Place Scrutiny Commission
Agenda

Date: Monday, 17 October 2016
Time: 2.00 pm
Venue: City Hall, College Green, Bristol, BS1 5TR

Distribution:

Councillors: Jude English (Chair), Tom Brook, Tony Carey, Paul Goggin, Sultan Khan, Steve Pearce, Jerome Thomas, Mhairi Threlfall, Jon Wellington, Mark Weston and Mark Wright

Copies to: Barra Mac Ruairi (Strategic Director - Place), Alistair Reid (Service Director - Economy), Bill Edrich (Service Director - Energy), Peter Mann (Service Director - Transport), Zoe Willcox (Service Director - Planning), Robert Orrett (Service Director - Property), Annabel Scholes (Interim Service Director - Finance), Johanna Holmes (Policy Advisor - Scrutiny), Sam Mahony (Democratic Services Officer) and Louise Baker (DLT Support Manager - Place)

Issued by: Samantha Mahony, Democratic Services
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Date: Friday, 7 October 2016

www.bristol.gov.uk

Agenda

1. **Welcome, Introductions and Safety Information**

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 and Action Sheet**

To agree the minutes of the previous meeting as a correct record and receive updates regarding any actions.

   a) **West of England Joint Scrutiny Committee - September agenda and forward plan**

   For information purposes only.

5. **Chair's Business**

To note any announcements from the Chair

6. **Public Forum** 2.10 pm

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 democratic.services@bristol.gov.uk and please note that the following deadlines will apply in relation to this meeting:-

Questions - Written questions must be received 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 pm on 11th October 2016.**

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by **12.00 noon on 14th October 2016.**

7.	**Work Programme**	**2.20 pm**
	To note the work programme.	**(Pages 21 - 27)**

8.	**Draft Corporate Strategy 2017-22, Business Plan 2017-18 and Medium Term Financial Plan 2017-18 - 2021-22**	**2.30 pm**
	To consider and comment on the draft Business Plan 2017-18 sections for Place and Transport, including the draft financial and saving proposals contained within.	**(Pages 28 - 31)**

9.	**Draft Public Transport Information Strategy**	**4.00 pm**
	To comment on and help to shape the development of the Bristol Public Transport Information Strategy.	**(Pages 32 - 44)**

10.	**Bristol Resilience Strategy**	**4.30 pm**
	To seek views on the place-related implications of adopting the Bristol Resilience Strategy in advance of the submission of the strategy to the 1 November Cabinet meeting.	**(Pages 45 - 111)**

Public Information Sheet

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Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting. Please submit it to democratic.services@bristol.gov.uk or Democratic Services Section, City Hall, College Green, Bristol BS1 5UY. 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 **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, 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. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).

We will try to remove personal information such as contact details. 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. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

Process 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.

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Bristol City Council
Minutes of the Place Scrutiny Commission

20 September 2016 at 6.00 pm

Members Present:-
Councillors: Jude English (Chair), Tom Brook, Tony Carey, Sultan Khan, Steve Pearce, Jerome Thomas, Mhairi Threlfall, Jon Wellington, Mark Weston and Mark Wright

Officers in Attendance:-
Peter Mann (Service Director - Transport), Tom Meyrick (Flood Risk Officer), John Roy (Group Manager – Transport Assets), Johanna Holmes (Policy Advisor - Scrutiny) and Sam Mahony (Democratic Services Officer)

14.   Welcome, Introductions and Safety Information

Everyone was welcomed to the meeting and invited to introduce themselves.

15.   Apologies for Absence and Substitutions

Apologies were received from Councillor Goggin and Barra Mac Ruiairi

16.   Declarations of Interest

Councillor Wright highlighted that he was the Co Chair of the Harbourside Forum which had a consultative role within the Flood Strategy.
Councillor Pearce highlighted that he was a member of the Civic Society.
Neither interest were considered to be pecuniary.

17.   Chair's Business

Members were thanked for their attendance and input into the Scrutiny work planning workshop which took place on the 8th September.

18.   Minutes of Previous Meeting

The minutes of the 14th July 2016 were agreed as a correct record.

19.   Place Scrutiny Commission Action Sheet

With reference to the **supported bus services for Southmead Hospital**, it was reported that the no.18 bus service has been restored, although the time frame had not been confirmed.

With reference to **Coach Parking**, a position statement was attached to the action sheet. Officers were asked to confirm the timescale for the medium term plan **(ACTION: Peter Mann).** The action remained 'incomplete'.

With reference to the **transport arrangements attached to Southmead Hospital**, the Chair did not consider the update from officers addressed the concerns raised. The Service Director, Transport agreed to circulate a more expansive note from the Strategic Transport Team prior to the next meeting. **(ACTION: Strategic Transport Team)**

All other actions were noted.

20.   Public Forum

The following statements were submitted as public forum and were noted:

PS01 David Redgewell – Devolution

There was concern about the siting of the bus stop for Megabus. An alternative suitably accessible site was required from January. It was acknowledged that Stagecoach contributed to the economy of the City and a resolution was required. Officers had been working to resolve the issue and discussions would continue.

The Head of Equalities from Network Rail would be visiting Bristol shortly to meet the Cabinet Member and Mayor. Funding had been cut following the decision to leave the EU and pressure was needed to keep the improvement programme on track. Members suggested that a list of suitable projects should be developed ready to tap into any funding opportunities that may arise.

Following concern during August, it was confirmed that some cuts to the East Bristol Bus Network were being reinstated although concern remained about the impact of cuts in BaNES on the Brislington/Whitchurch area. Members stressed that up to date information needed to be available for members of the public.

PS02 Councillor Charlie Bolton – Bus stop on St Catherine Mead Street

The statement was noted. A written response provided by officers would be sent electronically to Members **(ACTION: Sam Mahony)**

PS03 Councillor Charlie Bolton – Upton Road in Southville

The statement was noted. A written response provided by officers would be sent electronically to Members **(ACTION: Sam Mahony)**

21.   Work Programme

The following changes to the work programme were confirmed:

-    **Supported Bus Network** would now feature in November.
-    **Public Transport Information Strategy** would now feature in October.
-    **Pre Cabinet Resilience Strategy** would now feature in October December.
-    Members requested circulation of expert consultants reports such as the Ernst and Young report on **Income Generation** and JLL report on **asset optimisation** within Property. Although the overall concept was one that Business Change Scrutiny Commission should consider, some aspects specific to Place Directorate should be discussed by the Place Scrutiny Commission.
-    A briefing session on **Air Quality** would be arranged for Members in October for cross party discussions prior to budget setting.
-    The impact of **North Fringe/Cribbs and Patchway** would feature in January in order to seek influence within the timeframe.
-    A **Metrobus** update should be provided in November along with the Supported Bus Services item.
-    A **Metrowest** update of rail programmes should take place in January (16th) to coincide with the next update for the Joint Transport Board (meeting 13th January).
-    The recommendations from the previously held **Transport Inquiry Day** would be considered and updated at the same time as consideration of the Joint Transport Plan and Spatial Plan. Another inquiry day was not required at this point.
-    The increased cost of the Prince Street Bridge project should be considered by the appropriate scrutiny commission, be it OSM or Business Change Scrutiny Commission, or Audit Committee. **(ACTION: Policy Officer, Scrutiny to report back on the relevant path)**
-    The visit to **Bottleyard Studios** was set for May. A further visit could be included to the Freight Consolidation Centre and Avonmouth for consideration in relation to Air Quality.

