

Communities Scrutiny Commission Agenda



Date: Monday, 20 November 2023

Time: 5.00 pm

Venue: Bordeaux Room, City Hall, College Green,
Bristol

Distribution:

Councillors: Martin Fodor (Chair), James Scott (Vice-Chair), Amal Ali, Kerry Bailes, Amirah Cole, Tessa Fitzjohn, Gary Hopkins, Barry Parsons and Henry Michallat

Issued by: Ian Hird, Scrutiny Advisor

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Date: Friday, 10 November 2023



Agenda

1. Welcome, introductions and safety information **Pages 4 - 6**

2. Apologies for absence and substitutions

3. Declarations of Interest

To note any declarations of interest from 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 declaration of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

4. Minutes of previous meeting **Pages 7 - 15**

5. Chair's Business

6. Public Forum

Up to 30 minutes is allowed for this item.

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

Questions - Written questions must be received at least 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5.00 pm on Tuesday 14 November 2023**

Petitions and Statements - Petitions or written statements must be received at latest by 12.00 noon on the working day prior to the meeting. For this meeting, this means that petitions or statements must be received in this office at the latest by **12.00 noon on Friday 17 November 2023**

Please note: questions, petitions and statements must relate to the remit of the Communities Scrutiny Commission.



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|---|------------------------|
| 7. Community Resilience Fund participatory decision making (30 mins) | Pages 16 - 28 |
| 8. Cost of Living - Welcoming Spaces (15 mins) | Pages 29 - 52 |
| 9. Community toilets scheme update (15 mins) | Pages 53 - 64 |
| 10. Library services (75 mins) | Pages 65 - 129 |
| 11. Quarterly performance report (quarter 1, 2023/24) | Pages 130 - 145 |
| 12. Work Programme | Pages 146 - 150 |



Public Information Sheet

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

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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)

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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

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Public Forum

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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.



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Bristol City Council Minutes of the Communities Scrutiny Commission

14 September 2023 at 5.00 pm



Attendance:

Communities Scrutiny Commission members present:

Cllr Martin Fodor, Chair, Cllr James Scott, Vice-Chair, Cllr Kerry Bailes, Cllr Tessa Fitzjohn, Cllr Gary Hopkins, Cllr Barry Parsons, Cllr Graham Morris (substituting for Cllr Henry Michallat)

Cabinet members in attendance:

Councillor Ellie King, Cabinet Member for Public Health and Communities

Officers present:

Patsy Mellor, Director: Management of Place
Jon James, Head of Natural and Marine Environment
Richard Ennion, Parks Development Manager
Richard Fletcher, Parks Services Manager
Kit Beaumont, Heritage and Estates Officer
Lerraine Smith, Allotments and Small Holdings Manager
Ian Hird, Scrutiny Advisor

1 Welcome, Introductions and Safety Information

The Chair welcomed all attendees to the meeting and explained the emergency evacuation procedure.

2 Apologies for absence and substitutions

It was noted that apologies for absence had been received from Cllr Amal Ali, Cllr Amirah Cole and Cllr Henry Michallat (Cllr Graham Morris was substituting for Cllr Michallat).

Apologies were also received from John Smith, Interim Executive Director - Growth and Regeneration.

3 Declarations of Interest

None.



4 Minutes of previous meeting

The Commission **RESOLVED:**

To confirm the minutes of the meeting of the Communities Scrutiny Commission held on 23 March 2023 as a correct record.

5 Chair's Business

None.

6 Public Forum

The Commission noted that the following public forum items had been received:

Public questions:

1. Mark Ashdown, Bristol Tree Forum: Draft Tree and Woodland Strategy
2. Len Wyatt, Bristol Parks Forum: Parks and Green Space funding; Parks and Green Space Strategy; Draft Tree and Woodland Strategy

Public statements:

1. Suzanne Audrey – Freedom of Information requests
2. Len Wyatt, Bristol Parks Forum: Parks and Green Space Strategy; Draft Tree and Woodland Strategy
3. Susan Carter, Bristol Walking Alliance: Parks and Green Space Strategy; Draft Tree and Woodland Strategy
4. Mark Ashdown, Bristol Tree Forum: Draft Tree and Woodland Strategy
5. Heloise Balme: Parks and Green Space Strategy

Statements were presented by those in attendance.

Note: Public forum items which related to specific agenda items were considered at the start of each relevant agenda item (see below).

7 Annual business report

The Commission considered the annual business report for 2023-24.

The Commission **RESOLVED:**

1. To note the Commission's terms of reference.
2. To note the appointment of Cllr Martin Fodor as Chair of the Commission and Cllr James Scott as Vice-Chair.



3. To note the membership of the Commission.
4. To note the Commission's meeting dates for 2023-24.
5. To appoint a Housing and Landlord Services Working Group as outlined in the report comprising 7 members (2 Green; 2 Labour; 1 Conservative; 1 Liberal Democrat; 1 Knowle Community Party).

8 Parks and Green Space - funding

The Commission considered a report setting out an overview on how the Parks and Green Spaces service was funded and the budget pressures being addressed to achieve a balanced budget now and in future years.

The Commission received the following public forum item in relation to this item:

- Questions from Len Wyatt, Bristol Parks Forum, together with written replies from officers.

Key points highlighted by officers in presenting the report:

1. The Parks and Green Spaces service had been working to a reducing budget since 2010.
2. In 2010, the parks service had received approximately £7.5m through the general fund. For the current 2023/24 financial year, the overall cost of operating the service was £14.3m; the cost for the management of the Council's parks and green spaces was £6.9m. The service had a 2023/24 allocation of £1.6m from the general fund. To help mitigate budget pressures, a series of income streams had been introduced which directly supported the service.
3. To address the parks budget pressures, officers had developed a programme of work identifying ways to continue to mitigate budget pressures over the next three years.
Examples of mitigations being explored/taken forward included:
 - Expanding cultural events and activities in parks.
 - Increasing income and profitability through existing business units, in particular at Blaise plant nursery.
 - Developing new income streams. i.e. commercial concessions.
 - Reviewing parks expenditure to ensure that value for money was being achieved.

Summary of main points raised/noted in discussion:

1. It was noted that maintenance budgets were now being prioritised to deal with trees most significantly affected by ash dieback, which presented an emerging risk to the wider parks maintenance programme in terms of accommodating these works.
2. In response to a question, it was noted that income from cemeteries and crematoria formed part of the parks commercial income stream.
3. It was suggested that expanding and diversifying commercial activity in parks would inevitably have a degree of impact in terms of local residents' perceptions of the service, recognising also that while some residents would welcome changes, others would be less receptive. Members indicated they would wish



to be kept informed of the detail of new commercial activity and that it would be useful to seek local feedback from ward councillors as new activity was introduced.

4. In response to questions, it was noted that the objective was to achieve a balanced budget for the service, which could only be achieved through the mitigation measures; the service was continually alive to new commercial opportunities.

5. In terms of the work that was ongoing in seeking commercial opportunities and expanding cultural events and activities in parks, members stressed the need to ensure continued effective liaison with parks groups. It was noted that if a large event was held in a particular park, an element of the income generated would be re-invested in that park; however, the total income generated by a large event would not be ring-fenced solely for investment in the individual park that had hosted the event, mindful of the need for wider investment across the city's parks estate.

6. It was noted that the impact of the Covid pandemic, and then the ongoing cost of living crisis had in recent years impacted on the festivals/events sector and had in some cases seen the cancellation of planned events in parks. In terms of event planning, the events team and safety advisory group were always involved in assessing the suitability of a proposed park event. The events teams also proactively networked with other local authorities as part of the approach to identifying commercial opportunities. It was important to recognise that the development of some new commercial opportunities in parks required associated investment.

7. An issue was raised about the need to increase support to assist the development of local parks groups in some areas of the city, including deprived areas in the south of the city, and to try to secure increased investment in parks in these areas. It was noted that officers recognised the need to do more in these areas but were faced with resource constraints; the service was though alive to resourcing opportunities and had, for example, put forward a bid and secured £180k of UK Shared Prosperity Fund grant (received through the West of England Combined Authority) to support volunteering activity in parks in south and east Bristol over the next 2 years, to be delivered by the Your Park Bristol and Bath charity. It was noted that Bristol Parks Forum was an umbrella organisation for community park groups and presented opportunities to share ideas and experience; the Bristol and Bath Parks Foundation was a charitable organisation that may also be able to provide advice to groups and potentially tap in to future external funding opportunities.

The Commission **RESOLVED:**

- To note the report and the above information.

9 Parks and Green Space Strategy

The Commission considered a report setting out the progress in developing a new Parks and Green Space Strategy.



The Commission received the following public forum items in relation to this item:

1. Questions from Len Wyatt, Bristol Parks Forum, together with written replies from officers.
2. Statement from Len Wyatt, Bristol Parks Forum.
3. Statement from Susan Carter, Bristol Walking Alliance.
4. Statement from Heloise Balme, Bristol Good Food.

Key points highlighted by officers in presenting the report:

1. Work to develop a new Parks and Green Space Strategy (PGSS) had continued since the Commission had last been updated on 3 October 2022.
2. It was expected that public consultation on the new PGSS would take place from the end of October for 6 weeks and that the strategy would ultimately be submitted for Cabinet approval in March 2024.
3. The strategy included updated strategic principles and proposed the overarching vision that by 2038, all Bristol residents would feel able to access fun, safe, sustainable parks and green spaces and experience associated health and wellbeing benefits.
4. Seven priority themes were included within the new strategy (with specific commitments against each theme):
Priority theme 1 - Nature and climate
Priority theme 2 - Children and young people
Priority theme 3 - Community participation
Priority theme 4 - Health and wellbeing
Priority theme 5 - Culture
Priority theme 6 - Skills and Employment
Priority theme 7 - Food growing

Summary of main points raised/noted in discussion:

1. In terms of the citywide map, it was noted that more detailed maps were available which showed a greater degree of granularity in terms of identifying different categories of green space.
2. It was noted that the strategy, through its 'managing for nature' approach, aimed to encourage opportunities to develop wildlife corridors and help create resilience for nature.
3. It was noted that the Food Growing and Allotments Strategy was now being included as a theme within the PGSS rather than as a self-standing strategy. Some concerns were expressed about this component of the PGSS not therefore representing a fully comprehensive food growing strategy for the city as it was mainly focused on encouraging food growing on Council owned allotments. It was noted, however, that the Food Growing and Allotments Strategy/Theme also aimed to ensure that people and communities from every area of the city could access suitable food growing opportunities, for example through collective food growing plots. It was suggested that it would also be important to ensure that this theme aligned with the One City Food Equality Strategy. It was also noted that the intention was to further develop the narrative under this theme prior to the PGSS being launched for public consultation.



4. It was noted that the Food Growing and Allotments Strategy/Theme also aimed to maximise the most effective use of existing allotment space. By establishing a stronger tenancy agreement, engaging more proactively with the city's allotment associations and improving the information and guidance available to allotment tenants, the aim was to support a greater number of plots to be used to maximise food growing benefit.

5. It was suggested that in taking forward the consultation, ward councillors should be able to access detailed local maps, for example in relation to food growing and 'managing for nature' detail.

6. Also in relation to the food growing strategy, it was suggested that every effort must be maintained to engage as wide a public audience as possible; engagement with schools should also be encouraged where possible. It was noted that some schools had been engaged with tree planting initiatives.

7. In relation to Priority Theme 2 - Children and young people, it was noted that minimum standards were set (caveated depending on funding availability) including the aim of ensuring a good mix of accessible facilities for children and young people, including a children's play area within a 10-minute walk from home. It was noted that residents' needs in terms of parks and green spaces would inevitably vary by age group; many older people, for example, would likely tend to prioritise access to green space.

8. It was suggested that one issue that the authority should be open to was greener alternatives to cremation and burials; moving forwards, such alternatives could be considered as a more sustainable option than, for example, losing food growing land. It was noted that the Council aimed to provide fully inclusive options to families following a bereavement; therefore burials would be an ongoing option. However, officers were aware that the market in this area was evolving and did consider alternatives and were mindful of more sustainable options as well.

9. It was suggested that it would be important to ensure ongoing effective communication to residents about the changes that had taken place in the grass cutting regime in relation to parks and green spaces, including a clear explanation about the environmental and ecological considerations which underpinned the approach. It was also suggested that it may be useful to look to develop an online tool providing details to residents about when grass cuts would take place; it was noted that it may be possible to share mapping detail used by officers in managing parks and green space across the city.

The Commission **RESOLVED:**

- To note the report and the above information.

10 Draft Tree and Woodland Strategy

The Commission considered a report setting out the Draft Tree and Woodland Strategy for comment and review.



The Commission received the following public forum items in relation to this item:

1. Questions from Len Wyatt, Bristol Parks Forum, together with written replies from officers.
2. Statement from Len Wyatt, Bristol Parks Forum.
3. Questions from Mark Ashdown, Bristol Tree Forum, together with written replies from officers. It was noted that Mark Ashdown had also separately submitted some written supplementary questions and that officers would respond in writing to these further questions.
4. Statement from Mark Ashdown, Bristol Tree Forum.
5. Statement from Susan Carter, Bristol Walking Alliance.

Key points highlighted by officers in presenting the report:

1. The draft Tree and Woodland Strategy had been prepared following stakeholder workshops and a public-facing tree questionnaire survey carried out in March 2023.

2. It was not intended to undertake further public consultation on the draft strategy.

The draft strategy should essentially be seen as a dynamic, evolving and action-focused document; the aim now was to focus on taking forward the identified key actions across four themes: 'Plant, Protect, Manage and Participate'.

3. The draft strategy was designed to address the opportunity and need to increase tree cover in the city and bring existing trees and woodland into positive management. It also introduced the Tree Impact Criteria which was designed to target tree planting where this would deliver the most benefit. The strategy also advocated a partnership and One City approach with the aim of encouraging the widest possible involvement from landowners, organisations and citizens in participating in taking action for trees.

4. The draft strategy was designed as a strategy for the city, taking account of the West of England Tree and Woodland Strategy, and responded to the climate and ecological emergencies.

Summary of main points raised/noted in discussion:

1. A question was raised about why further formal public consultation would not be carried out on the draft strategy. It was noted that feedback received through the stakeholder workshops held earlier in the year had been taken into account. The draft strategy would be presented to the One City Environment Board at the end of September for input and endorsement; following that, it was anticipated that the strategy would be submitted to the Cabinet for endorsement.

2. In relation to the Tree Impact Criteria, it was noted that these were designed to target new tree planting in locations that would deliver greatest benefit for citizens and wildlife, also taking account of the needs of deprived/disadvantaged communities. The four criteria used for assessment purposes were:

- a. Deprivation: indices of multiple deprivation.
- b. Heat risk stress: urban heat stress vulnerability.
- c. Nature recovery considerations.
- d. Tree deficit: degree of 'below average' tree cover.



3. In terms of the explanatory narrative, it was suggested that further detail could be usefully included to explain the positive impact that the careful planting of new trees could have in terms of how people feel about the quality of their local environment, i.e. to stress the local benefits of tree planting.

4. An issue was raised about the degree to which the planting of street trees was or could be taken forward, mindful of the fact that some pavements across the city were too narrow to accommodate tree planting. It was noted that a grant proposal for a pilot street tree planting scheme through the Urban Tree Challenge Fund was being progressed; very careful assessment would though need to be undertaken in terms of the appropriateness of planting trees at particular street locations and in assessing cost considerations. It was noted that the planting of street trees could potentially be explored also in the context of developing future liveable neighbourhoods.

5. In response to a question, it was noted that the Council had partnered with the Trees for Streets charity in an initiative designed to make it easier for organisations, businesses and residents to sponsor tree planting in streets and parks across the city.

The Commission **RESOLVED**:

- To note the report and the above information.

11 Quarterly performance report (Quarter 4 2022-23)

The Commission received a report setting out the progress to date made against delivering the Business Plan performance metrics and actions relevant to the Communities Scrutiny Commission remit.

It was noted that in advance of this meeting, the Chair had asked that an update be provided on the latest position on particular Housing and Landlord Services targets.

The responses/update provided by officers are set out below:

BPPM374a: Reduce average relet times (all properties) and BPPM375: Reduce the number of empty council properties

- A comprehensive action plan has been created and is being implemented to tackle macro and micro conditions affecting performance.
- Targets have increased for the 2023-24 reporting year but are now realistic stretch targets which are under constant review as performance changes.

BPPM377c: Reduce the number of Council homes with an EPC rating of D or lower

- The percentage of homes at EPC D or below has remained static across the last 2-3 years.
- The majority of homes still below the required standard are 'harder to treat' properties which require more time and investment:
 - * older homes with solid walls.
 - * homes with non-standard methods of construction.



- The service is developing an approach to address the remaining ~7500 homes in line with the commitment for all homes to reach at least EPC C by 2030. This will be delivered in partnership with Bristol City Leap.
- Further detail in the Energy Efficiency Strategy will be shared in the report due for submission to the Cabinet in February 2024.

BPPM357: Reduce the number of households in temporary accommodation

- Since the pandemic, there has been a 25% increase in households coming to the Council who are homeless. Other factors are lack of available affordable housing, expensive private rental accommodation and home ownership, cost of living crisis etc. Nationally, in March 2023, there were 105,000 households in temporary accommodation, including 131,000 children, the highest since 2010; a 74% increase in 10 years according to Shelter - two thirds of those had been living in temporary accommodation for more than a year.
- The council has a legal obligation to prevent homelessness and where this is not possible to house people who are homeless and vulnerable/have children.
- The Temporary Accommodation project is focused on reducing the cost of emergency temporary accommodation.
- The new build programme will bring on line more affordable housing.

The Commission **RESOLVED:**

- To note the report and the above update information.

12 Work Programme

The Commission noted the latest update of the work programme.

Meeting ended at 7.29 pm

CHAIR _____



Communities Scrutiny Commission

20 November 2023



Report of: Hugh Evans

Title: Community Resilience Fund participatory decision making

Ward: Citywide

Officer(s) Presenting Report: Ellie Stevens, Community Resources Manager

Recommendation: To consider the impact and learning resulting from the CRF process of participatory decision making and opportunities to build on this

The significant issues in the report are:

Bristol City Council (BCC) is investing £4m capital funding in 53 community and voluntary sector projects in the most deprived areas of Bristol, and in citywide equality groups.

The decisions about how the funding will be allocated were made by groups of citizens, community and voluntary sector groups and elected ward councillors. This was an action learning process.



1. Summary

Community Resilience Fund (CRF) is a £4,000,000 capital grant fund to invest in the recovery and resilience of the Voluntary and Community Sector from April 2023 to March 2026, and in doing so grow the power of communities experiencing the greatest inequity.

100 citizens as well as community and voluntary groups and ward councilors worked together in facilitated meetings to consider 116 applications and make decisions about the priorities in their communities.

2. Purpose

To share the process, impact and learning from CRF.

2.1 Why CRF?

The Community Resilience Fund is a one-off capital grant fund established in response to the recommendations of the report *Designing a New Social Reality* (Black South-West Network, in partnership with Voscur and Locality) which considered the impact of the COVID pandemic on the community and voluntary sector and as part of an overall goal to build city resilience by growing the power of communities experiencing the greatest inequality.

The community resilience fund was developed for the following reasons:

- a. In recognition of the impact of the COVID pandemic on community spaces, which are so important for community life. The importance of these spaces was seen in the community response to the cost of living crisis. The CRF supports communities to develop practical projects which will grow self-sufficiency through increasing the ability of voluntary, community and social enterprises (VCSEs) to generate income, save money and continue to connect people in well maintained, accessible community spaces.
- b. As part of our commitment to respond positively to the challenge and recommendations set out in *Designing a New Social Reality*:
 - To create more capital, allowing revenue streams to be re-established and assets to be managed effectively
 - To fund equitably and for the long term
 - To find more collaborative ways of working
 - To build community agency and community wealth
- c. To take learning from Port Community Resilience Fund, the Bristol Citizen's Assembly, and the approach to distributing the devolved Community Infrastructure Levy (CIL) and continue building participatory approaches to decision making.

2.2 Who could apply?

The capital fund is for Voluntary and Community Sector organisations which:

- Meet BCC baseline standards
- Are able to spend the grant by September 2025

2.3 Where is funding allocated?

The funding is allocated to areas and communities experiencing the greatest inequity. The neighbourhood fund is worth £3,200,000 and is allocated to organisations and projects in areas which fall within the 30% most deprived in Bristol. The equalities fund is worth £800,000 and is allocated to equalities organisations or projects which are demonstrably run by members of the communities they represent and work with (Organisations 'of').

2.4 CRF priorities

There are six priorities of the CRF:

1. Environmental sustainability
2. Financial security
3. Accessibility

Accessibility includes physical access for Disabled people. Broader accessibility concerns are also given consideration, for example, how a community facility can appeal to people of different ages and different cultures.
4. Digital infrastructure
5. Equipment which contributes to any of the above
6. Other (allowing for community identified priorities)

2.5 CRF process

The CRF participatory process happened as follows:

Stage 0: Co-design of the decision-making process, working with 25 organisations and 32 ward councillors over a period on six months. This was facilitated by TPX Impact who provided expertise about deliberative democracy- why do it, how to do it, important values and principles and other considerations. The CRF project team and TPX Impact worked closely with 8 VCSE partners who formed a 'Design Team'. After considering various options for participatory decision making, including voting, it was agreed to take a consensus-based approach to decision making.

Stage 1: Community/neighbourhood-level conversations were led by VCSE organisations, to understand the opportunities and priorities for capital investment. This generated a long list of outline proposals for projects. VCSE organisations were paid for their work on this research and engagement stage. In early discussion with VCSE partners this stage was felt to be important to ensure small, volunteer-led groups did not miss out.

Stage 2: 100 residents from diverse backgrounds, 22 ward councillors from across political parties and VCSE representatives took part in decision making. They considered proposals from 116 organisations with a total request of £12million. Discussions were facilitated, resources and expertise were made available to help the decision-making process. For example, advice on access for Disabled people, or on environmental sustainability.

To support the governance there was an Oversight Group made up of expert partners from across the VCSE sector, infrastructure organisations and the council. There is now a Capital

Working Group of the same make up, whose purpose is to support the next phase of the CRF programme and wider support to the sector around assets and capital projects.

2.6 Impact of process and grant

53 projects were awarded funding (40 neighbourhood-based, and 13 citywide, equalities-based). 29 facilitators from VCSE organisations and the council were trained to facilitate participatory and deliberative processes. As a result of the conversations CRF facilitated, we have greater clarity concerning the need for capital investment in VCSE infrastructure and assets. Connections have developed between experts in the city and VCSEs. Trust and mutual understanding has been built between participants. The Council and the VCSE sector together developed resources and skills to support participatory decision making.

2.7 Participation

It is important that the people involved in decision making reflect the diversity of Bristol. 230 expressions of interest were received from residents who wanted to take part in the CRF process in one month. We ran an open process with basic eligibility criteria (over 16, Bristol resident, living in most deprived area or part of an equality community). We used social media advertising as part of a network approach to recruiting participants. We also worked with partner organisations and community development colleagues to reach people. We had an intended participant profile for each decision making group. We then used a random sampling method to select anonymised participants whose demographics fit our intended profile. Where there were gaps in representation, we did intentional work to fill them.

Of the 100 participants:

- 29% were over 55 (Bristol average 22%)
- 13% were young people (Bristol average 15%)
- 68% were women (Bristol average 50%)
- 28% were Black, Asian and Minority Ethnic people (Bristol average 15%)
- 25% were Disabled people (Bristol average 9.3%)
- 18% were LGBT people (Bristol average 11%)
- 24% were social renters (Bristol average 15%)

Resident participants gave more than 1,313 hours of their time. The cost of paying for their participation was £13,379.10 + £870.99 of expenses to enable participation (e.g. childcare, travel, personal assistance for Disabled people).

2.8 Resident responses

All participants in the decision making were invited to complete a survey at the end of the process. Resident response to the process was very positive. 84% of people said they would take part again. 60% of people gained confidence, and 81% of people made new connections.

2.9 Costs

All grant funds have associated management costs. The most resource intensive aspects of grant management are the process of assessment, decision-making and performance management.

Bristol City Council has two full time staff working on CRF.

Grant programmes have different purposes. The associated costs and decision making process reflect the purpose and value of the fund. CRF is a significant one-off capital investment in communities impacted by inequity and involving people from those communities in how this funding should be allocated.

There are three key differences with CRF which impact on the overall cost:

1. Participatory and deliberative decision making across all areas of multiple deprivation
2. Capital investment in community spaces which is for buildings and infrastructure
3. Involving a wide group of people in shaping the process

Costs included:

Collaborating on the design of the process

Expertise about participatory decision making to develop our skills and understanding

Community and voluntary sector groups reaching out in their communities to identify priorities for capital funding

Involving residents from the priority communities in the decision-making

Making expertise available to help the decision-making process

Making expertise available to the applicants to help them with their proposals

Support for co-production of the process and initial technical support cost £250,000.

Grant management and programme management support cost £100,00 per annum.

We estimate a total spend of 14% on programme management over the course of the 4 year programme.

2.10 Key reflections

These reflections draw on the draft CRF evaluation, participant survey responses, a retrospective session with TPX Impact and reflections of the BCC CRF project team:

- Co-design and participation build capacity over time
- Strong, confident facilitation is key
- Importance of participants from diverse backgrounds
- Committed and engaged participants
- Building trust and confidence
- Access to information and expertise

There is a summary of learning in appendix A

3. Policy

- ‘Development and Delivery’, ‘Equity and Inclusion’ and ‘Resilience’ are three of the five building blocks underpinning the 2022-2027 Corporate Strategy. The CRF process and outcomes builds

on each of these priorities.

- The Marmot Review identifies participation in community life as part of the wider determinants of health and important for addressing health equity, which is also an underpinning of the corporate strategy.
- The corporate strategy outlines an objective to make “significant investments in community-based organisations and local infrastructure to strengthen the role of VCSE partners to build community capacity, support sustainability of their business models, and to enable equitable access to funding opportunities”. This proposal responds directly to the objective.
- Community participation is a theme within the corporate strategy: “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.”

4. Consultation

CRF is a collaborative process between BCC and communities that goes beyond consultation through delegating power to communities to make decisions about their own priorities and how to fund them.

5. Public Sector Equality Duties

5.1 Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

5.2 A core objective of CRF is to **build city resilience by growing the power of communities**

experiencing the greatest inequality. To achieve this we took the following actions:

- Targeted funding to the 30% most deprived neighbourhoods in Bristol, and ringfenced £800k of budget for citywide equalities communities.
- Made ‘accessibility’ a funding priority and included a video about accessibility ([link](#)) to ensure decision makers understood its importance.
- Focused on equity throughout the decision-making process by:
 - showing an introductory video on equity ([link](#)) and engaging participants in active conversation about the importance of equity.
 - including ‘elevating equalities communities’ as a key consideration against which all CRF project proposals were assessed.
- Recruited participants consciously to reflect the Bristol population, ensuring diversity of the decision making groups.
- Put inclusivity and access at the heart of the participatory process, responding to access needs to ensure anyone could take part.

[Link to equalities impact assessment](#)

Appendices:

Appendix A: Overview of learning from the Community Resilience Fund participatory process

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

1. [Community Resilience Fund approach to recruitment \(bristol.gov.uk\)](#)
2. Cabinet paper February 2022, Item 12: [ModernGov - bristol.gov.uk](#)
3. CRF film: [Bristol City Council – Community Resilience Fund - YouTube](#)

Appendix A: Overview of learning from the Community Resilience Fund participatory process

This report summarises reflections and learning gathered through the participatory process and from the draft evaluation report. This is specifically about the decision making process it does not cover the process of grant making and the impact of this. This will be covered in a report at the end of the programme.

Positive lessons:

- Payment for involvement and a targeted approach to recruiting participants led to diverse decision-making groups, which brought richness and insight to deliberations.
- 100 people who took part
 - had a wide range of skills and experience
 - many had not been involved in this kind of activity before
 - had shown an interest in getting involved in other things following their experience
 - were pleased to be involved in the process and felt it was a positive initiative
- Effective process for building trust and confidence in the relationship between the Council, VCSE orgs and communities.
- Participants were committed and engaged- there's an appetite for further collaboration of this type.
- Skills, capacity, enthusiasm was built for future development of collective approaches to decision-making and participation.
- Importance of access and inclusion- we had resource to ensure people were able to take part (to pay for childcare, personal assistance and taxis for Disabled people and to use appropriate local venues that suited participants).
- The community conversations led to a wider network of groups knowing about and applying for the funding.
- High quality and meaningful engagement of this nature is complex, nuanced and needs time to build trust and commitment. The approach is built on community capacity, trust and connections of BCCs Community Development Team and VCSE partners.

Challenges:

- Co-design and participation which is truly equitable and champions diversity takes time and resource. This was an ambitious and complex process of action learning.
Future initiatives
- The first part of the process was intended to be a co-design – this was about working together to design the process of decision making. This process included training about participatory processes and was with a wide group of people. Community and voluntary sector partners fed back they felt it was more advisory and consultative than co-design. Working with a smaller group more intensively, having training together on deliberative decision making and then codesigning the process would have improved the quality of the process and felt more like codesign. This would have required more time and budget.
- The process took longer and was more time intensive than planned for.
- Balancing the wish for a quality process, at a citywide scale, and responding to applicants within an agreed timescale was challenging. We had to twin track designing future stages with delivering current ones which was difficult for partners to juggle.

