:** Increase the percentage of colleagues who would recommend the council as a good place to work

# Glossary

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## Introduction

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**Building Blocks:** The core principles that we call our “building blocks”. These affect all our priorities and influence everything we do. They are what is most important to us, and they are chosen based on evidenced needs and our organisational values. We reflect these building blocks across our Corporate Strategy and Business Plan.

## Children and Young People

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**Alternative Learning Provision:** An education setting provided for pupils who cannot access mainstream schooling for reasons including exclusion or behavioural issues

**Attainment 8:** The total score obtained by a pupil for their 8 GCSE results

**Bristol Inclusion and Fair Access Panel:** This is the board that exclusions and school moves go through that is school facing and manages this process. [Fair Access Protocol](https://www.bristol.gov.uk/fair-access-protocol) (bristol.gov.uk)

**Children Living in Poverty:** Nationally published figure relating to living in poverty taking in to consideration housing costs

**Delivering Better Value Programme:** Programme aimed at increasing parental confidence in mainstream schools

**Early Education Entitlement Provision:** All three and four year-olds, and eligible disadvantaged two year-olds, are entitled to 570 hours of government-funded early years provision a year

**EET:** Education, Employment and Training

**EHCPs:** Education, health, and care plans

**Family Outcomes:** A set of shared outcomes for vulnerable families created locally by a range of different organisations and agencies

**Family Hubs:** A model of providing a range of family support services in one place. Services cover families with children and young people aged 0–19 years-old (0–25 years-old for SEND children and young people)

**Keeping Bristol Safe Partnership:** A group of organisations working together to keep adults, children, and communities safe across Bristol. The Keeping Adults Safe Delivery Group focuses on adults within the partnership. Together, they create policies to help people to report, investigate and stop abuse, supported by Adult Care Team Managers

**Local Area Inspection:** An independent inspection carried out by OFSTED

**Ofsted Ratings:** Ofsted is the Office for Standards in Education, Children’s Services and Skills. They inspect services providing education and skills for learners of all ages.

Grade 1: Outstanding

Grade 2: Good

Grade 3: Requires Improvement

Grade 4: Inadequate

**September Guarantee:** Government legislation that requires local authorities to find education and training places for 16- and 17-year-olds.

**Supporting families:** A national programme supporting vulnerable families address multiple, complex problems

**Trauma Informed Programme:** Recognizing the impact of trauma upon a patient whilst working to develop trust, safety and collaboration to avoid re-traumatisation

**Refugees:** A person who has fled war, violence, conflict, or persecution and have crossed an international border to find safety in another country

**Youth Zone:** A dedicated facility offering a range of activities and services for children and young people

## Economy and Skills

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**Building Bristol Initiative:** A service to support local developers who are preparing planning applications so they can also create robust employment and skills plans.

**Living Wage:** A wage that is high enough to maintain a normal standard of living.

**Talent Pathway Programme:** The expansion of what was originally the South Bristol Talent Pathway Programme. The wider programme will have a focus on the food and hospitality sector

**Temple Quarter Enterprise Zone:** A major redevelopment of 130 hectares of unused land around Temple Quarter and St Philip's Marsh which aim to provide 10,000 new homes and 22,000 jobs.

**UK100:** A network of local government leaders committed to tackling the major challenges associated with climate change

**Untreated waste:** Any waste which has not been adequately processed via some form of waste management such as recycling or composting

## Environment and Sustainability

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**Biodiversity:** The variety and variability of plant and animal species within a particular habitat

**C40:** A global network of mayors (representing 97 cities) taking action to confront the climate crisis

**Carbon Footprint:** The amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organisation or community

**Carbon Neutral:** The process of achieving net-zero carbon emissions through changes such as investment in sustainable energy and increasing tree canopies

**City Leap:** A partnership between Bristol City Council and private enterprises to finance a range of renewable and sustainable energy projects across the city

**COP28:** The 2023 United Nations Climate Change Conference taking place in Dubai in November and December

**Ecological Emergency Action Plan:** Bristol's Ecological Emergency Action Plan is how the council will protect species, restore habitats, and embed nature into decision-making. It sits alongside the councils' wider environmental efforts and takes us up to 2025.

**Urban7:** The U7 Group is chaired by the U7 Secretariat consisting of ICLEI – Local Governments for Sustainability and the Global Parliament of Mayors (GPM) as well as the city association from the country leading the G7 that year.

## Health, Care and Wellbeing

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**Community Mental Health Framework:** A framework for modernising community mental health services to ensure patients are given more control over the mental health support they receive

**Extra Care Housing:** Extra care housing, sometimes known as assisted living, is for older people with care and support needs who want to be active and independent

**Gold Sustainable Food City:** An independent award recognising a place's commitment to addressing food inequality, waste and sustainability

**Health in all Policies:** Considering the wider impact on health when shaping public policy in all areas (e.g., transport, housing)

**Integrated Care Board:** A statutory organisation that brings NHS and Care Organisations together locally to improve population health and establish shared strategic priorities within the NHS.

**Integrated Care System:** A collaboration of NHS, local authorities and other partners which organises health and social care in a joined-up way across a region

**Tier 3 Care:** Refers to longer term adult social care interventions such as supported accommodation or residential care

## Homes and Communities

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**EPC:** An Energy Performance Certificate that rates the energy efficiency and environmental impact of a property

**Household Support Fund:** The Household Support Fund is money from the government that we use to help low-income households with food and fuel poverty

**Housing First:** A homelessness intervention strategy, aimed at people with multiple and complex needs, particularly rough sleepers. It provides access to permanent housing as a starting point to help tackle their non-housing needs as well

**Living Rent:** The introduction of caps to rent prices, or other potential levers, in order to ensure living in Bristol is affordable for all

**Local crisis prevention fund:** Support for those in financial crisis by: providing emergency payments for food; supply household goods if you can't afford basic furniture or white goods, like a fridge or a cooker

**Local Plan:** A local guide to what can be built and the future pattern of development within an area

**Modern Method of Construction:** A wide term, embracing a range of offsite manufacturing and onsite techniques that provide alternatives to traditional house building

**Single Homelessness Accommodation Programme (SHAP):** A fund to deliver homes and support services for people sleeping rough or at risk of sleeping rough

**Voluntary and community sector strategic plan:** [Designing a new social reality:](#) A review on the future of the Bristol Voluntary, Community and Social Enterprise sector beyond COVID-19

## Transport and Connectivity

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**Active Travel:** Refers to journeys being made by physical active means, like walking or cycling

**Liveable Neighbourhoods:** Liveable neighbourhoods are areas of a city that are improved to be people-centred and 'liveable'

**Mass Transit:** The process of moving a high volume of people across a wide area using a system of shared transport modes such as trains or buses

**Strategic Corridor:** Refer to key transport routes whereby a significant number of people travel across the city or into the wider region

**West of England Combined Authority:** Is a combined authority consisting of the local authorities of Bristol, South Gloucestershire and Bath and North East Somerset. Its powers focus mainly on transport, innovation, employment and skills, the environment and housing

## Effective Development Organisation

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**Employer of Choice:** An organisation's ability to attract and retain the best candidates with a desirable company culture, leadership style, and employee engagement

**Equality Action Plan:** A plan to eliminate discrimination, advance equality of opportunity and foster good relations in all areas of our work so that diverse people can participate, exercise voice and influence, and benefit from our work

**One City Approach:** Describes the process of bringing a variety of partners together to commit to a set of shared goals for the city

**Power BI:** An interactive data visualization software product

You can request alternative formats of this document by calling **0117 922 2848** Page 315



# Bristol City Council - Performance Framework 2023/24

## Background

The current and coming year will see the Council facing some significant financial challenges. This will inevitably mean that some of the things we had intended to deliver or indeed continue to deliver, will be affected and in some cases will cease or be scaled back. There will be a necessary focus on delivering the exacting programme of financial savings that have been agreed by the Mayor and Full Council. This will be a parallel focus throughout the year ahead and is reflected in the Annual Business Plan.

The Bristol City Council (BCC) [Corporate Strategy 2022-27](#), which was published during the Spring of 2022, provides a framework for our annual Business Plan\*; the document setting out what we (BCC) are planning to achieve in the related municipal year. There are 7 Themes within the Corporate Strategy framework, each with 3 to 6 Priorities (32 Priorities in total). [\*published on [Corporate Strategy \(bristol.gov.uk\)](#)]

During the course of 2023/24 we intend to continue moving towards increased utilisation of Power BI and interactive self-serve tools for managers, in doing so enabling a more instant understanding of the data that underpins their performance. This will allow for further discussions at a Divisional/Directorate level without waiting for more formal performance reports to be submitted. This new technology should enhance and complement our existing performance reporting arrangements

One of the products which we are seeking to develop is a performance scorecard, which aims to bring together data from currently disparate systems (Finance, HR, Performance, Citizens Services, Audit, Risk and others) to provide a holistic overview of operational performance for all managers, while also assisting in the scrutiny of individual service areas at EDM and CLB. This will offer a more rounded view of performance generally, however it is to be acknowledged that this will be in addition to the more detailed reports that will continue to be submitted from each of these areas.

This document will now summarise how Bristol City Council will track how well it is performing against the Themes and Priorities as set out in the Corporate Strategy 2022-27, and includes:

- A. An overview of the governance and performance management arrangements for 2023/24
- B. Performance reporting plans
- C. Performance metrics for the annual Business Plan

## A/ Overview of performance management arrangements 2023/24

### Business Plan

This is the engine room of delivery around the Corporate Strategy and is largely drawn from a combination of Service Plans, Director Summaries and the PMO pipeline.

The Business Plan comprises a specific and clearly understood range of activity and actions that BCC intend to carry out over the coming 12 months in order to deliver each of the Corporate Strategy priorities. Each priority contains a maximum of three actions to keep ambition manageable and focused. An assessment of the priorities show that many do not readily lend themselves to pure metrics, and as such a combination of actions *and/or* metrics is used to show our performance throughout and over the year. This represents an approach where the primary focus is now on actively tracking actions, alongside more traditional metrics, to demonstrate that BCC is delivering the things it has said it will.

These actions and metrics have been agreed by our senior leadership team (Corporate Leadership Board - CLB), ratified by Full Council, and will best reflect how we are progressing against our stated ambitions. All metrics listed have associated aspirational targets, which will be shown in our Targets 2023/24 document (*link when available*).

This performance framework focuses on three main component parts:

### **1/ City Outcomes – Corporate Strategy Theme level City Outcome Measures**

#### **2a/ Business Plan measures – Corporate Strategy Priority level Performance Metrics**

#### **2b/ Business Plan measures – Corporate Strategy Priority level Actions**

**1/ City Outcomes** – these are generally annual indicators centred on the 7 Corporate Strategy Themes. They are primarily outcome-focused measures that are longer term in nature and slower moving, reporting annually (often in arrears) and look to assess the overall 'health of the city', as opposed to specific Council performance.

For the City Outcomes, we have set 5-year targets in line with the timeframe of the Corporate Strategy.

**2/ Business Plan measures** – the engine room of Corporate Strategy delivery, tracked quarterly.

As described, within each Corporate Strategy Theme sit a number of related Priorities which flow through to the annual Business Plan. Each Business Plan Priority contains up to three actions that the Council intends to deliver over the coming 12 months, and most though not all contain separate performance metrics. Several Priorities do not readily lend themselves to metrics.

A combination of tracking actions and/or performance metrics will be used to show progress throughout the year against each Theme/Priority. This blended approach includes quarterly management updates on progress against stated actions, alongside the more data-driven updates against our key performance metrics.

More detail around our Priority level measures is as follows:

#### **a) Business Plan Priority performance metrics**

These are primarily quarterly measures\* centred on our Corporate Strategy Priorities, with direct data available to measure progress throughout the year. These are also the metrics the Council has more direct responsibility over, and so will be used to measure Council performance rather than the overall health of the city. *Please note that these metrics are not in place to measure Priority Actions – these Actions have their own reporting criteria (please see b) below).*

\*Performance metrics will be reported quarterly where data is available; if metrics are annual (when data is only available once a year), a quarterly narrative on progress will be sought until any figure is made available.

#### **b) Business Plan Priority Actions**

Progress updates for Priority Actions will also be reported on quarterly, whilst noting that some actions may be achieved before year-end. This will provide consistent reporting on all Priorities, including those without specific quantitative metrics, and will provide a more rounded view of the Council's performance.

## **B/ Performance reporting**

### **1/ Business Plan thematic focus**

- a. There is a strong focus on the Corporate Strategy Themes which flow into the Business Plan, with each Theme being led by a BCC Director. Each of these Thematic Leads will work with a Performance Advisor/Business Partner through quarterly Performance Clinics, in order to both drive ambition and

to resolve/unlock issues which are impacting negatively on achieving our stated goals. Clinics should therefore be seen as the primary mechanism through which BCC scrutinises its corporate performance. Clinics also provide a more general framework within which direction and accountability in meeting the aims of the Corporate Strategy are established.

- b. Formal Performance reports, which emerge from Thematic Clinics, will then progress through the Council's pathway, beginning at the Executive Director Meetings (EDMs) before going through to Corporate Leadership Board (CLB) to agree recommendations before moving as information to Members (Cabinet Board and Scrutiny). For Directorate level EDMs, reports will focus on the measures relevant to that Directorate only, while Scrutiny Commissions will get reports based on their individual remits (more detailed information on Scrutiny is contained in section 5. below)

## **2/ Quarterly reporting**

Managers responsible for individual Business Plan actions and performance metrics will provide quarterly updates / narrative for inclusion in the seven Themed reports. The summation of this will see Performance Advisors, working with the Director Lead (or their representative) for each Corporate Strategy Theme, host a quarterly Performance Clinic at which progress against actions and data for that Theme is reviewed. This would also extend into business challenges, solutions and use of other insight or inputs. Directors and relevant managers would sit down with advisors as "critical friends" to consider key performance issues, solve challenges and course correct if needed. Where progress is not as anticipated, plans will be put in place to draw on resource from across the wider organisation where appropriate. A brief written update on each Theme will then be prepared by the respective lead/sponsor.

## **3/ Annual reporting**

At year end, an additional summary assessment will be published that sets out progress against all seven Themes and related Priorities, to follow shortly after the final Quarter 4 progress reports have been issued. This summary will be derived from conversations with all of the Corporate Strategy Theme Leads, where they will be asked to look back at the year and pick some pertinent points for inclusion (highlights/successes/unresolved challenges) in order for the Head of Insight Performance & Intelligence (IPI) to prepare a narrative around what this information means to BCC and for the city more generally. This annual report will then be published (either as an addendum to the following year's Business Plan or as a standalone document).

## **4/ Divisional 'Business as Usual' activity**

It is recognised that a broad range of activity will be carried out across the Council's divisions and services that is considered "business as usual", and not directly related to our Themes and/or Priorities. This is where the implementation of the Power BI-driven performance scorecard will come into play. This will be an Officer-only performance management tool and therefore not subject to explicit scrutiny by Members or the public. It is being established to both provide essential information and business intelligence around core performance and also to support CLB and Directors in accessing more cohesive and joined-up insights into the mechanics of Divisional activity, utilising more operational and granular data to do so.

Day-to-day performance will be managed by individual Directors and their Heads of Service, supported where possible by a Performance Advisor from IPI who will act as a business partner and critical friend, helping provide constructive challenge, insight and assurance.



## **5/ Scrutiny Commissions**

A key relationship in this process is Scrutiny. Due to the strong performance focus on the Corporate Strategy Themes, performance metrics for each Scrutiny Commission will be formally reviewed and linked to the related remit of each Commission. Currently these are tied to the Directorate structure that was in place in 2018. Performance Advisors (supported by contributions from officers in relevant services) will provide a written overview of performance in advance of the Scrutiny meetings. The Scrutiny Chair will be asked to identify key lines of enquiry to explore further at the meeting and relevant officers (or Theme lead) will then attend to update and take questions from the Scrutiny committee members.

## **6/ Targets**

Targets help us to focus on what we want to achieve and tell us whether our objectives are being progressed as we would hope. Performance targets should be SMART (Specific, Measurable, Achievable, Relevant and Time-specific).

Targets for 2023/24 will be published in July 2023 and are informed by the 2022/23 year-end results. They are agreed by CLB and will be published on our [Performance](#) page.

## **C/ Suite of performance measures 2023/24**

The proposed suite of Business Plan measures is drawn from existing metrics, new metrics or new actions designed to monitor progress against the Corporate Strategy Themes and Priorities.

Compilation of the measures was led by the Insight, Performance and Intelligence team based on the Corporate Strategy Themes and Priorities, as well as drawing from Service Plans and Director Summaries for the coming year. These have been reviewed and updated through discussions with Managers, Directors, Cabinet leads and Scrutiny members.

Thematic City Outcomes and Priority-level performance metrics / actions are listed under each Theme and Priority in the Business Plan 2023/24 on [Corporate Strategy \(bristol.gov.uk\)](https://www.bristol.gov.uk/corporate-strategy), and will be included on the Targets 2023/24 document to be published in July 2023.