In addition the following comments were made:
-    The impact of the Arena (on the OSM work programme) was also being considered on a cross regional basis by the West of England Joint Scrutiny. Councillor Pearce would report back on when that was due to take place. **ACTION: Cllr Pearce to report back with date when known.**
-    The impact of possible Metro Mayor elections would be considered when setting the work programme including the impact of any pre-election period **(ACTION: DSO to confirm legal advice)**

Resolution: An updated Work Programme to be circulated to Members

22. **Local Flood Risk Management Strategy Update Report**

The Commission received a report from Flood Risk Officers which set out the BCC Local Flood Risk Management Strategy (LFRMS). A formally updated version of the Strategy was due to be published in November 2016 following a period of appropriate consultation. The powerpoint presentation would be forwarded to Members on request. In response to the presentation the following comments were made:

-   Members were very interested in the Sustainable Urban Drainage (SuDS) features presented as traffic calming measures as part of the Embleton Road trial. Members suggested that similar options should be provided to Neighbourhood Partnerships as part of Highways measures within the NP toolkit. Discussions should therefore take place with Highways Officers to make them more aware.   Councillor Pearce and the wider Commission requested the design details **(ACTION: Officers to provide to Members of the Commission and ensure the NP toolkit includes the offer of SuDS as a design solution)**
-   It was confirmed that a third of planning applications that had been commented on by the Flood Team now included SuDS features.
-   In response to a query regarding persistent localised flooding, officers reported that a risk based approach now operated based on data and intelligence that officers had gained through studies such as the Surface Water Management Plan (SWMP). Using this approach, contractors resources were focused on the most at risk locations to ensure that gullies in those locations were attended to first when notifications of significant rainfall events are received from Met Office/Environment Agency. Maintenance contractors were then dispatched to clear any problem gullies. Specific enquiries from Councillors regarding certain streets should be directed to officers.
-   Sustainable Drainage Strategies were applied to new developments and are being used to inform comments on lanning applications.
-   Officers were liaising with colleagues in other Councils to mitigate the impact of flooding from developments just over the border into neighbouring authorities including with regular meetings of flood risk managers and other Risk Management Authorities such as Environment Agency and Wessex Water.

Councillor Khan left the meeting.

23. **Residents Parking Schemes Review**

The Scrutiny Commission received the report from the Team Manager, Projects Highways which outlined the operational detail of residents parking schemes for discussion ahead of a report to Cabinet later in the year.

The Chair had hoped for more information about the current local area review, the forward plan for the consultation and the next steps. The Service Director, Transport reported that the local area reviews in five areas had now commenced as outlined within the Mayor's manifesto which would run until mid

October. The feedback from the review surveys would then be considered before formal Traffic Regulation Orders were prepared.

Councillors had been asked to take the lead role in engaging with communities to encourage responses from local people about local schemes.

There was some concern that the review felt unsatisfactory and the following comments were made:
- Councillors were expected to lead the engagement. However, officers had developed skills and processes for engaging and consulting with the public. Members had hoped that the processes involved should have been discussed with them prior to the consultation.
- The online survey was criticised for being too 'one size fits all' and structured. A 'free form' field within the survey would allow comments to take account for local circumstances. To not have that facility would compress and oppress the responses that could be gathered.
- As the survey was only available online there would be a group of residents who would not be able to engage. Councillors asked for further paper copies to be provided through Neighbourhood teams and community buildings.
- Although officers listened to the public, there was then debate about whether those comments received were acted upon or implemented in response.
- It was disappointing that the Spike Island review had been delayed for three months to allow for this group review process.
- Councillors requested input into the process that would follow the survey and involvement in key decisions that may be required.
- The initial understanding that the reviews would be led through the Neighbourhood Partnership had not happened and Councillors asked that the Neighbourhood Partnership structure be used more to help information and engagement with communities.
- Customer care should be improved as often emails do not get a response and there was no answerphone to leave messages.
- The specific example of Clifton was raised where there was anger that customer permits were being used for all day employee parking. There was some momentum towards litigation so assistance to find a resolution was requested.

Officers confirmed that any comments additional to those within the survey could be submitted via email separately.

It was confirmed that every submission to a TRO received a response within the objection report and an opportunity was given to ward Councillors for comment before it was signed off by Executive Order.

It was agreed that the comments of the Scrutiny Commission would be further considered by the party leads before being signed off and submitted to the consultation, officers and Cabinet Member. **(ACTION: draft minutes to be discussed further by the party leads before submission to the consultation)**

The Service Director, Transport agreed to liaise with the Cabinet Member (Councillor Bradshaw) to confirm to Councillors how they should lead the review. Councillor Bradshaw would be asked to speak to the Scrutiny Commission at their next meeting on 17th October.

With regards to the second stage of the consultation there would be an opportunity at the next Scrutiny Commission meeting to consider this element of the review, including how communities would wished to have a Residents Parking Scheme can request one. **ACTION: To be added to the agenda for the next meeting, including invitation to the Cabinet Member.**

24. Quarter 1 Place Directorate Performance Report

The Quarter One Performance Report for the Place Directorate was presented to the Commission and the following points were raised:

- With reference to BCP092 *[Increase the number of affordable homes delivered in Bristol]* Officers were asked to confirm when the target for this measure was likely to be set. **ACTION: Officers to confirm**
- With reference to the *Delivery of a range of projects to support the development and viability of Bristol's High Streets and Local Centres* it was highlighted that focus on specific Business Improvement Districts missed any particular targets for 2016/17 for high streets in general where shops were shutting down. Clarity was requested on what measurements were used. Also, Members asked for further information on the consultation that was due to commence in September. **ACTION: Officers to confirm.**
- With reference to BCP151 *[Number of tourists to the City]*,152 *[Number of visitors to Bristol Museums Galleries and Archives Service]* and 121 *[Increase the economic output measured by annual Gross Value Added (GVA) (£m)]* clarification was sought as to why a lower target had been set than achieved in previous years. **ACTION: Officers to confirm**
- Members requested the financial figures for the revenue budget against each of the Place directorate areas, performance against revenue budget (year to date). The Commission requested that this information be presented as part of the next report, and it can be considered whether it would continue to be helpful in future. **ACTION: Officers to add to next report.**

Meeting ended at 8.00 pm

CHAIR _____

Place Scrutiny Commission Action Sheet 2016/2017

Agenda Item	Title of Report/ Description	Action and Deadline	Responsible officer	Action taken and date completed
Action Sheet – *14th July* **2016**				
6	Public Forum	In response to the other transport concerns (including Metrobus works and coach parking) a position statement would be produced for the next meeting.	Johanna Holmes/ Peter Mann	See position statement presented separately below (Appendix A)

Officers asked at the meeting of the 20th September to confirm the timescale for the medium term plan.