- Strong, confident facilitation of the decision-making processes is key. Further training and skills building in this area would embed the skills in the city and grow confidence to run this kind of process again.
- Providing the right amount of quality information in a range of formats is important. Bringing in expertise adds rich information to inform decisions but we could have drawn on experts in different ways. For example, having them in the room to respond to live questions, present things rather than written reports (this would have cost more).
- Number of proposals to consider varied greatly. An initial assessment by the City Council could have reduced the number of proposals to make the process more manageable for decision-makers and enhance the quality of the discussion.
- The City Council's Communities Team knows communities and the VCSE well. The team were facilitators of the process and so did not contribute their knowledge and expertise in the decision making. This needs to be considered in any future process.

Responding to feedback through the process

- Improving access and inclusion as we went to ensure everyone could comfortably take part e.g. changing venues, providing a PA for one Disabled participant
- Responding to feedback that the process felt fast, the format of the meetings was changed in some cases. Working in two groups instead of four, with two facilitators per group instead of one, enabled conversations to be more closely facilitated and detailed notes to be taken. More time could also be spent considering each proposal.
- In some decision making groups, participants were given the option of having additional meetings to give more time for deliberation. This offer was taken up in all three groups it was offered to, which were those with the most proposals to consider.
- 'Heat maps' were introduced as a visual tool to summarise detailed discussion and help participants keep an overview of the process.
- The BCC team answered participant questions between sessions to inform their decisions which included going back to applicants to ask for more details and seeking the advice of experts to share with the group
- Providing additional information as we went. This was a learning process, it evolved and changed. Ideally all the information would be available in a digestible format in one place from the outset.
- All participants were invited to take part in a survey at the end of the process which has informed the learning points below.

How the costs compare with traditional centralised methods of fund allocation:

All grant funds have associated management costs. The most resource intensive aspects of grant management are the process of assessment, decision-making and performance management. Processes that are run by Bristol City Council staff will also involve a wide group of BCC officers and VCSE advisers in the assessment and decision making process. Bristol City Council has two full time staff working on CRF.

Grant programmes have different purposes. The associated costs and decision making process reflect the purpose and value of the fund. CRF is a significant one-off capital investment in

communities impacted by inequity and involving people from those communities in how this funding should be allocated.

Bristol City Council has two full time staff working on CRF.

Grant programmes have different purposes. CRF was about investing in local communities impacted by inequity and involving people from those communities in how this funding should be allocated.

What was different about CRF?

There are three key differences with CRF which impacts on the costs:

1. Participatory and deliberative decision making across all areas of multiple deprivation
2. Capital investment in community spaces which is for buildings and infrastructure
3. Involving a wide group of people in shaping the process

Costs included:

Collaborating on the design of the process

Expertise about participatory decision making to develop our skills and understanding

Community and voluntary sector groups reaching out in their communities to identify priorities for capital funding

Involving residents from the priority communities in the decision-making

Making expertise available to help the decision-making process

Making expertise available to the applicants to help them with their proposals

The cost of the decision-making process and technical support was £250,000.

Costs associated with the participatory decision making part of the process:

Paying for resident involvement in the decision-making process £14,250

Paying for the facilitation of the meetings and the meeting costs £25,000

Training/expertise such as videos and printed materials for decision making participants £5,255

We anticipate spending approximately 14% of the budget on programme management over the lifespan of the programme (August 2021-March 2026).

CRF invested in building the knowledge and skills of everyone involved. This has had immediate positive impacts but, we will see cumulative impact over time if we continue to invest in processes which grow social capital, community infrastructure and trust.

Applying the process to other areas

CRF applies participatory and deliberative decision making to grant making.

However, the approach can be applied to different kinds of decision making such as problem-solving and agreeing priorities. The emphasis is on collaboration with citizens (particularly those people who feel excluded) organisations and sectors to make decisions by drawing on our collective expertise, increasing our collective knowledge and in doing so build capacity, trust and mutual understanding.

CRF is a large and complex programme. A simplified process for future initiatives would reduce the amount of resource and capacity required and aid the learning process.

Areas where this could be applied:

- Devolved CIL/S106
- Services wanting to involve people in decision making
- Shared problem solving
- Focus on building our collective skills but applying the methodology in a number of different settings over time (these could be small scale)
- Community led decision making on matters that are important to them (VCSE partners said they could see using the methodology in this way).
- Developing a consistent approach across the council/city

Progressing a participatory approach to decision making needs to be well resourced and given adequate time. It relies on expertise and knowledge of community development colleagues, the community and voluntary sector as well as BCC colleagues.

Subject to resources, other opportunities to utilise all or some aspects of the process could include:

- Maintaining and develop a bank of facilitators through further training and professional development.
- Apply consistent approach to recruiting citizens to ensure there is inclusion, equity and diversity when engaging people in decision making.
- Continue building relationships and confidence through collaboration with partners and residents as equals.
- Continuing building capacity of the residents we are already working with.
- Continue to develop links with experts in the city to build capacity in the VCSE sector around capital projects – pro bono, social value, volunteering.
- Ensure approaches to funding and decision making continue to be informed by evidence - work with VCSE organisations to share knowledge/ data on context, needs and priorities. For example, to inform spending of devolved S106 and CIL.
- Work with Bristol Funders network to build practice of engaging citizens and people with lived experience in grant making decisions.
- Utilising a large, skilled group of citizens to continue building community power across the city.

Draft Learnings and recommendations from evaluation

Codesign:

- Be explicit about what you mean by co-design in any context. Be clear about the parameters and expectations.
- If possible, work with smaller groups for co-design, potentially bringing into larger settings later in the process.
- Ensure any co-design work is undertaken well in advance of any delivery, to ensure clarity and agreement, and avoiding confusion or any need to rush decisions to meet delivery timeframes.

Community Priorities:

- Use existing community priorities (place based and equalities) to form the backdrop for the community conversations. This would put developing proposals into a wider context but would not limit the potential for new ideas.

- Recognise the knowledge that community organisations already have regarding community priorities through their work and incorporate this in the proposal paperwork, setting them in a strong context.
- An extra initial session could be added at the beginning of the community conversation process to share knowledge and information about the needs of the relevant communities more broadly to inform any proposal possibly coming forward or at least enabling organisations to set their proposals in a clear context.

The process:

- More separation between the parts of the process, giving time to complete one part, take on board the learning and then shaping the next part. Recognising that if you are learning as you go, there needs to be enough time to re-group before moving to the next activity.
- In order to include identifying community priorities as part of the process, an initial meeting or series of meetings/conversations, need to be factored in at the very beginning before proposals are brought forward.

Information:

- The provision of clear information in a variety of formats is vital to support deliberation but can be overwhelming if there is too much at once. Keeping information as concise as possible, integrating it over time as part of the dialogue, and ensuring the number of decisions to be made are in proportion with the timescales available supports good quality deliberation.

Application process:

- Build on the straightforward, simplified proposal paperwork and develop a future approach which: a) sets the community context more clearly; b) provides more information for those assessing the proposals based on the requests which emerged during stage two.

Expertise:

- Expert opinions could have been sought earlier in the process, which would have required earlier investment of time with participants to get a sense of what extra information they required to fully understand the proposals and to inform their deliberation. Specifically, around technical issues which could have been addressed earlier, e.g. building costs etc.
- However, some of the questions that emerged were based on many discussions throughout the process so the timing of this input would always need to be flexible.
- Having experts on hand would allow questions to be answered immediately, reducing frustration for participants.

Deliberation and time:

- Re-shape the balance of information giving and deliberation, allowing more time for discussion.
- Provide participants with a separate early deliberation training session, without proposals, but to build their familiarity with the way deliberation works.
- Do an initial sift to reduce the number of proposals being considered and ensure no 'high risk' projects or projects which don't align with programme goals are put forwards. Also reduces chance of disappointment and raised expectations later when some projects may fall through.

- Explore how to allow more time and space for the deliberative process to emerge, without the need for introducing extra tools to move decision making along.
- More training for participants and facilitators before the decision-making process begins in deliberative techniques, how it looks and feels. The aim would be to increase confidence in deliberative discussions as being the way to get to consensus and the ability for participants to recognise when this is happening.
- Use the experience of the residents who participated to build on a more robust deliberative approach for future decision-making.

Facilitation:

- Recognition that the facilitator training could have been more in depth, both around general facilitation skills and the specifics of managing a deliberative process. Earlier investment in this area would have been helpful.
- The skills and input of the facilitators are key to supporting interested residents to build on their existing skills, confidence and knowledge to participate strongly and effectively in deliberative decision-making.

Community context:

- Having an early session in stage two focussed on community priorities and the wider local or equalities communities' issues would have enabled Councillors and residents to build a shared perspective before considering the proposals. This might also have managed any concerns about hidden agendas.

Communities Scrutiny Commission

20 November 2023



Report of: Hugh Evans

Title: Cost of Living Welcoming Spaces

Ward: Citywide

Officer(s) Presenting Report: Penny Germon, Head of Service - Communities

Recommendation:

To note the One City, Many Communities approach to the cost of living crisis over the winter of 2022/2023 which led to 105 Welcoming Spaces across the city. To note the learning from this, and the next steps.

The significant issues in the report are:

How the city came together to respond to the cost of living crisis, the impact of this on local people, communities and city resilience, and how we build on this approach going forward.



1. Summary

Communities mobilised 105 Welcoming Spaces across the city in response to the cost of living crisis over the winter of 22/23. This built on the way we worked together as a city in response to the COVID-19 pandemic. These responses have been possible because of the commitment of citizens all over Bristol, and the existing community infrastructure that allowed for fast mobilisation and support to be provided at the heart of communities. As we move away from a crisis response, the focus is on how we embed the emergent way of working, and on how we continue to invest in this community infrastructure and in nurturing strong communities.

2. Purpose

Welcoming Spaces were at the heart of the One City response to the cost of living crisis. This report is about what happened, our learning and how we go forward.

2.1 Context

The cost of living crisis response in Bristol was set up to enable the city to come together in support of communities and residents through the challenging winter months between October 2022 and March 2023. The response developed and co-ordinated new ways of working between different sectors. It created new ways of sharing information and supplied funding opportunities to the organisations best able to serve Bristol's citizens and communities. Consideration was given to making this funding more accessible to a wider network of organisations.

Bristol was able to respond quickly to the challenges posed by the cost of living crisis due to existing social foundations, including the One City approach and our collective experience and learning from COVID-19.

In the early summer of 2022, the Mayor met with community organisations and city partners to discuss the best approach to support communities most impacted by the rising cost of living. Together we knew that winter would be extremely difficult for many people, particularly those already on low incomes and experiencing poverty.

Drawing on local and national evidence and analyses carried out by Public Health officers, an assessment of the likely impact of the crisis on Bristol citizens and identified priority communities was produced. This, combined with a review of national policy and shared insights from a diverse group of partners, led to agreed working principles and a Framework for Action (see Appendix A: One City, Many Communities)

The approach is set out in full in [Bristol's One City approach to the cost of living crisis](#). A case study of the One City approach was also shared on the Local Government Association's website.

A network of Welcoming Spaces and community hubs supported the delivery of the Framework for Action.

The priority was to support and highlight community spaces that already existed. The shared message was that people were welcome to attend their community spaces, where there would be opportunities for social connection, free or affordable hot food and drink and something fun and engaging to take part in. People would also be able to access help and advice in these spaces if

needed. There were also communities and faith groups who were inspired to open ‘pop up’ welcoming spaces for the winter months.

Many of these spaces were operated entirely by hardworking volunteers and had running costs to cover. Community spaces needed support to keep the heating and the lights on, to cover the cost of hot drinks for visitors, and in some cases, to extend their opening hours.

By working with city partners we were able to secure funding through a private donor for the first 17 Welcoming Spaces. Two rounds of social action grants investing £445,000 were made available through Quartet Community Foundation. By April 2023, there was a network of 105 Welcoming Spaces across the city. This network included community groups, community centres, faith spaces, care homes and leisure centres.

An online map provided people with up-to-date information about what Welcoming Spaces and cost of living crisis support was available. Welcoming Spaces were invited to register to be on the map via the Bristol City Council cost of living website. To be part of the network they needed to confirm they met the [criteria](#).

This was an important innovation for Bristol, making information accessible to both citizens and colleagues wanting to support others.

Citywide organisations made offers of support to Welcoming Spaces, including:

- WECIL – provided advice about how to make spaces accessible to Disabled people
- Citizens Advice Bureau (check) provided financial awareness training to staff and volunteers
- CanDo Bristol provided a platform for volunteer asks and offers
- Community hubs coordinated activity and publicised opportunities
- We Are Bristol Helpline
- Department of Work and Pension (DWP) offered drop-ins
- Bristol University ran homework clubs in two areas

2.2 Impact & Learning

Please see the infographic at Appendix A.

It takes time to build trust and become established as a Welcoming Space. Spaces already set up and trusted by their communities saw more people through the Welcoming Spaces initiative.

The survey of welcoming spaces showed the biggest impact of the One City response on citizens was improved wellbeing and health through social connection.

The connection between the cost of living and ‘warm spaces’, as they tended to be referred to nationally, meant that for some people, there was a stigma and a sense that Welcoming Spaces were for people who were struggling to stay warm. While they could be used for this purpose our aim was to promote existing community spaces which are open to all.

The Welcoming Spaces initiative gave encouragement and impetus to build community capacity, leading to new community spaces.

The national and local publicity associated with the cost of living crisis raised the profile of many community projects who have no budget for publicity and marketing.

A key message from Welcoming Spaces and voluntary, community and social enterprise (VCSE) partners was to move away from a crisis response, and to embed the way of working and focus on long term change.

[A report about the winter response, the impact and learning is available on the Bristol One City website.](#)

2.3 One City Many Communities approach

Everyone involved in the response was invited, by the Mayor, to an in person event at City Hall on 19th April 2023 to say thank you, to reflect on our learning and next steps.

The event was attended by 120 people from a wide range of city and community-led organisations involved in the response, who agreed:

Together we are building something unique and powerful which we want to strengthen and accelerate. We will take what we have developed and keep our focus on equity, social justice and wellbeing to:

- *Find sustainable ways forward, supporting people most impacted by low income, poverty and inequity*
- *Continue to build community power and community wealth for the long term*

We are in very difficult times. We will collaborate, share resources and align funding in ways that nurture and grow community power and the ‘one city, many communities’ approach.

The One City, Many Communities approach recognises that strong communities are the foundation for city resilience and are at the forefront of reducing the impact of poverty and inequity. The focus going forward is to embed this approach and continue to find ways to invest in and nurture strong communities.

There are currently 63 Welcoming Spaces on the map. These are community centres and community projects, deeply rooted in their communities, doing what they do best in exceptionally difficult and challenging circumstances. We anticipate there will be more volunteer-run spaces open for the winter period. We will continue to support and encourage Welcoming Spaces as an important part of our social fabric.

Community groups have been able to apply to a social action small grants fund through Quartet to support Welcoming Spaces and social action over the coming year and build upon what worked for winter 2022/23.

Up to date information about Welcoming Spaces and cost of living support can be found on the [Bristol City Council website](#).

The monthly meeting with the Mayor, One City Coordination Group, Community Exchange and One Council groups continue to meet to ensure coordination across sectors and services.

[Watch a video to see our Welcoming Spaces in action.](#)

3. Policy

Welcoming Spaces are part of our city's community infrastructure, and the community life that supports the people of Bristol and makes communities strong. supports many of the building blocks of our corporate strategy including Development and Delivery, Equity and Inclusion, Resilience, Health, Care and Wellbeing. It realises corporate strategy priority HC5 - Community Participation.

4. Consultation

N/A

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 5b) The greatest impact of the cost of living crisis is on people already experiencing poverty and other inequity. Equity and inclusion is a key principle guiding the cost of living work and approach.
- Positive action has been taken to invite citizens and organisers into the networks supporting the cost of living crisis response, to encourage them to take part in decision making and ensure

the network of Welcoming Spaces were widely accessible and led by equalities groups and different faiths (for example, some Welcoming Spaces were located in churches, mosques and other places of worship). This intentional approach is reflected in the grant awards, in the diversity of the network of Welcoming Spaces, and in the activities on offer.

A requirement of Welcoming Spaces was to be accessible to Disabled people. The West of England Centre for Independent Living provided advice about how to make Welcoming Spaces accessible to Disabled people. Bristol Centre for Deaf and Hard of Hearing People organised meet-ups across the city in Welcoming Spaces. Bristol Women’s Voice did the same. Refugee Women of Bristol provided a Welcoming Space and a range of activities. Eastside Community Centre put on a programme of events reflecting the ethnic and cultural diversity of the community they are part of.

Appendices:

Cost of Living Infographic

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

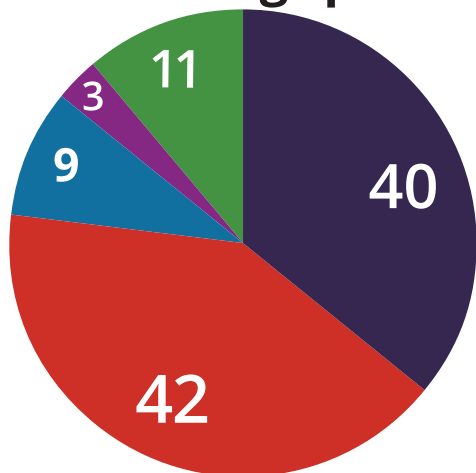
Background Papers:

None

Bristol's cost of living response

Winter 2022/2023

105 Welcoming Spaces were opened across the city



Key to the chart showing types of spaces

- Community organisations
- Leisure centres
- Care homes
- Children centres
- Places of faith (church, mosque etc)

A survey of Welcoming Spaces found:

100%

said they played a part in supporting Bristol residents during the winter months

93%

said the biggest impact was providing a place for people to socialise and build connections



63%

said they will be continuing after April 2023



74%

received some sort of funding to support their space



Welcoming Spaces included:



79%

Hot meals and/or food



90%

Hot drinks



Cost of living advice



Wellbeing and peer support groups (Changes Bristol)



Community activities (arts, film nights, sports)



84%

Wi-Fi



Citizens Advice Bristol cost of living advice assistants



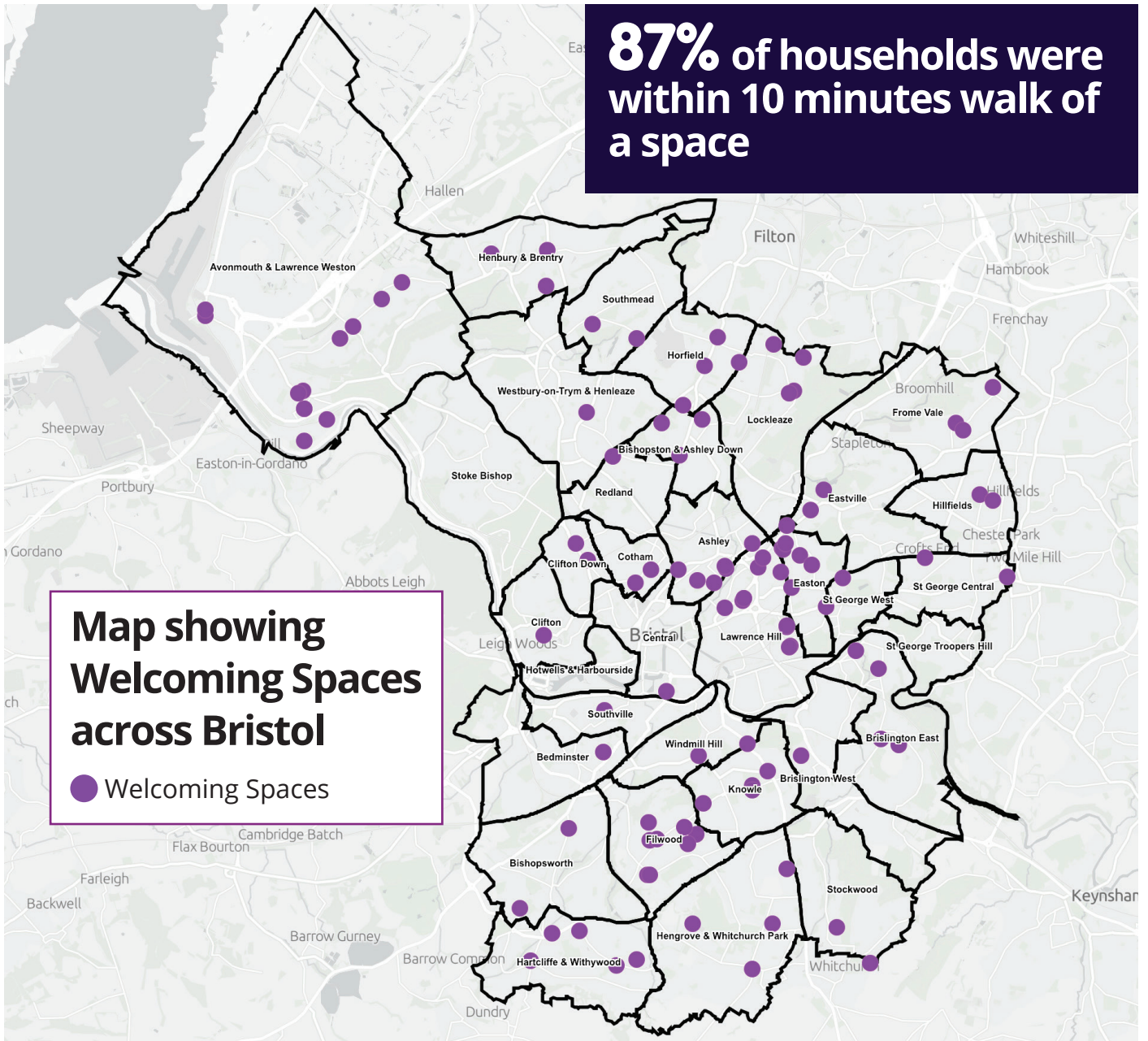
63%

provided emergency support e.g. food

87% of households were within 10 minutes walk of a space

Map showing Welcoming Spaces across Bristol

● Welcoming Spaces



27 Bristol organisations advertised volunteering opportunities on Can Do Bristol

246 people applied to volunteer with local organisations

Feeding Bristol provided around £525,000 to **79** community organisations

We Are Bristol helpline (Nov 2022 to Apr 2023) answered **359** cost of living phone calls

Cost of living support web page (Aug 2022 to Apr 2023) had **23,000** unique users

North and South Bristol Advice Centres, Age UK and WECIL supported over 400 people collectively become **£257,000** better-off

One City Cost of Living Welcoming Spaces

Key stages

1

What do we know?
Impact on Bristol

2

What have we got?
Our city assets

3

What can we do?
Coordinated action

One City, Many Communities

Principles

One City,
Many
Communities

Asset based

Inclusion equity
& social justice

Action learning

Crisis response

Immediate
welfare support

Maximising
household income

Keeping well

Community assets
& community
wealth

Key ingredients

Welcoming
community
spaces

City partners
collaborate with
Welcoming Spaces

Positive action
for equity
& inclusion

Resources
& funding

Leadership &
collaboration

Neighbourly &
citizen action

Community
hubs

Sustained investment in the things that nurture communities



Community
development



Respectful
trusting
relationships



Community
action



Networks



Problem
solving

Community
buildings &
infrastructure



Social
connection



Information



Sharing
resources



Community
facilities



Strong community foundations

Welcoming Spaces winter 22/23 – Funding

£445,000 Small Grants via Quartet

£131,000 private donor

The Cost of Living Social Action Grant will support organisations in the following ways:

Page 9

Resourcing events and outreach in the community

Enabling indoor activities and / or creating or improving a physical Welcoming Space

Creating and / or improving an online Welcoming Space

In priority areas and priority communities

BRICK PROJECT DROP-IN MANDALA PAINTING
NOVEMBER

CHRISTMAS MARKET
At Eastern Community Centre

FILM AND FOOD NIGHT THE GRAYSHEDS WIFE

Mindful Colouring-In for Adults

MINI CINEMA
FILMS FOR ALL THE FAMILY

FREE HOUSING ADVICE + SUPPORT

Welcome Spaces

We welcome the local community into our 'Welcome Space' to charge your phone, have a tea/coffee, play cards, puzzles, read the newspaper and relax!

EVERY MON, TUES & THURS • 11AM-3PM

HILLFIELDS COMMUNITY HUB • THACKET AVENUE • BRISTOL • BS5M 4BN
CONTACT: INFO@HILLFIELDSCOMMUNITY.ORG FOR MORE INFO



WELCOME SPACE
9-7pm
Free Hot Meal & Drink
Warm Space
Children's activities
and talks from local services

**Stay warm
Stay sociable
Save energy**

Monday-Thursday 3-5pm
Friday 11am-4pm. Join us for:
☑ warm space ☑ learning English
☑ hot drink ☑ free WiFi
☑ conversation

BRISTOL SMALL RESOURCE CENTRE
43 Duke Road
Bristol BS5 0AA
0117 907 7864

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We are a Welcome Space this Winter.

Our Southville Centre is a Welcome Space this winter

We are happy to offer:

- Free tea & coffee (self-served in our reception area)
- Two computers available to use (under 18's will need to be accompanied by an adult)
- Free resources & leaflets

REDWATCH COMMUNITY GARDEN
WELCOMING SPACES

FREE

AFTER SCHOOL DINNER EVERY MONDAY

Join us with your kids after school for a hot meal in our warm Community Every Monday until 5pm

16th Nov 2022 - 27th Feb 2023
10am to 12pm (weekends & 2nd and 4th editions)

TEXT TO BOOK 07858 630607
or space to staff@redwatch.org

WELCOME SPACE
Hillfields Library
12-15 - 6PM EVERY MONDAY
SUMMERLEAZE, HILFIELDS, BS5M 4HL

Join us every Monday for:

- Free hot drinks
- After School Homework Club
- Information on support services
- FREE food!

A welcoming space to relax, study, work or meet friends.

Open Monday until April 2023
except 20th and 26th September
and 1st January 2023

Welcome Spaces also at
Barnwood Community Hub
and Fazzell Centre

EATWELL
community cafe

Tuesdays, Wednesdays and Thursdays
11am to 1.30pm
Settlement Site, Duke Road

- Home-cooked, halal meals, and healthy desserts
- Small food by Bristol Small Women's Group on Wednesdays
- Play area
- Free laptop and phone charging, and Wi-Fi
- A welcoming space to relax as long as you like!

Play what you feel but eat what you like!

BRISTOL ONE CITY

Inclusion & Equity



Centre for Deaf and
Hard of Hearing People

Welcome Spaces

Pop-up sessions for Deaf and hard of hearing people – everybody welcome
Join us at these locations and times for information and support
Meet our CfD staff and learn more about what we do

Avonmouth

Avonmouth Community Centre
257 Avonmouth Road
Bristol BS11 9EN

Monday 20th March: 10:00 – 2:00pm

Bishopsworth

Brunelcare
Waverley Gardens
Bishopsworth
Bristol BS13 8EL

Wednesday 22nd March: 10:00 – 2:00pm

Fishponds

Bristol Charities
Vassall Centre, Gill Avenue
Fishponds
Bristol BS16 2QQ

Tuesday 28th March: 10:00 – 12:00pm

Lockleaze

Lockleaze Neighbourhood Trust
The Hub - 1 Fedden Buildings
Gainsborough Square
Bristol BS7 9FB

Wednesday 29th March: 10:30 – 1:30pm



Easton Jamia Masjid Welcoming Spaces, Support (physical and wellbeing) activity for Elderly Men

Refugee Women of Bristol



Collaboration & Connection – city wide to local

Advice

400 people

15 volunteer trained

Front line workers trained

Collaboration with Welcoming spaces ...to be
continue
Page 045

Emotional wellbeing

Peer support volunteers trained

Access to mental health support

Connection with welcoming spaces ...to be
continue



Helping people access justice



Can Do Bristol

Supporting volunteering and kindness across Bristol.

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Find volunteers



Be a volunteer



Search volunteering



Add a volunteering opportunity



246 people pledged support

27 organisations used the platform to post volunteer opportunities

Membership

Individual	14222
Public body	89
Community group / charity	540
Business	119



bristol.gov.uk

For residents For business Council and Mayor

i [Advice, support and information about the cost of living crisis](#)

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Where to get help

We Are Bristol helpline

You can call the free We Are Bristol helpline to get information and advice about the cost of living crisis, including where to get help about:

- financial benefits
- food
- mental health and wellbeing
- finding your nearest Welcoming Space

Call for free on 0800 694 0184 between 8:30am to 5pm, Monday to Friday.



Supporting Voluntary and Community Action

[Home](#) > [Organisations](#)



Department
for Work &
Pensions



Avon and Somerset Police
SERVE. PROTECT. RESPECT.



Need help with the cost of living?