# Equality Impact Assessment [version 2.9]



Title: <b>2023/24 Corporate Business Plan and Performance Framework</b>	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Resources	Lead Officer name: Tim Borrett
Service Area: Policy, Strategy and Digital	Lead Officer role: Director, Policy, Strategy and Digital

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](https://sharepoint.com).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

<p>The aim of the Business Plan is to show what actions Bristol City Council will take in 2023/24 to meet the commitments that have been made in the Corporate Strategy 2022-2027.</p> <p>For each of the seven key themes in the Corporate Strategy, the Business Plan summarises high level actions and success measures that will make sure we spend our money, time and resources as effectively as possible. The Performance Framework is a more detailed set of measures used to measure, gauge, report upon, support and challenge performance from an operational managerial level up to the highest strategic levels of the council.</p> <p>The seven themes within the Business Plan/Corporate Strategy are: Children and Young People, Economy and Skills, Environment and Sustainability, Health and Wellbeing, Homes and Communities, Transport and An Effective Development Organisation.</p> <p>These actions and activities are drawn from the detailed contents of Service Plans created by every service within the council. Service Plans also incorporate their Equality Action Plans (EAP) into their planning and the final Business Plan includes specific actions informed by these EAPs.</p> <p>The Performance Framework is a more detailed set of measures used to measure, gauge, report upon, support and challenge performance from an operational managerial level up to the highest strategic levels of the council.</p>
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### 1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input checked="" type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input checked="" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>	[please select]
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## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<a href="#">Corporate Strategy 2022-27</a>	The Corporate Strategy 2022-27 sets out the Council's corporate and city vision and outlines its top-level priorities and strategic themes. The vision outlined in the Corporate Strategy is equality focussed and the seven strategic themes make numerous references to delivering positive change for equalities groups.
<a href="#">Census 2021</a>	As the Business Plan is a citywide document, the statistics used mostly relate to Bristol as a whole. The Census details the demographic profile of Bristol.
<a href="#">The Population of Bristol</a>	Updated annually. The report brings together statistics on the current estimated population of Bristol, recent trends in population, future projections and looks at the key characteristics of the people living in Bristol.
<a href="#">Wards: Data Profiles</a>	The Ward Profiles provide a range of data-sets, including Population, Life Expectancy, Premature Mortality and Education for each of Bristol's 34 electoral wards.
<a href="#">Indices of Deprivation 2019</a>	The Indices of Deprivation measure relative levels of deprivation in 32,844 small areas or neighbourhoods across England, called Lower Layer Super Output Areas (LSOAs). LSOA's are a smaller geographical area than an electoral ward; there may be 8-10 LSOAs in an electoral ward. The indices of deprivation indicate the parts of the city where poverty and disadvantage are most acute. In brief, Bristol has 41 LSOAs in the

	most deprived 10% in England for Multiple Deprivation (one less than in 2015), including 3 LSOAs in the most deprived 1% in England (3 less than in 2015).
<a href="#">Joint Strategic Needs Assessment (data profiles)</a>	Brings together detailed information on health and wellbeing needs within Bristol and looks ahead at emerging challenges and projected future needs. In brief, inequalities in health outcomes are clearly linked to socio-economic deprivation and the parts of the city where general health tends to be poorest are also the most socio-economically deprived parts of the city.
<a href="#">Quality of Life Survey</a>	The Quality of Life (QoL) survey is an annual randomised sample survey of the Bristol population, mailed to 33,000 households (with online & paper options), and some additional targeting to boost numbers from low responding groups. In the 10% most deprived areas, all but 6 results for our most deprived communities are worse than those expressed by the average Bristol resident (and statistically significantly worse in 32 of the 50).
<b>Additional comments:</b> Individual actions within the Business Plan have been derived from Service Plans across the Council. Heads of Service may have used a variety of other data or evidence sources to inform their key actions.	

## 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender Reassignment
<input checked="" type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

## 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure, please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

Whilst there has not been direct engagement or consultation about the production of the Business Plan and Performance Framework themselves, these documents detail delivery of the Corporate Strategy 2022-27 and how this is measured.

The Corporate Strategy was subject to extensive internal development, including the Mayor, Cabinet, Corporate Leadership Board, Executive Director Meetings, Directors, Heads of Service, a cross-party Elected Members working group, Young Professionals Network, Youth Council, and embRACE staff network. The Corporate Strategy was also subject to a full public consultation and received input from many individuals, interest groups and experts and organisations including from Mayoral Women's Commission and the Chair of the Bristol Disability Equality Commission.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

The Business Plan is a thematic summary of top-level actions and the most important measures of our success only. On this basis, Equality Impact Assessments will be carried out for specific actions and proposals on a case-by-case basis, including engagement and formal consultation where appropriate.

The actions summarised in the Business Plan touch on all aspects of council business and therefore bring all Bristol citizens in to scope, particularly vulnerable people who receive the most critical services. We will ensure that due regard is given to any potential impact of specific proposals on protected characteristics by conducting Equality Impact Assessments for specific actions and proposals as required. This process is designed to help maximise positive impacts and ensure we are thoughtful and intentional about designing inclusivity and equity in to our work. It also helps us identify potential negative impacts and how we can eliminate, minimise or mitigate these.

The final version of the Business Plan subject to scrutiny via the Council's Overview and Scrutiny Management Board and will be agreed by the Corporate Leadership Board. It will go to Cabinet for information only.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above, and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

#### **GENERAL COMMENTS** (highlight any potential issues that might impact all or many groups)

The Business Plan contains a number of high-level actions and corresponding measures of success but is not intended to give detailed delivery plans for service projects. These would be contained within the plans made by each service. Individual assessments will be carried out for specific actions and proposals on a case-by-case basis.

That being said, our aim is to maximise equality and inclusion across all of the council's work, and to minimise direct and indirect adverse impacts on our communities through the successful delivery of the Business Plan. In doing so, particular regard given to people's protected characteristics, and also to carers and people experiencing socio-economic deprivation.

Many of the actions address intersecting issues of inequality, inclusiveness, participation and resilience, such as protecting children from violence, abuse and other adverse childhood experiences, reducing educational inequality at all stages, tackling food insecurity, tackling health inequalities and the wider determinants of health, improving city accessibility, building more affordable housing (including social housing), increasing digital inclusion in more deprived parts of the city and developing skills and routes into employment that tackle structural inequalities.

In the specific proposals or services emerging from these actions, we will highlight and mitigate particular adverse impacts on protected characteristics, and these are set out in those proposals' own Equality Impact Assessments.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

The Business Plan reflects five key principles, all of which are focussed on creating a fairer Bristol, where everyone can share in the city's success. Reducing inequality runs throughout the themes and key priorities for which the Business Plan is structured around. Its ambitions, therefore, are clearly aimed at creating positive outcomes and advancing opportunity for disadvantaged groups/communities and fostering good relations with people who do not share a protected characteristic.

Each of the seven themes within the Business Plan - as well as the priorities which sit underneath each theme - contain a range of Key Performance Indicators (KPIs) which are designed to help us measure our progress on delivering the city's key priorities. Directors will be required to report back on progress against these KPIs, either on a quarterly or annual basis. The delivery of many of these KPIs will bring about very specific benefits for people with protected or relevant characteristics.

## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

#### Summary of significant negative impacts and how they can be mitigated or justified:

There are no negative impacts identified as arising from the publication of the Corporate Business Plan. Individual assessments will be carried out for specific actions and proposals on a case-by-case basis.

#### Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

Tackling inequality has been a 'golden thread' running throughout the refreshed Corporate Strategy and Business Plan. As noted, many of the priorities seek to address issues of inequality and promoting inclusivity, such as protecting children from violence, abuse and other adverse childhood experiences, reducing educational inequality at all stages, tackling food insecurity, tackling health inequalities and the wider determinants of health, targeting regeneration schemes in more deprived areas, building more affordable housing (including social housing), tackling homelessness, promoting safer and accessible neighbourhoods, making more people-centred services within communities, increasing the increasing digital inclusion in more deprived parts of the city, promoting safe and active travel and developing skills and routes into employment that tackle structural inequality.

### 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Each of the seven themes within the Business Plan will have Key Performance Indicators which will be measured on an annual basis	Policy, Strategy and Digital / Tim Borrett	Annual



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

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Each of the seven themes within the Business Plan will have Key Performance Indicators which will be measured on an annual basis (e.g. *Percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)*). Each priority under that theme will include a number of relevant Key Performance Indicators which will be measured on a quarterly basis (e.g. *Increase % of adults with learning difficulties known to social care who are in paid employment*). These measures will provide us with quantitative and qualitative measures of achievement, which will be used to identify whether specific initiatives or interventions are providing tangible benefits to disadvantaged groups/communities. This evidence-based approach will allow us to identify the approaches that will yield greatest benefit and to modify and/or stop initiatives that are proving less successful.

### Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Tim Borrett, Director: Policy, Strategy and Digital
Date: 29/03/2023	Date: 06/04/2023

<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

<b>Title of report:</b> 2023/24 Corporate Business Plan & Performance Framework				
<b>Report author:</b> Tim Borrett				
<b>Anticipated date of key decision:</b> April 4 2023 (Corporate Leadership Board); May 2 2023 (Cabinet – for noting only)				
<p><b>Summary of proposals:</b> The aim of the Business Plan is to show what actions we will take in 2023/24 to meet the commitments that have been made in the Corporate Strategy 2022-2027. For each of the seven strategic themes in the Corporate Strategy, the Business Plan summarises high level actions and success measures that will make sure we spend our money, time and resources as effectively as possible.</p> <p>The Performance Framework is a more detailed set of measures used to measure, gauge, report upon, support and challenge performance from an operational managerial level up to the highest strategic levels of the council.</p>				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Y	+ive	<p>The delivery of City Leap will attract up to £1 billion zero-carbon energy projects, engagement with partners will help deliver results on food sustainability and retrofitting homes.</p> <p>Commitment to focus on energy efficiency and retrofit programmes across our housing and those in private sector. Continue to decarbonise homes.</p> <p>Promoting a shift to sustainable and active travel</p> <p>Move towards lower carbon footprint through estate review.</p>	N/A

		-ive	Enhance coordination between services to ensure climate policies, strategy and priorities are embedded in our policy, projects, and activities; including how money is spent on our land, buildings, and equipment. This will help contribute to the Council's 2025 net zero pledge. Some projects will generate embodied emissions from purchasing goods and materials and direct emissions from works.	Project co-ordinators will design and implement projects to minimise overall emissions and contribute to the council's carbon neutrality goals
Bristol's resilience to the effects of climate change?	Y	+ive	<p>Delivering River Avon flooding strategy that will build up long term resilience of local communities.</p> <p>A Blue/Green Infrastructure strategy will ensure future design is climate resilient, focus on tackling flood risk will improve people and places against increasing flood risk, key strategic improvements will be made to deal with increasing summer heat and other extreme weather.</p>	N/A
Consumption of non-renewable resources?	Y	+ive	Greater ecological focus on Local Plans will lead to improvement of renewable resources	N/A

		-ive	<p>being used in building new homes and promote use of low carbon modern methods of construction.</p> <p>Some projects will use non-renewable resources.</p>	<p>Project co-ordinators will design and implement projects to minimise the overall use of non-renewable resources, except where they provide significant benefits (such as reducing emissions)</p>
Production, recycling or disposal of waste	Y	+ive	<p>Work with businesses will deliver a more sustainable approach to disposing of commercial waste, trialling new ways of working.</p> <p>Continue to implement new approaches to managing waste and street cleansing in the city, this will include improvements to flats recycling and the expansion of the 'non-standard waste collection' to reduce litter, increase recycling, boost accessibility along the streets and improve the local area.</p>	N/A
		-ive	<p>Some projects will produce wastes</p>	<p>Project co-ordinators will design and implement</p>

				projects to minimise the production of waste. Where it is necessary, the waste hierarchy will be applied to reuse or recycle as much of it as possible. Waste will be reused, segregated, stored, transferred, treated or disposed of correctly, legally and sustainably.
The appearance of the city?	Y	+ive	Focus on biodiversity in Local Plan will improve the natural environment and look of the city. Will aim to enhance the natural environment across the city by utilising water and green spaces in planning.	N/A
		-ive	Some projects may temporarily detract from the appearance of the city while works are taking place.	Project co-ordinators will design and implement projects to minimise any negative visual impacts.
Pollution to land, water, or air?	Y	+ive	Promoting a shift to sustainable and active travel, including specific aims to decarbonise travel for young people with special educational needs and disability (aged 16-25). Improving	N/A

			<p>connectivity across the City and working closely with WECA on enhanced partnerships with bus operators. Continued development of Liveable neighbourhoods projects.</p> <p>Improving local air quality via delivery of clean air plan and Clean Air Zone and improved emissions standards for Hackney cabs</p>	
		-ive	<p>Some projects may pose a risk of discharging pollutants to water, air or land, or causing light, noise, dust, or odour nuisances</p>	<p>Project co-ordinators will design and implement projects to minimise pollution risks by using less hazardous materials, screens, dust suppression and best practice for storing, using, refuelling, maintaining and cleaning materials and equipment.</p>
Wildlife and habitats?	Y	+ive	<p>Formalised the commitment on ecological recovery – will drive delivery of the One City Ecological Emergency Strategy and BCC action plan – reduce use of products (inc pesticides) that undermine wildlife habitats and wider ecosystems Develop new evidence-based planning policies that respond to the ecological</p>	N/A

			<p>emergency for inclusion in the Local Plan</p> <p>Develop ecological and green infrastructure investment plans to help Bristol secure external investment and become a nature rich, climate resilient and climate neutral city</p>	
		-ive	<p>Some projects may affect, enclose, downsize, or remove habitats and green and blue spaces.</p>	<p>Project co-ordinators will design and implement projects to minimise any negative impacts on habitats and species and to aim for biodiversity net gain wherever possible. This may include biodiversity offsetting (replacing lost habitat type with equivalent habitat types in another location) where this is possible and is the only means to achieve this.</p>

**Consulted with:** The actions and Key Performance Indicators identified in the draft Business Plan have been consulted on by Executive Directors, Directors and Heads of Service. The first draft of the Business Plan will be subject to input from all levels of the Decision Pathway and councillor scrutiny.

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

Environmental impacts of key priorities and policy commitments that are referenced in this document were considered when formulating the Corporate Strategy and when individual services were drawing up their Service Plans. While the aim is to achieve the positive outcomes listed above, there will inevitably be some potential for negative impacts from implementing some projects.

Mitigation will be separately considered for any specific measures requiring Cabinet approval but will follow the generic pattern of mitigation set out in this assessment. The adoption of this Business Plan will have no direct impact, but the delivery of the



associated actions (particularly those attached to the sustainability building block in the Corporate Strategy 2022-2027) provides a basis for more environmentally sustainable planning and operational change to follow. Teams delivering projects can work closely with the Sustainable City Team to access their expertise in areas of sustainability relevant to projects being undertaken, this can be done through the planning and Eco IA process.

Actions within the Business Plan provide for significant positive environmental improvement, in particular a reduction in citywide CO2 emissions and improvements to local air quality. Specific decisions and policy making in the future will be guided by these key actions but will be subject to separate approvals. The overall impact of this Plan is likely to be positive.

**Checklist completed by:**

Name:	Hannah French
Dept.:	Policy, Strategy and Digital
Extension:	07768 831392
Date:	24.03.2022
Verified by Environmental Performance Team	<i>Nicola Hares</i> 28.03.2023

# Decision Pathway – Report

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**PURPOSE:** For noting

**MEETING:** Cabinet

**DATE:** 02 May 2023

<b>TITLE</b>	<b>Children’s Social Care and Special Education Spot Purchase Placements Update</b>		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Gail Rogers	<b>Job title:</b> Head of Service Children’s Commissioning		
<b>Cabinet lead:</b> Cllr Asher Craig Cabinet Member for Children Services, Education and Equalities	<b>Executive Director lead:</b> Abi Gbago Executive Director Children, Families and Education		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> For noting			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. Report for information, to update Cabinet on children’s spot purchase placements made in excess of £500,000, and to seek approval for spend to be monitored via the Corporate Parenting Panel.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. Bristol City Council has a number of statutory requirements in relation to children’s placements. Section 17 Children Act 1989 sets out the statutory duties upon local authorities for the provision of services for children in need. Section 22 (AG) of the Children Act 1989 sets out the statutory duties upon local authorities to provide children in their care with accommodation. Section 22G of the Children Act 1989 imposes a duty upon to local authorities to secure, so far as reasonably practicable, sufficient accommodation that (a) is within the authority’s area; and (b) meets the needs of those children. Independently provided children’s residential and foster care are key means by which Bristol City Council complies with its duties to provide high quality care to looked after children.</li> <li>2. In 2021 Cabinet delegated authority to the Director of Children Services, in consultation with the Cabinet Member for Children’s, Education and Equalities, to approve spot purchasing of Residential Care, Independent Foster Agency and Independent Special School and College placements for children and young people, where the total committed funding for placements is above the key decision threshold value (£500,000) and when existing framework contracts are unable to meet requirements.</li> <li>3. For the purposes of Financial Governance, officers proposed to report to cabinet annually, outlining each decision above threshold that was approved.</li> <li>4. These high-cost spot purchase placements have been required for our most complex children and young people who require high staffing levels, and are jointly funded by social care, health and education due to their range of high needs, therefore the cost of placements is not solely borne by the council.</li> <li>5. Nationally, the number of children in care has grown by 8% over the last four years. As the number of children in care continues to rise, the market takes time to respond. Bristol commissions care and education from the independent sector using framework arrangements. When a framework approved provider is not able to offer a suitable placement match for a child, the council seeks a suitable match from a non-framework provider on a spot purchase basis. These are often care and/or education placements for children with the most complex needs, with costs reflecting this and at times, being above the threshold value for a key decision.</li> <li>6. The Strategic Commissioning and Children’s Placement teams are working together to develop Bristol’s placement sufficiency and consider approaches to improve market management, including developing cost effective, local options. Whilst work is being undertaken to build our placement sufficiency, it is inevitable</li> </ol>			

that a level of spot purchasing will still be required.