The medium-term arrangements for coach parking involve working with a third party who has land available and is willing to pilot a scheme. Ideally this will be resolved early in the new year to offset a loss of parking after Christmas at Cabot Circus. |
| 6 | Public Forum | A note would be produced for circulation to confirm the conditions regarding transport | Johanna Holmes/ Peter Mann | "A parking restrictions scheme which aims to address the |

Page 12

		arrangements attached to the Southmead Hospital development assessing what had been achieved and what had not.	Oliver Coltman/ Laurence Fallon	problems caused by dangerous and obstructive parking in the residential areas around the Hospital was delivered in summer 2016" Helen Minnery Team Manager, Projects

Officers were asked at the meeting of the 20th September to confirm the conditions regarding transport arrangements attached to Southmead Hospital development assessing what had been achieved and what had not.

Please see the up-date report provided below. Complete |

Action Sheet – 20th September 2016

7	Public Forum	Concern was raised about the siting of the bus stop for Megabus. Officers had been working to resolve the issue and discussions would continue. An update was required for the next meeting		This information will be provided to Members as soon as it is available and will remain on the action sheet until this time.
7.	Public Forum	Responses for Councillor Bolton to be emailed to Commission Members	Sam Mahony	Emailed on 20th September, Complete.
8	Work Programme	Updated work programme to be included in Commissions Meeting Papers	Johanna Holmes	Work Programme included in meeting papers

8.	Work Programme	Increased cost of Prince Street Bridge project to be considered by relevant Scrutiny Commission or Audit Committee. Policy Officer Scrutiny to confirm relevant path	Johanna Holmes	The BC&R scrutiny commission discussed scrutiny of the Prince St Bridge repairs but were advised by the BC&R Strategic Director that the project and any scrutiny sit within 'Place'.
8.	Work Programme	Councillor Pearce to confirm the date the Arena would be discussed by the WOE Joint Scrutiny	Councillor Pearce	Cllr Pearce to confirm arrangements at the Commission Meeting as the item isn't currently showing on the WoE Joint Scrutiny Commission Forward Plan
8.	Work Programme	Impact of possible Metro Mayor elections would be considered over work programme. DSO to confirm legal advice re pre-election period	Samantha Mahony	Officers to report back on this as soon as possible.
	Local Flood Risk Management Strategy Update Report	Councillor Pearce and wider Commission requested design detail of Sustainable Urban Drainage features	Thomas Meyrick, John Roy	Officers have agreed with Cllr Pearce to set up a separate meeting. This is currently being actioned.
10.	Residents Parking Schemes Review	Comments to be formed into recommendations and discussed further by the party leads before submission to the consultation.	Johanna Holmes and Party Leads	Final comments are currently being agreed by Lead Members and will be sent on as agreed as soon as possible.
10	Residents Parking Schemes Review	To be added to the agenda for the next meeting including invitation to the Cabinet Member. To confirm to Councillors how they should lead the review, the next stage of consultation, and how communities who wished to have a RPS can request one	Johanna Holmes and Transport Officers	The Cabinet Member for Transport is unable to attend the October Scrutiny Commission meeting due to a prior engagement.

Officers are enquiring if the Cabinet Member can attend the November meeting |

				instead.
11	Quarter 1 Place Directorate Performance Report	With reference to BCP092 [Increase the number of affordable homes delivered in Bristol] Officers were asked to confirm when the target for this measure was likely to be set.		This information will be provided to Members as soon as is available. Action to be carried over
11	Quarter 1 Place Directorate Performance Report	With reference to the *Delivery of a range of projects to support the development and viability of Bristol's High Streets and Local Centres.* Clarity was requested on what measurements were used. Also, Members asked for further information on the consultation that was due to commence in September		The measurement used is Vacancy Rates within Bristol's High Streets and Local Centres. We use this information to compare ourselves against national data measurements. In August the national retail vacancy rate was 10.1%, Bristol average 7.4%. A consultation has started with businesses who are based on and around the High Streets in Avonmouth, Lawrence Weston, Shirehampton and Sea Mills (north). The consultation will feed into the High Streets and Local Centres Strand of the Port Communities Resilience Funding. A copy of the survey can be sent to Members if required. Businesses from the 4 areas have also been invited to an event on 19th November where further consultation will be done with local residents, stakeholders and other

				interested parties.
11	Quarter 1 Place Directorate Performance Report	With reference to BCP151 *[Number of tourists to the City]*,152 *[Number of visitors to Bristol Museums Galleries and Archives Service]* and 121 *[Increase the economic output measured by annual Gross Value Added (GVA) (£m)]* clarification was sought as to why a lower target had been set than achieved in previous year.	Alistair Reed / Laura Pye	The target for the museum visitor numbers was set lower because last year we had the Shaun the Sheep trail which we know from past experience increased our visitor figure by anything up to 200,000. Therefore the target remains at 1,000,000 for this year as we don't have that.
11	Quarter 1 Place Directorate Performance Report	Members requested the financial figures for the revenue budget against each of the Place directorate areas, performance against revenue budget (year to date). The Commission requested that this information be presented as part of the next report.		This information will be included as part of the Q2 Performance Monitoring Report in December. Action to be carried over until then.

Report Title: Southmead Hospital Transport Conditions and Obligations

Report Author: Oliver Coltman

Purpose of the report:
This report is to update Place Scrutiny Committee on the achievement, or not, of the conditions and obligations regarding transport arrangements for the Southmead Hospital Redevelopment.

Outline Planning Application – 05/04740/P/N
The outline planning application was granted permission, without any transport condition, subject to a planning agreement. The planning agreement included the requirement for the provision of funds to deliver transport measures that would mitigate the impact of the redevelopment.

Travel Plan
A full Travel Plan was agreed with the Council and has been updated since its original submission. The North Bristol NHS Trust (the Trust) continues to implement their Travel Plan and has benefitted from LSTF funded travel planning support.

Public Transport Contribution
A contribution of £1,500,000 (in three instalments) has been paid to provide additional public transport services to serve the hospital site. BCC officers worked with officers from South Gloucestershire Council and the Trust to agree how the funding has been, and continues to be used. For several bus services to the hospital site, the hours of operation have been increased to accommodate the shift patterns of hospital workers, and the frequency of some services has been increased.

North Fringe Major Development Scheme
A contribution of £500,000 (index linked) was paid to South Gloucestershire Council to fund improvements to the ring road and its associated junctions as assessed to be affected by development related traffic. The funding was used as contribution to the works undertaken at the A38/Filton Road junction.