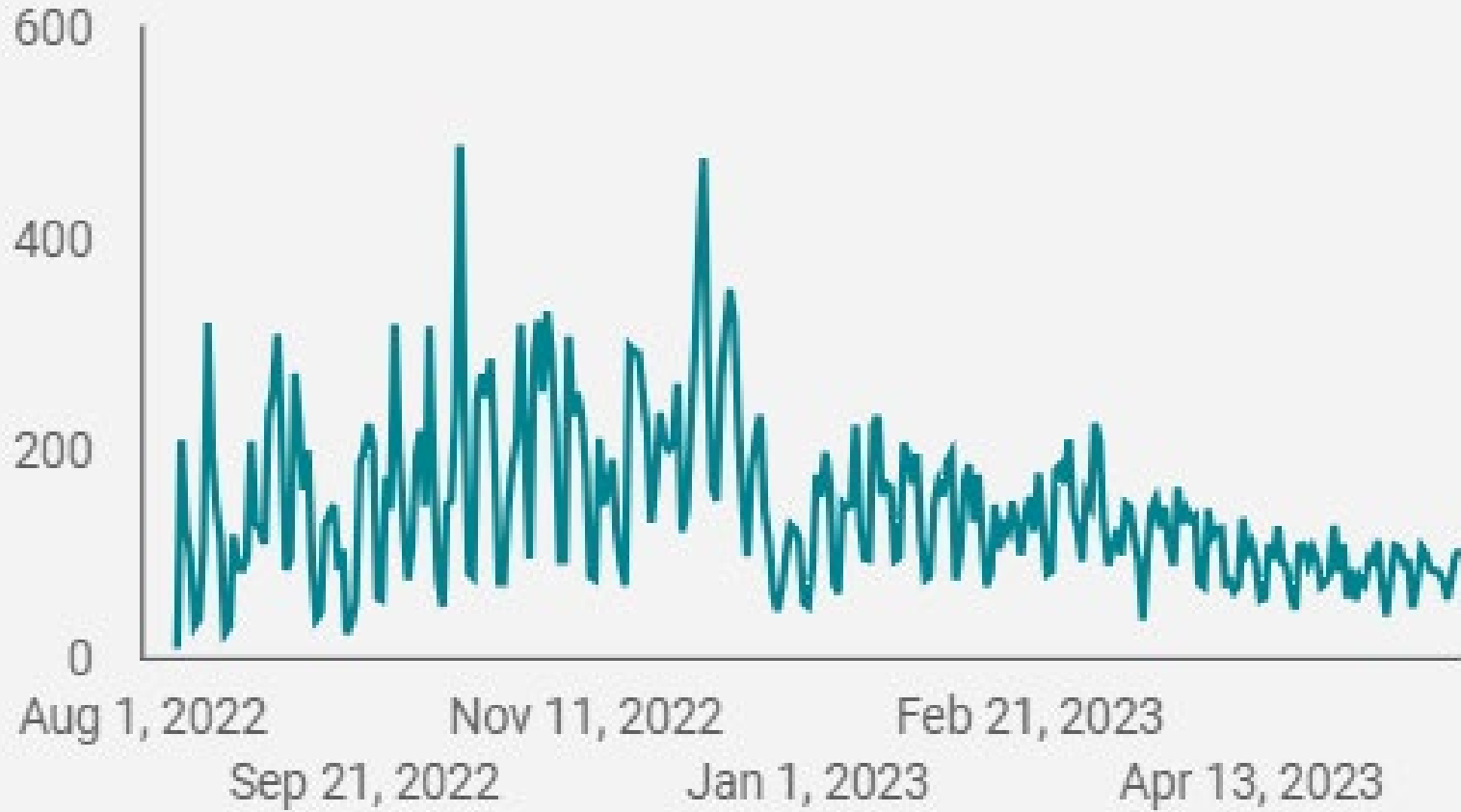
www.bristol.gov.uk/costofliving
 0800 694 0184 (Mon to Fri, 8.30am-5pm)*
 Visit the Citizen Service Point
 100 Temple Street, Bristol, BS1 6AG
 (Mon, Tues, Thurs, Fri, 9am-5pm; Wed 10am-5pm)*
 *Translators available

Some organisations listed are very busy so it may take a while to get a response to a query.



#WeAreBristol BRISTOL ONE CITY

Hits on BCC Cost of Living Website



Feedback – key messages

The difficult times have not gone away, for many people life is harder

To move away from crisis/short term response to embed what works

To focus on finding sustainable solutions to poverty & inequity

We Are Bristol: One City, Many Communities

Together we are building something unique and powerful which we want to strengthen and accelerate.

set out in two diagrams on tables

We will take what we have developed and keep our focus on equity, social justice and wellbeing to:

Find sustainable ways forward, supporting people most impacted by low income, poverty and inequity

Continue to build community power and community wealth for the long term

We are in very difficult times. We will collaborate, share resources and align funding in ways that nurture and grow community power and the 'one city, many communities' approach.

Please confirm your commitment as a table.

What action can we take to strengthen and accelerate progress?



Going Forward

One City, Many Communities approach

Continue to develop framework for action on cost of living

e.g. Create spaces for deeper understanding and problem solving – can we use our city assets better?

Key message this winter

Cost of living – where to get help

Community life - Welcoming spaces near you

Employment support – One Front Door

One city fund raising & support to welcoming spaces, community hubs and VCSE

Ongoing monitoring of data and impact assessment

Communities Scrutiny Commission

20 November 2023



Report of: John Smith, Executive Director Growth and Regeneration

Title: Community Toilet Scheme Update (for information)

Ward: Citywide

Officer(s) Presenting Report:

Kurt James, Neighbourhood Enforcement and Street Scene Manager
Giovanni Lopresti, Street Scene Team Leader

Recommendation:

To note the contents of this presentation.

The significant issues in the report are:

1. Since launching in 2018 the Community Toilet Scheme has grown far beyond the facilities target listed in the original Cabinet decision paper.
2. Managing the scheme remains a challenge with limited resources.



Summary note / context of presentation

In February 2017, the council agreed to improve the quality of public toilets by seeking modern alternatives within community and public buildings, aiming to better service the public while reducing costs. A target was set to reduce the toilet budget by £40k for 2017-18 and an additional £400k for 2018-19.

In December 2017, following a public consultation, it was decided to close 18 public toilets and create the Community Toilet Scheme (CTS), which involved local businesses and organisations providing public toilet access. The plan included creating printed and web-based maps of toilet locations, clear signage, regular inspections, a focus on wheelchair accessibility, and the development of a dedicated app.

By April 2018, 46 facilities had joined the CTS, with 35 more applications pending. The membership reached 90 before the pandemic in March 2020. After a temporary closure due to the pandemic, the CTS reopened in May 2021 with 63 venues.

An audit in January 2022 by the Community Marshal team of the 90 CTS facilities identified issues such as missing stickers, incorrect accessibility information, and closed venues. The audit's purpose was to assess the CTS's robustness, partner satisfaction, and to scout for new members.

As a result of these efforts, the CTS expanded to 159 facilities, with 119 being accessible, and a new booklet was produced for those without internet access. The council aims to work with the Toilet Network to further grow the scheme, acknowledging that maintaining, auditing, and publicising the CTS remains a challenge.

For information - the original Cabinet report (4 December 2017) can be viewed at this link:

[a Public Toilets Cabinet Report Exec Summary Final.pdf \(bristol.gov.uk\)](#)
[Appendix 1-3 Neighbourhoods.pdf \(bristol.gov.uk\)](#)

Appendices:

Presentation – Community toilet scheme update



Communities Scrutiny Committee Toilet Scheme Update

Kurt James - Neighbourhood Enforcement and Street Scene Manager
Giovanni Lopresti – Street Scene Team Leader



Introduction and Background

- Full Council 21 February 2017: Agreed the following which was identified as a savings proposal:
 - Currently the provision of toilets is low quality, and we want to look at how modern alternatives can be provided within community and public buildings. By working in partnership to provide more toilets across the city, we are hoping to provide a better service for the public whilst reducing costs to the council.
- The Council decided to launch a public consultation to explore new ways of providing toilets with the aim of delivering a £40k toilet budget reduction for 2017-18 to £461,488, and an additional £400K saving in 2018/19.

Introduction and Background

- Cabinet 4 December 2017: Following the outcome of the public consultation the decision was made to close 18 public toilets and establish the Community Toilet Scheme (CTS):
 - Enlisting local businesses and public organizations to provide access to at least 36-50 publicly available accessible toilets, potentially exceeding initial targets.
 - Produce a printed map funded by Bristol Ageing Better, and web-based maps with updates and information available online.
 - Provide clear signage for participating toilets and future development of a dedicated app.
 - Conduct initial and annual inspections to ensure information is current and accurate.
 - Guarantee at least 70% wheelchair accessibility and improving 'changing places' facilities, possibly including 'mystery shopper' feedback.
 - January 2018: CTS launched.
 - By 26 April 2018: 46 facilities joined CTS with 35 pending applications.
-

Introduction and Background

- March 2020: CTS had 90 members prior to the pandemic start when we closed the scheme.
- CTS reopened in May 2021 and had 63 venues signed up by 10 June 2021.
- January 2022 onwards: an audit of the 90 CTS facilities conducted by the Community Marshal team identified venues without CTS stickers, incorrect accessibility info, and venues that had closed.
- The aim of the audit was to measure the robustness of CTS, satisfaction of partners, and identify new members.

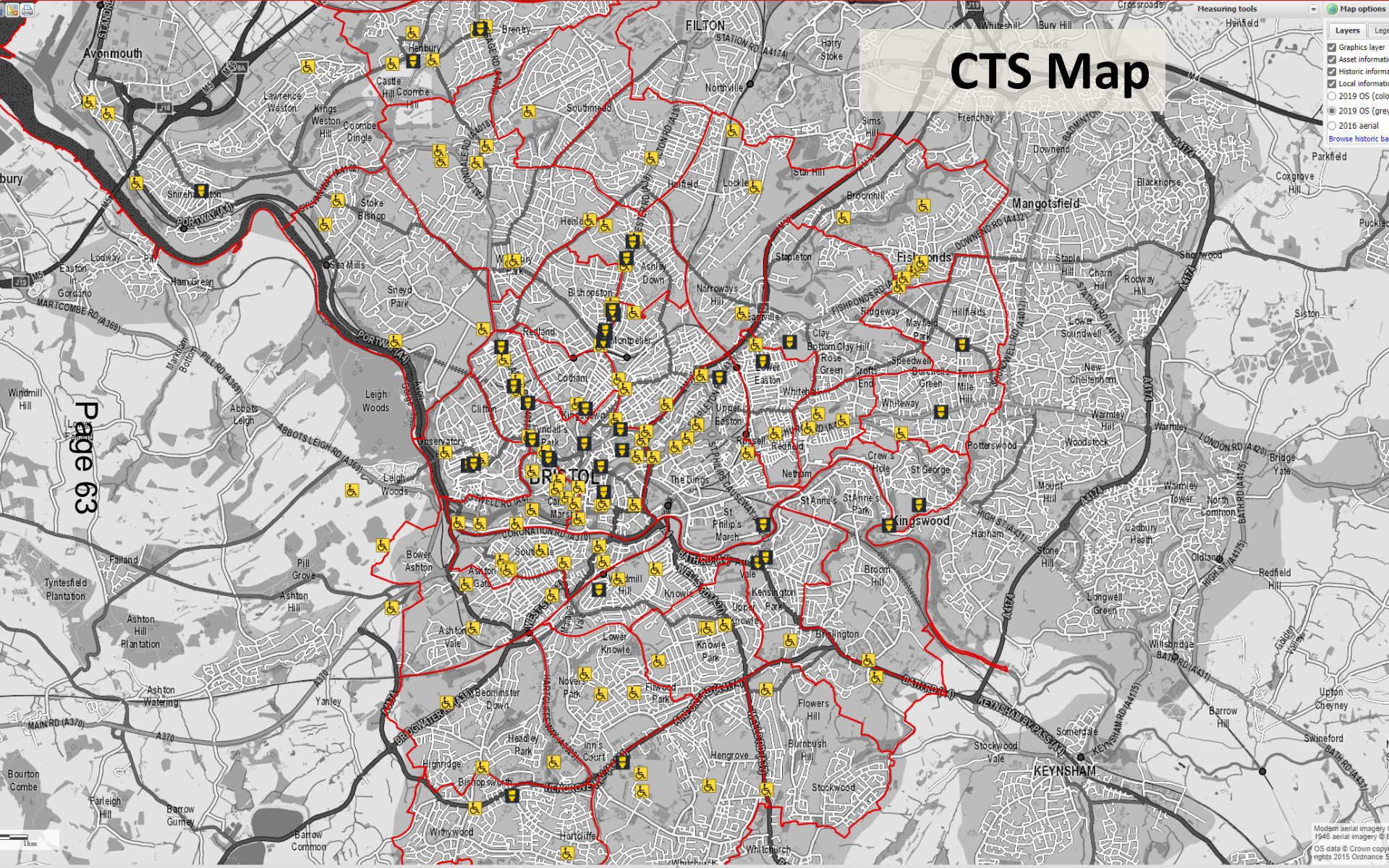
Sample Community Toilet Scheme audit checklist

- Is the venue open?
- Is there signage in place?
- Are staff aware of the scheme?
- What has the facility done to ensure staff are aware of the scheme?
- Has the facility run into any issues since being on the scheme?
- Do stickers etc. at the venue advertise the CTS provision?
- Has the business noticed any change in the toilet use since joining the scheme?
- Has there been a change to the facilities opening/closing time?

Current status of the Community Toilet Scheme

- The Community Marshals audit of existing CTS facilities and work to recruit new facilities means the scheme now has 159 members listed on the Council Public Toilets website, with 119 being accessible (74%).
- A new CTS booklet has been produced in partnership with and funded by, UWE for users without access to the internet.
- CTS toilets are listed on the Great British Public Toilet Map.
- We will work with the Toilet Network (BOPF, Bristol Dementia Action Alliance, Let's Walk Bedminster and more) to grow the scheme.
- Ongoing challenges are maintaining, auditing and publicising the CTS.

CTS Map

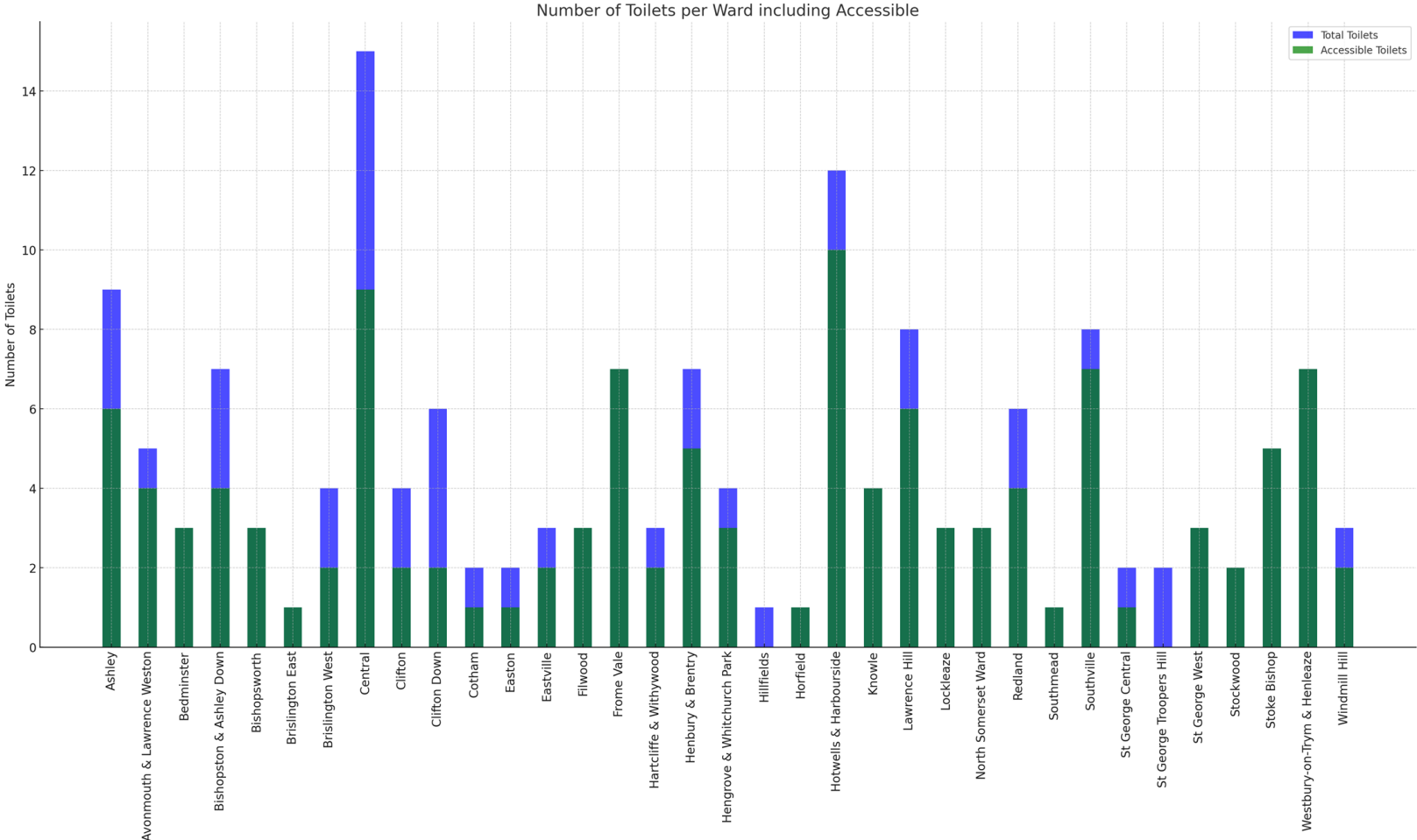


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- Layers Legend
- Graphics layer
 - Asset information
 - Historic information
 - Local information
 - 2019 OS (color)
 - 2019 OS (grey)
 - 2016 aerial
 - [Browse historic data](#)

Current CTS provision by ward

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Communities Scrutiny Commission

20 November 2023



Report of: John Smith, Interim Executive Director – Growth and Regeneration

Title: Library services

Ward: Citywide

Officer(s) Presenting Report:

Kate Murray, Head of Libraries

Leon Flower, Service Development Manager

Recommendation:

To note and comment on this report.

The following documents are enclosed:

1. Main report – Library services – innovation fund and future strategy
2. Accompanying presentation slides
3. Library Strategy 2020-24 progress to date
4. Library service data pack
5. Library service costs summary
6. Library services in context of 2019 index of multiple deprivation



Scrutiny November 20th, 2023

Library Services – Innovation Fund and future Strategy

Section 1 Background (Slides 4 – 8)

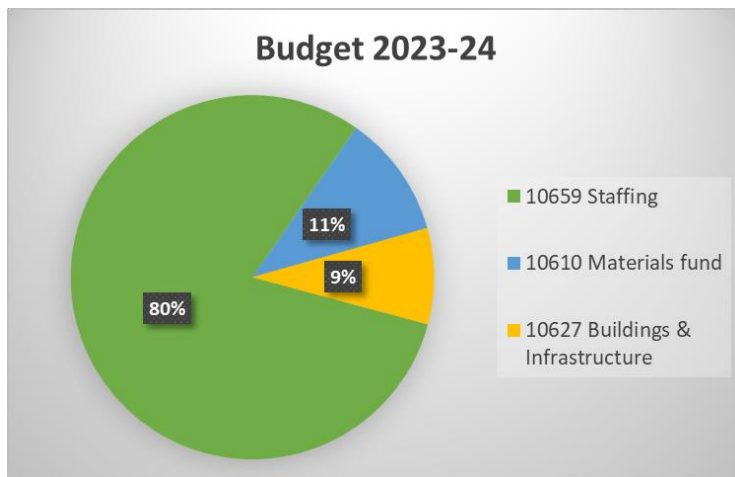
Bristol has 27 public libraries offering a statutory service across the city. As a statutory service we are overseen by the Department of Digital, Culture, Media, and Sport. It is the third oldest public library service in the UK after Norwich and Ipswich and celebrated its 400th birthday in 2013.

[Libraries as a statutory service - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

The service is managed and funded solely by Bristol City Council. There are no community-run libraries. Our volunteers add value to the service and take on specific roles but do not take part in service delivery.

There is a wealth of information available in the accompanying data pack.

The library service annual revenue budget for budget year 23/24 is £4.66m. This is comprised of spend as below:



Most of the budget (80%) is on staff. There are 183 staff employed by the service which is 109.86 FTE (correct as of 9/10/23). Many of our staff are part time.

The running costs of the libraries is held in Property and Facilities Management budgets. We have included the costs of library buildings in the data pack.

The library service has a remaining £12,000 of capital which is intended to complete the refurbishment project in Henleaze Library which has so far created a welcoming, modern, new, and safe children's library.

Before



After



The library is part of the LibrariesWest Consortium, which is a consortium of seven local authorities who work together in partnership to enable residents to borrow and return and use all the library services of the seven. The consortium is the oldest and most mature of any UK consortium and has a great customer offer, far greater than a single authority. It also achieves considerable value for money as we share costs for the Library Management System, staffing to process books and invoices and electronic resources such as eBooks, eAudio and eNewspapers.

We have an income target of £302,620 per year, which is achieved through a mixture of rents (112K) in Junction 3, Central Library and through the café in Central as well as traditional sources of income such as photocopying, and room hire. We no longer actively buy DVDs as the service did not generate an income.

We have been successful in attracting some external funding in recent years. Two examples are given in the presentation. We now have 4 BIPCs (Business and Intellectual Property Centres) in the Central Library and Knowle, Junction 3 and Southmead. These are part of a British Library network and originally funded by them. In April 2023, we applied for support for a further two years to the Shared Prosperity Fund administered by WECA. The centres provide a front door to business support and start up advice with further workshops in intellectual property and marketing and provide access to specialist online resources.

<https://www.bl.uk/business-and-ip-centre/national-network>

We are also in the midst of a project to refurbish the historic Central Library reading room to create a more flexible event space, exhibition corridor, restore the historic furniture and install accessible tables. The completion of this project in October 2024 will also see installation of digital tablets highlighting our historic collections and improved signage in the building.

Of the 27 libraries, 18 libraries are solely BCC (Bristol City Council) owned. The remaining nine are in leased spaces or buildings and the service pays either rent or service charge (please see the data pack). Some of the rents are peppercorn (e.g., Bedminster and Junction 3), which are very low. The rents total £127,000.

We have 4 libraries that are already co-located in community centres or buildings - Avonmouth, Shirehampton and St Pauls are in Community Asset Transfer buildings where the library service is now a tenant and pays service charge. Hartcliffe Library is in the Hartcliffe and Witywood Community Partnership (HWCP) community-run building @Symes and we pay rent.

We have plans for two future co-location projects. Filwood Library is being considered for a colocation in Filwood Community Centre as part of the Levelling Up Fund successful bid. We are also in discussions with Southmead Development Trust about the eventual move of Southmead Library (currently temporarily housed in Southmead House) to the new build in Glencoyne Square as part of a community-run ground floor service.

Filwood Library

Bristol City Council were successful in the application “Transforming Filwood Broadway” to the Levelling Up Fund in January 2023, administered by the Department of Levelling Up, Housing and Communities. Filwood was awarded £14.5m of funding from the fund. Together with £1.72m of Bristol City Council funding, this will enable the following six projects identified in the Filwood Broadway Framework to come forward:

1. A new Filwood Library.
2. Extensive improvements to the public realm space and high street.
3. A new Multi-Use Games Area (MUGA) and football pitch infrastructure
4. Expansion of Filwood Community Centre into a Cultural Hub.
5. Regeneration of properties on the west side of Filwood Broadway.
6. Revitalisation of the parade of shopfronts on the east side of Filwood Broadway.

The current Filwood Library was opened in July 1960 and was refurbished in 2003, with some new shelving added in 2013. The library is located at the end of Filwood Broadway, somewhat isolated from the parade of shops, opposite the existing MUGA site. It has been subject to vandalism and anti-social behaviour. This peaks in school holidays and we have previously had to change the opening hours and in extreme cases, close the library. The library heating is out of life with aging underfloor heating. The library is open for 22 hours a week, offers 10 free public computers and the service is the sole occupier of the building. There is no accessible public toilet, and the mezzanine space is not accessible or fire safe and therefore cannot be used.

The current Filwood Library site has formed part of the Filwood Broadway Framework since 2012, with the site being proposed for redevelopment for housing and greenspace. The framework also set out that the library would be relocated to Filwood Community Centre. Since that point, the potential relocation of the library has been discussed numerous times at the Filwood Broadway Working Group as a key option. The project team have just completed the tender for a multi-disciplinary design team to deliver the Cultural Hub. Due to funding deadlines (Levelling Up spend requires practical completion of all projects by end of 2025), the project will move swiftly from concept design to a planning submission in Spring 2024.

Glencoyne Square - Southmead Library

Southmead Library relocated to Southmead House in October 2022. This was a temporary move with the plan to move again to the Glencoyne Square development being led by Southmead Development Trust (SDT). This is in the design stage, and we are working with SDT who are creating two new housing units and community space on the ground floor of both blocks. The library will be co-located with SDT training and hot desk spaces.



Co-locations have huge positive benefits. Libraries need to be where people are and as a universal statutory service, often in areas of need, we can support communities in shared spaces and eliminate barriers to use when residents use other services in the same space. Often co-locations happen by chance or because of a bigger project. We have worked with Property in the past to identify any possibilities of further co-locations. There is often a varied financial benefit as council-owned spaces are often relatively cheap to run in utility costs and those in a newer or co-located space, more expensive.

Section 2 – Innovation Fund Evaluation Report (Slide 10 -22)

[Library Innovation Fund \(bristol.gov.uk\)](http://bristol.gov.uk)

Why was it needed?

The library service has been part of two citywide public consultations about reductions to the library service budget since 2014. These consultations encouraged a period of intense debate about the number of libraries and the services they offered.

In 2019, after the last budget savings proposal was halted, the service embarked on a citywide engagement programme led by anchor community organisations to have more positive conversations about libraries with residents and communities. This led to the development of the Library Strategy 2020–2024.

<https://www.bristol.gov.uk/files/documents/859-bristol-library-strategy-2020-to-2024>

One of the primary aims of the Strategy was to work together with communities to animate the library buildings; buildings that are assets for communities in neighbourhoods, but mainly unused when the library itself was shut. Also, the engagement generated a wealth of ideas for activity in each library and we wanted to bring these ideas to fruition. This aspiration led to the creation of the Innovation Fund, which was a seed fund for Friends Groups and community groups to apply for and then fund activity or ideas to promote their local library.

The Library Service had never managed a grant stream before. The funding for the Friends and the Open Fund was from a Neighbourhoods Reserve Fund earmarked for the Library Service during the 2017 consultation on library closures. It was not part of the Library Service revenue budget but a separate fund of £108,000. In the Cabinet of October 2022, this reserve fund was incorporated into in-year savings for the council to meet a balanced budget and is no longer available.

The library service wanted to test this way of working more closely with the community and hear from the communities and grant award winners of their experience of managing a project and achieving their outcome, whilst working with the library and the council.

Aims of the project for the Library Service:

- To successfully deliver a grant fund to communities for the first time – achieved
- To work more closely/collaboratively with the community – achieved
- To rebuild trust after a period of uncertainty - achieved
- To experiment with community-led projects - achieved
- To challenge the service to respond to community-led ideas – achieved.
- To support communities in their ideas and priorities for their local library - achieved
- To guide communities through the complex council processes to achieve their aims – partly achieved.
- To find out how the service could adapt to a more blurred delivery of community as well as local authority activity – partly achieved.
- To test how residents responded to a blurred offer – partly achieved.

The innovation fund offered a total fund of £108,000 across the 27 libraries in the city, divided into two separate streams.

Stream 1: The Friends Fund offering £1,000 to support Friends of libraries to establish and engage community support for their library with the aims to:

- Provide support and encouragement for the set up and development of Friends Groups in each of the libraries.
- Help fast-track ideas already captured through the conversation process that has been in place since the start of the 2019.

Stream 2: The second funding stream offered an allocation of £3,000 for open applications to support ideas which could impact in one or more of the following ways:

- Bring the library and communities together.
- Improve the space within library buildings.
- Improve how the library service is delivered.

The whole project was severely affected by Covid. The first 30 awards were made in January 2020, and were about events and activities to increase visitors to the libraries. This was impossible in the subsequent two years and whilst some projects were able to move online, a majority were not able to do so. Also, community and Friends Groups' priorities changed during the pandemic, and we lost some groups and some projects that could not restart. Focus and priorities changed for residents, community groups and Friends Groups. Events and activities in libraries only restarted in April 2022.

After 3 rounds of awards £63.5K was awarded and £44.5K remaining. All projects were completed by December 2022 with the Evaluation Report and Celebration Event completed in April 2023.

Friends Groups

The ambition to have a Friends Group for every Library and the support of this network is embedded in the current Library Strategy and was fundamental to the delivery of the Innovation Fund Project. During the period of the Innovation Fund and the concurrent Covid pandemic some groups thrived, some formed where there were none but unfortunately some that were in existence pre-Covid or that came about as part of the Innovation Fund initiative have sadly ceased for a number of reasons. Some of these reasons are mentioned below in the learnings from and findings of the Innovation Fund.