7. The spot purchasing of placements, where no compliant route is possible, is permitted by the Public Contracts Regulations 2015 and Bristol City Council's procurement rules as a compliant exception agreed through a waiver.
8. The placements contained within this report are for our highest need young people who have experienced significant trauma, with wide ranging complex needs including mental health issues, high levels of emotional dysregulation, self-harm and at times violent aggressive behaviour requiring a high staff to child ratio. The placement team proactively reviews provision for young people and support packages are reduced as their needs settle and the requirement for staffing ratios are no longer required.
9. Spot Purchase Placements Exceeding £500,000 per annum for 2022/23:

Placement Type	Weekly Placement Cost	Monthly Cost	Annual Cost of Placement
Residential Children's Homes	£9,850	£42,800	£513,607
	£10,920	£43,550	£522,600
16+ External Supported Accommodation	£33,380	£140,691	£633,111
Independent Special School	£11,002	£47,679	£571,000

10. It is felt that a more appropriate governance route for this spend update is corporate parenting panel, therefore we are also seeking Cabinet approval to amend reporting mechanism. The corporate parenting panel is a multi-agency panel chaired by the Cabinet Member for Children, Education and Equalities which holds the council to account for the delivery of improved outcomes, championing children in care and care leavers across the council. The group has representation from care-experienced young people and key stakeholders such as health and education.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Note the spend on spot purchase social care and education placements as outlined in this report.
2. Approve future reporting of children's spot purchase placements made in excess of £500,000 to the Corporate Parenting Panel

**Corporate Strategy alignment:**

CYP1 Child Friendly City – Children and young people will be cared for and supported in the City they have grown up in and will be supported to overcome adverse childhood experiences.

**City Benefits:** Meet the needs of children in care and children with special educational needs and disabilities, in line with the Children Act 1989, the SEND code of Practice, the Children and Families Act and the Equalities Act 2010.

**Consultation Details:** Consultation has been undertaken with relevant internal staff members, including Procurement and Children's Placement Team

**Background Documents:** [Childrens Social Care and Special Education Spot Purchase Placements .pdf \(bristol.gov.uk\)](#)

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

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** The report does not present any direct financial implications but provides information on the number of spot purchase placements in excess of £500k made over the past year, under authority delegated by Cabinet in July 2021.

The impact of these on service budgets are reported as part of the Budget updates which have shown significant pressures resulting from increasing numbers on children in care, and placement sufficiency echoed in this report.

**Finance Business Partner:** Andrew Osei – Finance Business Partner 11 April 2023

**2. Legal Advice:** There are no specific legal implications arising from this report.

**Legal Team Leader:** Husinara Jones, Team Manager/Solicitor 11 April 2023

**3. Implications on IT:** I can see no implications on IT in regard to this activity.

**IT Team Leader:** Alex Simpson – Senior Solution Architect 21 March 2023

**4. HR Advice:** There are no significant HR implications for Bristol City Council employees arising from this report.

**HR Partner:** Lorna Laing HR Business Partner 23 March 2023

<b>EDM Sign-off</b>	Abi Gbago Executive Director Children and Education	29/03/2023
<b>Cabinet Member sign-off</b>	Cllr Asher Craig Cabinet Member Children’s Services, Education and Equalities	29/03/2023
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	04/04/2023

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

# Decision Pathway – Report

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**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 04 April 2023

<b>TITLE</b>	<b>Corporate Risk Management Report – Q4 2022/23</b>		
<b>Ward(s)</b>	City wide		
<b>Authors: Risk and Insurance Senior Officers</b>	<b>Job title: Risk and Insurance Senior Officers</b>		
<b>Cabinet lead: Councillor Cheney</b> - Deputy Mayor and Cabinet member for City Economy, Finance and Performance	<b>Executive Director lead: Stephen Peacock</b> - Chief Executive (Head of Paid Service)		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> For noting <b>Decision forum:</b> For noting			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. The report provides an update current significant strategic risks to achieving the Council’s objectives as set in the Corporate Strategy 2018-2023 and summarises progress in managing the risks and actions being taken as at Quarter 4 2022-23.</li> </ol>			
<b>Evidence Base:</b>			
<b>Context</b>			
<ol style="list-style-type: none"> <li>1. The Corporate Risk Report (CRR) is a key document in the council’s approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision making about business planning, budget setting, transformation and service delivery.</li> <li>2. The CRR provides assurance to management and Members that Bristol City Council’s significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that ‘risk’ by definition includes both threats and opportunities, which is reflected in the CRR.</li> <li>3. The Accounts and Audit Regulations 2015 require that the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council’s objectives and prioritise actions for managing those risks.</li> <li>4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual’s safety at harm, impact upon service delivery and the council’s reputation are minimised, opportunities are maximised and when risks happen, they are managed effectively to minimise the impact.</li> <li>5. The CRR summary of risks is attached to this report at Appendix A and is the latest position following a review by managers and Directors.</li> </ol>			
<b>Corporate Risk Report - Summary of Corporate Risks:</b>			
<ol style="list-style-type: none"> <li>6. Cabinet are asked to note the CRR as a working summary report of the critical and significant risks from the Service Risk Registers as of March 2023.</li> <li>7. The CRR sets out the critical, significant, and high rated threats and opportunity risks. All other business risks reside on the Service Risk Registers.</li> </ol>			

8. Members of EDM’s reviewed the DRRs in March 2023 to form the CRR and the CRR was reviewed by CLB in March 2023. Cabinet are asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers.

9. The Q4 22-23 Corporate Risk Report (CRR) as at March 2023 contained:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none"> <li>• 2 Critical risks</li> <li>• 20 High</li> <li>• 3 Medium</li> <li>• 1 Escalating from service risk registers</li> <li>• 2 Improving</li> <li>• 2 Deteriorating</li> </ul>	<ul style="list-style-type: none"> <li>• 1 High</li> </ul>	<ul style="list-style-type: none"> <li>• 1 Critical</li> <li>• 1 High</li> <li>• 1 Medium</li> </ul>

10. A summary of risks (Threat and Opportunities) for this reporting period are set out below:

**Threat Risks**

11. There are two critical threat risks:

- ‘CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)’ The risk rating being  $4*7 = 28$  critical threat risk. This risk is managed on the Resources Service Risk Register.
- ‘CRR15 - In-Year Financial Deficit’ The risk rating being  $4*7 = 28$  critical threat risk. This risk is managed on the Resources Service Risk Register.

12. There are two improving threat risks within the report:

- ‘CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council’ The risk rating being  $2*4 = 14$  High Risk Level improving from a level of 21.
- ‘CRR39 - Adult and Social Care major provider/supplier failure’ The risk rating being  $3*5 = 15$  High Risk Level improving from a level of 20.

13. There are two deteriorating threat risks within the report:

- ‘CRR45 - Failure to deliver statutory duty in respect of Children’ The risk rating being  $4*5 = 20$  High Risk Level, deteriorating from a 15 High Risk Level.
- ‘CRR15 - In-Year Financial Deficit’ The risk rating being  $4*7 = 28$  Critical Risk Level, deteriorating from a 21 High Risk Level.

**External and Civil Contingency Risks**

14. There is one critical external risk:

- ‘BCCC5 - Cost of Living Crisis impact on Citizens and Communities’. This risk has a risk rating of  $3*7 = 21$  High Risk to  $4*7 = 28$  Critical risk.

**Additional Information:**

- For more detail on individual risks and their management, please see the attached Appendix A.
- The closed risks are now reflected within individual risks across the Council’s Service Risk Registers.
- All risks on the CRR have management actions in place.
- It is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.
- Risks are escalated to the Corporate Risk Report (CRR) if the risk scores higher than a 20 or if a risk is determined by CLB to remain on the corporate risk report due to monitoring its significance to the councils aims and objective.

**Cabinet Member / Officer Recommendations:**

That Cabinet

1. Notes the current strategic risks and mitigating actions being taken to reduce to within tolerance.

**Corporate Strategy alignment:**

Managing risks are an integral element to the achievement of the BCC Corporate Strategy deliverables.

**City Benefits:**

Risk Management aims to maximise achievement of the council's aims and objectives by reducing the risks to those achievements and maximising possible opportunities that arise.

**Consultation Details:** none

**Background Documents:**

<https://democracy.bristol.gov.uk/documents/s28767/10 Appendix A - BD11378 - Risk Management Assurance Policy Jan 2019.pdf>

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

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council's main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision for these risks is made through the budget planning process. The Council should ensure it has sufficient resource available to implement actions required to bring risks down to a tolerable level. This report highlights a number of critical financially related risks which will need to continue to be addressed and mitigated through planned improvements collectively owned by the leadership, refresh to the financial outlook through the MTFP, continued robust financial monitoring throughout the financial year, as well as the Council maintaining minimum reserves levels in line with the s151 officer review of financial risk in the budget taken in February 2023.

**Finance Business Partner: Sarah Chodkiewicz, Head of Financial Management and Deputy S.151 Officer 17/04/2023**

**2. Legal Advice:** The Corporate Risk Register enables the Council to monitor and manage identified risks and mitigations to ensure good governance and compliance with its statutory and other duties.

Advice will be given separately in relation to any specific legal issues that may arise from the risks identified.

**Legal Team Leader: Nancy Rollason, Head of Legal Service, 17/04/2023**

**3. Implications on IT:** The Digital Transformation Team remain committed to undertaking and/or supporting the mitigation activities pertaining to the service risks. We provided identified those LOB systems that pose the greatest risk and made their details available to be incorporated on the risk registers of the area that own them, this includes details inherent in the risk such as; Cyber Security, and IT Resilience whereby ownership and mitigation activity should be led by the responsible service areas and reported individually. Working with Risk colleagues we have supported the implementation of the new risk management software tool, which is now being utilised by all relevant colleagues.

**IT Team Leader: IT Team Leader: Gavin Arbuckle, Head of Service Improvement and Performance 17/04/2023**

**4. HR Advice:** No HR implications of the recommendation.


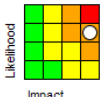
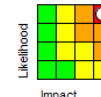



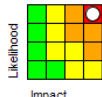
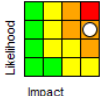

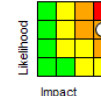

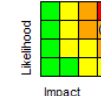
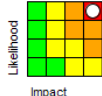

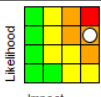

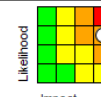



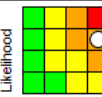
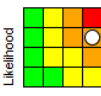

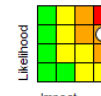





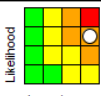

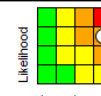



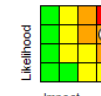


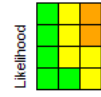


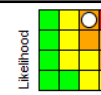

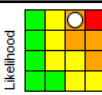

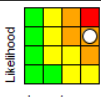
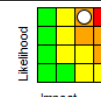

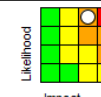
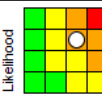
**HR Partner: James Brereton, Head of HR 17/04/2023**

<b>EDM Sign-off</b>	Resources EDM	15/03/2023
<b>Cabinet Member sign-off</b>	Cllr Cheney, Deputy Mayor and Cabinet member for City Economy, Finance and Performance	17/04/2023
<b>For Key Decisions - Mayor's Office sign-off</b>	N/A – information report for noting	



<b>Appendix A – Further essential background / detail on the proposal</b> Q4 Corporate Risk Report 2022-2023	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
Appendix F – <a href="#">Eco-impact screening/ impact assessment of proposal</a>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

**Threat Risk Performance Summary**

Risk....	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)	6	21 		28 ↓		28 		28 	
CRR15 - In-Year Financial Deficit	7	21 ↓		21 		21 		28 ↓	
CRR9 - Safeguarding Vulnerable Children	8	21 		21 		21 		21 	
CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery target (Replaced CRR32)	9	21 NEW RISK		21 		21 		21 	
CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council	10	21 		21 		21 		14 ↑	
CRR52 - Fire Safety in High Rise residential buildings	12					21 Escalated from service risk registers		21 	
CRR51 - Risk that ASC financial unsustainability due to national and local pressures leads to a failure to deliver statutory duties and budgetary control	12					21 NEW RISK		21 	
CRR53 - Risk that increased social worker and occupational therapist vacancies and sickness rates will result in vulnerable adults' care being compromised	13					20 NEW RISK		20 	
CRR39 - Adult and Social Care major provider/supplier failure	14	21 		20 ↑		20 		15 ↑	

Appendix A – Corporate Risk Register as of March 2023



Risk....	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
CRR7 - Cyber Security	15	20 		20 		20 		20 	
CRR25 - Suitability of Line of Business (LOB) systems	16	20 		20 		20 		20 	
CRR40 - Unplanned Investment in Subsidiary Companies	17	20 		20 		20 		20 	
CRR49 – Workforce Resilience	18	21 NEW RISK		20 		20 		20 	
CRR41 – Capital Portfolio Delivery	19	20 		20 		20 		20 	
CRR37 – Homelessness	22	20 		20 		20 		20 	
CRR43 - Lack of progress for Mass Transit Impact on city	23	20 		20 		20 		20 	
CRR45 - Failure to deliver statutory duty in respect of Children	24	9 		15 		15 		20 	
CRR10 - Safeguarding Adults at Risk with Care and support needs	25	15 		15 		15 		15 	





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Appendix A – Corporate Risk Register as of March 2023

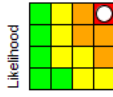

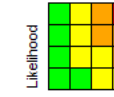
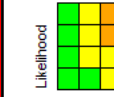
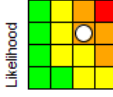
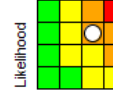
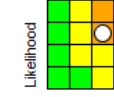
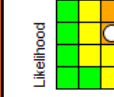
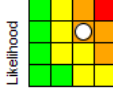
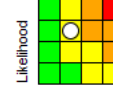
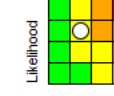
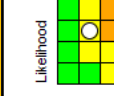


Risk....	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
CRR6 - Fraud and Corruption	26	15		15		15		15	
CRR27 – Failure to deliver the Capital Transport Programme Delivery	28	15		15		15		15	
CRR5 - Business Continuity and Operational Resilience.	29	15		15		15		15	
CRR26 - ICT Resilience.	30	14		14		14		14	
CRR29 - Information Security Management System (ISMS)	31	10		10		10		10	
CRR4 - Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework	32	15		10		10		10	
CRR18 - Failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets. (Formerly 'Failure to deliver enough homes to meet the City's needs')	34	15		10		10		10	




**Opportunity Risk Performance Summary**

Risk	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
OPP1 - One City Approach	35	21		21		21		21	

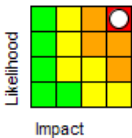
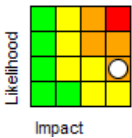
**External and Civil Contingency Risk Summary**

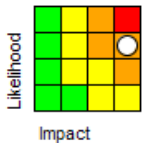
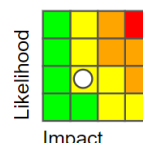
Risk	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
BCC5 - Cost of Living Crisis impact on Citizens and Communities	36	28 NEW RISK		28		28		28	
BCC1 – Flooding	37	15		15		15		15	
BCC4 - Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health)	38	15		9 ↑		9		9	

**Risk Trend Key**

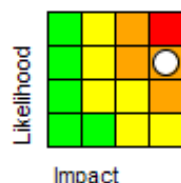
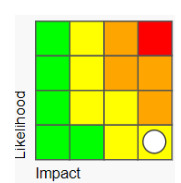
Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