Junction Improvement Contribution
A contribution of £425,000 (index linked) was paid to fund improvements to the junction of Pen Park Road and Southmead Road. An assessment of the junction was undertaken and design options were considered. The conclusion of the assessment was that, with the funding available and within the boundary of land available, no change to the design of the junction could be found that would not either, compromise pedestrian movement through/around the junction, or increase queuing at the junction.

After informal consultation with the local community (through the Neighbourhood Forums), additional schemes were agreed with the Trust to be funded with the Junction Improvement Contribution. These additional schemes were agreed as beneficial in terms of access to the hospital and in mitigating some of the negative transport effects of the hospital. The schemes are all complete and are:
- Improved pedestrian crossing facilities on Southmead Road and Monks Park Avenue, close to the Pen Park Road/Southmead Road junction;
- Changes to the A38/Bartholomew Square junction;
- Parking measures in the streets around the hospital site;
- Bus Real Time Information systems at the entrance to the new hospital building;
- Walking and cycling route improvements (in both Bristol and South Gloucestershire).

Reserved Matters Planning Application – 09/02720/M

The reserved matters planning application was granted permission subject to conditions. The conditions specific to transport/access are listed below, along with a summary of progress in meeting them. The new hospital building (Brunel Building) was first occupied in May 2014.

Condition 13 - Dorian Road access

This condition required the submission for approval of the design details of the gate, barrier or bollard to the Dorian Road entrance. The reason for the condition was to ensure the external appearance of the building was satisfactory. Security gates (for use in an emergency to 'lock down' the site) were proposed, approved, and subsequently installed. The condition itself did not stipulate that access to the Dorian Road entrance should be restricted in any way.

Condition 15 – Staff multi-storey and A&E car parks

This condition requires the staff multi-storey car park and the A&E car parks to completed and available for use prior to first occupation of the development. This condition has not been formally discharged but it is understood that both car parks were available when the Brunel Building opened in May 2014.

Condition 16 – Visitor car parking

This condition requires the visitor multi-storey car park to be complete and available for use within 24 months of first occupation of the development. The car park was opened for use by patients and visitors in August 2016.

Condition 17 – Cycle Provision

This condition has not yet been discharged. The requirement is that the cycle parking shown on the approved plans is completed within 24 months of first occupation. Whilst completion of the cycle parking shown on approved plans has not been verified, the Trust reported soon after opening of the Brunel Building that demand for cycle parking was high and as a consequence additional cycle parking was provided; it is not clear whether this increases the number above what was required by the condition.

Condition 33 – Approved plans and drawings

This condition requires the development to conform in all aspects with the plans and details shown in the application. There are areas of the development that have either not been delivered in accordance with, or completed in accordance with, the approved plans listed and so the condition has not been fully met.

Dorian Road

In the plans submitted with the application the Dorian Road entrance is consistently labelled as 'restricted access' or 'access control barrier'. The Transport section of the Environmental Statement Main Report assumes no change to the access arrangements approved through the outline application and therefore continues with the proposal that the Dorian Road entrance is a "controlled non public entrance (parking permit holders only)". The access currently has security gates that are for use in emergencies to 'lock down' the site. The access is therefore unrestricted.

Car parking

The completion of car parking across the site was shown in a series of phasing plans. At the time of submission, occupation of the Brunel Building was shown as early 2014. Phase 2 completion was to be 15 months later (June 2015) with the all 2,700 parking spaces across the site available for use. At the time of this report (28 months after first occupation) not all car parking is complete; the shortfall is estimated at over 387 spaces.

West of England

Bath & North East Somerset Council

Bristol City Council

North Somerset Council

South Gloucestershire Council

West of England Joint Scrutiny Committee

Agenda

AGENDA ITEM	Page Numbers (in red)	Time
1. Apologies for absence and introduction		10am
2. Declarations of Interest		

3. Member and Public Forum*
    I.   Petitions
    II.   Statements
    III. Questions
		10.10

4. Minutes of meeting held on 24th June 2016	1 - 7	10.40
5. Matters arising:		10.45
6. Smart Ticketing To update on smart ticketing projects. Ed Hopkins	8 - 15	10.50
7. Joint Spatial Plan and Transport Study To provide an update Laura Ambler/Bill Davies	16 - 17	11.15
8. Investment Board Update To update on the progress with the programme schemes Pete Davis	18 – 25	12.15
9. LEP Activity Update Patricia Greer	26 - 29	12.35
10. Economic Intelligence Report (for information) Charlotte Hopley	30 - 47	
11. Forward Plan 2016/17	48	
Date of next meeting 28th November 2016		

West of England Joint Scrutiny Committee
Draft 2016/17 Forward Plan

Date of meeting	Report	Officer responsible
28/11/2016	**Hinkley Point** To consider skills implications for the West of England in light of the decision to proceed with the project	Adam Powell
	Brexit To consider a possible West of England response to Brexit.	BCC officer to be identified
	Devolution Update on devolution	Patricia Greer
09/01/2017	**Investment Board Update** To update on the progress with the programme schemes	Pete Davis
	Joint Spatial Plan To provide an update on progress with the JSP/JTS	Louise Fradd
	LEP Activity Update To provide an update on key matters relating to the LEP's key cross cutting activities ie Infrastructure & Place Group, SME Group, Skills Group and Invest Bristol and Bath service	Patricia Greer
	Economic Intelligence For information: to present the Economic Bulletin for Q3 of 2016/17	Charlotte Hopley
06/03/2017	**Investment Board Update** To update on the progress with the programme schemes	Pete Davis
	Joint Spatial Plan To provide an update on progress with the JSP/JTS	Louise Fradd
	LEP Activity Update To provide an update on key matters relating to the LEP's key cross cutting activities ie Infrastructure & Place Group, SME Group, Skills Group and Invest Bristol and Bath service	Patrica Greer
	Economic Intelligence For information: to present the Economic Bulletin for Q4 of 2016/17	Charlotte Hopley

Scrutiny work programme 2016 / 2017   **Cross cutting items**

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
September 2016				
Performance monitoring	Annual Report from Director of Public Health Suggested methodology: Report to meeting (People commission invited to attend)	Local Flood Risk Management Strategy Suggested Methodology: report to meeting	Q1 Finance Monitoring for Business Change	Audit Referral re Public Engagement
Risk Register	Sexual Health Re-procurement (People commission invited to attend)	Residents Parking Schemes	Q1 Performance Report for Business Change	Cabinet Referral re the Elimination of the Gender and Race Pay Gap
BCC Adult Social Care Strategic Plan	Mental Health & Neighbourhoods (already agreed by Chair)	Q1 Performance Report	Business Change Directorate Risk Register	BCC International Strategy (Place)
Children Services Improvement Plan Year 2	Risk Register		Quarterly Update re Outcomes of Legal Cases (will be part of performance report) - TBC	Mayor's Response re Cabinet Referral - Budget Timetable and Mayor's Forward Plan
Bristol's Strategy for Children, Young People and Families & Children and Family Partnership work programme (N'ds Commission invited to attend)	NPs positioning briefing (no paper or dem services deadlines) to determine dates and format of further NP scrutiny through the municipal year			Scrutiny Work Programme - standing item
				Mayor's Forward Plan – standing item
				Scrutiny Resolution and Full Council Motion Tracker – standing item
				Protocol for dealing with exempt items
				Delivering the Corporate Plan – Outturn Performance Report for 2015/16
				Performance Indicators – Agreeing the best approach
October 2016				