Friends Groups

Libraries with Friends Groups

- Bedminster & Marksbury Road
- Bishopston
- Clifton
- Hillfields
- Henleaze
- Horfield
- Knowle
- Redland
- Sea Mills
- Shirehampton
- Westbury
- Whitchurch

Libraries without Friends Groups

- Avonmouth
- Bishopsworth *
- Central : in progress
- Filwood *
- Fishponds
- Hartcliffe*
- Henbury: in progress
- Junction 3: in progress
- Lockleaze: in progress
- Southmead: in progress
- St George
- St Pauls*
- Stockwood*
- Wick Road*

* Ceased during Covid

OFFICIAL

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The findings and recommendations

Case Studies (St. Pauls, Bishopston, Horfield) – please see the Innovation Fund Project, Bristol Libraries at the link above.

What the Library Service learnt and were the project aims achieved?

- To successfully deliver a grant fund to communities for the first time – achieved. The mechanism for awarding grants and ensuring fairness and accountability was complex to set up and we were grateful for help from the Arts Team, Audit and Finance. Even with a straightforward process and a simple application form, it was challenging for some communities who had no experience of funding applications or how to match their aims with the funding aims.
- To rebuild trust after a period of uncertainty – achieved. The last two citywide public consultations had been solely about reduction in the number of libraries, and this meant there was hostility and mistrust from groups on the behalf of their communities. This work, however, led to more understanding between the library service, Friends Groups, and residents.
- To experiment with community-led projects – achieved. We were keen to let the community lead on projects that they felt were important to their local library. This varied enormously as

detailed in the report and some are still ongoing. The groups learnt from each other and adapted throughout the Covid years.

- To challenge the service to respond to community-led ideas– achieved. It was a challenge to move from a local authority service led approach to one of co-production and relinquishing control to residents not employed by the service. It challenged our processes and procedures and how we communicate. It uncovered aspects we had not anticipated in how bureaucratic the service and council can be and how this creates barriers. Sometimes those processes are for safety of all residents, but learnt we do not explain that as well as we could.
- To support communities in their ideas and priorities for their local library – achieved. As detailed by the case studies in the report.
- To find out how the service could adapt to a more blurred delivery of community as well as local authority activity– partly achieved. Shirehampton Living Room and Hillfields and Clifton Welcoming Spaces tested this model as they opened the library doors on usually closed days, inviting residents to use the space. The next step would be using the library services, not just spaces, on those days.
- To test how residents responded to a blurred offer– partly achieved. The service had concerns about quality of different activities and the response of communities and customers who may assume that everything done in a local library was overseen or delivered by the service. This perception did not result in any complaints or complexity. However, we maintained a watching brief on publicity and communications to ensure it was clear where the service was involved and where the community of Friends were the lead.
- To work more closely/collaboratively with the community– achieved. Projects developed through the Innovation Fund meant much closer working with library frontline teams and the service. It was not without challenges as the library service is a large hierarchical service, but points of contact were established with Library Development Officers.
- To guide communities through the complex council processes to achieve their aims – partly achieved. This was quite difficult where naturally residents assume the library building, surrounding land and pavement were all under the control of the library service, and where in actuality a multitude of different council departments can often be involved.

Lessons learnt from the award beneficiaries.

1. Covid

For all the projects the impact of the Covid pandemic cannot be underestimated. For the library service there was a need to revise and adapt timelines and accept changes to project plans. There were also changes in staffing responsibilities and in personnel throughout the extended duration of the project.

There was a constant element of revising and reconsidering what could be done depending on Government and local Health and Safety advice and the changing situation with library closures and restrictions.

For the community run organisations there were issues with recruitment of staff and funding cycles which meant that the project had to be delivered within a certain time limit and could not be indefinitely postponed. Community projects were often funded to particular timescales with many staff on time limited contracts. This created challenges as libraries were not open to run the projects and the project deadlines were extended to take account of this.

Some of the projects were able to revise their original plan to work within Covid restrictions whereas some of the projects had to be completely reworked as the plans had become unfeasible with new stricter requirements.

Many projects resulted in small numbers of attendees for events and activities, scaled down due to Covid restrictions such as social distancing and having to change to a more structured set up rather than what had originally been intended at the outset which was to increase engagement through innovative approaches. The data collected through the projects was therefore a snapshot rather than a comparative measure.

2. Evaluation

We were not prescriptive as we tried to be as 'hands off' as possible and let the groups direct the way they felt best suited to run their project.

Some found the additional pressure of collecting evaluation data or survey information on top of organising and running an event, as well as asking for permission to take photos to use for project reporting, too much to coordinate.

3. Communication with the library service

Regular updates were sent from the Library Service Development Manager to keep award beneficiaries and friends groups connected and citywide friends meeting were well attended.

More clarity about communication channels early on would have benefited the projects.

Their ability to communicate regularly with the library team was key to the successful outcome.

The advantages of groups employing the use of a single point of contact or even a project manager was a great benefit in helping mitigate this issue.

4. Navigating Council departments

There were varying difficulties in facilitating communication between council departments and getting sign off to put in place structures or changes e.g., Horfield fence, Clifton projector and music licencing. This was particularly difficult where there were staff redeployed during Covid, or when staff were furloughed or off work.

It was apparent that the complexities of dealing with multiple services and departments, and indeed, even that they would need to be involved at all, with groups assuming that the library service had more control in certain areas than they do, was not well understood, and so not considered with project plans and timescales.

Groups that already had established links with other service areas were much better placed to navigate these complexities but without these contacts considerable time and capacity were needed to navigate council departments, procedures, and policies and in many cases library staff were needed to enable this.

5. Being adaptable

Several of the projects had to change their aims to suit the community – particularly the age range of their audience. Organisations such as Imayla, an established agency working with young people, already had the necessary procedures and DBS (Disclosure and Barring Service) clearance in place for staff to work with under 18s. The young person project at Bishopston considered the additional time to set up for working with under 18s and opted not to. One of the projects (Knowle Friends of) worked with other established organisations who came in to deliver elements of the project with young people. Henleaze reported an additional unexpected element to the project running a young person workshop that required additional safeguarding checks to be in place.

Those groups able to adapt to changing circumstances have been able to complete their projects successfully.

6. Legacy

Some projects had the potential to continue but there was not enough support built into the Innovation Fund project from the libraries team. This was due to library service capacity issues (re-opening after Covid) and lack of available budget to support continued work. So, unfortunately the majority of projects have ended without legacy activity.

Although the legacy work is still to be developed from the libraries side, there was a continuation of the Imayla project (where they funded it), and the Brave Bold Drama project (Arts council funded). Horfield Friends did secure the Government High Street funds to use the garden space for attracting people back onto the high street. Whitchurch friends successfully bid for CIL (Community Infrastructure Levy) funds to build benches on the area outside library to make a more welcoming space.

7. Friends Groups and Community Groups

The Friends groups were often dependent on key members to mobilise activity, many of whom, have free time to devote to the group and projects. The Friends groups have often, but not always, struggled to engage a younger or more diverse membership. Friends of Bristol Libraries groups have formed, in many cases, from a group of individuals who come together often with many viewpoints and ideas which may not be compatible, and which is not apparent from the start. The community groups that were awarded funds were established and coherent with a single vision for the project.

There was an advantage of having a Project manager or at least a committed person with capacity to oversee a project which, as Friends groups are volunteers is not always possible.

The value of community or Friends groups having a connection to an established organisation such as the library service, increases their visibility in the sector and add an element of credibility, and is a great advantage in seeking further partnerships or applying for further grants.

There is often an assumption amongst community groups/Friends that the library service has more within its 'gift' whereas in fact they do not have the power to make decisions about land around the library or to the fabric of building.

Communication, setting parameters, expectations and clear responsibilities need defining early on. As well as understanding the role of the library and its priorities, there was on occasion a clash in aims when the library service has a universal and statutory responsibility and as a council department must comply with council guidelines.

8. Young People

We need to consider how we communicate better with young people, as it is apparent many do not know what is on offer at libraries.

We also need to consider how we involve young people in the development of our services and provide the spaces they would like to engage in.

<https://www.bristol.gov.uk/files/documents/6683-my-library-my-space-report>

What next - recommendations

The Bristol Libraries Innovation Fund Project has produced a number of learning points for the service and the communities of Bristol, which will support the development of a new Library Strategy that will follow from 2024.

The recommendations include:

- Consideration of how Bristol Libraries will facilitate more coherent communication between the areas of the service and council departments that work with communities.
- Continued conversations with local groups and library friends to create opportunities to maximise use of library spaces outside of staffed hours.
- Continued consideration of how we can make access easier for groups, for both buildings and through our hire processes.
- Collection of data that can support community groups and friends to evidence impact of activity.
- Improved collection of data for the library service to evidence use by all our communities.
- Focused engagement of young people to be active participants following up on the recommendations from the Rising Report and learning from Bishopston Library Friends.
- Events/Activities do not need to be traditionally 'library relevant,' in fact things not within service scope can draw in different audiences.
- Continued focus on working with Friends and community groups to animate libraries as neighbourhood spaces.

What innovations came out of the project, can these be replicated and what would be needed to replicate them?

Since completing the project and finalising the report the Library Management Team have reflected further on how the Innovation Fund was delivered, what projects or elements of projects were innovative and how these innovations can be replicated or embedded across the service. Also,

importantly, what does the service need to be able to continue to work with communities to ensure their involvement in helping to shape and add value to the library service offer.

What innovations came out of the project?

Whilst some projects involved innovative approaches to engagement or the types of activity that could occur in libraries to broaden their appeal the true innovation was in the overall project itself. Making available funds for Friends Groups and Community Groups to bid for to run their own projects was in and of itself a highly innovative approach for a Library service to take. As can be seen from the learning it necessitated a rethink of what a library space could be and how library staff could work with their communities. Allowing groups to get involved to such an extent and with the level of funding assigned to the project was a new, bold, and untried path. The emphasis on empowering Friends and other groups to try new things, to experiment, take risks and support them to take risks was inherently innovative. Lessons were learnt from both what went well and what did not go so well but all learning is valuable and will inform future work.

To continue, replicate and embed learnings we need.

- A network of library Friends Groups- Having the Friends and other Community partners to plan, promote, deliver, and staff events and activities is necessary for activity to continue as there is not the capacity within library staffing to pick up and continue the work they do. We are extremely grateful to all our Friends and partners that provide this valuable extra activity. We are still working toward the ambition of having a Friends Group for every one of our libraries.
- Regular Networking opportunities for Friends Groups. The success and popularity of the regular City-Wide Friends Group meetings to which other award beneficiaries were also invited was invaluable to ensure that individuals and groups felt part of a wider project and network. It affords the opportunity to share ideas and best practice as well as make contacts and get inspired by what other people are doing. The library team were also able to pass on information, knowledge, and training at such events, so we intend to continue these. A celebration event was held at Junction 3 Library in April 2023 to which all Friends groups and other organisations who were awarded funding were invited to showcase their activity. This in person event was well attended.
- Skilled, knowledgeable staff dedicated to supporting community engagement. Though significantly reduced, our Reader Engagement Team, and our two Library Development Officers, still prioritise work with the Friends, encouraging new Friends Groups and other community engagement work outside of the library. However, they are spread thin and do not benefit from the support of the Library Innovation and Learning Manager, a temporary post that has now ended that was created to oversee the whole Innovation Fund project, providing advice to the Library team on due diligence, DBS and risk, managing the funding itself and ensuring that projects were kept on track and evaluated. Without this dedicated role or reinstating a third Library Development Officer, it is much harder to continue to support the Friends, encourage new friends' groups and engage in outreach to work with new community organisations or groups with a sense of consistency across the whole city.
- Funding. It has become clear since the end of the project that without the promise of funding for projects many groups have stalled or projects that were intended to continue stopped. Further funding either through the service or from other funding streams such as

CIL or grant making bodies is required to maintain impetus and provide a solid reason for groups to maintain contact and communication.

Section 3 - Library Strategy (Slides 23 – 27)

Current Strategy

The Library Strategy was completed after the citywide engagement of 2019. Community led meetings were held in each of the 27 library areas, often led by community groups. Cabinet approved it in February 2020. The service had been without a strategy for a while, and it was a positive outcome of the engagement.

As we near the end of 2023, we are considering how and when to refresh the current strategy. We have included a review of the strategy actions in the data pack, with progress to date.

- There are twenty-three measures of success in current strategy – 19 have been delivered or completed.
- Some measures e.g., introducing Wi Fi printing were delayed due to the Windows 10 rollout but should be completed in this budget year.
- Only one measure has not yet been started (IT satisfaction survey) as we wanted time for customers to get used to the new Windows 10 machines and Wi Fi printing to be in place.
- There are three amber actions (Quality of Life satisfaction survey, number of volunteers and work with partner agencies).

Some of the delivery of the Strategy was delayed or affected by the Covid pandemic but there is progress as we return to the pre-Covid levels of satisfaction. The Library Service has used the annual planning of the service plan to focus on delivering the Library Strategy and this has also included a refresh of the data we collect and how it is collected. This has highlighted some future work on how we collect more accurate data from external bookings or Friends Groups so that we can demonstrate the use of libraries out of hours.

We are also aware that the collection of data tells only one side of the story and would like to collect more examples of impact. We were asked to do a case study of our Reading Friends Project by The Reading Agency. This project was grant funded by the Reading Agency and aimed at combating isolation and the detrimental effect isolation has on wellbeing, which was particularly apparent during the Covid Pandemic. Our online Reading Friends activities, an Arts & Crafts group, 'Journalling for Wellbeing' and 'Write On,' an online writing group are still going strong.

Refreshed Strategy Priorities Post 2024

Context

There are a number of changes since the creation of the Strategy in 2020 that would need to be referenced in the refreshed or new Strategy from 2024.

New corporate strategy

Bristol City Council has a new Corporate Strategy (2022 – 2027) with refreshed themes.

The Corporate Strategy outlines a vision of driving an inclusive, sustainable, and healthy city of hope and aspiration where everyone can share the city's success. It also describes the activities we must do by law.

It is based on a wide-ranging review of evidence and needs-assessments and was co-created through a series of engagement events with elected political leaders, citizens, partners, and staff from across the council.

The Corporate Strategy's main priorities are informed by 5 key principles that influence everything we do:

- Development and delivery
- Environmental sustainability
- Equality and inclusion
- Resilience
- World-class employment

It is also arranged around 7 main themes:

Children and young people: A city where every child belongs and every child gets the best start in life, whatever circumstances they were born into.

Economy and skills: Economic growth that builds inclusive and resilient communities, decarbonises the city and offers equity of opportunity.

Environment and sustainability: Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.

Health, care, and wellbeing: Tackle health inequalities to help people stay healthier and happier throughout their lives.

Homes and communities: Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

Transport and connectivity: A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.

Effective development organisation: From city government to city governance: creating a focussed council that empowers individuals, communities, and partners to flourish and lead.

[Corporate Strategy \(bristol.gov.uk\)](https://www.bristol.gov.uk/corporate-strategy)

[Corporate Strategy 2022-27 \(bristol.gov.uk\)](https://www.bristol.gov.uk/corporate-strategy-2022-27)

The Library Service is specifically mentioned in Homes and Communities:

HC5 p/46 Community Participation (Homes and Communities)

We will build further on projects such as the School Streets and the Community Toilet programme, as well as innovative approaches to developing parks, play areas, libraries and community hubs and facilities for people to share neighbourhood spaces in an accessible way.

This relates directly to the aims of the Library Strategy and the aims of the Innovation Fund, to work more closely with communities and promote libraries as community resources.

Peer Challenge 2022 recommendations

We were successful in bidding for an LGA (Local Government Authority) online peer challenge in 2022. Experienced elected member and officer peers deliver peer challenges. The make-up of the peer team reflects the council's requirements and the focus of the peer challenge. Peers were selected based on their relevant experience and expertise and the peer team membership was agreed with the council. The peers who delivered the peer challenge in Bristol were:

Dawn Winter, Sandwell Council, Business Manager - Libraries and Archives

Councillor Andrew Western Leader of Trafford Council and LGA Labour Lead and Deputy Chair on Culture, Tourism, Sport Board.

Lynne Taylor, Relationship Manager - Arts Council England, Southwest.

Robert Hathaway, LGA Associate.

After an intensive two days of interviews and workshops, the following recommendations emerged.

1. Revise or rewrite the Library Strategy in line with Corporate Strategy and emerging Estates Rationalisation proposals. Ensure there is a strong and compelling narrative for libraries to be strong deliverers and enablers in cross-cutting themes such as Children and Young People, Economy, Skills, and Health, Care & Well Being.
2. Ensure that the revised Library Strategy is supported by an appropriate Delivery Plan to realise the vision. Where relevant, ensure that the library service is flexible where it can be on its demands for space and staffing facilities.
3. Provide significant opportunities for member engagement to help build cross party ownership, trust, and confidence for the future of Bristol's libraries including Scrutiny, task and finish groups and member seminars, as necessary.

The Corporate Strategy has been refreshed and unfortunately the Library Service does not have the visibility requested above, in other directorates. The work through Corporate Landlord does have impact on the service as we are in 27 buildings or spaces. The rationalisation of council buildings may affect some library buildings in the future, but we are working closely with Property to understand the timescales for any change.

Libraries are an early intervention service for many other services and contribute to supporting health and wellbeing, digital and social isolation, and education outcomes. Whilst this is hard to evidence and measure, a free universal service is vital to communities having resourcing and space to achieve their full potential.

Impact of the pandemic, changing use of libraries

After two years of interrupted service and unprecedented change for residents and staff, visitor numbers and the cycle of visiting the library have changed. We have been seeing less visits but more issues of material as residents visit less frequently but take more. We have also seen a huge increase

in online membership and use of e-resources (eBooks, eAudio and eNewspapers). This is apparent in the statistics in the data pack.

Events were only reinstated in April 2022, and we are still seeing a gradual return to pre-Covid levels of engagement. Whilst we have good audiences for daytime events we are still struggling, as are other library services and cultural venues, to attract an audience in the evening.

The use of spaces is also changing, with demand for seating, collaboration spaces, facilities such as toilets and refreshments and sockets for their own devices. This has been a gradual change before Covid, but the rising cost of living highlighted the importance of having a free warm neutral space for communities.

Cost of living crisis

The Cost-of-Living Crisis in the winter of 2022/23 gave rise to the initiative of Welcoming or Warm Spaces. These began in community venues and were championed by Local Authorities. This gave libraries a higher profile in welcoming residents into buildings that were open to the public. We started a coat swap, marble gifting in Central Café and provided jigsaws.

The Friends Groups in Hillfields, Clifton and Shirehampton successfully bid for Welcoming Spaces funding to provide activities, hot drinks, and support on days the libraries were not usually open. This was a successful outcome from the Innovation Fund as Friends Groups were confident about bidding for additional funds and delivering new activities.

Engagement

The previous Library Strategy was created following an intense period of citywide engagement around all 27 libraries. In 2019, we had the support of a project team to engage with residents in each library area, and a project budget to fund the engagement and creation of the Library Strategy. Key anchor organisations were funded to lead the community conversations. We also worked with Rising Arts to do a specific project with young people at Junction 3 as we had identified a gap in use from 16-24. This is unlikely to be the case in 2024/2025.

We need to consider how we will engage with Bristol City residents and library customers as well as our partners and residents who have yet to use us. We also need to consider the capacity of the service and the cost of engagement.

Timescales

The current Library Strategy is 2020-2024. We have been in touch with colleagues in the Policy Team who recommend any work should start after the new administration is in place following the May 2024 elections. We would plan to begin work in the Summer of 2024 with a refreshed draft Strategy available in the new year 2025.

Contact Details

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20th November 2023



Bristol Libraries

Scrutiny November 20th 2023



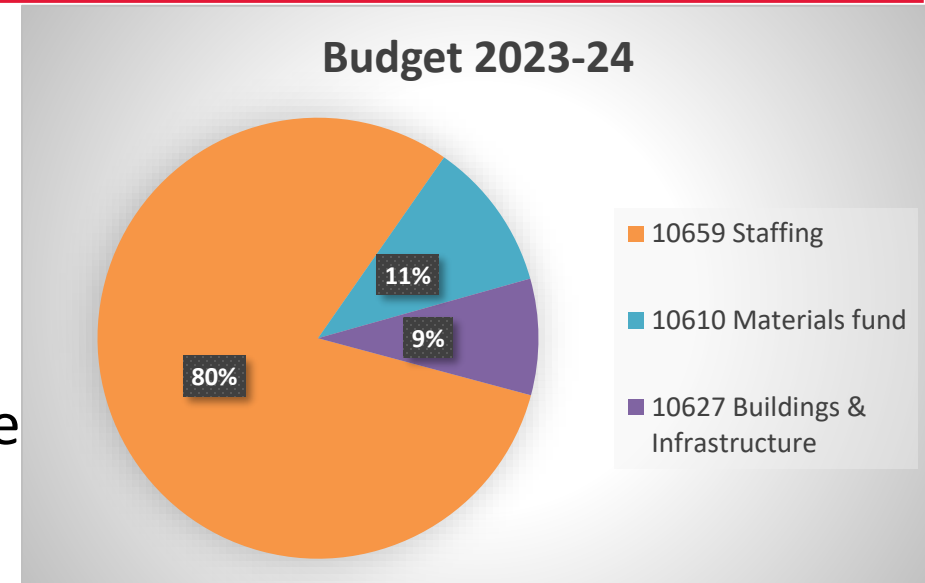
Section 1 Background

Library Statistics

- Data Pack includes:
- Visits and issues – all 27 libraries
- Annual report 22/23
- Computer bookings – all 27 libraries
- Membership data
- Trend data
- Library Strategy map of progress to date
- Library building costs

Current service - Library Budget

- 410 years old, 3rd oldest in the UK,
- 183 staff, 109.83 full time equivalents – majority are part time
- £4.66m budget per year
- Local Authority funded where all income to the service supports the budget.



- All building costs, utilities, repair and maintenance are held by Facilities Management and Property Services not the library service
- Income pressures are reducing traditional income, cost of contracts (IT and Library Management System) and rents rising with inflation.

Grant Funding

Library Improvement Fund from Arts Council England and DCMS enabling Reference Library refurbishment to create a flexible event space, restoration and upgrading of historic desks, accessible desks and new exhibition spaces



Business Intellectual Property Centres (BIPC) in Central and 3 locals in Knowle, Southmead and Junction 3, to support business advice

2 years funding from WECA Shared Prosperity Fund



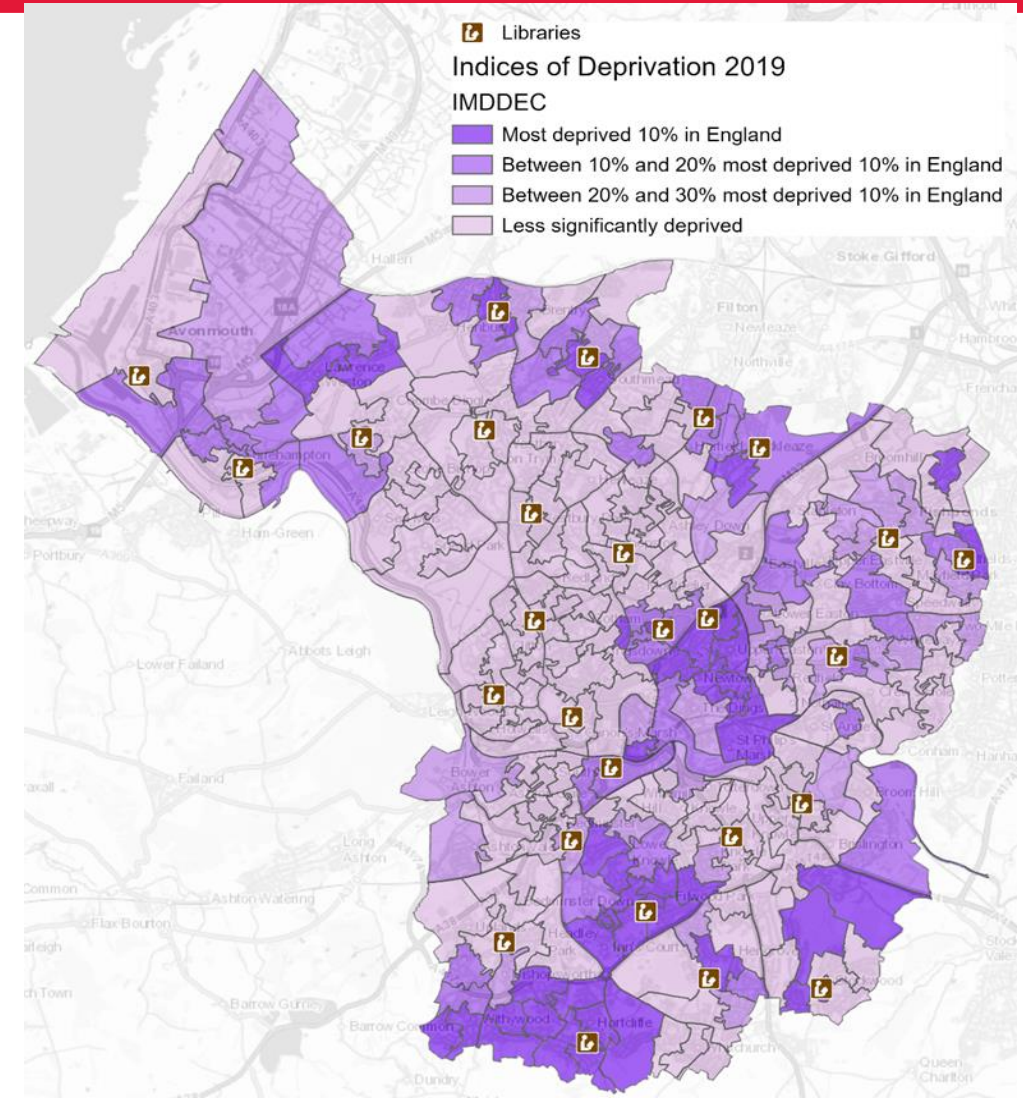
Library Buildings

- Bristol Libraries has 27 libraries
- 18 libraries are Bristol City Council owned buildings
- 9 are leased spaces or buildings (some are leased from BCC). We pay a range of costs from peppercorn rent to full commercial rent to service charge.

4 are already collocated - Avonmouth and Shirehampton in CAT community centres, Hartcliffe in @Symes, St Pauls in the Learning Centre CAT to Ethical Properties

Future Developments

- Filwood – Levelling Up Fund
- Southmead – Glencoyne Square



Filwood Library - Levelling Up Fund Project

Opened in July 1960, refurbished 2003, new shelving in 2013. Open 22 hours a week

- 10 public computers, no accessible public toilet, no public use of the mezzanine
- ASB issues – isolated location
- Building issues – Heating, external appearance, lack of public facilities
- Awarded £14.5m Levelling Up
- Design Tender stage, stakeholder group convened

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Southmead Library – Glencoyne Square

Temporary Library in Southmead House – opened October 2022

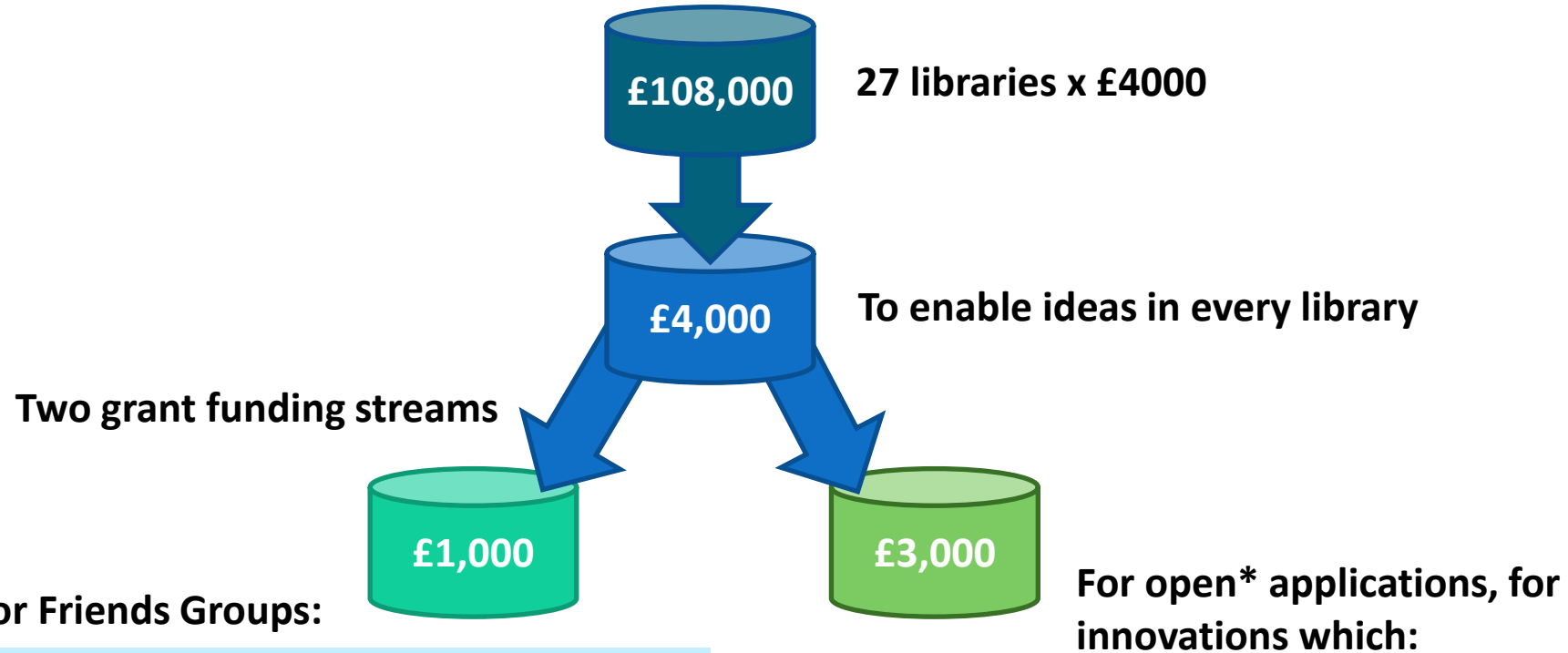
- Working with Southmead Development Trust on Glencoyne Square development
- Collaboration model – library and community services
- Aspiration to extend opening hours with shared staffing



Any Questions? Any items for discussion?