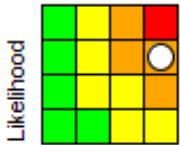
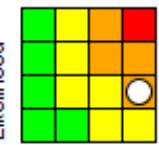
### Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)</p> <p><b>Description:</b> Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p>	<b>Constant</b>	<b>28</b> Likelihood = 4 Impact = 7		<b>14</b> Likelihood = 2 Impact = 7	
<p><b>Risk Causes:</b> Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. The general economic uncertainty affecting the financial markets, levels of trade &amp; investment Local Government finance settlement from spending review Continued Impact of Covid-19 on key income sources. Inadequate budgeting &amp; budgetary control/Financial Settlements &amp; wider fiscal policy changes:- The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. Embedding of the new national funding formula for schools and High Needs. Political failure to facilitate the setting of a lawful budget. Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. Insufficient reserves to mitigate risks and liabilities and provide resilience. Rising inflation could lead to increased cost. Impact of Adult Social Care reform and sufficient funding available to meet increased cost</p> <p><b>Risk Consequences:</b> Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provides services and the council's reputation locally and nationally in terms of investor confidence. That the budget is unlikely to reflect council priorities and objectives. That the budget may not adequately resource pressures and increases in demand. That the budget includes savings which are not deliverable. That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience. Negative impact on front line services. A negative opinion from external audit. Secretary of State intervention.</p>					
<p><b>Risk Owner(s):</b> Chief Executive and Director of Finance (S151 Officer).</p> <p><b>Portfolio Flag:</b> Finance, Governance and Performance</p> <p><b>Strategic Theme:</b> Our Organisation</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Budget Preparation, Setting and Budget Accountability Framework - BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Clear roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets are in place.		1. Implementation of CIPFA Financial Management Code	June 2023	40%
			2. Review of financial outlook assumptions	June 2022	100%
			3. Undertake annual financial resilience assessment - Links to CIPFA Action	June 2022	100%
	2. Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth		4. Fully refreshed MTFP report to Cabinet in October	September 2022	100%
			5. Establishing the Business & Budget Planning Board to oversee development of budget	February 2023	100%
			6. Making representation to government departments in relation to: - the likely costs at a local level for the proposed Adult Social Care reforms	March 2024	0%
	<p><b>Summary of Progress:</b> The 2023/24 budget has been agreed by full council in a balanced position. The 2023/24 does require significant savings to be delivered. The 5-year MTFP remains unbalanced in the latter years.</p>				

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level																								
<p><b>Risk Title:</b> CRR15 – In-Year Financial Deficit</p> <p><b>Description:</b> The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p>	<h2>Deteriorating</h2>	<div style="background-color: red; color: white; padding: 10px;"> <h1>28</h1> <p>Likelihood = 4 Impact = 7</p> </div>		<div style="background-color: yellow; color: black; padding: 10px;"> <h1>6</h1> <p>Likelihood = 2 Impact = 3</p> </div>																							
<p><b>Risk Causes:</b> A failure to appropriately plan and deliver savings. Unscheduled loss of material income streams. Increase in demography, demand and costs for key council services. The inability to generate the minimum anticipated level of capital receipts. Insufficient reserves to facilitate short term mitigations, risks and liabilities. Interest rate volatility impacting on the council's debt costs. Impairments in our commercial Investments are realised. Response to inadequate SEND inspection in 2019, increased demand for EHCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.</p>																											
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<p><b>Risk Owner(s):</b> Director of Finance (S151 Officer).</p>	<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>																										
<p><b>Strategic Theme:</b> Our Organisation</p>	<p><b>Summary of Progress:</b> 'The P10 report has highlighted further deterioration in the financial position of the council. This risk is updated to reflect further need and associated financial risk which has emerged as at Period 10 within the People Directorate's Children and Families (CSC) division, Education (including pressures in respect of nursery schools) and within the Growth and Regeneration's Directorate's Property, Assets and Infrastructure's Energy service and Management of Place's Parking service where previous risks have now been built into forecast. The position is being closely monitored and further work is being undertaken to explore a range of possible mitigations and opportunities across all Council budgets.</p>																										



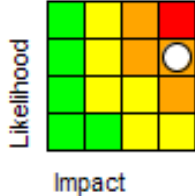
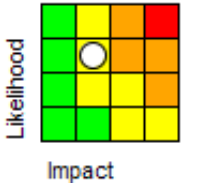
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR9 - Safeguarding Vulnerable Children</p> <p><b>Description:</b> The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p>	<b>Constant</b>	<b>21</b> Likelihood = 3 Impact = 7		<b>7</b> Likelihood = 1 Impact = 7	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Demand for services exceeds service capacity and capability.</li> <li>-Inadequate controls result in harm.</li> <li>-Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation.</li> <li>-Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID</li> <li>-Placement failure due to COVID infection across children's home or fostering households.</li> <li>-An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care</li> </ul>					
	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. DCS quarterly assurance report to Corporate Leadership Board and action taken to address areas for improvement		Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements	December 2022	100%
	2. Inspections and Peer Reviews - Recent inspection activity (Inspection of Local Authority Children's Services) and peer review indicates that progress has been made across services in ensuring children/adults are safeguarded. (Sep 2018 and Dec 2021)		New Quality Assurance Processes – including targeted mentoring and training for social workers	Sept 2022	100%
	3. Quality assurance and performance framework in place and reported on at regular intervals through to cabinet members and Scrutiny – which has been strengthened recently.		Draft revised Threshold Document which is due to be approved by Keeping Bristol Safe Partnership over the next quarter.	March 2023	90%
	4. The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account.		Procure a strategic partner to undertake work regarding extra familial harm and with our children who go missing from home or care. (JA – different due date in the system)	April 2023	80%
	5. Strategic Risk assurance		Working with Cornwall as part of Sector Led Improvement to review our place-based leadership arrangements and prevention of care offer.	March 2023	100%
<p><b>Portfolio Flag:</b> Children's Services, Education &amp; Equalities</p>	<p><b>Summary of Progress:</b> Demand continues to increase for services due to; 1. Cost of living crisis and poverty, 2. Increase in children seeking asylum., 3. Increase in children presenting with trauma. And 4. We have increasing numbers of children coming into care and due to increased demand and placement sufficiency we have placed a number of children in unregistered provision.</p>				
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.</p>					

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR48 - Failure to meet the affordable housing needs of the city by failing to meet the Project 1000 Delivery targets. (Replacing CRR32)</p> <p><b>Description:</b> Failure of the City to deliver to the Mayoral Target of 1000 affordable homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the city prove to be ineffective.</p>	<p><b>Constant</b></p>	<p><b>21</b> Likelihood = 3 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>14</b> Likelihood = 2 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>- Availability of public subsidy from homes England and challenges in meeting their funding viability and value for money assumptions</li> <li>-reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers</li> <li>-the complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery.</li> <li>- Insufficient land available</li> <li>- continued impact of Covid 19 on the delivery programme of developments in the City</li> <li>- Not enough planning applications submitted</li> <li>- Not enough planning permissions granted and delays within the planning process</li> <li>- Inability of the housebuilding industry to deliver at this level to meet need through the planning system</li> <li>- Increased uncertainty in the market due to Brexit</li> <li>- Lack of capacity within the council's delivery system and the local market</li> <li>- Insufficient housing land identified in strategic planning documents</li> </ul>						<p><b>Existing Controls</b></p>
<p><b>Risk Consequences:</b></p> <ol style="list-style-type: none"> <li>1. Reputational damage</li> <li>2. Increased levels of homelessness</li> <li>3. Increased demand from the private rented sector, (non-affordable), by those in highest need</li> <li>4. Residualisation of lower value areas of the city</li> <li>5. Economic deprivation, poorer health and lower educational attainment of households living in poverty in poor housing conditions with limited tenancy sustainability</li> </ol>	<p><b>Control</b></p>	<ol style="list-style-type: none"> <li>1. Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery.</li> <li>2. Requiring a minimum of 30% affordable housing on land released by the Council.</li> <li>3. Working collaboratively with Homes England to maximise subsidy in schemes - This provides as much affordable housing as possible. New framework for regular collaboration and review in place, focussing on both BCC direct delivery and RP delivery.</li> <li>4. Project 1000 and Housing Delivery Boards - Scrutiny and active decision making / support at a senior and political level to influence and unblock barriers to delivery. Project 1000 leads in place.</li> <li>5. KPI Targets for affordable housing delivery - quarterly reporting of KPI targets through spar.net providing corporate scrutiny on annual delivery against targets</li> <li>6. Revised Affordable Housing Practice Note</li> </ol>	<p><b>Action Title</b></p> <ol style="list-style-type: none"> <li>1. Bid for second round funding through OPE BFLR fund to unlock a second CLH site.</li> <li>2. Develop the Housing Delivery Plan 2022-25.</li> <li>3. Review &amp; amend the Affordable Housing Practice note in 2021/22.</li> <li>4. Revised Affordable Housing Funding Policy 2022-2025</li> <li>5. Secure Homes England Affordable Housing Programme Funding</li> <li>6. Accelerating Planning for Affordable Housing</li> <li>7. Develop new practice notes on affordable housing delivery through Build to Rent and First Homes</li> <li>8. Plan and establish a monthly Project 1000 working group to oversee all affordable housing development activity, monitor and</li> </ol>	<p><b>Due Date</b></p> <p>July 2022 December 2022 July 2022 March 2022 March 2026 December 2022 April 2022 August 2022</p>	<p><b>Progress</b></p> <p>100% 100% 100% 100% 40% 56% 100% 100%</p>	

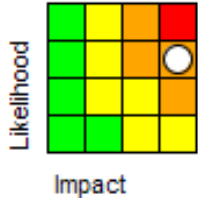
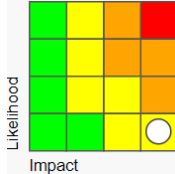


<p>6. Balance between addressing need for family homes V increased viability of delivering smaller units</p>		<p>manage risk and unblock internal barriers to delivery</p>		
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Development.</p>		<p>9. Develop a new framework of appraisal parameters and agree a clear funding programme approach for HRA delivery</p>	<p>October 2022</p>	<p>100%</p>
		<p>10. Review structure and capacity of current Housing Delivery Team to ensure the team has the ability to meet Project 1000 and HRA Business plan targets for direct delivery</p>	<p>December 2022</p>	<p>100%</p>
		<p>11. Maximise capital funding from Homes England, WECA and DLUHC to address the complexities and additional costs of delivering an affordable housing programme on brownfield sites, including looking at ways of developing a strategic approach with key funding partners to meet infrastructure and abnormal costs.</p>	<p>March 2025</p>	<p>60%</p>
<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>	<p><b>Summary of Progress.</b> Concerns remain in the construction sector around materials cost and labour availability that remain a risk to affordable housing delivery within the current timescales. This may delay delivery beyond 2023/24 or at worst case mean sites are no longer viable and are not brought forward for development, effecting the longer term pipeline.</p>			
<p><b>Strategic Theme:</b> Fair and Inclusive</p>	<p>A continuing risk to accelerated delivery is the insolvency / bankruptcy of large developers and SME contractors / sub contractors in the City. The biggest impact on delivery numbers has been seen at the Clarion development of 152 affordable homes where Mid Group went into liquidation in July 2022, causing significant delays to completion of the scheme which had originally been forecast to complete in 2022/23.</p> <p>there are currently 1,300 affordable homes in active development and many more to commence on site in 2023/24, contributing to the totals for delivery in the coming years.</p> <p>Continuation of the AH development programme at pace across the city is under threat. Risks around capacity in the planning system, the council's legal services, property, land supply and a slowing in the development sector more widely due to market conditions, as well as wider resourcing should be noted.</p>			


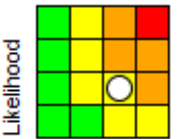
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council</p> <p><b>Description:</b> A Major Incident or emergency which exceeds the response capacity of the council and partner responding organisations leading to mass fatalities, excess deaths, damage to property and infrastructure and an ability to deliver key service to the community. In addition, further consequences could be mitigation and reputational damage to the council.</p> <p><b>Risk Causes:</b>                      Emergency risks not identified and prepared for.                      Lack of trained and available responding staff.                      Emergency roles and responsibilities not embedded.</p>	Improving	14 Likelihood = 3 Impact = 7		9 Likelihood = 3 Impact = 3	
<p><b>Risk Consequences:</b>                      Increased risk of:                      - Disruption of public services                      - Disruption of transport networks                      - Death/injury                      - Displacement of people</p>					
	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1.24/7 Operations Centre provides effective monitoring for the city and a co-ordinatory role in response and recovery.		1. Emergency training – rest centres, humanitarian assistance and training for Marshals currently running	April 2022	100%
	2. Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties		2. Plan and Deliver Corporate exercise	October 2022	100%
	3. Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising		3. Development and sign off of Strategic Crisis Management Plan	May 2022	100%
	4. Emergency Plans		4. Development and roll out of the Emergency Planning e-learning package	October 2023	60%
	5. Duty Director rota in place		5. Community Resilience Mapping development	October 2023	75%
	6. Duty Civil Protection Officer and other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)		6. Supporting the review of the ASLRF work programme and Operational Model	May 2022	100%
	7. BCC emergency plan training and exercising in place		7. Continued support to the Covid response, particularly around testing and vaccinations	June 2022	100%
	8. Monitoring of severe weather events		8. Coordination of support for Afghan refugee hotels	May 2022	100%
	9. Close working with Safety Advisory Group for Events				

Appendix A – Corporate Risk Register as of March 2023

<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Management of Place.	9.Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)				
<b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> The risk score for this risk has been reduced this quarter. Although impact scores have stayed the same, the likelihood has reduced from 3 likely to 2 unlikely to reflect coming out of the winter period, a stabilisation in international energy prices, progress made on mitigating the risk to our high-rise blocks and a continued reduction in Covid impacts.				
<b>Strategic Theme:</b> Our Organisation, Wellbeing					
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR52 - Fire Safety in high Rise residential buildings	<p style="text-align: center; font-size: 24px; font-weight: bold;">Constant</p>	<div style="text-align: center;"> <p style="font-size: 36px; font-weight: bold;">21</p> <p>Likelihood = 3 Impact = 7</p> </div> 		<div style="text-align: center;"> <p style="font-size: 36px; font-weight: bold;">7</p> <p>Likelihood = 1 Impact = 7</p> </div> 	
<b>Description:</b> Risk of failing to ensure high rise properties meet safety requirements					
<b>Risk Causes:</b> Findings from new PAS9980 inspection regime, learning from fires and new regulatory requirements. Difficulty recruiting to new posts and conducting service review resulting in no additional dedicated resources with responsibility for building safety cases and resident engagement.	Existing Controls		Mitigating Actions		
	Control	Action Title			Due Date
<b>Risk Consequences:</b> Risks to personal safety, reputational and legal (financial and criminal), increased insurance costs.	<ul style="list-style-type: none"> <li>Carry out fire risk assessments on all communal areas/assets identified as requiring an FRA on an annual of bi-annual basis depending on level of risk and occupancy (97% complete)</li> <li>Fire Engineer Independent Assessments (IA) on its High-Rise blocks. The IA's included holistic assessments of fire safety equivalent to type 4 intrusive investigations.</li> <li>Separate contractual arrangements for FRA's and remedial works</li> <li>Deliver programme of PAS 9980 appraisals and FRAEW's</li> <li>BCC instructs further assessments as directed from FRA's</li> <li>Carpenters are TRADA trained to ensure fire doors meet required standards</li> <li>Fire risk assessments are carried out by qualified and competent people.</li> <li>Fire safety and awareness training for staff in place</li> <li>Fire safety policy implemented and includes approach to stay put, evacuation etc.</li> <li>Monthly building safety board meetings monitor fire and</li> </ul>		Waking watch implemented in all 38 blocks with EPS cladding	November 2022	100%
			Building new investment into the budget/business plan for 2023/24	March 2023	100%
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Homes and Landlord Service	<ul style="list-style-type: none"> <li>Complete a review of business innovation</li> </ul>		July 2023	25%	
<ul style="list-style-type: none"> <li>Complete a review of fire safety policies and processes</li> </ul>		May 2023	50%		