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	
Models of Health and Social Care a) Better Care, b) Three tier model (to be preceded by an informal briefing regarding good practice in involving disabled people in service design and evaluation and co-production).	Budget Analysis for Neighbourhoods	Public Transport Information Strategy	Up-date: - Member's ICT Issues	
Re-commissioning Bristol Youth Links	Playing Pitch Strategy	Resilience Strategy		
	Pesticide Safe Alliance			
	Libraries Update			
	Young People's Housing Pathway Plan			

November 2016

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	Housing Delivery - positioning update paper	Joint Spatial Plan (WoE Joint Scrutiny)	Business Change Budget TBC	Budget Scrutiny Medium Term Financial Plan
Recommendations of the Adult Safeguarding Board		Joint Transport Study (WoE Joint Scrutiny)	In-depth Review: Bristol Workplace Programme (BWP)	Mayor's Forward Plan
Corporate Parenting Panel Annual report		Up-date on previous Transport Inquiry Day Recommendations		Scrutiny Resolution and Full Council Action Tracker
Annual Safeguarding Children's Report		MetroBus (WoE Joint Scrutiny) TBC		Public Forum and Scrutiny Meetings to consider the policy towards allowing questions/statements that don't relate to matters on the relevant agenda - See other public engagement items (public engagement generally)

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
Bristol as City of Sanctuary and Supporting refugees and asylum seekers, including unaccompanied minors / care leavers		Supported Bus Services		Scrutiny Work Programme - to approve the outcomes from the workshop
Home Care update				Position Paper - Mayoral Referral - Political participation generally and 2020 - plan for the 2020, inc review of previous elections (administration), increase registration, political literacy, postal votes and e-voting (Potential Select Committee)
Commissioning approach				Position Paper - Mayoral Referral - Devolution Deals - what does BCC want from deals 2, 3, 4 / Input from partners, neighbours and other places that have completed deals / Scrutiny to contribute to engaging and shaping (Potential working group)
23rd Nov - Meeting in common with South Gloucestershire Health Scrutiny Committee to receive an update on the University Hospitals Bristol response to the Verita Independent Report.				
December 2016				
INQUIRY DAY School places and admissions, to include information on exclusions and the Integrated Education and Capital Strategy (All Councillors invited to attend)	Performance Information - Q2	Q2 Performance Monitoring	Q2 Finance Monitoring for Business Change	Mayor's Forward Plan

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
	Finance Update	Directorate Risk Register	Q2 Performance Report for Business Change	Scrutiny Resolution and Full Council Action Tracker
	Review of Parks - positioning statement	Revenue Generation and Asset Sales	Quarterly Update re Outcomes of Legal Cases (will be part of performance report)	Future of Performance Reporting
	Supermarkets dealing with waste - update from Core Cities meeting in October	BCC's strategic principles for management of its investment property (BC invited to attend)	Debt Collection – what is/isn't being collected effectively & current policies *Suggested Methodology:* TBC	Process for Dealing with Exempt Material
		Community Buildings (N'ds invited to attend)		Budget Scrutiny
				Companies' Business Plans (to include exempt information)
				Corporate Plan

Page24

January 2017

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
Performance monitoring		Place Budget Scrutiny	Change Programme ***Suggested Methodology:*** TBC	Scrutiny Resolution and Full Council Action Tracker
Annual Education Performance – All Key Stages		North Fringe and Cribbs Patchway New Neighbourhood	ICT Projects	Quarterly Financial Monitoring Reports
Oversight of commissioning / monitoring of contracts / procurement process (tax avoidance) - Joint with Business Change and Resource Committee		MetroWest (WoE Joint Scrutiny)	Channel Shift - how to provide quality services for customers	Elimination of the gender and race pay gap, ensuring everyone is paid equally
Children Services Improvement Plan Year 2			Benefits Realisation - business case and review of performance (link with Change Programme paper)	Equalities Action Plan
			ICT Strategy - performance, efficiencies cost overruns, technology etc.	Green Capital - maintaining the momentum – presentation and discussion
			Review of Agile Working (Bristol Workplace) - costs, provision of	Mayoral Referral - Political participation generally and 2020

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
			services and impact on staff (subject to ensuring no duplication with HR Committee etc.)	(see above) – to consider the draft Terms of Reference
February 2017				
Meeting in common with South Gloucestershire Health Scrutiny Committee to receive an update on the University Hospitals Bristol response to the Independent Review of Children's Cardiac Services in Bristol and a Review of pre-operative, perioperative and postoperative care in cardiac surgical services.	Review of the Housing Revenue Account Business Plan	Air Quality *Suggested Methodology:* report to meeting (N'ds invited to attend)	Legal Services – business model, best practice and next steps *Suggested Methodology: TBC*	Mayor's Forward Plan
		Bristol Transport Plan/City Centre Movement Strategy		Scrutiny Resolution and Full Council Action Tracker
		Cultural Strategy - Plus up-date on the Dec 15 Culture Inquiry Day Recommendations		Annual Performance Report
				Arena Update (WoE joint scrutiny also looking at the Arena)
				Mayoral Referral - Brexit and the City International Strategy - Scrutiny are asked to consider a City strategy: bringing together stakeholders such as the Police, chamber of commerce, vol sector (migrants, refugees) etc.
March 2017				
Performance monitoring	Performance Information - Q3	Performance Monitoring	Q3 Finance Monitoring for Business Change	Mayor's Forward Plan
Risk Register	Risk Register	Energy Services	Q3 Performance Report for	Scrutiny Resolution and Full

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
			Business Change	Council Action Tracker
Health and Wellbeing Board work programme – joint with Neighbourhoods	Finance Update	Climate Change and Energy Security Framework	Business Change Directorate Risk Register	
Mental Health themed updates including a) Mental health working group action plan b) Update following Mental Health Summit, c) Update following Freedom of Mind festival (Young People's Mental Health), d) Provision of mental health services (including provision of beds and maternal beds), e) The use of police custody as a place of safety (Neighbourhoods Scrutiny Councillors invited to attend).		Warm Up Bristol	Quarterly Update re Outcomes of Legal Cases (will be part of performance report)	
April 2017				
Health Providers - Quality Account reports (exploration of joint working with South Gloucestershire Council)	Review of Housing Lettings Policy *Suggested methodology*: Select Committee	Joint Spatial Plan *Suggested methodology:* report to meeting (WoE joint scrutiny)		
Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan (STP) (Neighbourhoods Scrutiny Councillors invited to attend)		Joint Transport Study *Suggested methodology*: report to meeting (WoE joint scrutiny)		
Exploration of joint working with South Gloucestershire and North Somerset Councils.		Colston Hall		
May 2017				
Health themed meeting - to include information on waiting times *(could merge with April meeting).*		Visit to the Bottle Yard Studios and Filwood Green Business Park		