Section 2 Innovation Fund

Bristol's Library Innovation Fund



- Provide support and encouragement for the set up and development of Friends Groups in each of the libraries;
- Help fast track ideas already captured through the conversation process that has been in place since the start of the 2019

- i) Bring the library and communities together
- ii) Improve the space within library buildings
- iii) Improve how the Library Service is delivered

*Includes in partnership with other friends groups and community organisations

Innovation Fund Evaluation Report - summary

- Why was it needed? Stemmed from the Strategy engagement work and aimed to work more closely with communities, test the collaboration model of communities using libraries out of staffed hours, bring the service closer together with communities, test activities and pilot projects communities wanted to do and grow confidence in groups managing funding and running events from a library building

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3K Grants given to 13 Friends Groups and 9 organisations totalling 54K of 81K available (27K unallocated)

1K Grants given to 12 Friends Groups, totalling 9.5K out of 27K available (17.5K unallocated)

- Covid interrupted much of the planned activity, which was designed to increase visits to libraries.
- Reserve Fund was used for in-year savings in October 2022 leaving no further funding available - Of the total of 108K, 63.5K was awarded.
- [Library Innovation Fund \(bristol.gov.uk\)](http://bristol.gov.uk)

Friends Groups

Libraries with Friends Groups

- Bedminster & Marksbury Road
- Bishopston
- Clifton
- Hillfields
- Henleaze
- Horfield
- Knowle
- Redland
- Sea Mills
- Shirehampton
- Westbury
- Whitchurch

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Libraries without Friends Groups

- Avonmouth
- Bishopsworth*
- Central : in progress
- Filwood*
- Fishponds
- Hartcliffe*
- Henbury: in progress
- Junction 3: in progress
- Lockleaze: in progress
- Southmead: in progress
- St George
- St Pauls*
- Stockwood*
- Wick Road*

* Ceased during Covid

Case Study 1:

St Pauls Library

Strategic theme: Bristol's Libraries are fair and inclusive

Group involved: Imayla CIC awarded £3,000

Project: 'Book Jam'

To deliver a series of workshops with young people from the St Pauls area to encourage a wider engagement with reading and develop stronger relationships with the library.

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"what I like about Book Jam is, everyone, confidence and creativity"

Learning:

- Imayla as an established organisation working within the St Pauls community was able to adapt their plans to accommodate Covid restrictions
- The Library Development Officer being at each of the sessions helped link the idea of the library and highlight the books and resources the children were able to access.
- For future project planning, it would be useful to consider over a longer period how the legacy impact could be measured



Case Study 2:

Bishopston Library

Strategic theme: Bristol's Libraries are fair and inclusive

Group involved: Friends of Bishopston Library

Project: A Series of Talented Events awarded £3,000

To engage the age group 18-23 in activities in the library through appointment of a coordinator and following a launch event, put on up to 10 workshops across a range of themes such as creativity, science, and technology, culminating in a showcase event.

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Learning:

- Advantage of having a dedicated named contact or project manager
- Managing organisational requirements i.e safeguarding and DBS
- Use of social media to engage young people
- Young people in the area didn't know about library services
- Recruiting young people as ambassadors
- Flexible opening times of the library
- Free pizza!



Friends of Bishopston Library & the Library Innovation Fund present...

A SERIES OF TALENTED EVENTS

FREE WORKSHOPS FOR 18-23 YEAR OLDS

WED 17 NOV - ORIGAMI + WELLBEING
THU 18 NOV - POETRY + PERFORMANCE
WED 24 NOV - ART OF KINDNESS
THU 25 NOV - STREETPHOTOGRAPHY

7:00PM - 8:30PM
BISHOPSTON LIBRARY

BOOK NOW



@talentedevents
bishopstonlibrary.org.uk

Printed thanks to Benoit Harper

Case Study 3:

Horfield Library

Strategic theme: Bristol's libraries help connect people in communities

Group involved: Friends of Horfield Library

Project: 'NEW LEAF'

To open up the unused land by the library as a garden and organise events and activities in the space.

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Learning:

- Determination and resilience of the group key to success
- Communication between different BCC service areas was problematic
- Groups benefit from developing their own dialogue with other BCC service areas
- The public assume that more is within the 'gift' of the library service than is often the case
- For Friends Groups to continue to be successful they must be able to access further funding streams



Innovation Report – What the Library Service learnt and were the project aims realised?

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- To successfully deliver a grant fund to communities for the first time - achieved
- To work more closely/collaboratively with the community - achieved
- To rebuild trust after a period of uncertainty - achieved
- To experiment with community-led projects - achieved
- To challenge the service to respond to community-led ideas - achieved
- To support communities in their ideas and priorities for their local library - achieved
- To guide communities through the complex council processes to achieve their aims - partly achieved
- To find out how the service could adapt to a more blurred delivery of community as well as local authority activity - partly achieved
- To test how residents responded to a blurred offer - partly achieved

Innovation Report – Lessons learnt from the award beneficiaries

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- Covid - Need for flexibility in delivery and additional support from Library staff
- Evaluation and evidence – Not being prescriptive, added pressure for beneficiaries
- Communication with the service and the council - Need for clarity, advantage of single points of contact, complexities of dealing with multiple service areas
- Being adaptable – Established organisations adapt more easily
- Legacy – Preparation for legacy work during project planning and continued access to funding are key
- Future of Friends Groups – Dependency on individual members, capacity and commitment vital
- Young People – Finding better ways to communicate

IF recommendations for the new Strategy

- Ongoing communication with communities and other council departments
- Use of library spaces outside staffed hours
- Access to library buildings, room booking and charges
- Data collection – helps with evidence impact, for both communities and the libraries
- Engagement of young people essential
- Inclusion of non-traditional events and activities in library spaces
- Continuation of working with Friends Groups and community groups

What innovations are replicable?

What was innovative?

- Experimental, risk-taking approach
- Use of library spaces
- Type of activity
- Promotion of Friends Groups
- The Innovation Fund itself

What is required to replicate and build on the Innovation Fund work?

- A solid network of dedicated Friends Groups
- Networking opportunities for Friends Groups
- Support from library staff dedicated to and skilled in community engagement
- A dedicated role to oversee Friends and community engagement
- Funding

Any Questions? Any discussion points?

Section 3 Library Strategy

Current Strategy 2020-2024

- Created from citywide engagement in January – March 2019.
- Approved by Cabinet February 2020

Key Targets delivered:

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23 measures of success – 19 delivered, 3 not yet delivered and 1 not yet started

Innovation Report and actions delivered, business support started, activities and events restarted, upgrade of public computers and self-service kiosks

Feedback from the service:

- Aspirations to return to the satisfaction levels pre-Covid (Annual Quality of Life survey)
- Very useful impetus to annual planning for each year
- Focus on data – what we collect, how and its use, with impact and outcomes

New Strategy post 2024

What has changed since 2020

- Refresh of the Corporate Strategy

Homes and communities 5 (HC5) p/46 Community Participation

We will build further on projects such as the School Streets and the Community Toilet programme, as well as innovative approaches to developing parks, play areas, libraries and community hubs and facilities for people to share neighbourhood spaces in an accessible way.

- Impact of the pandemic, post Covid changes e.g., change of reading habits and visiting habits
- Cost of living crisis – marbles, coat swap, seating, jigsaws, community spaces
- Welcoming spaces – libraries participated via Friends funded activities – Clifton, Hillfields, Shirehampton

Peer Challenge recommendations

- Peer Challenge May 2022 – revise the Strategy, have a delivery plan, engage with Scrutiny.
- 1. Revise or rewrite the Library Strategy in line with Corporate Strategy and emerging Estates Rationalisation proposals. Ensure there is a strong and compelling narrative for libraries to be strong deliverers and enablers in cross-cutting themes such as Children and Young People, Economy and Skills and Health, Care & Well Being.
- 2. Ensure that the revised Library Strategy is supported by an appropriate Delivery Plan to realise the vision. Where relevant, ensure that the library service is flexible where it can be on its demands for space and staffing facilities.
- 3. Provide significant opportunities for member engagement to help build cross party ownership, trust, and confidence for the future of Bristol's libraries including Scrutiny, task and finish groups and member seminars, as necessary.

Suggested New Strategy Themes

New Themes and Priorities to consider

- Digital services – rise in online membership, use of ebooks and eaudio
- Condition of our library buildings, links with Corporate Landlord priorities
- How the library technology is refreshed and what is needed
- Maintenance of advertised opening hours
- Capital requirements for funding bids, library refurbishments, relocation of spaces
- Marketing of the service
- Working in partnership – within Bristol and in LibrariesWest and the South West region
- Continued community engagement
- Working with Friends Groups
- Co-delivery of council services through appropriate library buildings

New Strategy post 2024

Engagement discussion:

In light of new budget 24/25 and future budgets

- How should stakeholders be engaged?
- Resources and capacity in the service to achieve engagement
- Work with the Policy Team

Suggested timeline:

- Work begins after May 2024 with the new administration and budget approved
- Calendar year Dec 24 or financial year 24/25 – no deadline for refresh
- Cabinet approval required as a citywide document in 2025

Any questions? Any discussion?

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Library Strategy Map (2020 - 2024)

(Library strategy agreed at cabinet Feb 2020)

(Lockdown 1: March 19th – July 12th 2020, Lockdown 2: Nov 2020, Lockdown 3: Jan 5th – April 12th, 2021)

Events re-commenced in April 2022

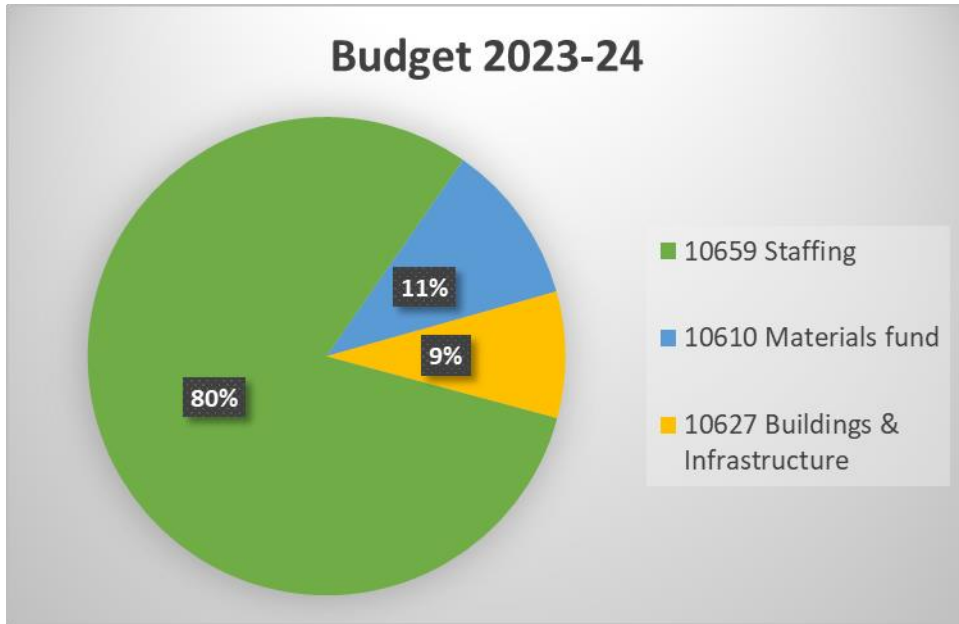
November 2023 Progress to Date

Theme	Strategic objective	What the service will do	Measuring the benefit	Summary of Progress - to Oct 23
1. Bristol's libraries empower and care	Libraries contribute to the envisioning and empowerment of individuals, local communities, and city partners	Develop as hubs for community development, organising and empowerment	Developing case studies of community participation and local empowerment to share good practice	Innovation Fund programme finished with a celebration event April 23 Evaluation Report and Map printed and distributed
		Support further volunteering opportunities	Increased number of volunteers in the service	Baseline 2020 number of: Volunteer Mailing List: 554 Active Volunteers: 172 2024 Mailing List: 247 Active Volunteers: 79 Roles: 12
		Develop 27 Friends Groups in each library to take forward library and community ideas	Establishment of a constituted Friends Group in each library. Delivering projects and activities developed from the Innovation funding. Showcase the projects and activities developed from the innovation funding by Dec 2020 (delayed) to promote and inspire others;	2020 - 19 Friends Groups 2024 - 15 Friends Groups covering 16 Libraries (plus 2 in progress) Projects delivered as above Showcase event in April 23 (delayed as projects were delayed)
2. Bristol's libraries are fair and inclusive	Libraries contribute to economic inclusion, social mobility and political power through the development of skills, learning opportunities and public space for gatherings and the provision of services	Promote the love of reading and ensure that all residents have free and equal access to books, e-books, talking books and other reading resources;	Increased attendance at events e.g., library led groups & activities, reader development events, participants in the Summer Reading Challenge, case studies and evaluation of use of the library as a cultural venue	2250 Individual Events and Activity Sessions in Libraries since April 23 with 9,580 Adults and 12,880 Children attending. Summer Reading Challenge – 3,740 Children took part in 2024 plus another 333 online Reading Friends case study -The Reading Agency
			Increase of satisfaction % in Quality-of-Life Survey	Annual Quality of Life Survey October Bristol Average (with and without a library card average/data with a library card only) 2020 – 54.1/72.6 2021 – 47.5/64.7 2022 – 52.9/71.3
			Increase in specific groups currently underrepresented in use of library service.	Use and data collection affected by the pandemic Projects: City of Sanctuary/Library of Sanctuary Afghan, Syrian and Ukrainian Refugees- working with council initiatives.

Theme	Strategic objective	What the service will do	Measuring the benefit	Summary of Progress - to Oct 23
				Words of Colour BBC event – Politics Power and Protest (1K funding) Diversity in event programming monitored and actively planned Southwest Word Online – regional tour of diverse authors 2021 Word Live in Libraries – South West regional tour of diverse authors 2023
		Partner with businesses and communities to promote existing provision and increase learning opportunities	Increase in business partnerships and learning opportunities in libraries.	Successful at Business Intellectual Property Centre (BIPC) bid from British Library in Mar 21, with 400K investment, three new staff posts 3 BIPC locals in Knowle, Southmead and Junction 3 open Programme of workshops, Intellectual Property surgeries and in person Partnership working with YTKO, Coach House, Economic Regeneration Extension funding from WECA Shared Prosperity Fund until March 25 Joined the Living Knowledge Network, run by the British Library in April 21
		Support and enable community, cultural and business use of libraries	Hours of activity in libraries outside staffed opening hours	319 hrs since April 23
		Promote the library as an accessible public space for meetings and services	A number of trial activities which explore outcomes and benefits of working with external partners such as health, employer support and debt advice within libraries in specific locations	Purple box project for mental health resources –Community Access Support Service(CASS) with case study Adult literacy (Read Easy) workshops commenced Advice surgeries halted due to the pandemic
		3. Bristol's libraries help connect people in communities	Libraries help connect people to people and opportunity, locally, citywide, nationally and internationally	Work with city partners to reduce levels of digital exclusion and disadvantage
		Improve accessibility and strengthen community resources and assets by extending the availability of the building outside staffed hours	Hours of activity in libraries outside staffed opening hours	319 hrs since April 23
		Become a hub for quality service offers: self-service kiosks, public computers, Wi-Fi printing, digital resources	Upgraded free public computers Increase in the number of Wi-Fi logins Wi-Fi printing available to users in all 27 libraries Upgraded self-service kiosks Increased number of users accessing digital resources (including eBooks and eAudio)	Windows 10 upgrade July to Sept 22 <u>Wi Fi logins:</u> 20/21 - 606 21/22 – 47,329 22/23 – 103,893 YTD – 62,828 Wi Fi printing to be delivered 23/24 Self-service kiosks upgraded Oct 20 eBooks active users Aug 2021 = 713 Sept 2023 = 2487 Eaudio active users

Theme	Strategic objective	What the service will do	Measuring the benefit	Summary of Progress - to Oct 23
				Aug 2021 = 1949 Sept 2023 = 3719 Extended Access refresh in 3 branches in tandem with re-opening plans in July 21 New members online 132% increase (5262)
			Satisfaction with IT via survey	No survey in place yet
4. Bristol's libraries support and enable wellbeing	Libraries promote mental and physical wellbeing by connecting people with each other, knowledge, opportunities and services	Build relationships with partners to help deliver health and wellbeing initiatives to individuals and communities	Increase in the number of wellbeing partnerships and initiatives run in libraries	NHS bid successful for Healthier Together website Surge Testing Feb 21 – 24K kits given out from 6 libraries
		Focus funding bids to engage and pilot culture-led opportunities in areas of greatest need;	Increase in the number of successful funding bids applied for by the library service and the number of successful funding bids applied for by the community in partnership with the library service	NHS bid 20K joint website BBC Novels event 1K Reading Friends 10K BIPC 400K BIPC SPF 420K BIPC capital 70K SW Regional library Service – Word Online 2K contribution to Word Live in Libraries Words on Wheels 49K Library Improvement Fund 137K Culture Nature – 3K Story Trails – 10K
		Improve library environments	Case study and evaluation of the pilot for the community-led redesign of the library environment	Rising Arts work with young people at Junction 3 Owl sculpture installed at Fishponds Library and evaluation completed Henleaze children's library refurbishment Central library desk changes Central library new seating Work on new Filwood and Southmead Libraries
		Improve and promote a wide cultural programme and social inclusion	Improvement in our evaluation and tracking of the number and variety of cultural activities taking place in libraries and their attendance	Evaluation Forms revised with online and hard copy survey after events Event database created to track events and numbers attending

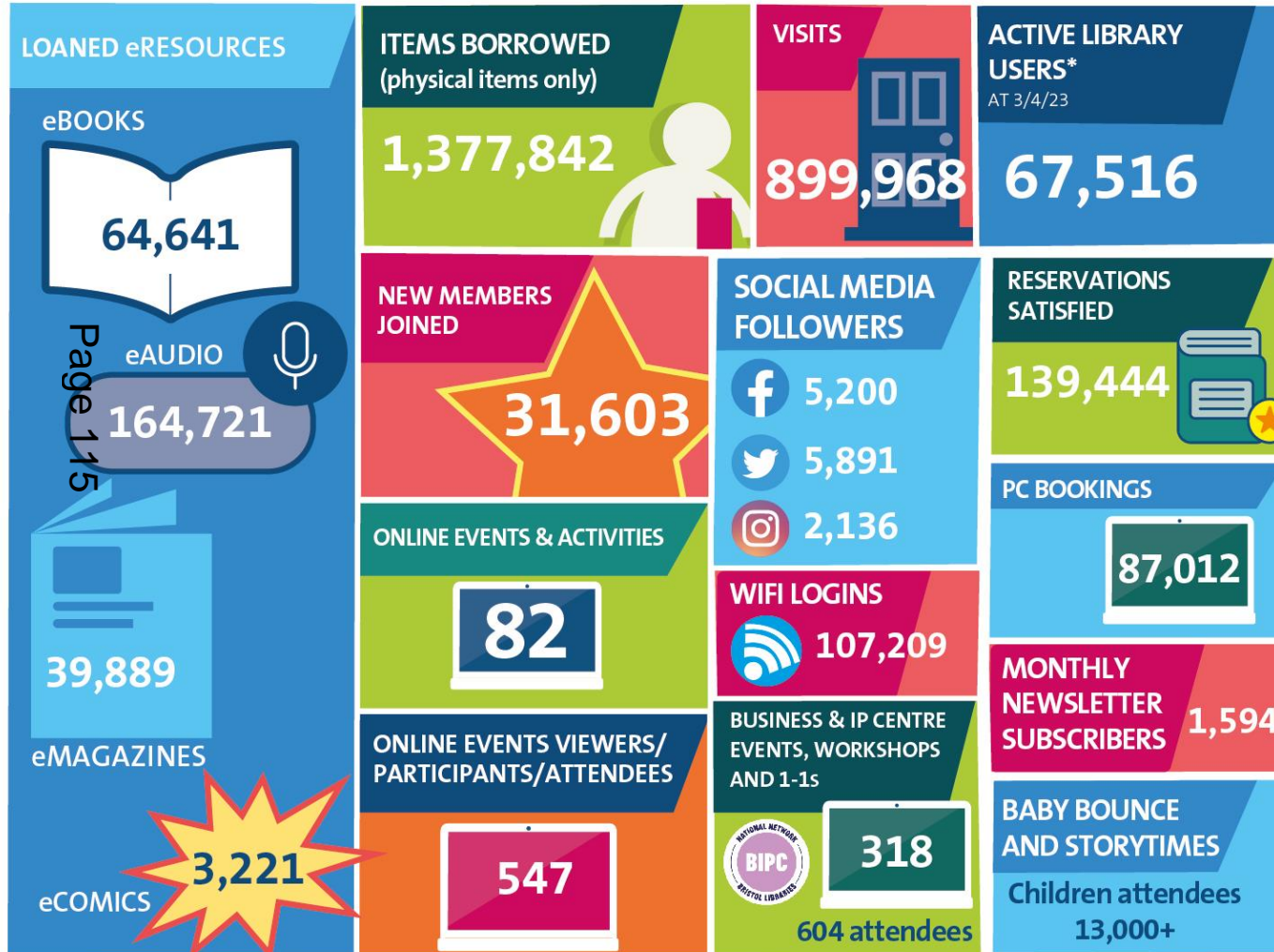
Library Budget



	Revised budget (at 9-10-23)	Includes income budget lines of:
10659 Staffing	3,749,062	-190,480
10610 Materials fund	510,000	0
10627 Buildings & Infrastructure	396,955	-112,140
	4,656,017	-302,620

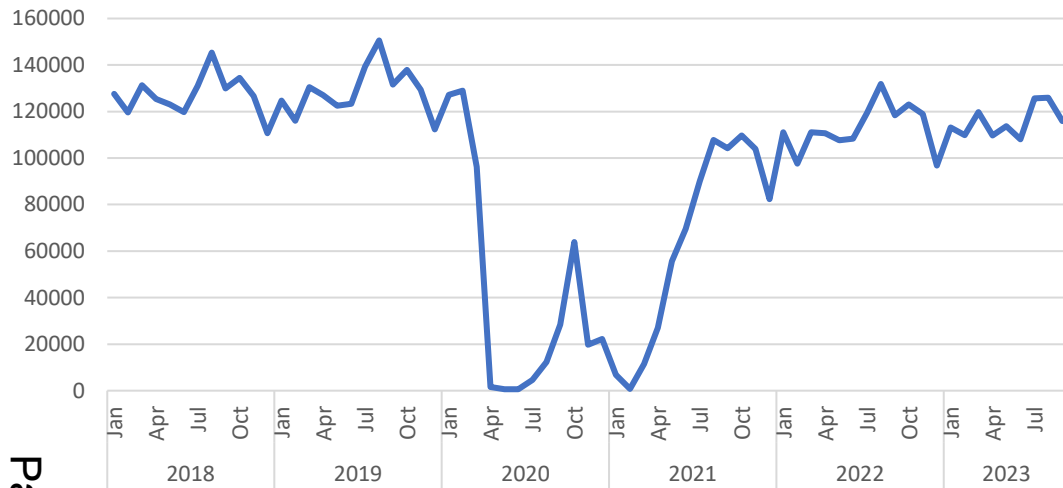
Bristol Libraries 2022/23

All figures are for the period 1/4/22 to 31/3/23 unless otherwise stated



*The number of people who have borrowed or renewed a physical item, borrowed a virtual item (eBooks, eAudio etc) or booked a computer session in the past 12 months

ISSUES (PHYSICAL) SINCE 2018 ALL LIBRARIES

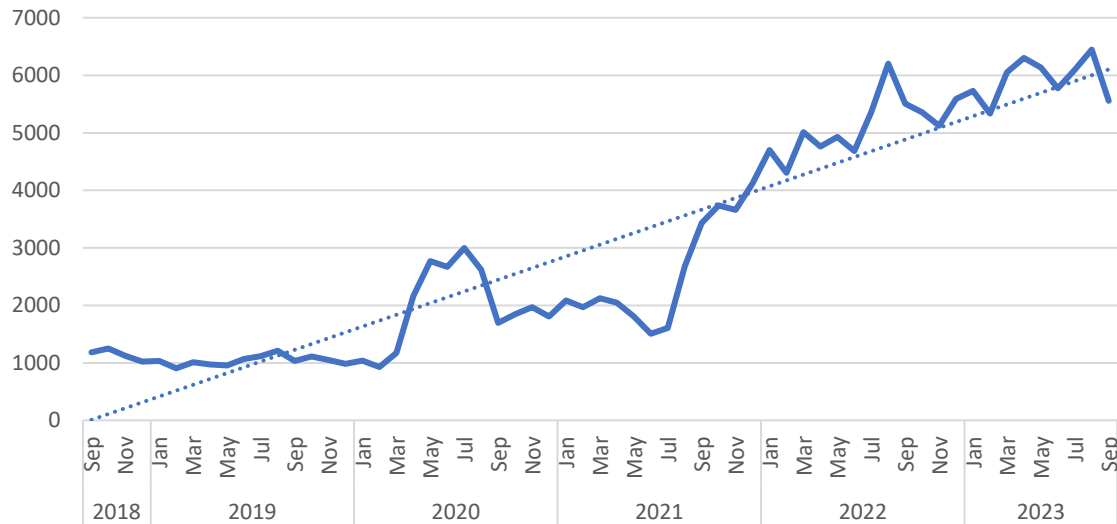


These graphs clearly show the effect of library closures during the pandemic on physical book (and other material) issues. The same effect is not so stark for eBook issues and is almost non-existent for eAudio issues.

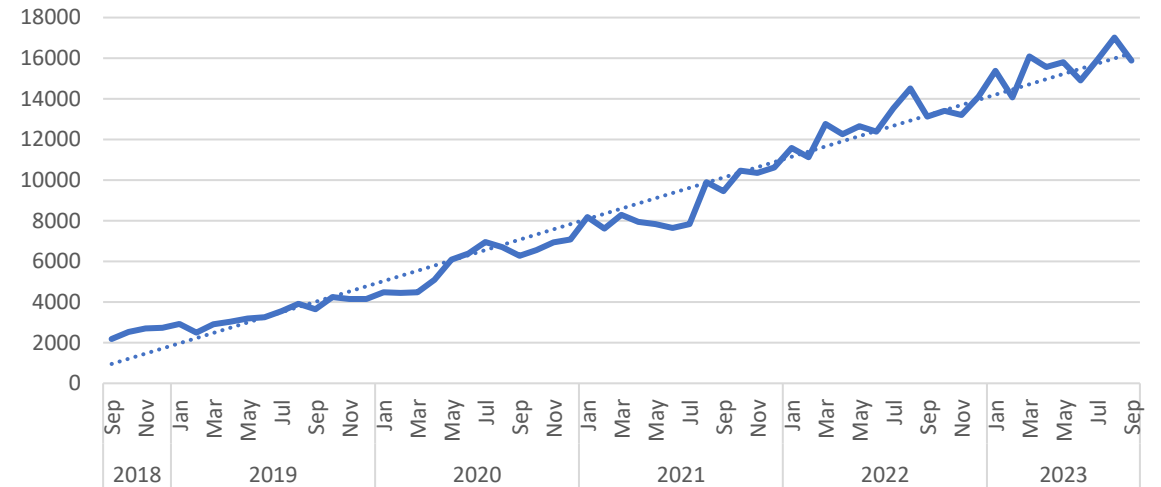
In fact, library closures between March 2020 and June 2021 seems to have led directly to a significant increase in issues of electronic stock.

However, physical issues have been increasing since June 2021.