	building safety compliance • Our current fire safety consultant for High rise (Building Control) is IFE (Institution of Fire Engineers) accredited. For low rise, our current assessor is FRACS (Fire Risk Assessor's Certification Scheme) qualified. • Separate contractual arrangements are held for FRA's and remedial works
<b>Portfolio Flag:</b> Housing Delivery and Homes	<b>Summary of Progress:</b> Tendered for provider to complete FRAs Tendered for framework of providers to carry out FRAEW Action plan in place to meet new fire safety regulatory requirements including communication and signage (risk of meeting compliance scored separately). Interim measures (waking watch) in place and budget provision for EPS removal, interim measures, and sprinkler programme in place. Risk can be reviewed when new inspection programmes implemented and regs action plan is completed.
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR51 - Risk that ASC financial unsustainability due to national and local pressures leads to a failure to deliver statutory duties and budgetary control</p> <p><b>Description:</b> There is a risk that ASC financial unsustainability due to a number of national and local pressures compromises the ability to deliver statutory duties and the independence of people that draw on care and support.</p>	<b>Constant</b>	<b>21</b> Likelihood = 3 Impact = 7		<b>10</b> Likelihood = 2 Impact = 5		
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Rising demand in Adult Social Care which must be met under the Care Act. Particularly from complex needs and higher cost requirements in people under 65. These needs are more likely to be met outside of area, be subject to lower personal contributions, and be needed for longer.</li> <li>-Increase of needs due to more health services being delivered in the community without appropriate funding following the patient.</li> <li>-Increased complex needs across our demographics that must be met under the Care Act.</li> <li>-Lack of funds available within budget to meet statutory duties.</li> <li>-Lack of systems in order to ensure effective governance and control of all spend.</li> <li>-Pressure from wider system pressures - for example, delays in hospitals which lead to increased long term cost provision</li> </ul>						
	<b>Existing Controls</b>		<b>Mitigating Actions</b>			
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
	<ul style="list-style-type: none"> <li>Established Care Cubed to improve pricing controls - enabling the service to maximise value for money</li> <li>Improved Business Intelligence - Developing advanced tools for analysing and reporting business intelligence and performance information</li> <li>Improved governance process on all spend - Improved case discussion where all spend is approved through tighter governance.</li> <li>Leading integration opportunities with Health - Through establishment of the Integrated Care Board (ICB) BCC are leading implementation of integration opportunities which will maximise vfm e.g. joint commissioning of learning disability and autism team</li> <li>Realignment of ASC Operations - Using new locality</li> </ul>		Develop alternative to long term care provision - Increase provision of Technology Enabled Care, Shared Lives and Direct Payments Increase the number of direct payments through reviewing process and practice Increase the take up and opportunity around the use of technology enabled care Management restructure and vacancy management to deliver savings	December 2022 March 2023 January 2023 March 2023	50% 40% 70% 70%	



for care. -Non-recurrent funding which limits opportunity for long term investment.	teams to work with local providers, community and voluntary sector to maximises care and support provision outside of Council statutory provision. This builds resilience in communities and individuals, and ensure statutory services are focused on the right interventions. <ul style="list-style-type: none"> <li>Reset the ASC Transformation Programme - Reset the programme to address market provision, workforce challenges, price control, practice, and integration</li> </ul>			50%
<b>Risk Consequences:</b> - Overspending on the budget which may impact the wider council. -The consequence of this risk are that appropriate and effective care and support as required under the Care Act may not be possible for all those who require it. The consequence could be felt in the quality or quantity of care and support, or in both.		Review of in-house service provision to deliver efficiencies and savings	March 2023	
<b>Portfolio Flag:</b> Children’s Services, Education & Equalities <b>Portfolio Flag:</b> Adult Social Care & Integrated Care System	<b>Summary of Progress:</b> The score remains the same due to continued pressure on the ASC care budget. Currently there are mitigations in place to address this but going into 23/24 there is around £9m pressure on the care budget and around £6m savings agreed that will need to be delivered.			
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.				

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR53 - Risk that increased social worker and occupational therapist vacancies and sickness rates will result in vulnerable adults’ care being compromised.  <b>Description:</b> Limited staff capacity within operational teams will result in increased waiting times for assessment and review potentially putting vulnerable adults at risk of going without sufficient care and support.	Constant	20 Likelihood = 3 Impact = 7	Likelihood	9 Likelihood = 3 Impact = 3	Likelihood
			Impact		Impact
<b>Risk Causes:</b> -Difficulties recruiting and retain experienced social workers and OTs. This is in line with national picture of increasing vacancy rates in statutory adult care social care departments across the country. -These vacancies are not distributed equally with some operational teams having nearly 50% vacant posts.	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> <li>Increase Social Work and OT Apprentice capacity -</li> </ul>		Review AMHP Market Supplement	January 2023	100%


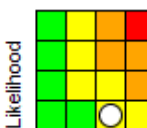


<p>-Sickness absence in operational teams have also increased during this period which is further compounding operational teams' ability to respond to those in most urgent need. -Cost of living crisis is also likely to impact on retention rates of social work staff</p>	<p>ASC have doubled the amount of SW and OT apprentices this year increasing to 6 SW Apprentices per year and 2 OT apprentices.</p> <ul style="list-style-type: none"> <li>Operational Business Continuity plans duty - All operational teams have internal prioritisation process for workflow and demand. Additionally, they have robust duty systems in place with duty workers present to respond to urgent demands or cases to mitigate against highest risk of harm to citizens and respond in a timely way to those at greatest need.</li> <li>Recruitment Strategy - Developed new recruitment strategy and implemented rolling recruitment advert.</li> <li>Developing enhanced Wellbeing offer for operational staff - dedicated additional resource within Adult Workforce L&amp;D to enhance our wellbeing and support offer.</li> </ul>	<p>Recruit Non- registered Social Care Practitioners to bolster workforce - Agreed to recruit Social Care Practitioners and OT aides on a fixed term basis to off sent challenges in recruiting registered staff. Cost will be covered by SW vacancies and underspend and can offer some mitigation. Historically we have more success and recruiting and retaining non-registered staff than SW and OT roles.</p>	<p>October 2022</p>	<p>100%</p>
<p><b>Risk Consequences:</b> - As a result of this decreased operational capacity this has seen an increase in numbers of people waiting for assessment and reviews (insert data) -The percentage of individuals who have had an annual review of their care and support needs has also decreased in the last year with less than 50% of individual in receipt of care and support having had a formal review.</p>				
<p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p>				
<p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p>	<p><b>Summary of Progress:</b> Operational capacity within ASC continues to be stretched. Currently average practitioner capacity sits at 70% which includes vacancies and all absences. This varies significantly across teams and localities with 3 operational teams below 50%. This has been impacted further by delays resulting from further vacancy management and dispensation process.</p>			
<p><b>Strategic Theme:</b> Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>				

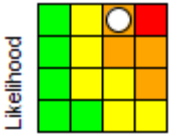
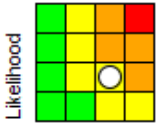
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR39 – Adult and Social Care major provider/supplier failure</p>	<p><b>Improving</b></p>	<p><b>15</b> Likelihood = 4 Impact = 5</p> 		<p><b>14</b> Likelihood = 2 Impact = 7</p> 	
<p><b>Description:</b> Failure or potential degradation of ASC service provision linked to a complex set of internal / external risks causing service interruption or cessation. Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p>					
<p><b>Risk Causes:</b> - Provider goes into liquidation or ceases operations -Provider unable to meet demand due to recruitment / workforce/ or organisational issues. -Factors influencing provider/supplier failure: Increased demand and increased complexity of need of individuals putting further pressure on social care sector. Chronic workforce recruitment and retention problems heightened by pandemic. The social care sector facing a number of other issues – highly competitive job market, covid 'exhaustion', rising energy costs, changes to National Living Wage, inflation/ raising costs of supplies, high cost of living in Bristol,</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<ul style="list-style-type: none"> <li>Daily review of supply and sustainability issues and x3 week business continuity meetings across operations</li> <li>Twice weekly Operational Business continuity meetings</li> <li>Weekly ASC Business continuity meeting – DMT level</li> <li>Weekly produced Sit Rep with information on Covid Outbreak Management, supply, demand, provider quality</li> </ul>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
			<p>Review of Provider Financial Sustainability process</p>	<p>December 2022</p>	<p>100%</p>
		<p>Proud to Care Programme</p>	<p>March 2023</p>	<p>50%</p>	



<p>significant pressures from two large acute hospitals.</p>	<ul style="list-style-type: none"> <li>Regular information received from D&amp;B Credit ratings to help assess financial risk</li> <li>Each major contract (Home Care, Care Homes, Community Support Services, ECH) has a multi-disciplinary Business Relations team which assess risks to those provisions and plan response whether QA or Commissioning</li> <li>Provider Sustainability Panel is a forum where ASC can assess the financial issues facing individual provider and consider support options</li> <li>Regular meetings with a) key Strategic Providers in the city b) all provider forums and regular dialogue with Care and Support West Care Association</li> <li>Daily assessment of supply - via Brokerage team, Business relationship team and Contracts</li> <li>Strategic Planning and information sharing with CCG, other LAs and other key stakeholders - Great integration across BNSSG and joint problem solving, sharing of information and resources.</li> <li>Provider Failure/Service Interruption Process</li> </ul>			
<p><b>Risk Consequences:</b> Citizens (many of whom are very vulnerable) may have services ended or reduced without much notice putting them at risk and causing distress Lack of suitable local provision may mean people moving away from community, support networks Lack of alternative provision should mean not meeting statutory duties under Care Act Pressures on ASC workforce (social work, contracts, brokerage commissioning etc) to review and find alternative provision in timely manner Financial pressures as demand may drive prices up Lack of suitable provision resulting people moving to inappropriate more costly provision (e.g. care home instead of home care)</p>		<p>Fair Cost of Care exercise</p>	<p>October 2022</p>	<p>100%</p>
<p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p>		<p>Cost of Living Work</p>	<p>October 2022</p>	<p>100%</p>
<p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p>	<p><b>Summary of Progress:</b> In recent quarter we have experienced planned closures of services. There is a likelihood of continued planned closures and care providers consolidating their service provision at regular intervals.</p>			
<p><b>Strategic Theme:</b> Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR7 – Cyber Security</p> <p><b>Description:</b> The Council's risk level in regard to Cyber-security is higher than should be expected.</p>	<p><b>Constant</b></p>	<p><b>20</b> Likelihood = 4 Impact = 5</p>	 <p>Likelihood Impact</p>	<p><b>5</b> Likelihood = 1 Impact = 5</p>	 <p>Likelihood Impact</p>
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>Lack of investment in appropriate technologies.</li> <li>Reliance on in-house expertise, and self-assessments (PSN).</li> <li>Lack of formal approach to risk management (ISO27001).</li> <li>Historic lack of focus.</li> </ul>					
	<p><b>Control</b></p> <p>1. Phishing attack exercises - As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.</p>		<p><b>Action Title</b></p> <p>1. Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken</p>	<p><b>Due Date</b></p> <p>August 2023</p>	<p><b>Progress</b></p> <p>85%</p>

Appendix A – Corporate Risk Register as of March 2023

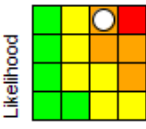
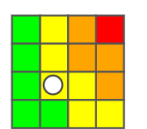
<p><b>Risk Consequences:</b></p> <p>a. Information security incidents resulting in loss of personal data or breach of privacy / confidentiality.</p> <p>b. Safeguarding data breach impacting on safety of vulnerable child or adult.</p> <p>c. Risk of breaching the regulations and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover, enforced by the Information Commissioners Office on behalf of the European Union.</p> <p>d. Increased litigation.</p> <p>e. Reputational damage.</p> <p><b>Risk Owner(s):</b> Chief Executive, Senior Information Risk Owner (SIRO).</p>	<p>2. Targeted Training of employees – The Information Governance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. developed by IG and ICT Teams</p>				
	<p>3. Technical controls</p>	<p>2. Implement audit actions with oversight by IG Board</p>	<p>August 2023</p>	<p>80%</p>	
	<p>4. Security team training</p>				
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress.</b> No change to the score currently. Progress is being made in addressing some large and complex areas of concern, such as the creation of a Security Operations Centre (SOC) &amp; configuration and updates of our Security Incident Event Monitoring (SIEM). Support is being given from 3rd Part SMEs and the DSP.</p>				
<p><b>Strategic Theme:</b> Our Organisation</p>					
<p><b>Threat Risk</b></p>	<p><b>Trend</b></p>	<p><b>Current Risk Assessment</b></p>	<p><b>Risk Tolerance Level</b></p>		
<p><b>Risk Title:</b> CRR25 – Suitability of Line of Business (LOB) Systems</p>	<p><b>Constant</b></p>	<p><b>20</b></p> <p>Likelihood = 4 Impact = 5</p> 	<p><b>10</b></p> <p>Likelihood = 2 Impact = 5</p> 		
<p><b>Description:</b> The Council has reliance on legacy software systems which cause a number of risks due to; 1. Supportability from internal IT resource 2. The supportability of the hardware utilised 3. Lack of alignment to strategy and therefore a blocker to Digital Transformation 4. Within an appropriate support contract 5. Legacy data used for current work (GDPR) 6. Lack of Information (Cyber) Security controls 7. High cost where alternative core Council solutions exist</p>					
<p><b>Risk Causes:</b> Sovereignty within service areas, and a lack of motivation to change. Cost of transition. Lack of knowledge of which systems are problematic and the impacts of these.</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
	<p>1. Auditing of all councils Line of Business (LOB systems)</p>		<p>1.Undertake comprehensive review of all software systems and identify potential risks (as per</p>	<p>December 2022</p>	<p>100%</p>

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Appendix A – Corporate Risk Register as of March 2023

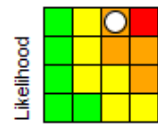

<p>Lack of understanding of impact. Lack of ownership from Information Asset Owners. Lack of documentation pertaining to software systems and ownership of strategy. Cost avoidance of replacing systems. This is seen as an IT problem, not one for the software system owners.</p>	<p>2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership</p> <p>3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.</p>	<p>threat risk description). Place all risks into an Operational Risk format. Risks will be scored and any known mitigation noted. This will be presented to CLB for further review and to agree action plan.</p> <p>2.Channel Shift Project - Review legacy line of business systems with the view to rationalising and replacing either by building on existing internal platforms such as dynamics or via procurement of new products and better utilisation of functionality.</p>	<p>February 2028</p>	<p>0%</p>
<p><b>Risk Consequences:</b> Lack of resilience and continuity in event of an incident/failure High-cost applications without appropriate support. Inability to improve service delivery through digital transformation. May feed into Information (Cyber) Security risks.</p>				
<p><b>Risk Owner(s):</b> Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.</p>				
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> Awaiting confirmation from Risk team that all risks from the application risk spreadsheet supplied have been entered into Pentana with the correct business owners.</p>			
<p><b>Strategic Theme:</b> Our Organisation</p>				

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR40 – Unplanned Investment in Subsidiary Companies</p> <p><b>Description:</b> There is a risk that BCC'S investments in subsidiaries may require greater than anticipated capital investment.</p>	<p style="text-align: center;"><b>Constant</b></p>	<p style="text-align: center;"><b>20</b> Likelihood = 4 Impact = 5</p>	 <p style="text-align: center;">Likelihood Impact</p>	<p style="text-align: center;"><b>6</b> Likelihood = 2 Impact = 3</p>	 <p style="text-align: center;">Likelihood Impact</p>
<p><b>Risk Causes:</b> Failure to have effective corporate governance arrangements in place in one or more of the companies. Failure to ensure the right leadership with the right skills across the Companies. Business Failure due to severe economic</p>					
	<p style="text-align: center;"><b>Control</b></p>	<ol style="list-style-type: none"> <li>Audit and Risk Committee - Supports on issues of risk, control and governance</li> <li>Board Effectiveness Reviews to be annual</li> </ol>	<p style="text-align: center;"><b>Action Title</b></p> <p>1. Align Risk Management Arrangements Between BCC/BHL</p>	<p style="text-align: center;"><b>Due Date</b></p> <p>April 2023</p>	<p style="text-align: center;"><b>Progress</b></p> <p>50%</p>

Appendix A – Corporate Risk Register as of March 2023

<p>downturn caused by external factors (incl. Pandemic &amp; Brexit). Service delivery failure as a result of specific market changes (e.g., recycle market, housing market, volatility in gas and electric market prices, delays in timing of income from customer heat network connections), failure to secure planning etc. Delivery of BE2020 wind up within financial envelope. Legislation changes. Cyber Security - risk that key systems are compromised and that sensitive data is stolen Failure to develop and grow commercial trading activities</p>	<p>workforce planning</p> <ol style="list-style-type: none"> <li>Continued monitoring of the impact of External issues such as COVID on the business and adaptive approach being proposed for optimising emerging opportunities and mitigating pressures</li> <li>Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs</li> <li>Shareholding Group</li> <li>Weekly progress review provided and regular review of assumptions, cash flow and risks</li> </ol>	<p>2.BCC Capital Strategy limits BCC exposure to loans</p>	<p>December 2021</p>	<p>100%</p>
<p><b>Risk Consequences:</b> - Financial Loss - Reputational damage to the council Impact to service provision provided by subsidiary companies</p>		<p>3.Business Plan for Holding Companies 23/24</p>	<p>March 2023</p>	<p>0%</p>
<p><b>Risk Owner(s):</b> Chief Executive and S151 Officer.</p>		<p>4.Business Plan for Holdings Companies</p>	<p>March 2022</p>	<p>100%</p>
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> Risk Parameters remain same. Indication of Financial support for BWC identified in the latest BWC Budget for this year and next year.</p>	<p>5. Capital Programme</p>	<p>March 2022</p>	<p>100%</p>
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR49 - Workforce Resilience</p> <p><b>Description:</b> A lack of workforce resilience or capacity to provide statutory services and achieve strategic aims and objectives</p>	<p><b>Constant</b></p>	<p><b>20</b> Likelihood = 4 Impact = 5</p> 		<p><b>9</b> Likelihood = 3 Impact = 3</p> 		
<p><b>Risk Causes:</b> Failure to recruit – particularly in specialist areas</p>		<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>	