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
June 2017				
Youth Links re-commissioning update	Performance Information - Q4			
Children Services Improvement Plan Year 2	Risk Register			
	Finance Update			
July 2017				
Education themed meeting				
Update on the Employment and Skills strategy (to include information on work experience)				
Learning City Board Work programme				
SENCO responsibilities, SEND reforms and High Needs funding – the impact on pupils and their learning				
Alternative Learning update report (including information on exclusions)				
Items to be scheduled 2017/18 onwards				
Youth Offending Team update (to include information about CYP in Gangs)	Council Tax Reduction Scheme	Cultural Strategy		
	Information, Advice and Guidance Review			
	Libraries			
	Voluntary Community Sector			
	Provisional - TBC by Strategic Director - Briefing on Information, Advice and Guidance Review			

Place Scrutiny Commission
17 October 2016

Report of: Strategic Director - Place

Title: The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22

Ward: Citywide

Officer Presenting Report: Barra Mac Ruairi, Strategic Director – Place

Contact Telephone Number: 0117 352 5558

Recommendation

To consider and comment on the draft Business Plan 2017/18 sections for Place and Transport, including the draft financial and saving proposals contained within.

Summary

Bristol City Council launches its draft five–year Corporate Strategy and Medium Term Financial Plan, along with a draft one–year 2017/18 Business Plan on 13th October 2016. Each Scrutiny Commission will consider their relevant Business Plan section(s) at the Scrutiny meetings in October and November 2016. Scrutiny of the Corporate Strategy will be managed by Overview and Scrutiny Management Board.

www.bristol.gov.uk

Context

1.   The Overview and Scrutiny Management Board will consider the overarching budget proposals and the consultation process. Individual Scrutiny Committees will examine the Business Plan proposals related to their directorate areas.

2.   These Business Plan sections contain a one-year plan and a five-year summary of anticipated savings made as part of the Medium Term Financial Plan 2017/18 – 2021/22.

3.   They set out the vision, challenges, objectives, finances and outcomes for each theme. The themes span Our Future – Education and Skills, Our Health and Wellbeing, Homes, Our Transport, Neighbourhoods, People, Place and Finance, governance and performance.

4.   Bristol City Council launches a consultation on all of the documents on the 13th October 2016. This will last for 12 weeks, closing on Monday 2nd January 2017.

5.   The relevant draft Business Plan section(s) will be made available to Scrutiny Commission members following the consultation launch on Thursday 13th October.

6.   This covering report has been prepared ahead of completion of the Business Plan to enable as early a debate as possible at the Scrutiny Commissions following the launch.

Next Steps

1.   Overview and Scrutiny Management Board will consider the Corporate Strategy 2017 – 2022 at its meeting on Thursday 3rd November.

2.   The draft proposals will be presented to Cabinet in January. This meeting is currently planned for Tuesday 17th January but may be moved to Tuesday 24th January.

3.   The final draft proposals prepared following consultation and if approved at Cabinet will be presented to Full Council on Tuesday 21st February 2017.

Financial Implications

1.   There will be financial implications for the council and these will be detailed by theme within the Business Plan section(s) to follow.

Legal Implications

1.   In accordance with the Councils Treasury Management Strategy, the Council (through its S151 officer) is required to produce a 3 year medium term financial plan and an annual budget (complying with relevant statutory and regulatory requirements). In accordance with good practice the Council will be consulting on its proposals, including with the

relevant scrutiny committees.

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 Scrutiny function plays an important part in assisting the Council in meeting its public sector equality duties and ensuring that the views of different communities and members of the public are taken into account in the development and delivery of services. Scrutiny work streams need to ensure that assessments of equalities impacts are an integral part of their work both in terms of scoping topics, gathering evidence and formulating recommendations.

Appendices

Appendix A – Business Plan sections: Place, Transport (**To follow** 13/10/16)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

BRISTOL CITY COUNCIL

Place Scrutiny Commission

17 October 2016

Report of: Peter Mann, Service Director - Transport

Title: **Draft Public Transport Information Strategy**

Ward: Citywide

Officer Presenting Report: Ed Plowden, Head of Sustainable Transport

Contact Telephone Number: 90-36568

RECOMMENDATION

To comment on and help to shape the development of the Bristol Public Transport Information Strategy.

Summary

The report contains elements that will form Bristol's Public Transport Information Strategy. The committee is asked to comment and provide guidance on the emerging contents and direction of travel prior to going out to consultation with stakeholders and a Cabinet decision in the New Year. This is still at the formative stage so that Scrutiny has a chance to influence at an early stage in the process, and the comments of a range of stakeholders will further shape the strategy.

The significant issues in the report are:

This report is part of the process of strategy development to maintain and develop our approach to Public Transport Information. It is a requirement under 2000 Transport Act for Local authorities to pay due regard to the local area's needs by having such a strategy.

It is vital to note that this is a strategy in development and in the partnership spirit in which we provide information it will be subject to evolution; Scrutiny Committee is asked to provide early feedback at a formative stage to ensure that the emerging approach is comprehensive, appropriate and in keeping with the approach that members would like to see Bristol developing.

The likely recommendations in the planned Cabinet Report are:

1. Agree to the Bus Information strategy along the lines proposed
2. Agree to re-procure the RTI system on behalf of the West of England

Scrutiny Commission may wish to consider:

3. *Is this strategy doing the right things?*

4. *Is there anything we have missed?*

5. *Any advice for how we might go about making the consultation as meaningful as possible?*

Policy

6. *Joint Local Transport Plan 2011-2026*

Consultation

7. **Internal**
   As mentioned above this is the first draft, being shared with scrutiny at the earliest possible stage

8. **External – some of this is determined by the 2000 Transport Act**
   To Follow:
   Bus operators
   WEBOA (west of England Bus Operators Association)
   Other Unitary Authorities
   Traffic Commissioner (Western Area Office)
   Equalities Groups
   Bus users and non-users (online)
   Neighbourhood Partnerships to signpost to online portal

Context
Achieving transport mode shift to public transport is a fundamental part of our transport plans, not least as with a growing population and number of jobs it is key to tackling congestion which acts as a barrier to economic growth and people's access to jobs and services. The strategy will propose to continue to provide information to enable people to plan and make (predominantly) bus journeys with confidence to make it easy and convenient for them to use public transport, and to allow for ongoing improvement and future-proofing.