EBOOK ISSUES ALL LIBRARIES



EAUDIO ISSUES ALL LIBRARIES



PC BOOKINGS SINCE 2018 ALL LIBRARIES

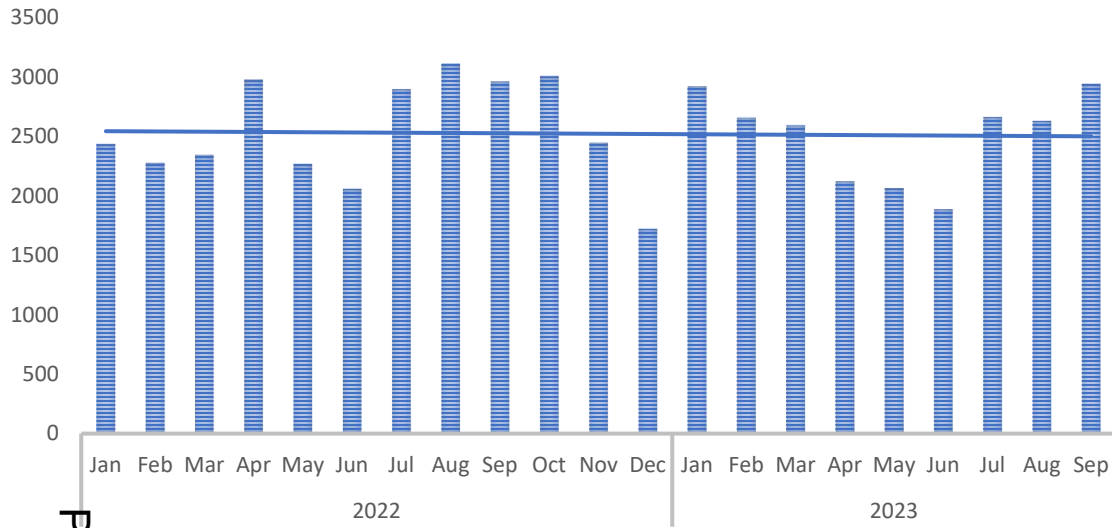


Pre-pandemic, the number of computer bookings was decreasing. This was partly because of the increasing age and decreasing performance of our library computers (Windows 7). Another factor is that more people now have their own devices, even if that's a mobile phone, and no longer need to use public computers.

Since the Covid lockdowns, we can see that computer use is approximately 50% of pre-pandemic levels. It is likely that the pandemic meant even more people owning their own devices, as it became more essential for people to communicate, work and order shopping. However, we now have new Window 10 computers in our libraries, and user satisfaction is much improved, hence the upward trend in use.

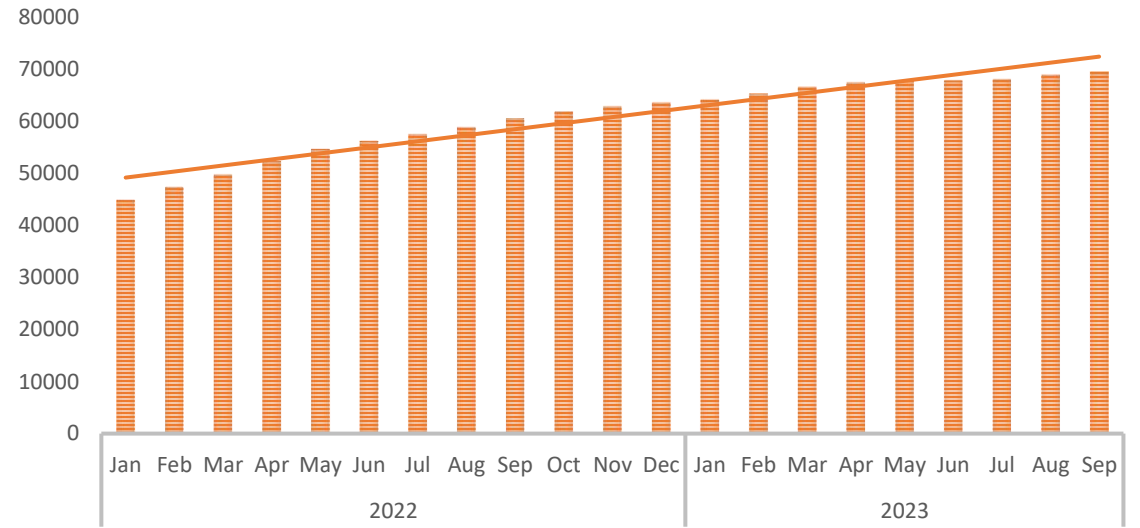
NEW MEMBERS BY MONTH

ALL LIBRARIES



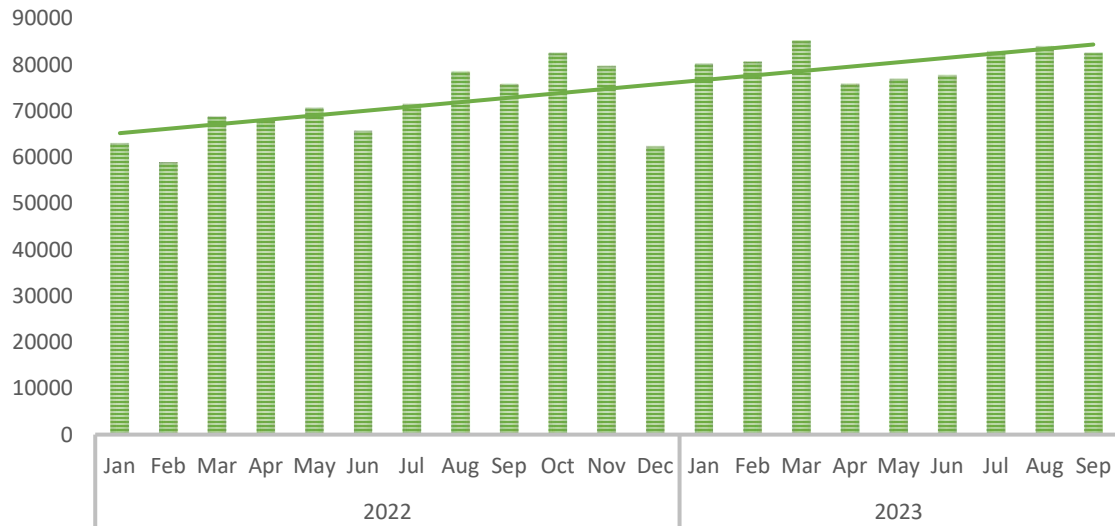
ACTIVE USERS BY MONTH

ALL LIBRARIES



VISITS BY MONTH

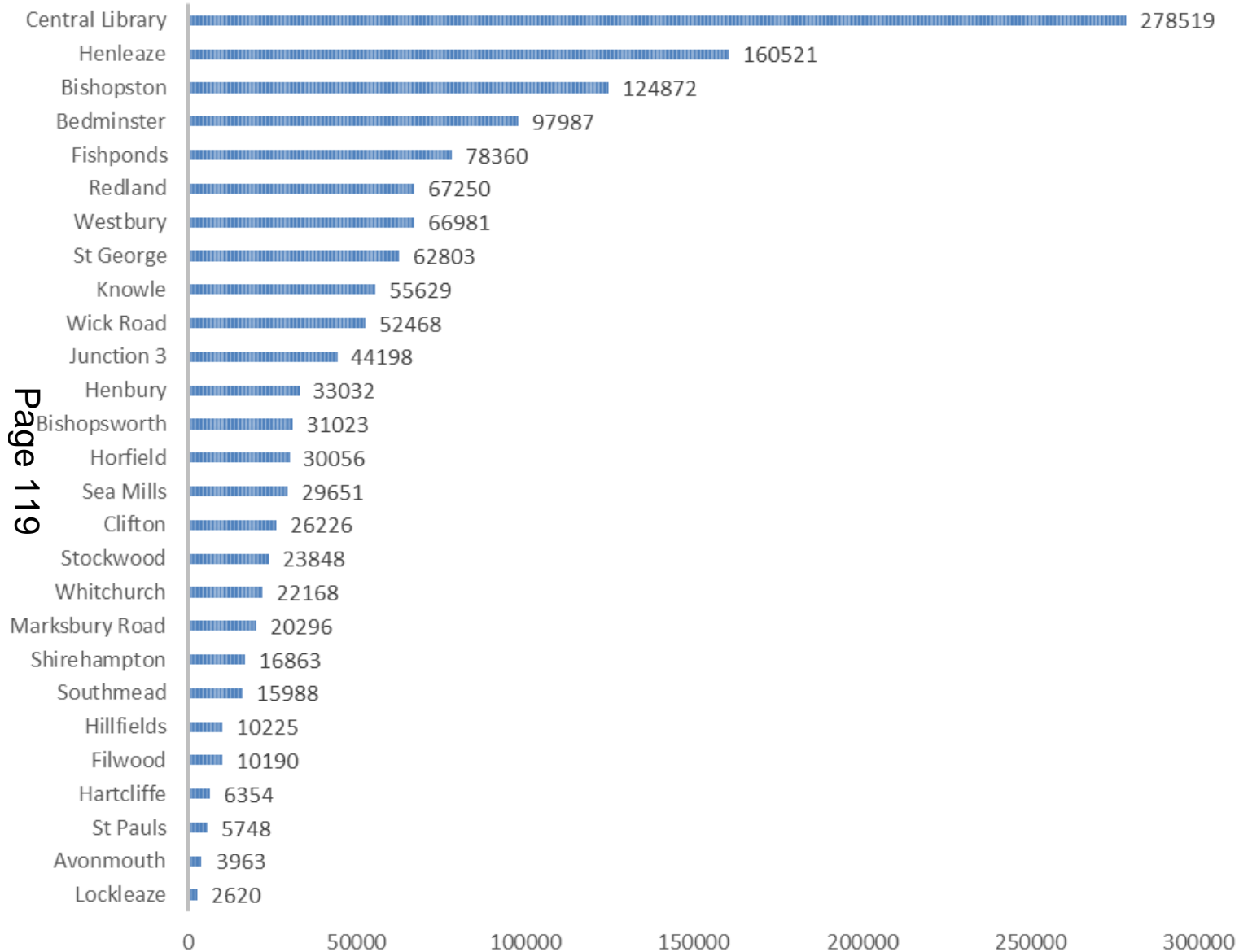
ALL LIBRARIES



The figures on this page demonstrate that libraries are recovering well from the lockdown and library closure periods of March 2020 though to July 2021.

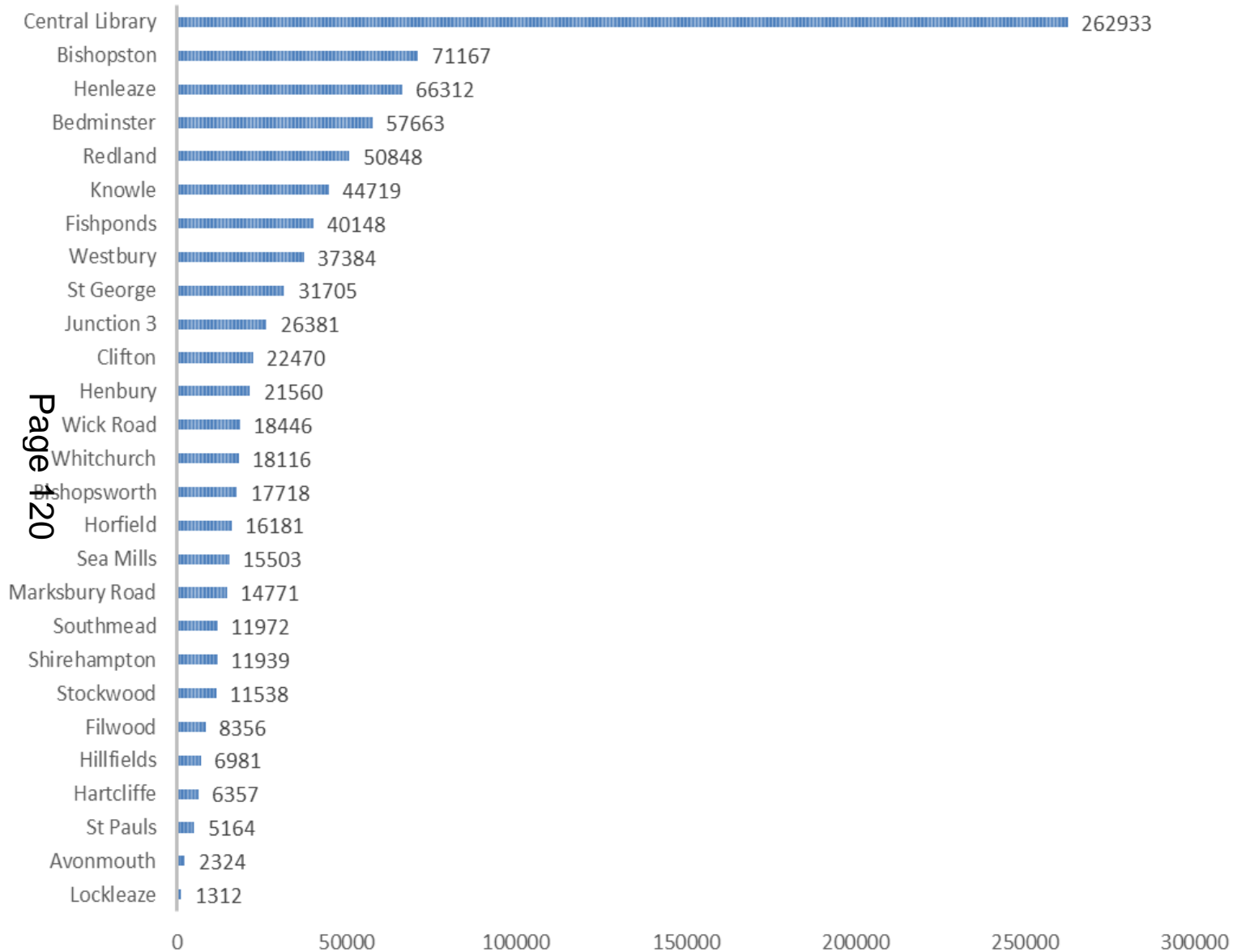
This is despite ad hoc library closures which have hindered faster growth.

ISSUES (PHYSICAL) 1/4/22-31/3/23



Physical issues are any items borrowed from a library (rather than eBooks or eAudio).

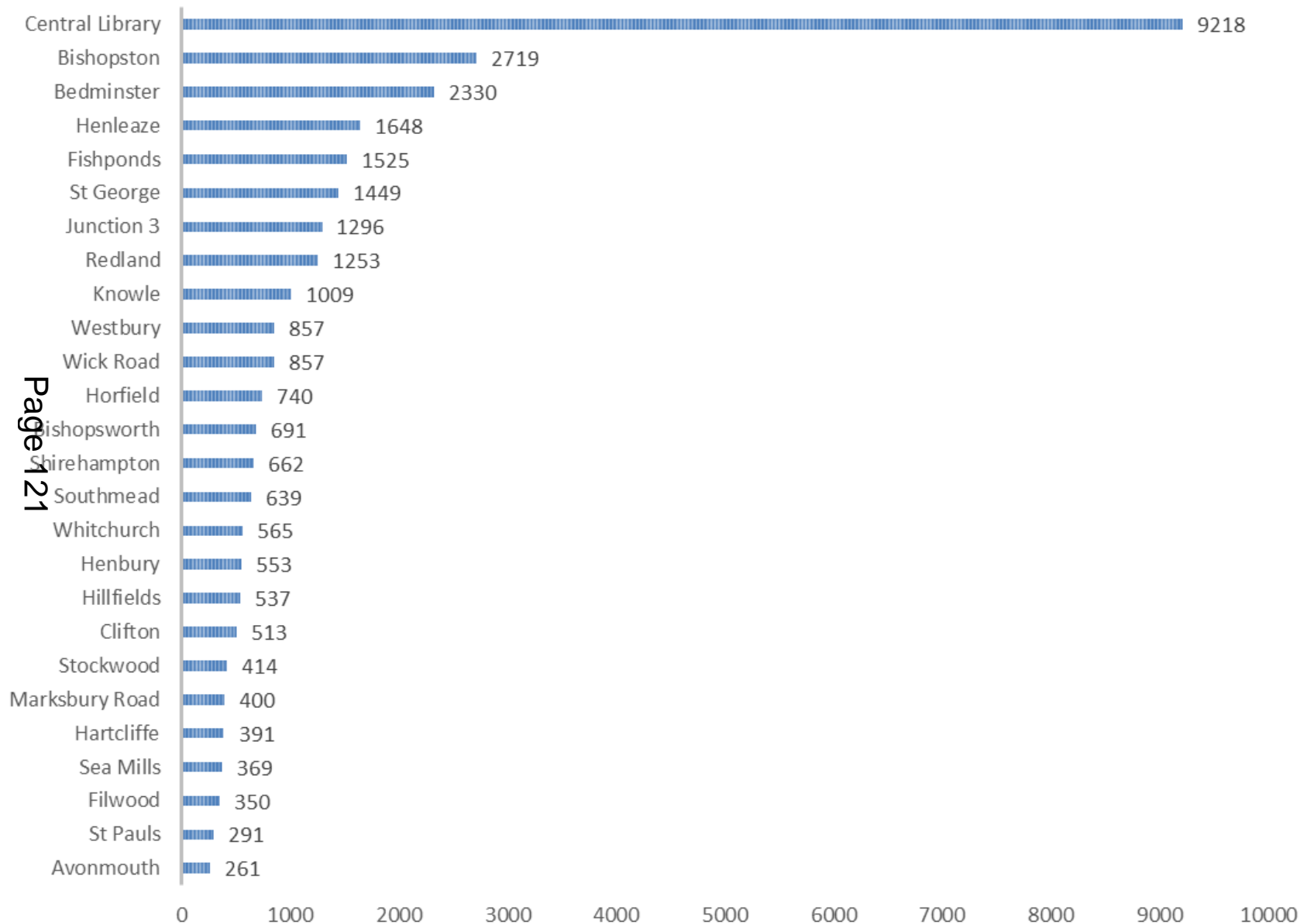
VISITS 1/4/22-31/3/23



In most libraries, visits are counted using an automatic people counter fixed to the library door. In some smaller libraries and shared spaces, this count is completed manually.

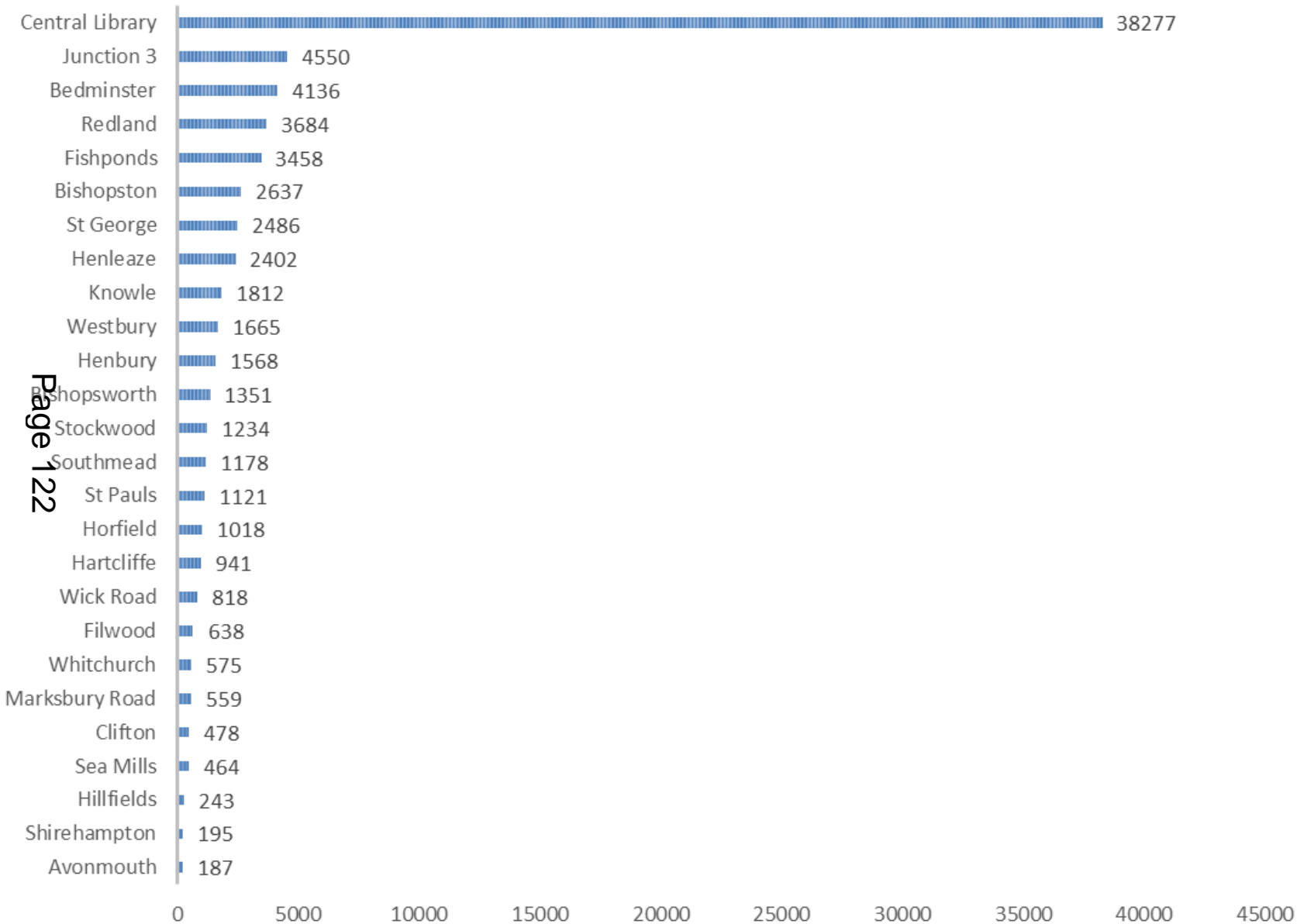
Despite having being the busiest branch library for issues (after Central Library), Henleaze does not have as many visits as Bishopston Library. This is partly because of the differing use of the two libraries. Bishopston has much higher use by students and others working and studying in the space upstairs – space that Henleaze Library does not have.

NEW MEMBERS 1/4/22-31/3/23



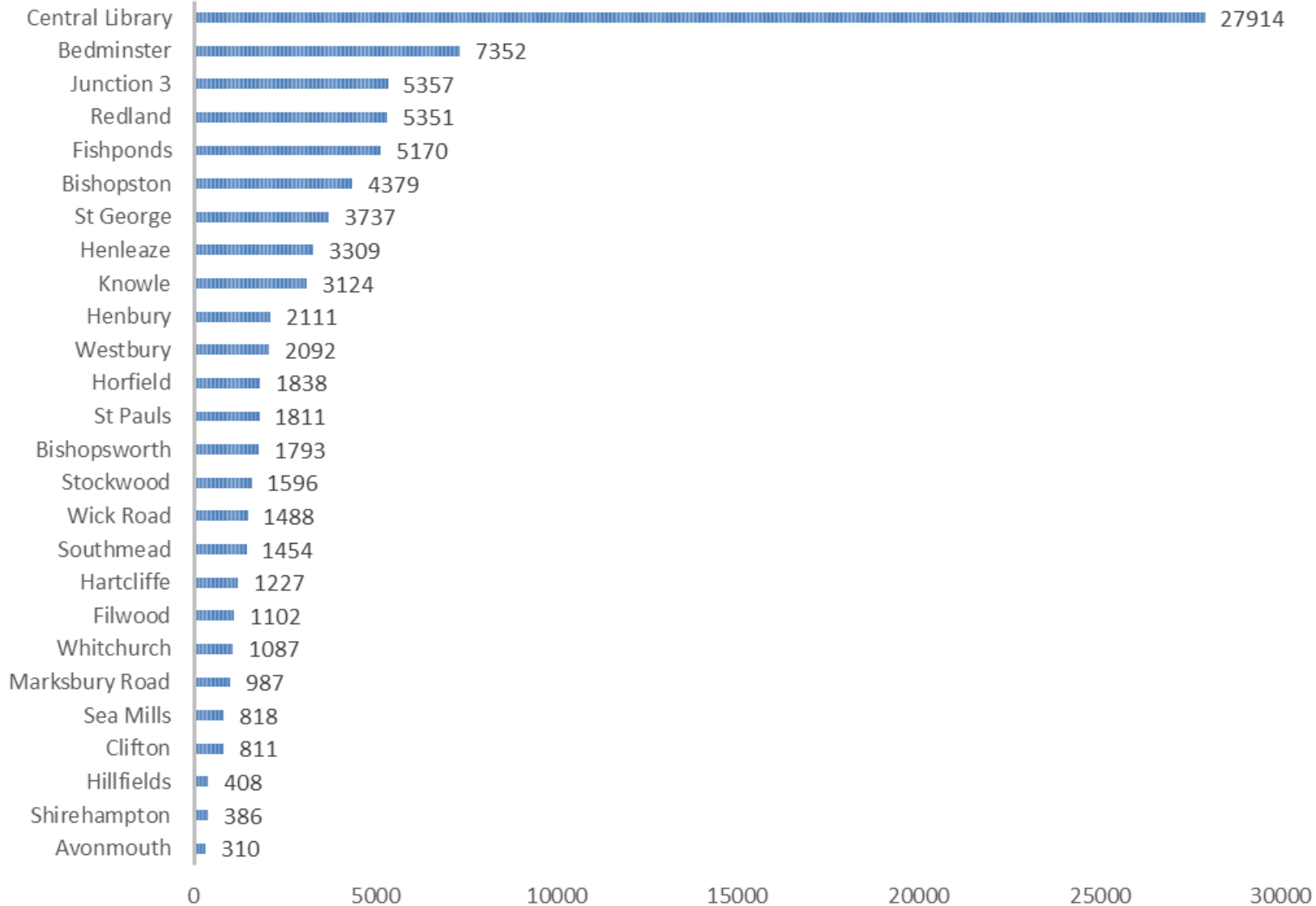
These counts of the number of people joining the library (whether in the library or online) show that branches like Bedminster and Bishopston have a high number of more transitory library users, so their numbers are higher. At libraries like Henleaze, Westbury and Sea Mills, users are likely to have been library members for several years, and so they appear on this chart lower than they do on the issues count chart.

PC USAGE (HOURS) 1/4/22-31/3/23



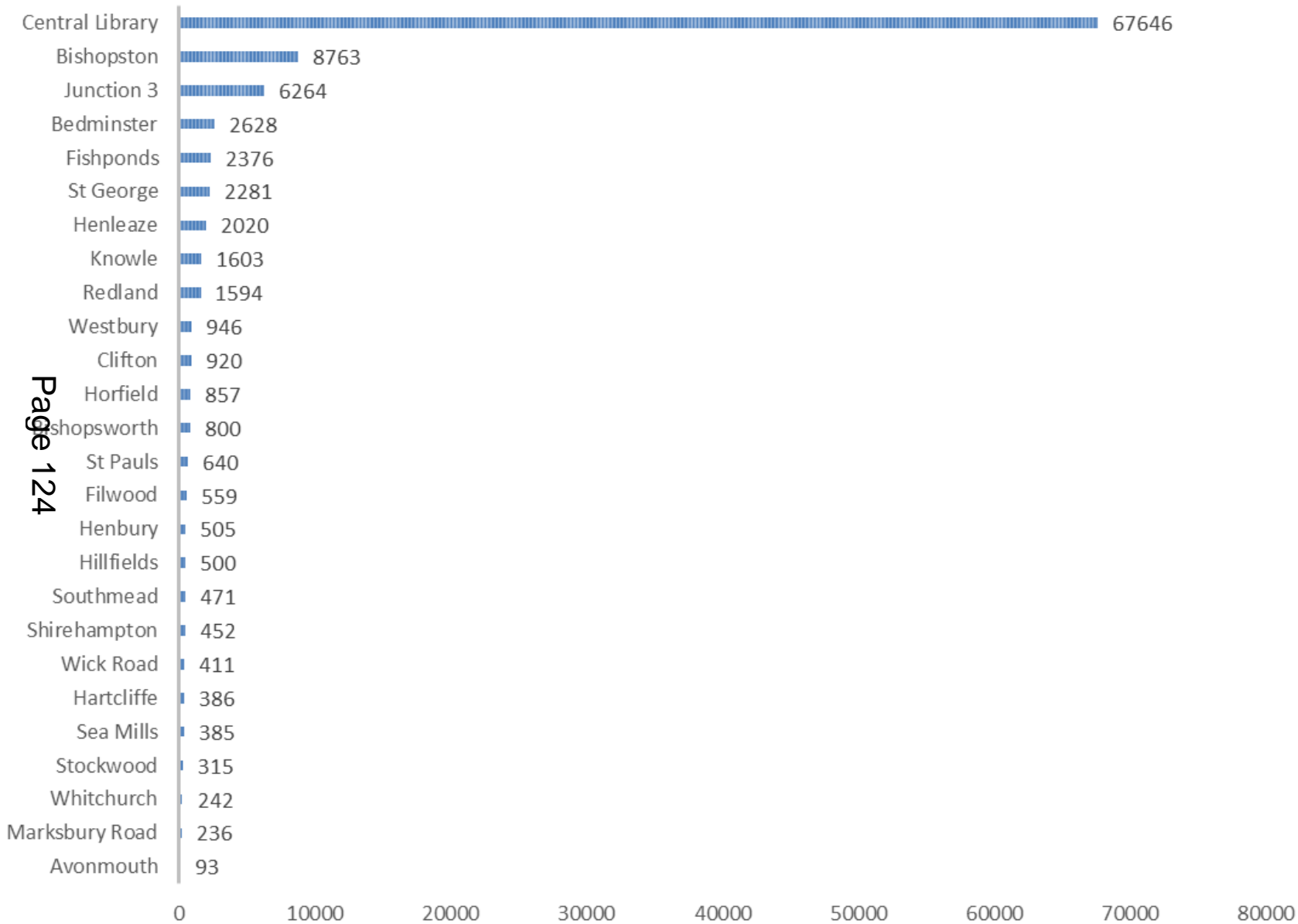
This shows the total number of hours of public computer use in each branch.