Appendix A – Corporate Risk Register as of March 2023

<p>where the market is highly competitive COVID-19 impact in labour market and workforce sickness High levels of staff turnover High staff sickness levels Ineffective prioritisation of workloads</p> <p><b>Risk Consequences:</b> Key services fail – inability to meet service demands Statutory and/ or regulatory obligations are not delivered Strategic priorities and aims are not delivered. The council becomes unfocused and demand led. Increasing levels of sickness absence Higher staff turnover and loss of talent HSE/Legal action Reputational damage Poor customer satisfaction leading to complaints and requests for compensation</p>	<ul style="list-style-type: none"> <li>• Agreements in place with employment businesses for the supply of contingent workforce; agency and statement of works</li> <li>• Promotion of apprenticeships and internal progression opportunities</li> <li>• Regular and close review of management information (through HR Dashboards and leavers survey) to monitor turnover, staff starters/exits to enable targeted actions to be taken</li> <li>• Stress risk assessments, supporting attendance policy, occupational health advice and Employee Assistance Programme are in place to minimise the incidence and length of sickness absence. A refreshed stress risk assessment has been developed through consultation with trade unions and staff led groups and is due for launch in December 22.</li> <li>• Support for managers with future workforce planning and succession planning, with bespoke action plans to target diversity and skills gaps</li> <li>• Consideration of impact of cost of living and winter pressures, encouraging take up of booster and flu jabs and review the facilities available in the workplace</li> <li>• Introduction of an agile self-assessment form - for managers to discuss with team members and put in place actions to help ensure a workplace that is suitable for their physical and mental wellbeing</li> <li>• Prioritisation of tasks to better manage workforce pressures</li> </ul>	<p>Analysis of staff feedback (from surveys and team discussions) to take targeted action to support the resilience and wellbeing of the workforce. This includes the introduction of workshops, e-learning resources, training courses, coaching and advice, in addition to the Employee Assistance Programme</p>	<p>October 2022</p>	<p>100%</p>
		<p>Workforce Strategy is currently being refreshed and will have workforce resilience and wellbeing as a primary theme</p>	<p>March 2023</p>	<p>75%</p>
		<p><b>Summary of Progress:</b> This risk remains as High due to the adverse impact of the budget saving proposals may have on workforce resilience and wellbeing, the impact of the continued vacancy controls, capacity in hard to fill roles, and the impact this will have on service resilience.</p>		
<p><b>Risk Owner(s):</b> Chief Executive, Director of Workforce and Change</p>				
<p><b>Portfolio Flag:</b> City Economy, Finance &amp; Performance</p>				
<p><b>Strategic Theme:</b> Our Organisation</p>				

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR41 – Capital Portfolio Delivery</p>		<p><b>20</b> Likelihood = 4</p>		<p><b>6</b> Likelihood = 2</p>	





<p><b>Description:</b> Capital portfolio is not delivered on time, within budget and does not deliver One City Plan and Corporate Strategy objectives.</p>	<h2 style="margin: 0;">Constant</h2>		<p>Impact = 5</p>		<p>Impact = 3</p>	
<p><b>Risk Causes:</b> Strategic, geographic, social, financial and economic conditions changing over time Oversight of Project Interdependencies not well managed Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure</p> <p><b>Risk Consequences:</b> The cost is higher than expected The capital portfolio is delivered later than planned The operating and maintenance cost of assets exceeds expectations Benefits not delivered resulting in failure to deliver outcomes to secure strategic objectives</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>			
	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>	
	<p>Introduction of enhanced highlight and exception reporting at the G&amp;R Board - Change Services PMO have regular Highlight reports submitted to G&amp;R Board from key and/or large capital programmes and projects. This is now ongoing</p>		<p>Deliver workshops on the review and refresh of the capital programme and review of Capital receipting/disposal.</p>	<p>31 August 2022</p>	<p>100%</p>	
	<p>Internal/External comms factored in into all resource requests to reduce reputational risks</p>		<p>Collaboration with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard</p>	<p>October 2022</p>	<p>100%</p>	
	<p>Additional headroom in MTFP assumptions to manage inflationary and supply chain issues - Change Services PMO have regular Highlight reports submitted to G&amp;R Board from key and/or large capital programmes and projects. This is now ongoing.</p>		<p>Developing of a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway.</p>	<p>October 2022</p>	<p>100%</p>	
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration.</p>			<p>Commissioned capital strategic partner</p>	<p>February 2021</p>	<p>100%</p>	
<p><b>Portfolio Flag:</b> Mayoral Portfolio and City Economy, Finance &amp; Performance</p>	<p><b>Summary of Progress:</b> The main risks and mitigation actions remain like last reporting cycle. I have retained text from previous notes and updated with new updates below. In this note I have set out some of the key areas of risk with high impact scores and discuss management plans / mitigation strategies and why they are scored a such:</p>					
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p><b>Communities / Social</b> The capital portfolio contains works that if delayed could have a sever but manageable negative impact on vulnerable groups/individuals (school places, affordable homes, transport infrastructure etc). Management responses to risk areas below will help manage the impact on this.</p> <p><b>Environmental</b> The capital portfolio is a high waste creator and polluter. It also offers significant opportunity to construct and install tech and infrastructure essential to meeting strategic aims and reducing its negative impact on the environment in the delivery phase. Delivering sustainable projects within policy is now more prevalent but there is significant opportunity to improve. Capital Projects Service is collaborating with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard. This will set out a strategic plan for environmental sustainability across the whole of Bristol City Council's capital portfolio. It contains objectives for the portfolio as a whole and guidance to help delivery staff understand the relevance to their projects. It will provide a set of metrics to track the sustainability performance of the capital portfolio. It will provide advice on what individual projects</p>					

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should report on to feed into these metrics. It will provide an approach to addressing sustainability across the lifecycle of a capital project. This is being piloted currently in Capital Strategic Partnership commissions. I feel we should also consider adding the capital portfolio as a **strategic opportunity** to support attainment of strategic environmental goals. Public realm, building asset operation, energy creation & distribution, sustainable transport, ways of working, modern methods of construction can all make significant contributions if embedded **consistently** in the portfolio with good structures, process and management.

**Financial**  
Impact is 5 as the capital portfolio is currently operating within its 'assumptions'. In short there is sufficient capital to meets its liability. Inflation and the impact on labour and material due to geopolitical factors will place significant strain on budgets and will likely require use of portfolio contingency. Headroom has been created in the MTFP 2023 to protect the ability to meet contractual obligations and high-level aspirations. **This includes the impact of the Bristol Beacon additional cost on the**

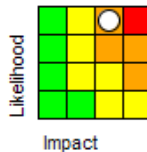
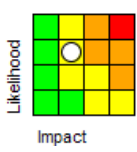
**Capital programme.**  
An iteration of this was completed in February 23 budget to create additional headroom in the MTFP to manage high level risk over inflation and cost increases in the capital portfolio. In June 2022 Grant Thornton published it's interim Auditors Report on Bristol City Council. The report made several observations on capital delivery and capital spend including that the capital programme historically delivers 75% of its spend in the final quarter of the financial year. The recommendations and actions made in the report are factored into the responses and actions associated with this risk. Accurate forecasting and highly assured and smooth delivery of the capital portfolio are the key goals for the steps articulated in the Programme and Project Management section below. As part of the contract with the Strategic Capital Partnership, resource and support has been provided to increase training for officers to improve accuracy of current and future forecasting and budget requests for consideration within decision pathways and corporate governance.

**Programme & Project Management**  
The capital programme was rated as 'Limited' when internally audited in 2021. Head of Capital Projects developed a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway. This was internally audited at the same time and was given a 'Reasonable' assurance level with the steps to make it Substantial being to roll it out for all capital projects, not just Strategic Partner commissions. This is now a Audit management action allocated to the Head of Capital Projects.  
All Strategic Partner commissions are using the framework and SOS's. City Transport are adopting as part of the organisational refresh with 5 projects trialling already. Housing Delivery are currently considering pilot schemes for the framework as well.  
The need for a Portfolio Management Office set up has been recognised by the organisation to coordinate the portfolio's programmes and sub projects. This will allow far greater level 2 assurance, understanding interconnected risks and issues and the application of the framework across the majority of the portfolio. This will improve reporting, decision making, control and risk management. Capital Projects is working with Change Services to design and implement this capital PMO function. Resource has been a continual issue in delivery of capital programmes and projects. In Feb 21 the Capital Strategic Partner was commissioned. This has enabled quick call off for professional services required for capital delivery. The take up of the Partnership by officers has been greater than initially anticipated. This indicates that key projects and programmes are benefiting from this resource particularly in PM and Programme Management. Demonstrable improvements are seen in the parts of the portfolio with pilots and those that are using the new delivery framework but this score will only be reduced when there is a consistent improvement across the whole capital portfolio.

**Reputation**  
External and internal comms are being factored into all resource requests (mandate, OBC, FBC). There is significant risk capital delivery (Bristol Beacon as an example).I would note that our reputation in the market is also very important. The construction market is volatile and unpredictable at the moment. The Council needs to be considered a client of choice that suppliers want to work with or there is a significant risk that tender responses will be limited with poor value for money implications. Behaviours of commissioners and how the Council communicates its aspiration and values is key to manage this.

**Likelihood**  
I have reviewed the likelihood against the criteria (specified on Pentana) and believe there is some justification in considering reducing to a Likely level due to the management actions we have in place and the steps we have taken to address PM and Programme Management deficiencies and resource issues. However I have

	decided to recommend we keep at Almost Certain for review in 3 months' time. We will have had more time to assess the impact of the strategies/actions and have evidence in tangible outputs (completed projects & programmes) that will evidence the reduction rather than the improvement being only anticipated
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR37 - Homelessness</p> <p><b>Description:</b> The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.</p> <p><b>Risk Causes:</b>                      The ending of the eviction ban                      Unemployment and cost of living rising leading to an increase in evictions.                      A recent sharp increase in the number of households partly or wholly reliant on welfare benefits [UC claimant households in Bristol have risen from 17,000 in number in April 2020 to 38,000+ in Feb. 2022]. For most welfare benefits recipients, particularly those living in the private rented sector, housing and essential household costs are not met by their benefits entitlements'.                      -Impact of the pandemic leading to an increase in mental health issues, family relationship breakdown and domestic violence &amp; abuse.                      -Supply of affordable rented housing reducing                      -Increasing popularity of Bristol as a city to move to, and associated increased pressure on demand and cost of private rented accommodation</p>	<b>Constant</b>	<b>20</b> Likelihood = 4 Impact = 5		<b>9</b> Likelihood = 3 Impact = 3	
	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<ul style="list-style-type: none"> <li>Joint commissioning of services - Focus on more joint commissioning of services for those homeless households who also face multiple disadvantages - to create a more holistic approach and to improve outcomes. Proposals for commissioning a new framework for supported TA is going to cabinet in October 2022.</li> <li>Effective Commissioning - Recommission our short-term supported housing (Pathways) accommodation &amp; support contracts - to maximise effectiveness of these resources / funding stream and minimise repeat homelessness</li> <li>Effective cost - New supplier contracts - successfully introduced new block contracts for some Temporary Accommodation, reducing the cost of TA to the Council. Planning to bring more block contracts on-line this financial year</li> </ul>		Changing Futures Programme	March 2024	20%
			Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC	July 2022	100%
			Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022	March 2024	60%



<p><b>Risk Consequences:</b> Increase in homelessness and the number of households in Temporary Accommodation. Expenditure on Temporary Accommodation does not return to pre-pandemic levels and could continue to increase.</p>		Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.	December 2023	50%
		Homelessness prevention - increase access to private rented - Review our approach to working with the Private rented sector and produce spend to save proposals which will increase access to accommodation and reduce TA use	December 2022	100%
		Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention and prevention of homelessness	Sept 2023	10%
		Submit a bid to Single Homelessness Accommodation Programme (SHAP) to bring on-line additional supported housing	May 2023	50%
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Housing</p>	<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>			
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>	<p><b>Summary of Progress:</b> The cost-of-living crisis poses significant risks for increasing homelessness. The scale of the impact is not yet known and will depend partly on what government support is put in place. The homelessness organisation crisis is predicting a 30% increase in homelessness. The number of households presenting to Bristol City Council is continuing to increase. There has been an increase in the number of households living in Temporary Accommodation (TA) from 1137 on 31st March 2022 to 1272 on 28th February 2023. In the last year the number of families with children living in TA has increased whilst the number of single clients has stayed roughly the same. Family TA is more expensive than that for single clients. This is adding to the financial pressure. There is an underlying pressure of £5m due to Housing Benefit Subsidy loss. With in-year mitigations the forecast pressure for 22/23 has reduced to £1.2m.</p>			


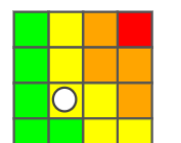
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR43 - Lack of progress for Mass Transit Impact on city</p> <p><b>Description:</b> Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.</p>	<p><b>Constant</b></p>	<p><b>20</b> Likelihood = 4 Impact = 5</p>	<p>Likelihood Impact</p>	<p><b>10</b> Likelihood = 2 Impact = 5</p>	<p>Likelihood Impact</p>
<p><b>Risk Causes:</b></p>					

Appendix A – Corporate Risk Register as of March 2023


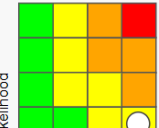
1. Resourcing Business Case development 2. Lack of political consensus 3. Viability of Business Case 4. Lack of DfT support	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
<b>Risk Consequences:</b> -Reputational impact. -Long term congestion and air pollution increase. -Regional productivity reduced. -Threat to investment across the city.	Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project  Regular internal briefings - Regular briefings with senior managers and administration				
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.					
<b>Portfolio Flag:</b> Public Health and Communities	<b>Summary of Progress:</b> While the issue around consultation has been resolved, issues remain around the Strategic Outline Business case that require resolution. The draft SOC has been completed and is under review, but significant work remains to reach a consensus on the way forward.				
<b>Strategic Theme:</b> Our Organisation, Wellbeing.					

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<b>Risk Title:</b> CRR45 - Failure to deliver statutory duty in respect of the safeguarding of children	<b>Deteriorating</b>	<b>20</b> Likelihood = 3 Impact = 5		<b>6</b> Likelihood = 2 Impact = 3		
<b>Description:</b> Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority						
<b>Risk Causes:</b> Staffing failure: recruitment and retention COVID failure: business continuity plans fail due	<b>Existing Controls</b>		<b>Mitigating Actions</b>			
<b>Control</b>				<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
1. Benchmarking salaries with regional levels				Revising recruitment and retention strategy in	May 2022	100%



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to higher infection/isolation Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk		response to evidence of turnover and vacancies in areas of particular pressure (front door, experienced social workers and frontline managers)		
	2. Investing in training and development	Commissioned independent peer review of the statutory safeguarding arrangements to ensure that the council's statutory officers are executing their responsibilities and undertaking due diligence in a legal and appropriate way.	May 2022	100%
	3. Over-recruiting where required			
	4. Reviewing system pressures and taking action on a weekly basis			
	5. Systemic unit model and integrated locality arrangements	Implement transformation programme of Children's service	Oct 2024	0%
<b>Risk Consequences:</b> Harm or death of a child Inspection failure and regulatory action Litigation and reputational damage Other unpredicted costs to the LA	6. Skilled and stable workforce with low use of agency workers - Continued low use of agency workers but turnover and vacancies have risen.			
	7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements			
	8. Scrutiny of statutory safeguarding partners			
<b>Risk Owner(s):</b> Executive Director People, Director Children's and Families Services.				
<b>Portfolio Flag:</b> Children's Services, Education & Equalities	<b>Summary of Progress:</b> Due to placement sufficiency and the increased number of children coming into care we have placed a number of children in unregistered placements which is illegal. We are mitigating this by regular visits to undertake QA of the provision and to see children and weekly senior leadership oversight whilst we continue to search for registered placements. We have proposals in place to improve recruitment and retention of social workers as part of a proposed Transformation mandate. Couple of internal controls systems are in place to detect where intense interventions is needed.			
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR10 - Safeguarding Adults at Risk with Care and Support Needs  <b>Description:</b> The council fails to ensure adequate safeguarding measures are in place for adults at risk.	<b>Constant</b>	<b>15</b> Likelihood = 3 Impact = 5		<b>7</b> Likelihood = 1 Impact = 7	
<b>Risk Causes:</b>					