Bus services in Bristol are largely operated on a commercial basis, and this is the case in every area in England outside London, which retains unique special powers. This means that a private bus operator chooses the route and frequency of the services it provides. The Council supplements this commercial network with services that is considers to be socially necessary. These include late night or Sunday journeys on services that are otherwise commercially provided, standalone orbital or shopper services, and Park & Ride.

The Council works with bus operators to create the environment where bus services can run punctually and attract more passengers, which is good for the City. This includes the provision and enforcement of bus lanes, a high quality waiting environment at bus stops, and (crucially for this report) the provision of information about the bus services in the city. Data from the Real Time information system is interrogated as part of our Punctuality Improvement Partnership with First Bus.

As this is a commercial market it is ruled by Competition Law, the Council has to ensure that any information provided is impartial (eg between operators) and accurate, particularly on infrastructure provided by the Council (such as stops and shelters).

The Council also works with the other 3 Unitary Authorities (UAs) across the West of England (WoE) to coordinate agreed bus information. This is because many journey are cross-boundary and also to ensure that timetable changes are coordinated and the RTI system is managed (by Bristol) across the sub-region, producing economies of scale and reduced duplication.

The data that Bristol manages is then distributed to South West Public Transport Information (SWPTI), which is a formal partnership owned and managed by all the South West Highways Authorities (County or Unitary) and principal bus operators. This then provides a coordinated data management service and journey planning service, which provides economies of scale, consistent information that meets national standards and feeds all the timetable and RTI information on other apps and websites available to the public

The Bus Services Bill and the formation of a Combined Authority in the West of England may mean that this strategy is further developed in due course but it is being brought forward now to ensure we have the ability to work with other organisations to share the costs of providing information and to enable the ongoing development of the Real Time Information system as the contract for the WoE system is due for renewal in September 2017.

The strategy also intends to support Council policies to encourage and develop

- **channel shift** to online information and interactions

- **open data**, as a way of improving transparency and enabling digital entrepreneurs to find ways to manipulate data to make them useful to the public. The proposed strategy looks at ways that this can apply tp bus information

Some **Benchmarking** has also been undertaken to provide a summary of the core information provided by other Cities **(Appendix 1)**, – it is worth again noting that London has its own powers to manage all public transport provision so is not part of the benchmarking except to say that TfL has not developed any apps of its own, instead relying on the market to provide by enabling easy access to open data.

Proposal

9. Proposed aims, objectives and scope for the strategy is at **Appendix 2.**

10. The strategy will continue to support the **stability** of bus services and reduce the transactional costs to the Council by continuing to specify agreed four "windows" per year in which bus operators can make changes to services across the WoE, and the strategy will now build in incentives for operators to stick to the windows.This then gives a statutory 56 days (as enforced by the Traffic Commissioner) before the timetables come into effect for the Council to verify the data and to ensure that the RTI system is reconfigured accordingly.

11. In practice this is usually two large scale changes in March/April and August/September. The proposed dates for the forthcoming 5 years are at **Appendix 3,** and these are to be confirmed with operators as part of the consultation.

12. **Data management** is a technical task that Bristol City Council undertakes in partnership with neighbouring authorities (a line diagram of the process is at **Appendix 4**. The Council is lead authority on RTI for the WoE and receives contributions from neighbouring authorities towards the management and operation of the system. There is currently no cost recovery from bus operators because they already contribute to the central system costs and maintenance costs of their own equipment. The Council's RTI system current budget is approx. £60k but the total cost to the sub-region is approx. £400k (UAs and operators).

13. **Digital information** – There is a benefit to digitally based outputs via the web, apps and on-street (RTI displays). Bristol leads for the Woe on providing Digital information, which has the advantage that it can be kept up to date more easily and is less expensive per transaction (e.g. relative to a call centre interaction and printed information). It also enables the provision of 'live' information, focussed on individual customers needs. Digital information such as social media can also play a key role in providing customers with information on service disruption and delays, enabling them to make informed travel choices. The Travel West Bus checker app is now very widely used and the Travel West website is seeing growing patronage.

14. The strategy aspires to achieve a **channel shift** to digital information, building on the success of our "Bus Checker App" and to harness the power of **Open Data.** This is in line with Council policy and will enable digital entrepreneurs to access Real Time data so as to provide market-led solutions and improved access to information for the public. This will require a review of our data sharing agreement with operators.

15. There is a real opportunity to harness the power of digital data and the move to an integrated Control Room will over time enable us to align different but complementary data streams such as congestion and Bus RTI data, which in turn should improve our ability to warn operators and the travelling public of disruptions to the City's highway network.

16. However, the channel shift needs to be managed over time as research and feedback from Bus operators and Users consistently shows that **timetables at bus**

stops remains a vital part in the satisfactory provision of information **(Appendix 5)**, and that they are very well used, despite the availability of digital and handheld technology. In addition to this the Council will also work with Rail operators and Network Rail to improve interchange information at Temple Meads and other suburban railway stations.

17.   The strategy takes in to consideration the customer journey, from planning a trip to alighting at their chosen destination and onward travel. The information provision available at each stage of the journey is highlighted at **Appendix 6.**

18.   The Council now proposes in this strategy to

18.1. to make a charge to the relevant bus operators for providing information at bus stops on both a fixed and a variable basis and/or to investigate other ways of sharing the resources required to do this with commercial bus operators

18.2. be able to recover the costs of late or inaccurate data correction from operators and other UAs as appropriate.

18.3. Any registrations outside this window must have a reasonable explanation and the operators (or other cause of registration – for example roadworks) will pay the costs of RTI reconfiguration

18.4. Re-allocation of RTI infrastructure – from time to time following services revisions or withdrawals, bus stops equipped with RTI displays are no longer served. Where stops are left unserved following a change of a commercial bus service, the Council will consider charging operators for a contribution towards the cost of removing and re-installing the RTI display at another stop.

19.   The strategy will also be future-proofed to allow us to make use of new powers, which the Bus Services Bill (currently before Parliament) is proposing, for example to make information about fares and multi-operator tickets more readily available, which currently Bus operators have little incentive to do despite their potential usefulness to the public.

20.   Metrobus will require a high standard of information in order to deliver the 'step change' in public transport provision. The strategy will outline the provision of information on Metrobus services to ensure that it is cost effective and deliverable while meeting customer expectations.

21.   **Funding** – the Transport Information Budget for timetables, maps, web info and leaflets has been significantly reduced and can no longer cover all the demands to deliver the quality and quantity of information customers expected in the past and is below the amount committed by other 'core cities' towards the provision of public transport information.

22.   The strategy identifies opportunities to generate income for services provided by the Council (timetable information), but funding to promote the Council's own 'stand-alone' services and the bus network as a whole does not exist. Therefore the

strategy highlights the need for the Council to commit ongoing resources to support bus patronage growth and the objectives of the JLTP through the continued enhancement of bus information across the city, for example by selling advertising on the new TFT RTI screens.