PC BOOKINGS 1/4/22-31/3/23



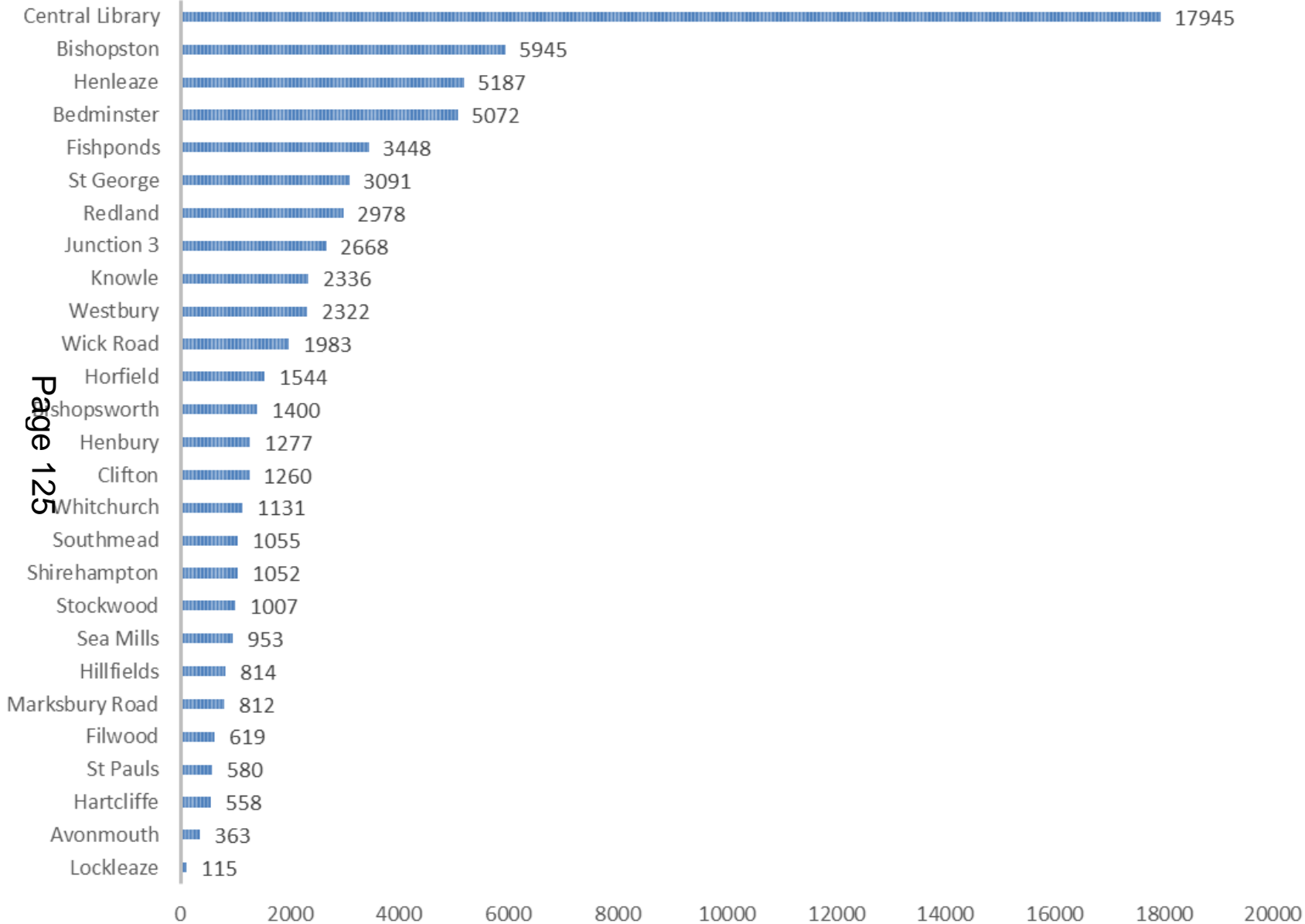
NB. We have no figures for computer bookings at Lockleaze Library as the computers in that library are not owned by Bristol Libraries.

WIFI LOGINS 1/4/22-31/3/23



This is a count of the number of times people use their own devices to log in to the library Wi-Fi.

ACTIVE USERS 1/4/23

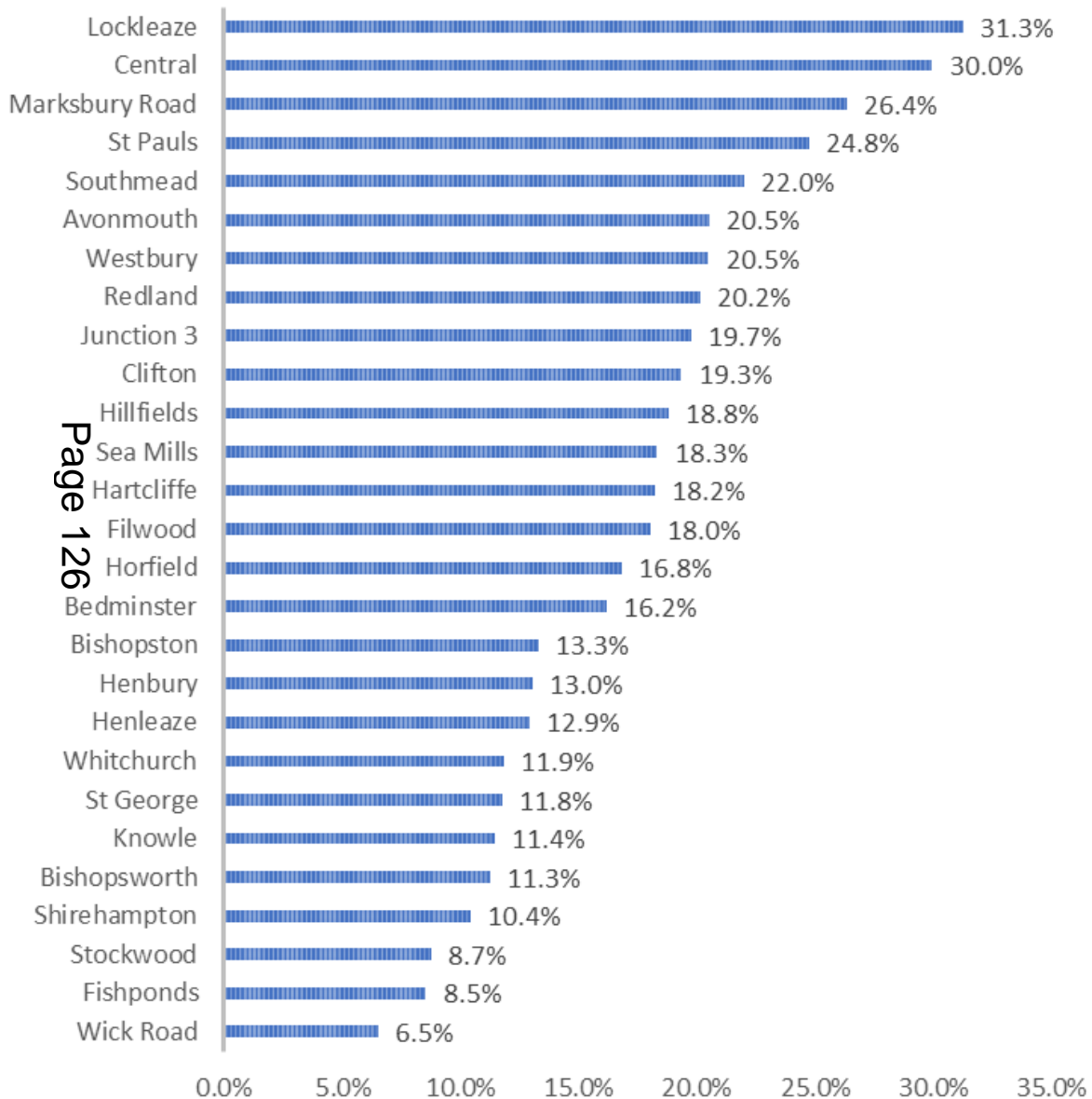


An active user is someone who has used one of the following library services over the past 12 months:

- Booked a computer
- Borrowed or renewed a book or other item
- Borrowed an eBook or eAudio item

ISSUE/RETURN ARE DIFFERENT

OCTOBER 2022-OCTOBER 2023



This chart shows gives some indication of which libraries are most commonly used in combination with another library. We know that many library members use more than one library, but the data we have is not always detailed enough to show the 'relationships' between libraries and library use.

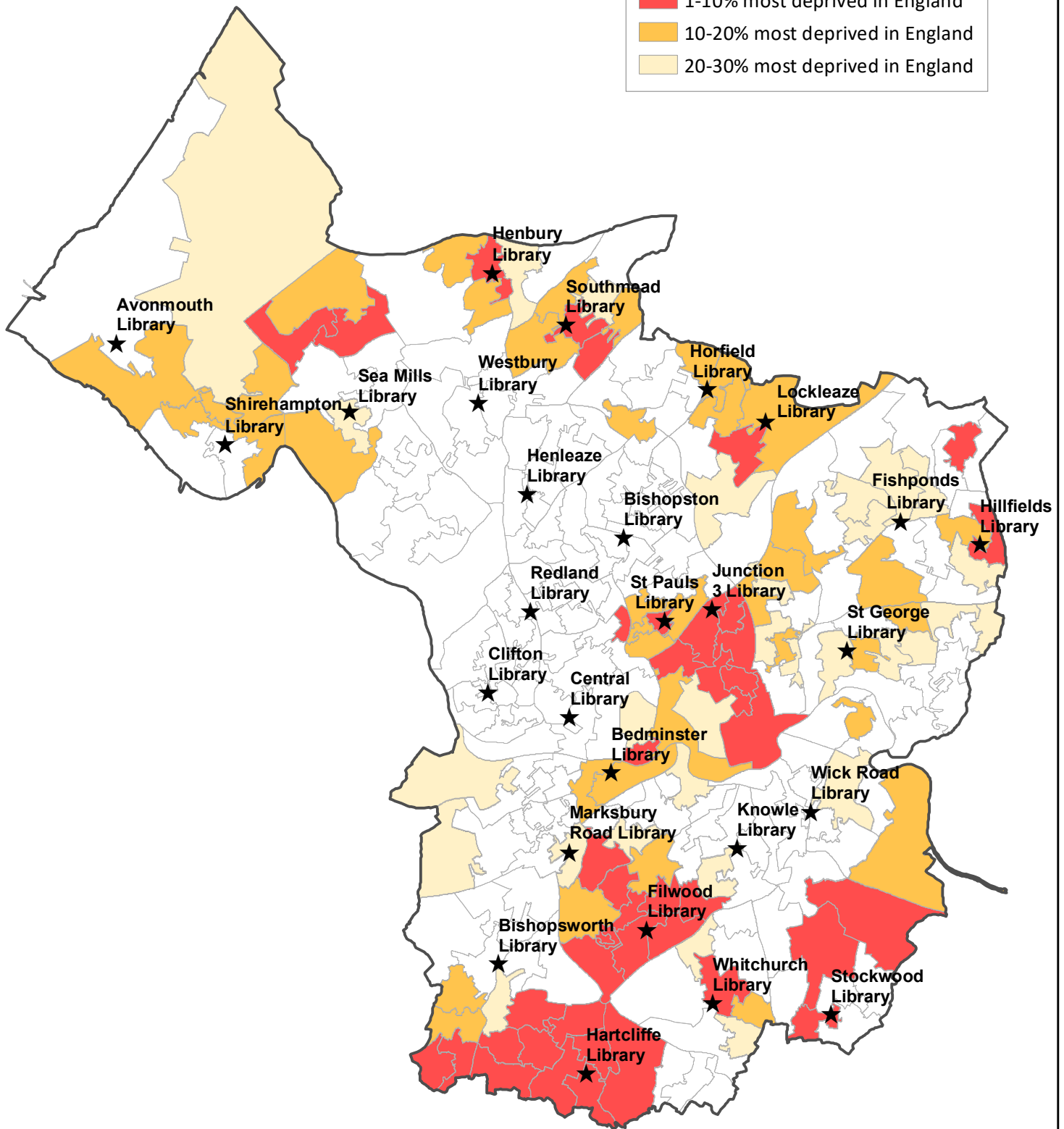
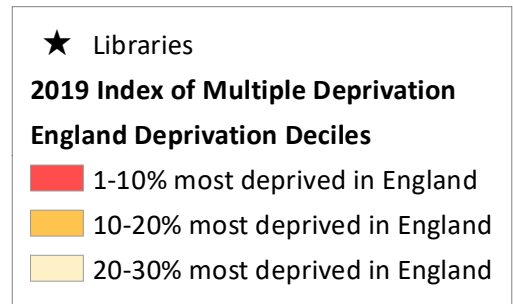
This chart gives the percentage of items borrowed from or returned to a different library for each library. For example, for every 100 items borrowed from or returned to Lockleaze Library, 31 of them were borrowed from or returned to a different library.

This gives us a good indication that if people use a library towards the top of this list, they're more likely to use another Bristol library as well. For those libraries near the bottom of the list, people more commonly use only that library.

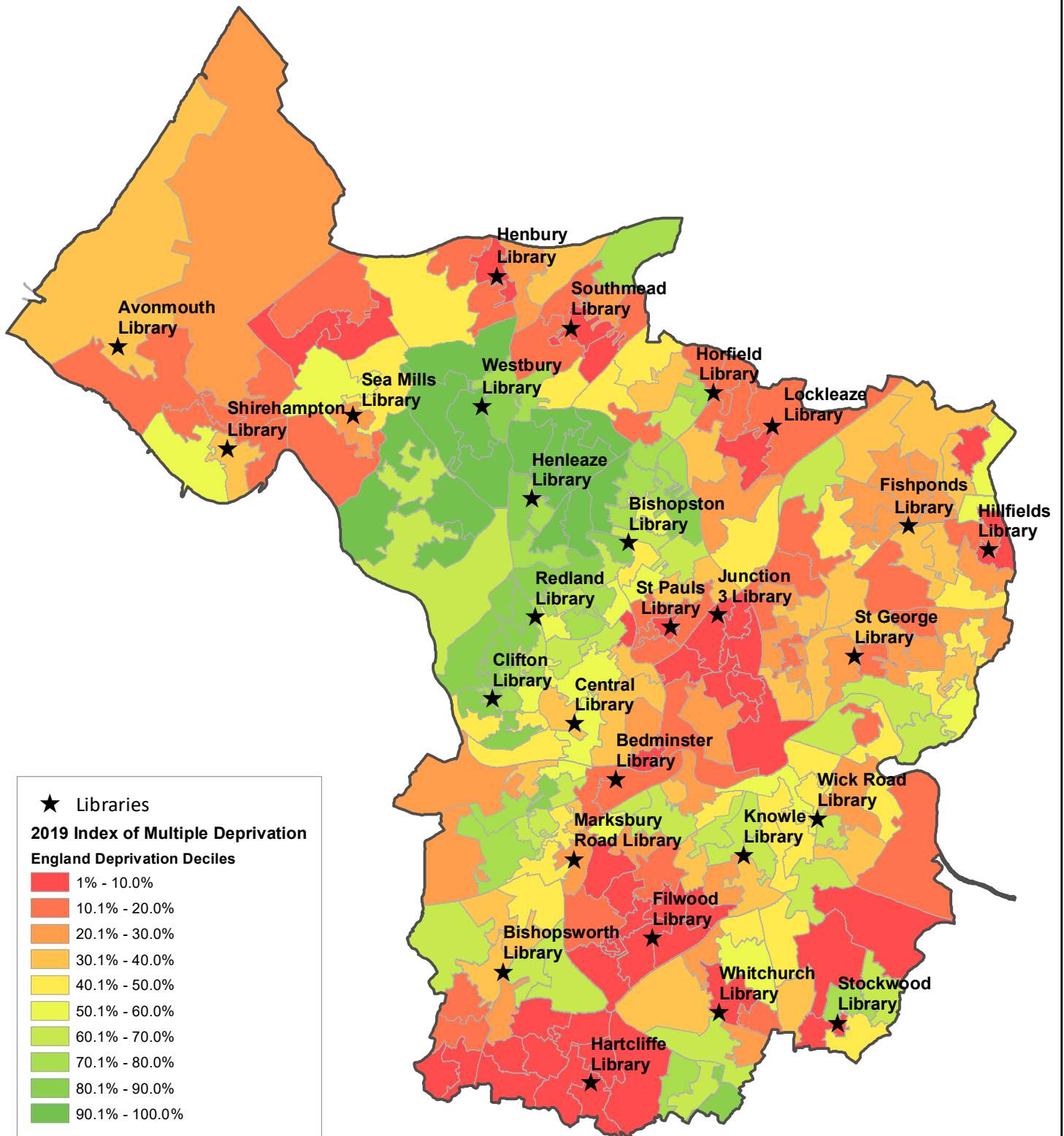
27 Libraries in categories, building costs

Leased Libraries	Cost of lease/service charge p.a.	Length of notice and lease	Notes	Planned Preventative Maintenance Costs - Facilities Management Budgets 22/23	Call out costs - Facilities Management Budgets 22/23	Utilities - Electricity, Gas, Water - Energy Service Budgets 22/23	National Non-Domestic Rates 22/23 Property Budgets	Building costs - Library Service budget	Totals	Notes
Avonmouth	3,693	6 months notice period, rolling	Community Centre Community Asset Transfer, service charge	0	0	0	0	0		
Bedminster	6,542	999 yrs from 2005	Can reassign whole NOT part of the space, no break clause	1,231.04	6,644.25	11,490	17,839.25	2363	39,567.54	
Hartcliffe	26,979	1 year notice period, rolling	Can reassign whole OR part of the space	35.82	0	0	9,889.00	466	10390.82	
Knowle	47,000	7 years remaining, no break clause, ends 2030	Possible change as Broadwalk shopping centre is being developed. Can reassign whole space	905.81	3,470.87	9,677	11,228	933	26214.18	
Lockleaze	6,825	1 month notice period, annual renewal	In development site Cameron Centre, smallest library, service charge	0	0	0		0	0	
Shirehampton	1,120	6 months notice period, rolling	Community Centre Community Asset Transfer, service charge	845.43	1,036.45	7,430	3,194	0	12505.48	
St Pauls	17,651	4 months notice period, lease until 2025	Community Asset Transfer to Ethical Property, service charge	0	149.24	0	2,944.10	0	3093.34	
Whitchurch	18,000	6 months - 1 year? Tbc	Currently inbetween leases, with solicitors.	1,748.95	4,889.04	6,807	10,978.00	1742	26,164.99	
Funded (and Leased) Libraries										
Junction 3		125 yrs from Live West from 2013	Heritage Lottery funded - must remain a library for 20 yrs (2033), second floor leased to Barnardos with income to the service	6,734.03	17,548.56	44,764	40,704	2460	112,210.59	
Bristol City Council owned Libraries										
Bishopston	0			2,023.55	1,850.34	6,213	24,202	1639	35,927.39	
Bishopsworth	0			1,474.29	6,168.08	9,415	6,113	3022	26,192.12	
Central Library	0		Rental income from the school in the basement area	18,185.40	35,470.42	123,119	81,920	22000	280,694.82	
Clifton	0			2,411.96	3,834.04	10,610	7,235.50	2606	26,697.50	
Filwood	0		Levelling Up Fund, Housing Delivery project	994.95	6,787.42	13,446	6,612	2333	30173.12	
Fishponds	0			1,556.96	6,385.42	0	13,000	466	21,408.38	
Henbury	0			2,414.85	7,498.22	7,810	11,976	2857	32,556.07	
Henleaze	0			2,174.99	3,232.41	9,742	10,728.50	3202	29,079.90	
Hillfields	0		Partner with East Bristol Children's Centre	2,481.53	2,872.44	6,589	4,690.60	2729	19,362.57	
Horfield	0			1,570.85	5,349.96	5,379	4,540.90	2265	19,105.71	
Marksbury Road	0			1,060.63	1,527.96	5,528	3,742.50	2089	13,948.09	
Redland	0			2,589.90	3,130.75	12,633	6,986.00	1968	27,307.65	
Sea Mills	0			1,155.86	10,487.58	5,426	5,239.50	2158	24,466.94	
Southmead	0		Part of the future Glencoyne Square project	3,323.82	11,657.63	39,895	5,863.59	0	60,740.04	Full building costs
St George	0		Extended Access Library	1,387.59	2,744.66	10,399	8,358.25	3102	25,991.50	
Stockwood	0		Extended Access Library	1,621.71	6,010.56	13,809	13,223.50	1608	36,272.77	
Westbury	0		Extended Access Library	1,467.54	1,790.69	9,758	5,489.00	2624	21,129.23	
Wick Road	0			1,074.60	2,252	5,524	4,540.90	1625	15,016.50	
				60472.06	152788.99	375463	321236.19	66257	976217.24	

2019 Multiple Deprivation and Libraries in Bristol



2019 Multiple Deprivation and Libraries in Bristol



Communities Scrutiny Commission

20 November 2023



Report of: Felicity Williamson, Strategic Intelligence & Performance Advisor

Title: Quarterly Performance Report (Quarter 1 2023/24)

Ward: All wards

Officer Presenting Report: Felicity Williamson, Strategic Intelligence & Performance Advisor

Contact Telephone Number: N/A

Recommendation

That the Communities Scrutiny Commission note the progress to date against delivering relevant Priorities in the 7 Themes of the BCC Corporate Strategy 2022-27 and Business Plan 2023/24, and that Scrutiny members note areas of specific interest or concern to review progress with relevant Managers or Directors.

The significant issues in the report are:

In addition to Theme Summary reports for each of the 7 Themes in the BCC Corporate Strategy, this enhanced approach to performance reporting now includes a **Performance Dashboard** for each Scrutiny Commission, with all Performance Metrics and Actions at:

[2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)

NB This new interactive Power Bi tool replaces the previous pdf data appendices.

For the Communities Scrutiny, of the overall Performance Metrics and Actions reported this quarter:

- **92%** of Business Plan Actions are currently **on track or better** (12 of 13)
- **67%** of Business Plan Priority Measures (with targets) are **on or better than target** (10 of 15)
- The one City Outcome with data reported this quarter is better than target



1. Background context

Performance reporting is based on the Bristol City Council (BCC) [Corporate Strategy 2022-27](#). This report and appendices provide the relevant Performance Measures from the [Business Plan 2023/24](#), as approved by CLB in March and noted by Cabinet in April 2023. Key points of note:

Performance Dashboard - All Performance Metrics and Actions are at: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#); this new interactive Power Bi tool is replaces the previous pdf appendices (follow the links to view by individual Scrutiny Commissions).

Thematic Performance Clinics - As per the [Performance Framework 2023/24](#), reporting is primarily through Thematic Clinics which focus on overall Performance for each of the 7 Business Plan themes and address specific Performance Improvement issues. Appendix A2 contains all 7 Theme Summary reports.

Business Plan Actions – Performance reporting includes progress of the Business Plan Actions as well as Performance Metrics. This allows much more focus on delivery of the Business Plan Priorities.

Business Plan Priority Metrics / City Outcome Measures – Performance reports include **Business Plan Priority Metrics** (mainly quarterly measures for the Business Plan Priorities; metrics the council has direct responsibility over so measure council performance) plus **City Outcome Measures** (mainly annual indicators on the Corporate Strategy themes and overall ‘health of the city’; outcome-focused measures that are slow moving, with long-term targets).

Targets – Any Targets which require explanation, such as appearing counter-intuitive compared to last year’s outturn, are noted in [BCC 2023/24 Business Plan Performance Measures and Targets](#).

2. Summary

Overall Performance summary:

Taking the available Performance Metrics and Actions for this quarter, as relevant to the Communities Scrutiny remit:

- 92% of Business Plan Actions are currently on track or better (12 of 13)
- 67% of Business Plan Priority Measures (with targets) are on or better than target (10 of 15)
- The one City Outcome with data reported this quarter is better than target

Key Points of focus:

The Communities Scrutiny Commission has 40 Performance Metrics and Actions across all 7 Themes, primarily in the Homes and Communities Themes (20) and Environment and Sustainability (12) Themes following by Effective Development Organisation (3), Economy and Skills (2), Transport and Connectivity (1), Health, Care and Wellbeing (1) and Children & Young People (1).

Note: some Metrics are annual and are not updated in Q1.

Key points of note for this Scrutiny Commission from relevant Themes are below, plus

- all data on Actions, Performance metrics and City Outcomes (for each Scrutiny Commission remit) are in Appendix A1: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)
- full Thematic Summary reports are included in Appendix A2

Theme 3 – Environment & Sustainability (2 Actions, 6 Priority Metrics and 4 Outcome Measures):

- The two Actions and four Metrics relating to waste management and fly tipping are all on track or better than target. **BPPM542 The amount of untreated waste landfilled** has been very low this quarter (which is good) as the Energy Recovery Centres in Avonmouth have been available to receive waste for the full period.

Theme 4 – Health, Care & Wellbeing (1 Action):

- **HCW3.2 Develop and deliver a Damp and Mould action plan** – On Track. The plan has been approved and actions are being delivered including a new policy, web pages and improved training. In June '23 Cabinet approval was gained to outsource house condition surveys with the aim of surveying 40% of council homes between Autumn '23 and Autumn '24.

Theme 5 - Homes & Communities (6 Actions, 11 Priority Metrics and 3 Outcome Measures):

- **BPPM374a Average relet times (all properties)** - now at 105 days (much worse than 75 days in Q1 2022-23) having risen for 4 consecutive quarters. The external contractor framework is now working at capacity to reduce the backlog of properties, so improvements are expected in Q2.
- **BPPM352b Number of people sleeping rough** has increased to 57 from 49 last quarter, which is normal in summer months but also reflects that there are more people coming onto the streets. **BPPM353 Number of households where homelessness is prevented** is behind schedule, but higher than the previous quarter and performance is expected to increase in Q2.
- Community work continues to perform significantly better than target: **BPPM194 Numbers participating in community clear-ups per quarter** - continue to see good take-up of litter picking activities across Bristol. **BPPM311 Levels of engagement with community development work** – over 2,000 conversations building community and seeing what matters

3. Policy

Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data and reporting through the BCC Decision Pathway.

All Business Plan performance metrics and actions contained within Appendix A1 are designed to demonstrate our progress towards the BCC Corporate Strategy 2022-27.

4. Consultation**a) Internal**

Performance progress has been presented to relevant Divisional Management Teams (DMT), Thematic Performance Clinics, Executive Director Meetings (EDM), Corporate Leadership Board (CLB) and Cabinet Board prior to the production of this report.

b) External

Performance progress is also presented publicly to Cabinet.

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the

need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

5b) Not applicable

Appendices:

Appendix A1: [2023-24 Performance Dashboard \(Q1 Scrutiny - public link\) NEW](#)

Appendix A2: All 7 Theme Summary reports

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 Background

Papers: None

Children & Young People Theme Summary Report

Qtr 1 (01 Apr '23 – 30 Jun '23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

Report of the Lead Director: Fiona Tudge [Director Children, Families & Safer Communities]

Actions	Priority Metrics	City Outcomes	Overall Progress
Performance			On schedule
92% on schedule or better (11 of 12)	43% on target or better (3 of 7)	50% on target or better (1 of 2)	
Direction of Travel			
N/A	75% improved compared to 12 months ago (3/4)	100% improved compared to 12 months ago (2/2)	

1. Theme Actions / Priority Metrics performing well:

- BPPM247 - **Increase the percentage of Family Outcomes achieved through the Supporting Families programme** – Working with families to achieve identified outcomes had improved over the previous year and remains performing well in 2023/24.

2. Theme Actions / Priority Metrics that are of concern:

- BPPM200 -**Increase the percentage of children in care that have a full time suitable education provision**– this is a new measure this year that for the first quarter is performing slightly below target
- BPPM213 – **Reduce incidents of serious violence involving children and young people** – this is only performing worse than target by 0.5 so is close to target but performing slightly below
- BPOM201 - **Percentage of audited children's social work records rated good or better** – Performance as at 31 March '23 (reported with a 3 month data lag) has been amended from 70% to 54% following moderation and is now below target

3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- Children education summary
- To continue to deliver existing action plan for low-income families; this is cross cutting.

Post-Clinic note – data for 1 Priority Metric (audited children's social work records ratings) was corrected after the Clinic discussion, changing from above target to well below. This is noted for Q2 review.

4. Lead Director Comments:

There was a discussion to ensure a narrative is added to measures to ensure an understanding of the context.

Discussed measures within education and clarity gained regarding what the measures are telling us and how they evidence impact.

For Q2 thematic meeting, Education colleagues to provide additional information on the education measures and have a focussed session on these metrics.

Update to be provided on measures:

- BPOM201 – Percentage of Audited children's social work records rated good or better.
- BPPM225e – Increase the percentage of final EHCPs issued within 20 weeks excluding exception cases.

Fiona Tudge [Children & Families Service]

Date of Thematic Performance Clinic

7/8/23

Economy & Skills Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

Lead Director: Christina Gray [Director Communities & Public Health]

Actions	Priority Metrics	City Outcomes	Overall Progress
Performance			On schedule
75% on schedule or better (9/12)	50% on target or better (4/8)	50% on target or better (2/4)	
Direction of Travel			
N/A	50% improved on 12 months ago (3/6)	67% improved on 12 months ago (2/3)	

1. Theme Actions / Priority Metrics performing well:

- BPPM270 – **Increase experience of work opportunities for priority groups** – This measure is well above target for Q1 at 1,845 and is performing significantly better than this time last year (718)
- BPOM269 - **No of adults aged 19+ who progress from all employment support activities into employment or better** – Outputs from employment support programmes have shown strong growth this quarter including Future Bright and WE WORK for Everyone
- BPPM506 – **Increase the level of social value generated from procurement and other council expenditure** - £6014k generated in Q1, already well over half of the annual target.