Appendix A – Corporate Risk Register as of March 2023

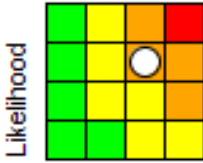
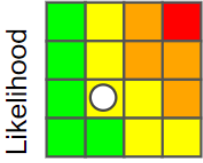
<p>Adequacy of controls. Management and operational practices. Demand for services exceeds capacity and capability. Poor information sharing. Lack of capacity or resources to deliver safe practice. Reduction in or lack of supply of commissioned care. Failure to commission safe care for adults at risk. Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities. Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19) Increased isolation. (COVID19) Increase identification of self-neglect and complexity. Carer strain / resilience. (COVID19)</p> <p><b>Risk Consequences:</b> Financial damage Legal liability Death/Injury Reputational damage</p> <p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p> <p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p> <p><b>Strategic Theme:</b> Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>	<p style="text-align: center;"><b>Control</b></p>	<ul style="list-style-type: none"> <li>Annual report shared with Elected Members to allow for scrutiny of progress of the Keep Bristol Safe Partnership (KBSP).</li> <li>Training for all key staff in the essentials of safeguarding.</li> <li>Twice weekly business continuity meeting around supply of commissioned care and active management of waiting list.</li> <li>Improved Data through PowerBI – capturing safeguarding concerns feeding into monthly management operational meetings</li> <li>Safeguarding Discussion Forum – multi-agency held monthly – sharing information on high risk/complex cases</li> </ul>	<p style="text-align: center;"><b>Action Title</b></p>	<p style="text-align: center;"><b>Due Date</b></p>	<p style="text-align: center;"><b>Progress</b></p>
	Development and delivery of Safeguarding Hub as a priority for the partnership.		April 2023	80%	
	Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.		December 2022	100%	
	Internal Audit Actions – feeding into existing controls		March 2023	95%	
	Developing a Risk Enablement Tool		April 2023	75%	
Develop Self-neglect pathway – providing training, tools to better escalate cases of neglect	April 2023	75%			
<p><b>Summary of Progress:</b> The risk owner has reported the risk as remaining constant this quarter.</p>					

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR6 Fraud and Corruption</p> <p><b>Description:</b> Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p><b>Risk Causes:</b> Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic and current cost of living increases Relaxation of controls in current emergency</p>	<p><b>Constant</b></p>	<p><b>15</b> Likelihood = 3 Impact = 5</p>	 <p>Likelihood Impact</p>	<p><b>9</b> Likelihood = 3 Impact = 3</p>	 <p>Likelihood Impact</p>
<b>Existing Controls</b>		<b>Mitigating Actions</b>			
<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	

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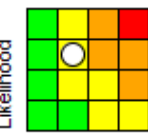
<p>environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement.                  Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.                  Not keeping up to date with developments, in new areas of fraud.                  Insufficient risk assessment of new emerging fraud issues.                  Lack of clear management control of responsibility, authorities and / or delegation                  Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response.                  Under investment in fraud prevention and detection technology and resource.</p> <p><b>Risk Consequences:</b>                  Losses to fraud under emergency measures is inevitable.                  Potential increase in financial losses due to increase in scams.                  Failure to prevent or detect acts of significant fraud or corruption could result in financial loss for the Council.                  Reputational damage could be suffered if fraud occurs.</p> <p><b>Risk Owner(s):</b> Chief Executive and Director of Finance (S151 Officer).</p>	<ol style="list-style-type: none"> <li>1. A dedicated Counter Fraud and Investigation team - BCC has a dedicated Counter Fraud and Investigation team with varied skills (investigation, accountancy, audit and data analysis skills).</li> <li>2. Audits - Internal Audit reviews will sometimes include an assessment of fraud controls. In addition, the Counter Fraud team undertake 'Fraud Prevention reviews or Fraudits'.</li> <li>3. Continued use of analytic and additional resources to perform payment checks. Pre-payment checking of Covid support grants continue, including bank account validation, Company House checks, duplicate claim checks and IP address checks.</li> <li>4. National Fraud Initiative (NFI) fraud hub App - The NFI/Cabinet Office Fraud Hub is in use, with a limited number of datasets uploaded. In addition, Appcheck has been rolled out to Housing Options team.</li> <li>5. On-going improvement plan for Whistle-blowing - Whistle-blowing arrangements have been informally assessed against Protect - benchmarking assessment tool. An improvement plan has been developed and is being implemented.</li> <li>6. Participation in anti-fraud exercises - BCC takes part in the biennial Cabinet Office National Fraud Initiative exercise, the annual Council Tax Single Persons discount exercise and have been involved in pilot exercises of data matching with HMRC/Covid grants. In addition, BCC Counter Fraud team undertake a planned programme of data analytic work.</li> <li>7. Planned programme of proactive fraud detection and prevention work - BCC Counter Fraud team develop an annual programme of planned work based on known and increasing fraud risks.</li> <li>8. Whistleblowing procedure - New internal procedure developed. HR advisor assigned to each Whistle-blow.</li> <li>9. Increased the use of technology and data analytics - Increased use of tools, data analytics and other sources of data to prevent and detect fraud.</li> </ol>	1. Fraud Risk Assessments	June 2023	5%
		2. Improve Whistleblowing process	June 2023	75%
		3. NFI Fraud Hub Implementation	October 2022	100%
		4. Review National Fraud Initiative Data Matching	March 2023	83%
		5. Establish a long term more technologically advanced fraud hub	March 2023	100%
		<p><b>Summary of Progress:</b> The risk score remains the same. The current economic crisis and the use of advanced analytics by fraudsters requires the organisation to remain vigilant to the risk of fraud by ensuring there are robust arrangements for fraud prevention, identification and investigation. The Council continues to maximise use of data analytics to fight against fraud and corruption. Current focus is on review of outputs from the National Fraud Initiative exercises.</p>		
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p> <p><b>Strategic Theme:</b> Our Organisation</p>				



Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p><b>Risk Title:</b> CRR27 – Failure to Deliver the Capital Transport Programme</p> <p><b>Description:</b> Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p>	<b>Constant</b>	<b>15</b> Likelihood = 3 Impact = 5		<b>6</b> Likelihood = 2 Impact = 3	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>- Overspend on individual schemes leading to uncontrollable cost pressures</li> <li>- Underspend on annual profile</li> <li>- Lack of coordination and programme management across divisions</li> <li>- COVID - 19</li> <li>- Loss of resource and inability to recruit</li> </ul>					
	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	Biweekly Capital Programme Review Board - Capital Programme review board reviewing timescales and status of the relevant projects.		Develop proposals for management of capital programme (working with Transport Planning Team)	May 2022	100%
	PMO Capital Programme Process Review - Reviewing City Transport capital programme processes to align better with corporate PMO and develop management of the capital programme - led by Arcadis/PMO. Reporting April. Likely to replace 6 month review		Strategic partner to complete assessment of capital delivery	May 2022	100%
	Regular briefings and reporting to senior management and cabinet members.		Client Function Review alongside CA proposal - Review client function and how it is delivered to mitigate potential loss of resource and expertise to central PMO	September 2022	0%
	Biweekly capital programme review board - reviewing timescales and status of the relevant projects.				

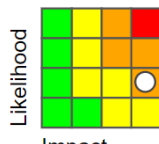
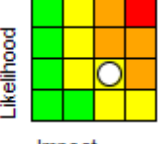
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<b>Risk Consequences:</b> - Financial impact - Failure to progress schemes or delays to schemes impact on productivity of city and aims to reduce congestion, air pollution and inequality - Reputation Impact	
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.	
<b>Portfolio Flag:</b> Public Health and Communities	<b>Summary of Progress:</b> Some additional resource has left the council further increasing pressures across both transport services, some projects delayed which reduces pressure but overall, still same risk level of failure to deliver projects. Strategic Partner being commissioned where necessary to fill gaps and resourcing being assessed across services.
<b>Strategic Theme:</b> Our Organisation, Wellbeing	

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<b>Risk Title:</b> CRR5 - Business Continuity and Council Resilience  <b>Description:</b> If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event may be increased with a greater impact on people and council Services.	<h2>Improving</h2>	<h1>10</h1> Likelihood = 3 Impact = 5		<h1>9</h1> Likelihood = 3 Impact = 3	
<b>Risk Causes:</b> - Strikes (People, Fuel). - Loss of key staff (communicable diseases (Covid - illness and self-isolation) and influenza. - Loss of suppliers / supply chain disruption. - Loss of accommodation to deliver key services. - Loss of equipment / infrastructure, including utilities. - Any event which may cause major disruption - e.g. severe weather - Unavailability of IT and/or Telecoms. - Knowledge loss. - Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment. - Climate change	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
<b>Risk Consequences:</b>	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota.		1. Align BC Planning with Service Delivery Planning	May 2022	100%
	2. Corporate Business Continuity Framework, including BC escalation process - Framework presented at CRG on 11th July 2022.		2. Review Corporate Business Continuity Framework Doc	September 2022	100%
	3. Corporate Business Continuity Group, bringing owners of 'cross cutting business support services' together (IT, FM, Procurement, HR) to horizon scan and risk manage - BC Group has met several times since March 2022 - Formalise reporting arrangements and governance required.		3. Review Service-level Business Continuity Plan template	September 2022	100%
	4. Corporate Resilience Group overseeing, corporate		4. Lead IT Resilience / Business Continuity project, including developing battle boxes, an IT Resilience Plan, understanding DR arrangements across BCC delivered IT services and SAAS, improving service-level BC plans for managing IT outages, testing arrangements	December 2022	100%
			5. Workshops to support services to complete BC templates	December 2023	50%

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<ul style="list-style-type: none"> <li>-Inability to deliver/support front line services.</li> <li>-Service Disruption.</li> <li>-Loss of service.</li> <li>-Transportation disruption.</li> <li>-Additional demand on services.</li> <li>-Stress.</li> <li>-Potential risk to staff and public safety.</li> <li>-Increased financial cost in terms of damage control and insurance costs.</li> <li>-Legal compliance and financial penalty.</li> <li>-Reputational damage.</li> </ul>	<p>preparedness, including BC capability - CRG hosted power outage exercise on 22nd March, allowing key services to test business continuity arrangements. Learning from this exercise will shape a corporate power outage plan.</p> <p>5. The CRG will seek assurances from key service areas regarding the robustness of continuity arrangements against local risk.</p> <p>6. Service Level Business Continuity Planning - Services will be developing their BC plans in Q3, aligned to service planning.</p>	<p>6. Embed CRG and BC Group into corporate governance framework, including alignment with corporate risk group</p>	<p>Ongoing</p>	<p>100%</p>
		<p>7.IT Disaster Recovery / Business Continuity project – understanding critical IT requirements, understanding disaster recovery capacity, improving IT outage planning at corporate and service levels, increasing resilience to IT outages, power failures and other risks - FBC for the project is being developed and will be presented to Resources EDM on 11th July 2022. (Not in pentane)</p>	<p>December 2022</p>	<p>90%</p>
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</p> <p><b>Portfolio Flag:</b> City Economy, Finance &amp; Performance</p> <p><b>Strategic Theme:</b> Our Organisation, Wellbeing.</p>	<p><b>Summary of Progress:</b> The pace of change in the Authority, combined with significant external challenges this winter (usual winter weather, cost of living crisis, possible energy supply issues), means the risk of business continuity challenges remains likely. Work has been ongoing to address IT resilience and energy supply, however the range of impacts either event could result in makes it difficult to lower the risk score this quarter. Significant progress has been made on the Business Continuity Management System, with CLB signing off the annual Corporate Business Impact Analysis (to be completed by HoS as part of this years' service planning round), the reviewed service-level BC plan template and the BC Response Framework.</p>			

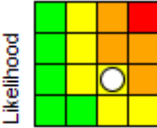
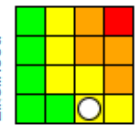
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR26 – ICT Resilience</p> <p><b>Description:</b> The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</p>	<h2>Constant</h2>	<h2>14</h2> <p>Likelihood = 2 Impact = 7</p>		<h2>10</h2> <p>Likelihood = 2 Impact = 5</p>	
<p><b>Risk Causes:</b> Poor Business Continuity (BCP) planning and understanding of key system architecture.</p> <p>Untested Disaster Recovery (DR) arrangements including data recovery.</p> <p>Untested network reconfiguration to alleviate key location outage.</p> <p>Untested recovery schedules in terms of order and instructions.</p> <p>Lack of resilience available for legacy systems (single points of failure - people and technology).</p> <p>Services undertaking their own IT arrangements outside of the corporate approach.</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
	<ol style="list-style-type: none"> <li>1. Connection to BCC systems protections - With the majority of staff working from home, connection to our systems is vital and the main route is via VPN. We have tested alternative access which can be used. 2 factor authentication was tested as a back door which allows non-BCC pcs to login to Microsoft office 365.</li> <li>2. Highlight to service areas vulnerable applications - Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning.</li> <li>3. Moved critical systems to the cloud with more effective DR.</li> </ol>		<ol style="list-style-type: none"> <li>1. Application/system risk log</li> </ol>	<p>September 2021</p>	<p>100%</p>
		<ol style="list-style-type: none"> <li>2. IT Resilience and BCP Phase 2</li> </ol>	<p>January 2023</p>	<p>100%</p>	
		<ol style="list-style-type: none"> <li>3. IT Resilience and Business Continuity Project Phase 1</li> </ol>	<p>March 2022</p>	<p>100%</p>	

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Appendix A – Corporate Risk Register as of March 2023

<p><b>Risk Consequences:</b> Inability to deliver services</p>	<p>Resilience workshops for most critical systems - Workshops are in progress to review and improve resilience for our most critical systems including: Adult and children’s social care, Revs and Bens and Housing</p> <p>4. Supplier run order in the event of multiple system outage - our disaster recovery supplier has a run order in the event of a major outage involving multiple systems.</p> <p>5. Weekly testing of individual systems restore - The restore of individual systems is tested weekly on a rotational basis</p>	<p>4. Project to move Shared Drives to Cloud</p>	<p>November 2023</p>	<p>50%</p>
<p><b>Risk Owner(s):</b> Chief Executive, Director, Digital Transformation, Service Area Leads.</p>		<p>5. Removal of legacy hardware from estate</p>	<p>August 2025</p>	<p>50%</p>
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p>Summary of Progress: The 1st phase of this project is complete, and we await a decision from CLB in regards to phase 2 restarting in 23/24.</p>			
<p><b>Strategic Theme:</b> Our Organisation</p>				

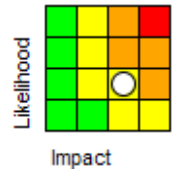
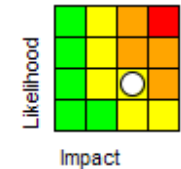
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Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level											
<p><b>Risk Title:</b> CRR29 - Information Security Management System (ISMS)</p> <p><b>Description:</b> There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p>	<p><b>Constant</b></p>	<p><b>10</b> Likelihood = 2 Impact = 5</p>	 <p>Likelihood Impact</p>	<p><b>5</b> Likelihood = 1 Impact = 5</p>	 <p>Likelihood Impact</p>									
<p><b>Risk Causes:</b> Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</p>	<p><b>Control</b></p>		<p><b>Mitigating Actions</b></p>											
<p><b>Risk Consequences:</b> Information security incidents resulting in loss of personal data or breach of privacy /</p>	<ol style="list-style-type: none"> <li>Guidance and awareness campaigns supported by regular phishing campaigns. Comms and awareness being delivered to raise awareness to colleagues around the risk of Cyber incidents and how good Information Security practices (including adherence to policies) will help minimise the likelihood of these occurring</li> <li>Security Team Training</li> </ol>	<table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1. Continue roll out of Policies with oversight from ICGB Information Governance Tool</td> <td>December 2023</td> <td>75%</td> </tr> <tr> <td>2. Implement Audit Actions with oversight by IG Board</td> <td>August 2023</td> <td>80%</td> </tr> </tbody> </table>	Action Title	Due Date	Progress	1. Continue roll out of Policies with oversight from ICGB Information Governance Tool	December 2023	75%	2. Implement Audit Actions with oversight by IG Board	August 2023	80%			
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Appendix A – Corporate Risk Register as of March 2023

<p>confidentiality. Safeguarding data breach impacting on safety of vulnerable child or adult. Risk of breaching the regulations, and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover. Increased litigation. Reputational damage.</p>	<p>3. Meta Compliance tool online to track compliance/engagement of policies</p>
<p><b>Risk Owner(s):</b> Senior Information Risk Owner (SIRO).</p>	
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> Policy reviews are now taking place for the remaining new policies. Next step is to embed these across the organisation; however, this work will take longer due to recruitment/resourcing challenges.</p>
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	