2. Theme Actions / Priority Metrics that are of concern:

- BPPM266 - **Increase % of adults with learning difficulties known to social care who are in paid employment** – significantly below target at 3.6%. KPI data currently being reviewed to understand the detail better.
- BPPM263a – **Reduce the % of young people aged 16-17 who are NEET/Not Known** - significantly below target and increase in NEET/Not Knowns compared to Q1 last year. This increase is expected annually and the team are currently contacting year 12's who may need support in applications for next year.
- PES3.2 – **Deliver high quality cultural activity that celebrates Bristol and attracts local, national and international audiences** – Visitor numbers across museums are rebounding to pre-Covid levels but still tracking behind. City events experience issues with cancellations mainly due to rising costs. This impacts visitor numbers.

3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The performance clinic was attended by a senior analyst along with service managers from Education & Skills and Adult Social Care (ASC), in order to focus on the metric “**Adults with learning difficulties known to social care who are in paid employment**”.
- It was noted that responsibility for this metric has moved from Employment, Skills & Learning to Adult Social Care for the current reporting year, and that it is part of a national stat return so data source and methodology cannot be changed.
- Following the last review of this action (in Q4 2023-23) work is ongoing to clean up the data to ensure that it is a correct reflection of the indicator which is focused on adults with a learning difficulty who are in receipt of longer-term ASC support who are in paid employment.

- This information may be in Care Act Reviews rather than recorded in the main ASC data system. There are around 1,000 adults in in this cohort, not all of whom will be able to work and others who may be in education or training.
- It was agreed more analysis of the cohort is needed to give clearer indication of the number who are available/interested in work.
- It was also noted that further work is needed to understand progress issues on the action re “**delivering cultural activity that celebrates Bristol and attracts visitors**”; to be a focus for Q2.

4. Lead Director Comments, inc summary of Theme rating:

Following the last review of the “Adults with learning difficulties known to social care who are in paid employment” metric at the Q4 E&S Clinic, significant work has been ongoing to improve the data quality to ensure it is a correct reflection of the relevant cohort, and to provide additional insight on those service users.

Also, a separate indicator is being developed by Employment, Skills & Learning colleagues to record and reflect progress made in access to education, skills and work for people with a learning difficulty who are not in receipt of ASC longer term support. It was agreed to keep this action under review.

Christina Gray [Director Communities & Public Health]

Date of Thematic Performance Clinic

2 Aug 2023

Environment & Sustainability Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc. summary from lead Director.

Lead Director: Pete Anderson [Director Property, Assets and Infrastructure]

Actions	Priority Metrics	City Outcomes	Overall Progress
Performance			On schedule
87.5% on track or better (7/8)	100% on target or better (4/4)	100% on target or better (1/1)	
Direction of Travel			
Not relevant for Q1 (comparison is in-year)	75% improved compared to 12 months ago (3/4)	0% improved compared to 12 months ago (1/1)	

1. Theme Actions / Priority Metrics performing well:

- **BPPM542** – the amount of untreated waste landfilled has been very low this quarter due to the Energy Recovery Centres in Avonmouth being available to receive waste for the full period.
- **BPPM545** - Fly-tip clearances were significantly lower in May compared to the same period last year, which is why this measure is currently showing as significantly better than target.
- **P-ENV3.2** - The expansion across the city of the commercial waste improvement project continues apace and is on schedule. Phase 3 is now completed (Stapleton Road) - we are now moving into Phase 4 - Gloucester Road corridor to city centre.

2. Theme Actions / Priority Metrics that are of concern:

- **P-ENV2.2** – Developing an ecological and green infrastructure investment plan is showing as behind schedule. This is due to the lack of appointment to the Ecological Emergency Co-ordinator role who is to lead this work. The project has therefore yet to start.

3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The Clinic was postponed due to Director leave – rescheduled for 7th Sept.

4. Lead Director Comments, inc summary of Theme rating:

It is heartening to see all but one of the associated metrics and actions for the Environment & Sustainability theme being either on track (actions) or better than target (metrics). Recruitment of an Ecological Emergency Co-ordinator should help with bringing our one 'behind schedule' action back on track next quarter. Details of the specifics on all the associated measures can be found in Appendix B.

Pete Anderson [Director Property, Assets and Infrastructure]

Date of Thematic Performance Clinic

7 September 2023

Health, Care & Wellbeing Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc summary from lead Director.

Lead Director: Mette Jakobsen [Director Adult Social Care]

Actions	Priority Metrics	City Outcomes	Overall Progress
Performance			On schedule
100% on track or better (7/7)	43% on target or better (3/7)	Data not yet due	
Direction of Travel			
Not relevant for Q1 (comparison is in-year)	71% improved compared to 12 months ago (5/7)	Data not yet due	

1. Theme Actions / Priority Metrics performing well:

- All of the published actions (100%) for this theme are presently on schedule.
- 5 of the performance metrics (71%) are better than Q1 in 2021/22.
- 3 of the performance metrics (43%) are better than the Q1 target:
 - increase the percentage of service users (aged 18-64) receiving Tier 3 (long term care) at home or tenancy [snapshot]
 - increase the percentage of service users (aged 65+) receiving Tier 3 (long term care) at home or tenancy [snapshot]
 - Increase % of BCC regulated CQC Care Service providers where provision is rated 'Good or Better'

2. Theme Actions / Priority Metrics that are of concern:

- Reduce the percentage of contacts to Adult Social Care (aged 18-64) starting Tier 3 services
- Reduce the percentage of contacts to Adult Social Care (aged 65+) starting Tier 3 services
- Number of service users (aged 18-64) in Tier 3 (long term care) [Snapshot]
- Number of service users (aged 65+) in Tier 3 (long term care) [Snapshot]

3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- **Deliver actions to address Food Equality along with key partners to address food inequality in the city.**
 - The Food Equality Plan production was overseen and approved by Cabinet Members and the Health & Wellbeing Board. The actions in the plan were co-produced by the people of Bristol, including Train more food educators / map food support settings / pilot community-led Food Justice Networks.
 - Feeding Bristol and the Public Health Team will produce an annual report on food equality in Bristol.
- **Work with partners across the Integrated Care System, NHS and VCSE sector to develop an Integrated Care strategy.**
 - As at Q1 the Integrated Care Strategy has been completed and endorsed by all partners at the Integrated Care Partnership Board and the action was marked as "On Track". The reality is that each partner will be taking the strategy to each of their governance forums for information, for Bristol this will be presented to Cabinet in September '23.

- **Develop and implement a Damp and Mould action plan.**
 - Damp & Mould does not occur because of lifestyle (cooking / drying clothes / showering) it goes deeper into the design of the property and as a landlord we have a duty to ensure the safety of our tenants, in our 27,000 homes.
 - The plan is to move away from being a reactive landlord and fixing issues and become a proactive landlord and prevent the issue of Damp & Mould occurring in the first place.
 - In June '23 cabinet approved the plan for an external company to be commissioned to carry out house condition surveys, with the aim of completing surveys of 40% of council homes from Autumn '23 - Autumn '24.
 - The Damp & Mould Policy gives a framework to remove the onus from tenants and back to us, as the landlord; with better record keeping & data analysis, training & awareness of staff and improved communications of the issue
 - At present the Damp & Mould policy is awaiting formal approval / sign-off by the council.
 - Following policy approval, it may be a good idea to include Social Workers (as well as Housing staff) in future awareness training.

4. Lead Director Comments, inc summary of Theme rating:

There has been a lot achieved in the first three months of the year, with some actions completed and some to be completed or near completion by the end of 2023. Pleasingly all actions were reported at 30 June '23, as 'On Track' and most notably the action around creating a shared Integrated Care Strategy has been completed and published at: [Our Strategy - BNSSG Healthier Together](#)

Whilst 4 performance indicators are showing 'Below Target', 71% of the priority performance metrics are better than Q1 in 2021/22. The 4 x KPIs that are presently 'Below Target' are within my Directorate, Adult Social Care, and the position is being closely monitored.

There was contrasting performance across the Health, Care & Wellbeing Theme in Q1, but on balance the Theme is judged to be "On Schedule" for where we expect it to be.

Mette Jakobsen [Director - Adult Social Care]

Date of Thematic Performance Clinic

7 August 2023

Homes & Communities Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 [Business Plan](#), inc summary from lead Director.

Lead Director: Donald Graham [Director Housing and Landlord Services]

Actions	Priority Metrics	City Outcomes	Overall Progress
Performance			On schedule
92% on track or better (12/13)	64% on target or better (9/14)	100% on target or better (3/3)	
Direction of Travel			
Not relevant for Q1 (comparison is in-year)	57% improved compared to 12 months ago (8/14)	50% improved compared to 12 months ago (1/2)	

1. Theme Actions / Priority Metrics performing well:

- Community work continues to perform above target (citizen clean-ups, community engagement).
- People enabled to live independently through home adaptations (939), above target (850).
- 474 households were moved into settled accommodation – significantly above the Q1 target (275).
- 142 private sector dwellings were returned to occupation against at Q1 target of 75.
- Highest recorded consultation response rate from 20% most deprived areas when compared to 20% least deprived areas.

2. Theme Actions / Priority Metrics that are of concern:

- Average re-let times are now 105 days (75 days in Q1 2022-23), rising for 4 consecutive quarters.
- Energy efficiency home installations are significantly behind target.
- Homelessness prevention is improved on 2022-23 Q4, but behind the Q1 target (352 households compared to a target of 388).
- The number of households in Temporary Accommodation (1,323) is within target but has continued to increase for an 8th consecutive quarter.
- Housing delivery (including affordable) is above target for Q1, but expected to slip as the year progresses.

3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

- The shift in council policy to focus on using council properties for Temporary Accommodation (TA) to reduce the spend on private property means the nature of voids is changing, increasing the amount of work required on TA properties and reducing the resource available for non-TA properties. Issues with the mobilisation speed and capacity of the new contractor framework have added to the backlog. Improvement is not expected to be seen until Q3. Focus is now on:
 - Reducing the number of void properties that need major work before re-let by improving tenancy audit numbers and information flow between Repairs and Estates.
 - Agreement with additional contractors to take on small numbers of void properties as well as repair work from end of Q2.
 - Working on both the backlog and new properties (rather than just the oldest properties) to improve the average turnaround times.
- Energy efficiency upgrades and low carbon heating for low-income households living in the worst quality, off-gas grid homes from the Home Upgrade Grant 2 scheme delivered by City Leap is on target for household sign-up numbers following increased marketing and a BBC Points West item.

Contractors are in place to do the work and it is expected that figures will be improved on Q1 performance but still behind target in Q2.

4. Lead Director Comments, inc summary of Theme rating:

The Theme is judged to be “On Schedule” overall with most actions and metrics on track or better than target. The two metrics discussed at the clinic are performing significantly worse than their targets. Given the council focus on reducing the spend on Temporary Accommodation and the capacity of contractors, void performance is not expected to improve until at least Q3.

Donald Graham [Director Housing and Landlord Services]

Date of Thematic Performance Clinic

7 Aug 2023

Transport & Connectivity Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 [Business Plan](#), inc summary from lead Director.

Lead Director: Patsy Mellow [Director Management of Place]

Actions	Priority Metrics	City Outcomes	Overall Progress
Performance			On schedule
88% on track or better (7/8)	0% on target or better (0/1)	67% on target or better (2/3)	
Direction of Travel			
Not relevant for Q1 (comparison is in-year)	0% improved compared to 12 months ago (0/1)	67% improved compared to 12 months ago (2/3)	

1. Theme Actions / Priority Metrics performing well:

- The Enhanced Partnership with WECA and bus operators in place and the board sitting regularly to oversee decision making.
- **BPOM 475** Bus passenger numbers are continuing to increase and are 110,000 above the Q1 target (although still 15% below pre-pandemic levels).
- The Cumberland Road, Redcliffe Bridge and Goal Ferry works programmed to complete in August.

2. Theme Actions / Priority Metrics that are of concern:

- **BPOM 474** Park and Ride passenger numbers have stagnated in Q1
- **TC1.1** Mass Transit Strategic Outline Business Case is now due in October 2023, delayed from June

3. Key points discussed at Thematic Performance Clinic, inc next steps:

Key points discussed at the Theme Clinic, plus next steps:

Park and Ride numbers are not expected to return to pre pandemic levels. However, improvements are expected following:

- Increase in the metro bus M2 frequency from every 20 minutes to 15 minutes in April 2023
- Improvement in Long Ashton P&R journey times following August completion of the Cumberland roadworks
- WECA Park & Ride promotion campaign and re-branding of Stage Coach vehicles
- New, free birthday month bus travel scheme which aims to change people's habits.

Transport projects

The A4 scheme is going out to consultation this month but may be re-baselined and progressed in the next CRSTS (City Region Sustainable Transport Settlement) period. The M32 project has cohesion and momentum and is moving forward, following previous delays which were a result of taking time to identify the right solution. The A37/4018 projects have some elements progressing more quickly than anticipated and some are slower. City Centre – looking at elements that can be accelerated and discussions with First Bus are now happening following previous delays with a proposal to go to Cabinet in September. The Bedminster Green project in on time and budget. Hartcliffe and Hengrove Metrobus improvements are next to be considered.

Post-Clinic note – data for the 1 Priority Metric (number of people killed or seriously injured in road traffic incidents) was provided after the Clinic discussion had taken place. However, this data is an interim BCC estimate of road traffic injuries as we are still awaiting the actual data from Avon & Somerset Police due to ongoing issues with the Police data reporting system.

4. Lead Director Comments, inc summary of Theme rating:

BPOM 474 Increase the numbers of park and ride Journeys into Bristol: As well as the points raised above the team also highlighted that they are in discussion with WECA assessing how we shape the offer to be user friendly for off peak journeys, currently the focus in on commuters.

TC1.1 Mass Transit Strategic Outline Business Case is now due in October 2023, delayed from June: There is a rebasing exercise underway that will be complete by the end of August that will then go WECA & DfT for agreement

Patsy Mellow [Director Management of Place]

Date of Thematic Performance Clinic

10 Aug 2023

Effective Development Organisation Theme Summary Report

Qtr 1 (01 April 23 – 30 June 23)

This is the quarterly Theme Summary report highlighting progress against the relevant actions, performance metrics and City Outcomes from the 2023/24 Business Plan, inc. summary from lead Director.

Lead Director: Tim Borrett [Director Policy, Strategy and Digital]

Actions	Priority Metrics	City Outcomes	Overall Progress
Performance			Behind schedule
100% on track or better (12/12)	36% on target or better (4/11)	No metrics reported on during Q1	
Direction of Travel			
Not relevant for Q1 (comparison is in-year)	50% improved compared to 12 months ago (5/10)	N/A for Q1	

1. Theme Actions / Priority Metrics performing well:

- **BPPM515** - *Reduce the % of complaints escalated from Stage 1 to Stage 2* is showing as significantly better than target, however it should be noted that a high number of Waste and Clean Air Zone cases, which account for 40% of the overall number of complaints received, don't tend to escalate past the initial complaint stage. However, this is still a notable improvement from last quarter.
- **P-EDO5.1** - *Preparing the organisation for its change to a committee model of governance* is progressing well. The next phase of activities will focus on rewriting relevant parts of the Constitution and managing external partnerships. In addition, a 2024 Steering Group of officers has been established to prepare the organisation for the changes ahead (meetings pulse, staff training, public information etc.).
- **P-EDO2.3** – *The restructure and redesign of our corporate support services to deliver ambitious savings targets that help address our budget challenge* is on track to deliver. Many restructures are complete or in-flight, including Policy, Strategy and Communications (complete); Digital Transformation (completion in Q2); HR (completion in Q2/3) and Finance (completion in Q2/3).

2. Theme Actions / Priority Metrics that are of concern:

- **BPPM516** - *Increase the percentage of Corporate FOI requests responded to within 20 working days* is showing as significantly worse than target. It is likely that stretched resources, a lack of understanding of the requirements of FOI handling or applicable exemptions, and a culture of deprioritisation of such requests are key factors that exist in certain parts of the organisation.
- **BPPM529** - *Increase the % of young people (16-29) in the Council's workforce* remains significantly worse than target. Recruitment of young people is a long-standing priority for the Council, as it is for the public sector more generally. We continue to market entry level jobs (including apprenticeships) and are committed to exploring other avenues through which this disparity can be addressed. An increased focus on apprenticeships and career progression opportunities is hoped to attract a greater number of younger people applying to work at the council.
- **BPPM522** - *Reduce the average number of working days lost to sickness (BCC)* – while there has been a slight improvement this quarter for the first time in two years, this remains significantly worse than target. The level of sickness is predominantly down to an increase in long-term sickness cases. Recent work with HR to provide targeted support to managers to help them manage sickness absence cases is having an impact which we expect to see being maintained. This support includes drop-in advisory sessions and specialist advice and support for areas with high sickness levels.

3. Key points discussed at Thematic Performance Clinic, inc. next steps:

Key points discussed at the Thematic Clinic, plus any next steps:

The Clinic discussed changing elements of the Performance Reporting Framework to include:

- Piloting a 2 hour 'CLB style' quarterly performance meeting. This would include compliance issues from central areas of the business – such as FOI, Procurement, Information Governance, Audit etc. – alongside a session on one or two identified issues from across the Authority that would benefit from a discussion in the round with senior leaders.
- A proposal was also made to pause the quarterly Thematic performance clinics for Q2 23/24 to create capacity to run this pilot. These would be replaced to some degree by the lengthened CLB style session described above.
- The Power BI performance dashboard would be available to Members as well as senior officers at an early stage each reporting period. This should go some way in addressing previously raised concerns around the length of time it takes for Members to have oversight of performance. The clinic also agreed proposing a more rigid deadline for managers when compiling quarterly results and an accelerated 'decision pathway', to bring quarterly performance reporting in-step with other quarterly reports.
- It should be noted that this new approach is subject to agreement with the CEO and Cabinet Member, and if approved would be implemented for Q2 reporting.

4. Lead Director Comments, inc. summary of Theme rating:

Overall progress is reported as behind schedule for Q1, although encouragingly all Actions are on track. Some metrics are persistently behind target, and as noted in last quarter's report there are both capacity and cultural reasons for this. With new management objectives now rolled out in the organisation to set standards for this, and with a potential new approach to reviewing key corporate health and compliance measures at CLB to be trialled next quarter, there should be a continuing focus on ensuring that core fundamental tasks (such as answering FOIs, paying invoices on time, and responding to complaints) are not deprioritised. Senior leaders and other managers should seek to challenge pockets of culture where compliance may be portrayed as coming at the expense of service delivery. If there are any areas where this is a true risk, the senior leaders should discuss this overtly and make a conscious, recorded decision at CLB or EDM about what to prioritise, ensuring that Cabinet Members are consulted and that the decision is reported to Members and communicated to colleagues. It should be noted that many challenging areas of performance, such as FOI, are statutory requirements and therefore should not be considered suitable for being deprioritised.

Tim Borrett, Director: Policy, Strategy and Digital

Date of Thematic Performance Clinic

1 August 2023

Bristol City Council - Scrutiny Work Programme 2023 / 2024 (Formal Public Meetings)

People Scrutiny Commission (PSC) Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	Health Overview & Scrutiny Committee (HOSC) (Sub-Committee of PSC) Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	Communities Scrutiny Commission (CSC) Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	Growth & Regeneration Scrutiny Commission (G&RSC) Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	Resources Scrutiny Commission (RSC) Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	Overview & Scrutiny Management Board (OSMB) Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
July 23					
August 23					
September 23					
27.9.23, 6pm		14.9.23 5.00 pm	28.9.23 5.30pm		4.9.23, 3pm
Annual Business Report		Annual Business report	Annual Business Report		Annual Business report
CQC Update		Parks funding	WECA / BCC Infrastructure Update (Transport)		Report from Climate Change Working Group
SEND Update: Standing Item		Parks and Green Spaces Strategy pre-consultation update (including Allotments and Food Growing Strategy)	Strategic CIL (Community Infrastructure Levy)		Quarter 4 Corporate Performance Report
Adult Social Care Transformation Programme Update: Standing Item		Update on Tree and Woodland Strategy	Temple Quarter Update		Latest Corporate Risk Report
Children and Education Transformation Programme Update: Standing Item		Quarter 4 Performance Report	Quarter 4 Performance Report		Goram Homes
Q4 Performance Report			Quarter 1 Risk Report		Mayor's Forward Plan – standing item (will be included for each meeting)
Adoption West Annual Report (noting only)					WECA Forward Plan / WECA Scrutiny minutes – standing item (will be included for each meeting)
October 23					
	11.10.23 4.30pm				
	Healthwatch Updates (Standing Item) To include: <ul style="list-style-type: none"> Menopause services in Bristol 'Local Voices' report 				
	Access to Dentistry				
	Strengthening hospital discharge processes (reducing number of patients classed as 'no criteria to reside')				

People Scrutiny Commission (PSC) Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	Health Overview & Scrutiny Committee (HOSC) (Sub-Committee of PSC) Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	Communities Scrutiny Commission (CSC) Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	Growth & Regeneration Scrutiny Commission (G&RSC) Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	Resources Scrutiny Commission (RSC) Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	Overview & Scrutiny Management Board (OSMB) Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
	<i>(Possible joint item with PSC)</i>				
	Update from ICB: Winter Resilience Framework engagement with local primary and community services				
	Update on stroke programme from ICB/NB NHS Trust (Information Paper)				
November 23					
		20.11.23 5.00 pm	27.11.23 5.30pm	21.11.23 5.00 pm	2.11.2023, 6pm (TBC)
		Library services – focus on innovation report/lessons learnt and library utilisation/ opportunities for co-location	High Streets update Including Business Improvement Districts (BIDS)	Annual business report	Quarter 1 Performance Report
		Community Resilience Fund	Bristol Local Flood Risk Management Strategy (Statutory Item)	Digital Transformation programme progress update	Bristol Beacon
Page 147		Welcoming Spaces update	Bristol and Avon Flood Strategy	Collection Fund surplus/deficit report	City Leap
		Update on community toilets scheme	Planning Service Update	Council Tax base report	
		Quarter 1 Performance Report	Quarter 1 Performance Report	Quarter 1 Performance Report	
December 23					
6.12.23, 6pm	7.12.23 4pm			8.12.23 & 15.12.23	04.12.23
Learning Disability Update	Healthwatch Updates (Standing Item)			8.12.23 - 2.30 - 5.30 pm: scrutiny of 24-25 budget proposals/consultation (part 1); 15.12.23 - 9.30 am - 12.30 pm: scrutiny of 24-25 budget proposals/consultation (part 2)	Transformation programme overview
Direct Payments and Community Care	Children's Health: <ul style="list-style-type: none"> Child and Adolescent Mental Health Services (CHAMS) Hospital Education 				
SEND Update: Standing Item	Autism Spectrum Disorder (ASD) Assessments - Sirona Care & Health – Autism Assessment Criteria				
Adult Social Care Transformation Programme Update: Standing Item					

People Scrutiny Commission (PSC) Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	Health Overview & Scrutiny Committee (HOSC) (Sub-Committee of PSC) Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	Communities Scrutiny Commission (CSC) Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	Growth & Regeneration Scrutiny Commission (G&RSC) Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	Resources Scrutiny Commission (RSC) Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	Overview & Scrutiny Management Board (OSMB) Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
Children and Education Transformation Programme Update: Standing Item					
Quarter 1 Performance Report					
January 24					
				30.1.24 4.00 pm	
				Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 1	
February 24					
19.2.24,	7.2.24, 4pm	27.2.24 5.00 pm	26.2.24 5.30pm	1.2.24 4.00 pm	
Permanent Exclusion, Suspensions and the Inclusion Hub	Healthwatch Updates (Standing Item)	Community Safety Partnership annual report	Culture. (to include Cultural Investment Programme (CIP))	Scrutiny of 24-25 budget proposals ahead of Budget Council - Part 2	Companies' – performance
Extra-Familial Harm	Health Improvement Teams - To include Dementia Care	Community Asset Transfers update	Strategic Transport Update, to include: <ul style="list-style-type: none"> • Strategic Corridors • Liveable Neighbourhoods • Active Travel 		Scrutiny Annual Report
'Transitions' (education to employment) Inquiry Day: Outcome and Action Plan		Progress on Ecological Emergency	Growth & Regeneration Capital Programme Update		
SEND Update: Standing Item					
Adult Social Care Transformation Programme Update: Standing Item					
Children and Education Transformation Programme Update: Standing Item					
March 24					
April 24					
					BCC Business Plan and performance framework
					Companies Business Plans

People Scrutiny Commission (PSC) Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	Health Overview & Scrutiny Committee (HOSC) (Sub-Committee of PSC) Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	Communities Scrutiny Commission (CSC) Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	Growth & Regeneration Scrutiny Commission (G&RSC) Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	Resources Scrutiny Commission (RSC) Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	Overview & Scrutiny Management Board (OSMB) Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
Provisional / To be scheduled					
	Quality Accounts: Sirona; AWP; NBT; UHBW; SWAS (April-May 24)		Property Programme (Transformation Programme)	Corporate Performance reports	Clean Air Zone Early closed briefing followed by joint public session with G&R and Health.
			Major regeneration projects: <ul style="list-style-type: none"> • Western Harbour (TBC – watching brief) • Frome Gateway (TBC – watching brief) 	Corporate Risk reports	Corporate Performance reports
				Finance Monitoring reports and quarterly savings monitoring reports	Corporate Risk reports
				Integration of carbon assessment alongside financial business cases/carbon impact of Capital Programme – joint with G&R	Transformation programme overview
Page 149				Implementation of the new Procurement strategy; Procurement Bill / procurement waivers; Implementing social value policy across strategies and procurement	Relationship with WECA / WECA scrutiny (informing work planning)
				Corporate debt/arrears report – mid-year report	One City Plan refresh
					Clean Air Zone – Enforcement (TBC)
Other Scrutiny Activity					
Adult Social Care Transformation Programme Scrutiny Workshops		Housing & Landlord Services Task Group: <ul style="list-style-type: none"> • Adaptive Homes • Housing IT System • Housing Allocation • Temporary Accommodation • Refugees • Fire Safety • Decent Homes (damp and mould) • Decarbonisation 	Parking Strategy (including Workplace Parking Levy) – Working Group or Inquiry Day	Finance Task Group – 24/25 budget preparation and MTFP; first meeting July – financial outlook; regular meetings from August/September (joint sessions where necessary, e.g. with People Scrutiny). To include (autumn): Council Tax Base report; Collection Fund surplus/deficit report	Workshop – Scrutiny Handover
Children and Education Transformation Programme Scrutiny Workshops		Waste ID (note – to be linked in with OSMB): <ul style="list-style-type: none"> • Future policy • Collection methodology 			
'Transitions' Inquiry Day					
Member Briefings					

People Scrutiny Commission (PSC) Chair: Cllr Christine Townsend Scrutiny Support: Bronwen Falconer	Health Overview & Scrutiny Committee (HOSC) (Sub-Committee of PSC) Chair: Cllr Steve Smith Scrutiny Support: Johanna Holmes	Communities Scrutiny Commission (CSC) Chair: Cllr Martin Fodor Scrutiny Support: Ian Hird	Growth & Regeneration Scrutiny Commission (G&RSC) Chair: Cllr David Wilcox Scrutiny Support: Johanna Holmes	Resources Scrutiny Commission (RSC) Chair: Cllr Geoff Gollop Scrutiny Support: Ian Hird	Overview & Scrutiny Management Board (OSMB) Chair: Cllr Tony Dyer Scrutiny Support: Lucy Fleming
Fostering / Adoption (All Member Briefing)	Issues relating to Black women/BAME communities, their pregnancies and known poor health outcomes. (Further info TBC in August)	Houses in Multiple Occupancy		Public Health grant & budget – joint with Health – to be included as part of Finance T&F work	City Leap progress
Teen Pregnancy (to include reference to Youth Homelessness). Joint with Health.	Update from AWP (Avon and Wiltshire Partnership) on Riverside CAMHS inpatient unit.			Cyber security and business continuity / financial risk – with Audit (Nov/Dec)	Equalities and Inclusion Strategy
Family Hubs	Update from BNSSG ICB / locality partnerships – Community mental health framework up-date (written update or briefing)			Approach to performance data	Bristol Waste Update
Ofsted Improvement					

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Bristol, North Somerset & South Gloucestershire - Joint Health Overview & Scrutiny Committee (BNSSG - JHOSC)	
Agenda/s TBC	Date/s TBC
Integrated Care Strategy - BNSSG Integrated Care Board (ICB) <i>TBC if JHOSC or HOSC</i>	
To include:	
<ul style="list-style-type: none"> Up-date on Strategy & Delivery Forward Plan Role of integrated Care Partnership (ICP) and Integrated Care Board (ICB) 	
BNSSG ICB – approach to tackling geographical health inequalities and local planning (<i>timing and details TBC</i>)	
Update from BNSSG ICB / locality partnerships – Community mental health framework (plus potential briefing).	