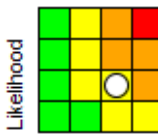
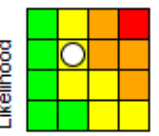
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR4 – Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework</p> <p><b>Description:</b> To deliver an effective management framework in place to ensure that the workplace and work environment is free from health and safety hazards. The framework the Council will use to achieve this is based on the Health and Safety Executives guidance Managing for Health and Safety (HSG65) 'Plan, Do Check Act' approach. The framework will apply to all employees who work at the Council whether on a permanent or temporary basis, Schools, contractor's agency staff visitors and other parties who have a business relationship with BCC.</p>	<p><b>Constant</b></p>	<p><b>10</b> Likelihood = 2 Impact = 5</p>		<p><b>10</b> Likelihood = 2 Impact = 5</p>	
<p><b>Risk Causes:</b> If services do not have sufficient staff numbers to carry out work plans in a safe way. If services are not able to order appropriate equipment required for staff safety. Lack of appropriate equipment. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<p>1. 5 Year Health and Safety Strategy - The strategy has 5 key themes - Leadership and Commitment, Risk Control, Communication and Engagement.</p>		<p>1.Audit of key areas of risk</p>	<p>March 2022</p>	<p>100%</p>
<p>2.New Accident Incident Reporting System</p>	<p>March 2022</p>	<p>100%</p>			

Appendix A – Corporate Risk Register as of March 2023

<p>Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied Policies are not kept up to date.</p>	<p>Learning and development and Performance Management</p>	<p>3.Review Health and Safety Procedures</p>	<p>March 2023</p>	<p>20%</p>
<p><b>Risk Consequences:</b> Risk of injury Staff, visitors, contractors, citizens. Risk of injury to our tenants. Staff put under undue pressure leading to staff taking sick leave, or leaving the organisation. Risk of legal action/penalties against the Council and individual managers, including possibility of Corporate Manslaughter. Impact on the reputation of the City Council. Lack of compliance with Health and Safety policies and safe practices, due to pressures of work or lack of training. Reputational damage</p>	<p>2. CDM, Legionella and Asbestos procedures have been revised</p> <p>3. CHaSMs Monitoring System Reviewed - CHaSMs completed in November and reported on to EDMs in January. Action plans in place and on the SHAREPOINT. Discussion with internal audit over the future of CHaSMs. Will become a yearly assessment September for Corporate Estate and October for Schools, will be linked to service and financial planning cycles to better embed the process. Work will continue on ensuring SMART action plans and better understanding of operational health and safety risks. The revised CHaSMs is due to be sent out in October 2022.</p>	<p>4.Training and Development Programme for Health, Safety and Well-being</p>	<p>December 2022</p>	<p>10%</p>
<p><b>Risk Owner(s):</b> Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>	<p>4. Fire Safety Management System - Fire Safety Management System is in place and has been piloted. Is ready to be published on SOURCE by 30th March 2022. Once published a number of information sessions will take place to ensure managers and key responsible people understand how to implement system.</p> <p>5. Health and Well-being plan - Health and Wellbeing plan in place and being implemented</p> <p>6. New integrated OH, EAP and Physiotherapy contract - New contract in place for a year. Overall is working well there are some red spots (health surveillance) which is currently being contract managed due to delivery.</p> <p>7. Reorganising the Corporate Health Safety and Wellbeing Team - New job and paperwork completed with business plan and EIA. Currently out for consultation with staff group and TU. Consultation end on 21st March 2022. Jobs will go to evaluation panel on Tuesday 29th, appointment to internal post during April onwards. The consultation process has been completed any because of Councils financial position this is being revised and will probably be implemented in two parts.</p>			

<b>Portfolio Flag:</b> Finance, Governance and Performance <b>Strategic Theme:</b> Our Organisation	<b>Summary of Progress:</b> The risk score for this remains unchanged at this quarterly review. Progress is being made on some of the key areas of improvement. Progress is slower than anticipated at this time due to staff shortages however it is anticipated that over the next quarter some key areas will have moved from the planning stage to the doing stage.
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR18 - Failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets.</p> <p><b>Description:</b> Failure of the City to deliver to the Mayoral Target of 2000 new homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p>	<b>Constant</b>	<b>10</b> Likelihood = 2 Impact = 5	 <p>Likelihood Impact</p>	<b>9</b> Likelihood = 3 Impact = 3	 <p>Likelihood Impact</p>
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Not enough planning applications submitted</li> <li>-Not enough planning permissions granted</li> <li>-Insufficient housing land identified in strategic planning documents</li> <li>-Inability of the housebuilding industry to deliver at this level</li> <li>-Increased uncertainty in the market due to Brexit and Covid-19.</li> </ul> <p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>-Reputational damage</li> <li>- Fail to deliver inclusive growth</li> <li>- Increased housing need / homelessness</li> <li>-Increased cost of housing</li> <li>-Failure to retain economically active residents.</li> <li>-Widening gap on demand</li> <li>-Growth of student accommodation retracting</li> </ul> <p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Development of Place.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1.Created a single multi-disciplinary Housing Delivery Team		Secure Homes England Affordable Housing Programme Funding	March 2026	40%
	2.Established a Local Housing Company (Goram Homes).		Revised Affordable Housing Funding Policy 2022-202	April 2022	100%
	3.Introduced the Affordable Housing Practice Note.				
	4.Issued grants to Registered Providers (RPs).				
	5.Manage a targeted grant funding programme to subsidise the delivery of affordable homes.				
	6.Required a minimum of 30% affordable housing on land released by the Council.				
	7.Secured additional grant funding for infrastructure.				
	8.Secured funding from Homes England				
	9.Service Review of Housing Delivery Team				
10.Worked collaboratively with Homes England					
11. Strategic City Planning monitor housing completions and future pipeline of consents					

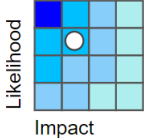
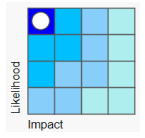
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Appendix A – Corporate Risk Register as of March 2023

<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>	<p><b>Summary of Progress:</b> Completions for 2021/22 exceeded 2,500 units, this represented the highest completion figure for some years. There remains a significant pipeline of planning consents.</p>
<p><b>Strategic Theme:</b> Fair and Inclusive</p>	


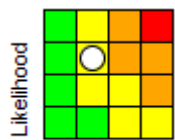
**Opportunity Risks**

Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> OPP1 - One City Approach</p> <p><b>Description:</b> The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p>	<p><b>Constant</b></p>	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>		<p><b>28</b></p> <p>Likelihood = 4 Impact = 7</p>		
<p><b>Risk Causes:</b> 1. Mayoral aspiration and widespread partner sign-up to principles</p> <p>Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan.</p>						<p><b>Existing Controls</b></p>
<p><b>Risk Consequences:</b></p> <p>1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities which already have partner buy-in 2. Potential to make financial and efficiency savings and/ or deliver better services and/or reduced demand for service, reducing costs whilst improving citizen outcomes. Update April 2020: 3. Relationships already built can accelerate communication, collaboration and effective delivery of a coherent plan for the city's recovery from Covid-19</p> <p><b>Risk Owner(s):</b> Director Policy, Strategy and Partnerships.</p>	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>	
	<p>1. V3 One City Plan Produced - We have produced v3 of the One City Plan and produced our second annual report available on the One City Website from 12 June 2021.</p>		<p>1. One City Plan refresh process</p>	<p>March 2023</p>	<p>10%</p>	
			<p>2. Set up Partnership Board</p> <p>3.City Office Team Mandate</p>	<p>October 2022</p> <p>September 2022</p>	<p>75%</p> <p>95%</p>	

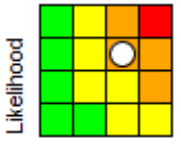
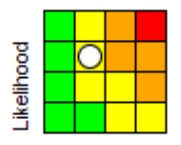
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<b>Portfolio Flag:</b> Finance, Governance and Performance	<b>Summary of Progress:</b> The Head of City Office has now returned from their redeployment and so this should help to deal with some of the temporary capacity issues. It should be noted however there is now a gap at the team's administration level due to loss of a staff member; a temporary solution has been found but if this is to continue then the risk to capacity will increase.
<b>Strategic Theme:</b> Our Organisation	


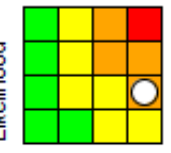
**External and Civil Contingency Risks**

External and Civil Contingency Risk	Trend	Current Risk Assessment	Risk Tolerance Level																																					
<p><b>Risk Title:</b> BCCC5 - Cost of Living Crisis impact on Citizens and Communities</p> <p><b>Description:</b> Failure of the council and its one-city partners to mitigate against, and provide adequate services to, citizens experiencing increases in living costs including fuel and food leading to increased poverty, inequity and worsening health &amp; wellbeing as a result of the ongoing cost of living crisis.</p>	<b>Constant</b>	<b>28</b> Likelihood = 4 Impact = 7	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<b>9</b> Likelihood = 3 Impact = 3	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>																																			
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Supply chains disruption</li> <li>-Global COVID-19 Pandemic</li> <li>-Brexit</li> <li>-War in Ukraine</li> <li>-Leading to rapid inflation</li> </ul> <p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>-Destitution - homelessness</li> <li>-Inability for citizens to pay general services and utilities</li> <li>-Increased debt for citizens and the council</li> <li>-Health and well-being deterioration</li> <li>-Inequity deepening</li> <li>-Increased demand on services across the council leading to failure to meet this demand</li> <li>-Community cohesion deteriorates</li> </ul>			<p><b>Existing Controls</b></p> <p><b>Control</b></p> <ol style="list-style-type: none"> <li>1. Baseline / impact assessment to understand potential impact on Bristolians</li> <li>2. Creation of monitoring framework with 'red flag' indicators</li> <li>3. Development of civic &amp; community asset map</li> <li>4. Development of framework for targeted action</li> <li>5. Data monitoring of key 'red flag' indicators - monitored by the One City and One Council Group</li> <li>6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks)</li> <li>7. Established One City Coordination Group</li> <li>8. Communication plan in place led by BCC External Communications</li> <li>9. Bi-weekly meetings of Community Exchange - Meetings with community partners delivering response</li> </ol>		<p><b>Mitigating Actions</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #f4a460;">Action Title</th> <th style="background-color: #f4a460;">Due Date</th> <th style="background-color: #f4a460;">Progress</th> </tr> </thead> <tbody> <tr> <td>Update baseline assessment following gov announcement 26 May 22</td> <td>July 2022</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience</td> <td>July 2022</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Communication plan</td> <td>July 2022</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Establish network of community hubs and 'city offer' by September</td> <td>September 2022</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Cost of Living – assess impact on business</td> <td>September 2022</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Work with Quartet and other funders to deliver grant funding to implement autumn/winter response as agreed</td> <td>September 2022</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Work with Quartet to deliver Social Action Grants</td> <td>January 2023</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Update Impact Assessment</td> <td>December 2022</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Review funding approach with Quartet for 2023</td> <td>February 2023</td> <td style="text-align: center;">50%</td> </tr> <tr> <td>Planning for 2023 event - Review approach and plan for winter 2023</td> <td>April 2023</td> <td style="text-align: center;">20%</td> </tr> <tr> <td>Mid-point review - In person workshop with al partners - review what's happened to date, what's gone well/what needs to change</td> <td>January 2023</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Update baseline assessment following gov announcement 26 May 22	July 2022	100%	Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience	July 2022	100%	Communication plan	July 2022	100%	Establish network of community hubs and 'city offer' by September	September 2022	100%	Cost of Living – assess impact on business	September 2022	100%	Work with Quartet and other funders to deliver grant funding to implement autumn/winter response as agreed	September 2022	100%	Work with Quartet to deliver Social Action Grants	January 2023	100%	Update Impact Assessment	December 2022	100%	Review funding approach with Quartet for 2023	February 2023	50%	Planning for 2023 event - Review approach and plan for winter 2023	April 2023	20%
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<p><b>Risk Owner(s):</b> Executive Director People, Director Public Health</p>																																								

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<b>Portfolio Flag:</b> Public Health and Communities		<b>Summary of Progress:</b> Welcoming spaces are reporting increasing numbers and people discover what's on their doors stop. Poverty, inequity and the cost of living continue to have a significant impact on citizens, families and communities. We are now planning the transition from winter response to focus on resilience and how we grasp the potential of what's been achieved through the one city response. The response to the cost of living crisis remains a one city approach. primary focus is to move away from crisis response and embed our way of working to grow and nurture community power. After events planned in mid-April the risk assessments will be revisited.			
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing					
<b>External and Civil Contingency Risk</b>	<b>Trend</b>	<b>Current Risk Assessment</b>		<b>Risk Tolerance Level</b>	
<b>Risk Title:</b> BCCC1 - Flooding	<b>Constant</b>	<b>15</b> Likelihood = 3 Impact = 5		<b>9</b> Likelihood = 3 Impact = 3	
<b>Description:</b> There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.					
<b>Risk Causes:</b> - Tidal surge, heavy rainfall, and river flood events - Impact of climate change - Lack of effective flood defences and preparedness for major incidents - Failure of existing flood defences	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
<b>Risk Consequences:</b> -Economic Impacts incl loss of Property -Loss of Life/injury -Reputational Damage	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Avon and Somerset Local Resilience Forum - The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and Northeast Somerset, Bristol, North Somerset, Somerset, and South Gloucestershire.		Avonmouth Village Flood Scheme	June 2027	20%
	2. Engagement with external partners to develop flood response plans and procedures - Working with emergency services, local authorities, and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves.		Deliver Bristol Avon Flood Strategy	December 2023	25%
	3. Local Flood Risk Management Strategy - Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy. The Strategy has used outputs from a number of key studies (which identify the risk of flooding to the city) to structure our response to flood risk management, from emergency management to flood mitigation schemes		Deliver Local Flood Risk Management Actions	February 2030	25%
	4. Regular and Emergency Maintenance and Clearing of Gullies and Culverts – especially in advance of storm warnings		Expression of Interest to participate in the DEFRA Innovation and Resilience programme	June 2021	100%
5. Ongoing engagement with Civil Protection unit		Strategic Outline Case for Managing River Avon Flood Risk	June 2021	100%	
		Frome Catchment Innovation Programme - Development of a number of measures to mitigate flood risk from the river Frome	March 2027	0%	
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.					
<b>Portfolio Flag:</b> Climate, Ecology, Energy &	<b>Summary of Progress:</b> Recruitment process carried out for principal flood officer to lead Frome innovation project. This will ease pressures on the team				

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Waste and Strategic Planning, Resilience and Flood Strategy	as a whole. Overall team structure to be considered now to assess how best to move forwards and cover management functions. Risk level remains the same overall.				
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.					
External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> BCCC4 – Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health)</p> <p><b>Description:</b> Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. On 21ST Feb 2022 the Gov announced Living with Covid Strategy which includes withdrawal of population testing and contact tracing. Isolation and other compliance is voluntary. New risks are:</p> <ul style="list-style-type: none"> <li>• Reduced ability to see infection</li> <li>• Negative impacts on business continuity and health from high levels of circulating infection</li> <li>• Harms to high-risk individuals and risks within high consequence settings</li> <li>• Emergence of harmful new variant</li> </ul>	<h2>Constant</h2>	<h2>9</h2> <p>Likelihood = 3 Impact = 3</p>	 <p>Likelihood</p> <p>Impact</p>	<h2>14</h2> <p>Likelihood = 2 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>
<p><b>Risk Causes:</b> Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. Removal of Covid controls reduces ability to contain infection.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<ol style="list-style-type: none"> <li>Daily Situation Reports – weekly from April 2022 and will be produced in current format until 31st March 2023</li> <li>Investment in Infection Prevention and Control - Additional recurrent investment has been made in Community Infection Prevention and control. Regional and Health system IPC oversight established</li> <li>Local Outbreak Management and Response Plan - LOMP has been replaced by living with Covid Plan -developed with partners. Mitigations in place include: New Surveillance, Communication, Engagement, Prevention – including vaccination, Protection – high risk settings and Response and surge preparedness. Weekly Outbreak Management Group replaced by weekly Living With Covid Group. Monthly reports to CLB Gold and regular updates to ELM</li> </ol>		There are 9 COVID Population Health Sub risks with multiple mitigating Actions		

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	Regular staff and public bulletins	
<p><b>Risk Consequences:</b> Infection from Covid, proportion of severe illness, long Covid and deaths. Disruption to work, school, university. Emotional and mental health impacts, for all ages including loneliness. Food poverty.</p>	<p>4. Ongoing Community Engagement and Mental Health Work - Additional investment in MH work through Thrive. £500k from CCG for student MH. One City focus on YP and night-time activities. Additional investment in communities, VCSE - £2m from CCG and additional funds for community vaccine champions.</p> <p>5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty</p> <p>6. Protecting Health Function - Enhanced protecting health function - completed / Green. Weekly reports published – will remain in place but frequency may change - Green</p> <p>7. Weekly Death Management and Vaccine Reports</p>	
<p><b>Risk Owner(s):</b> Executive Directors &amp; Director of Public Health</p>		
<p><b>Portfolio Flag:</b> Mayor</p> <p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>		<p><b>Summary of Progress:</b> Mitigations in place - no change to overall risk position.</p>

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### Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)					
Threat Likelihood	Almost certain	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain	Opportunity Likelihood
	Likely	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely	
	Unlikely	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely	
	Rare	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare	
		1	3	5	7	7	5	3	1			
		Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight			

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Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

### Likelihood And Impact Risk Rating Scoring

#### Likelihood Guidance..

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

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

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