23. Bristol's Sustainable Transport Service provides, and shares the cost of the RTI system locally alongside Bus operators and other Councils. A Cabinet Report is required to authorise the re-procurement of this essential system by Bristol City Council and this will be included in the proposed Cabinet Report alongside the strategy.

Other Options Considered

24. Do Nothing – not an option as it is a requirement of the Transport Act and we believe that ours needs updating

25. Reduce the quality and volume of information – this is likely to have a detrimental effect on the continued success of growing patronage and delivering the Joint Local Transport Plan. It would be likely to have an adverse impact on Bristol's economy if bus patronage does not continue to grow and would mean that neither the Enterprise Zone Sustainable Urban Transport Strategy nor the Arena transport plan are deliverable

Risk Assessment

26. The risks of not doing this are as above, and this course of action will enable us to share the costs of information provision with operators according to an agreed approach.

Public Sector Equality Duties

27. An equalities impact assessment has not yet been undertaken but will form part of the consultation process

Appendices:

Appendix 1 – Provision of Information – Benchmarking against UK 'Core Cities'.
Appendix 2: Overall aims and objectives of strategy
Appendix 3 – Service Change Dates 2016 – 2019
Appendix 4 – Bristol City Council Bus Passenger Satisfaction Survey
Appendix 5 – Information provision throughout the journey.

Appendix 1 – Provision of Information – Benchmarking against UK 'Core Cities'.

The majority of the UK 'Core Cities' are covered by the Passenger Transport Executives that have co-ordinated transport powers covering their areas of responsibility.

City/PTE	Journey Planner	RTI	Fares & Ticketing	Interchange information	Traveline Partner	Roadside Timetables	Printed Timetables & Maps
Cardiff	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Centro	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Glasgow (Strathclyde Partnership)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Merseytravel	Yes	Yes	Yes	Yes	Yes	Yes	Yes
METRO (West Yorkshire)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Nexus (Tyne & Wear)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
SYPTE (South Yorkshire)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
TfGM (Transport for Greater Manchester	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Nottingham	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Bristol	Yes	Yes	Yes	Yes	Yes	Yes	Yes

APPENDIX 2

Overall aim: Everyone that lives, works and visits Bristol should be able to use Public Transport with confidence.

Primary Objectives:

- Customers are able access high quality, accurate and impartial information that is simple to use and easy to access

- Information meets the needs of existing passengers and encourages new passengers to use bus services

- Customers should be able to access information anywhere and personalise it to meet their needs

- To provide dynamic systems that provide live information on services and alerts on disruption and service changes

- To use customer insight and information to improve performance and reliability of information systems and bus services

- To improve access to passenger transport information by making data openly available in formats that can be utilised by third parties.

- To develop more efficient and cost-effective data and information provision systems

Scope:

This Strategy covers all information relating to registered local bus services.

Other information will be covered in a broader Transport Information Strategy. Although this is a Bristol Strategy, many journeys cross boundaries and people should be able to make trips that start or end outside of the Bristol area without the need to access information from elsewhere. The strategy identifies where elements of transport information are delivered in partnership with neighbouring authorities and bus operators.

Appendix 3 – Service Change Dates 2016 – 2019

Type	Definition	2016	2017	2018	2019
Fixed 1	Mid-January	**10 January**	**8 January**	**14 January**	**13 January**
Fixed 2	Last Sunday in April	**24 April**	**30 April**	**29 April**	**28 April**
Fixed 3	Sunday before start of Term 1	*4 September*	*3 September*	*2 September*	*1 September*
Fixed 4	Mid-November	13 November	12 November	11 November	10 November
MetroBus	Sunday before start of Term 1	*4 September*	*3 September*	*2 September*	*1 September*

Notes
- School Term dates are generally published eighteen months before the start of the academic year

- Dates in italics are provisional and will be determined when the School Term dates for the relevant academic year are published

- There will be a minimum of 8 weeks between Fixed Change Dates

- If the Sunday before the start of Term 1 falls on the day before the Late Summer Bank Holiday (as in 2015), then Fixed Date 3 shall be on the preceding Sunday

- Due to the January change date being close to the Christmas and New Year period, in order for the data to be uploaded it would be beneficial for all data to be received at least 7 days before Christmas Day to guarantee the data will be available on the real time system.

Virtual Change Dates 2016 to 2019

Type	Definition	2016	2017	2018	2019
Virtual Change Date	Christmas and New Year Period	**1 December**	**1 December**	**3 December**	**2 December**

Notes
- The virtual change date is for the re-configuration of the real time information system for the Christmas and New Year period only.

- The Christmas Matrix will be provided to the relevant authority by the above dates.

Page 40
9

Appendix 4 – Bristol City Council Bus Passenger Satisfaction Survey

Results of responses to information related questions taken from the Council's own survey on supported bus services during Spring/Summer 2015.

How do you currently obtain timetable, route and fares information for local bus services?

Timetable leaflet – 33
Website (bus company) – 86
Website (Travelwest) – 101
Website (other) – 8
Telephone (bus company) – 2
Telephone (Traveline) – 0
Mobile app (bus company) – 23
Mobile app (other) – 24
Email/text bus company – 1
Information point (Bristol Bus Station) – 9
Information point (TIC) – 2
At the bus stop – 189
Bus driver/on the bus – 16

How would you prefer to obtain information on local bus services in the future?

Timetable leaflet – 56
Website (bus company) – 95
Website (Travelwest) – 93
Website (other) – 7
Social media/live updates - 37
Telephone (bus company) – 5
Telephone (Traveline) – 3
Mobile app (bus company) – 78
Mobile app (other) – 29
Email bus company – 11
Email Travelwest – 12
Text bus company – 8
Text Travelwest - 8
Information point (Bristol Bus Station) – 9
Information point (TIC) – 5
Press release/article in local newspaper - 8
At the bus stop – 155
Bus driver/on the bus – 33

How satisfied or dissatisfied are you with the current provision of bus timetable, route and fares information?

Very satisfied – 16

Satisfied – 91
Neither satisfied or dissatisfied – 108
Dissatisfied – 47
Very dissatisfied – 31

How easy or difficult do you find it to access bus timetable, route and fares information?

Very easy – 31
Easy – 191
Difficult – 46
Very difficult - 16
Cannot find information – 9

Do you use the real time information system to check your journey?

Yes – before I leave for the bus stop – 33
Yes – using the display at the bus stop – 184
No – 86

Page 42

Appendix 5 – Information provision throughout the journey.

A summary of the various types of information available to bus users before, during and at the end of the journey.

Pre-Journey (planning the journey)	Starting the Journey	During the Journey
Timetable & Route information • Journey planner – Travelwest/Traveline • Operators website • Travelwest Buschecker/operators apps • Traveline telephone enquiry service • Operators telephone enquiry service • Bristol Bus Station staff • Rail station staff • TIC/library/Citizen Serving Points • Real time information (RTI) via web/apps • Web based timetables • Timetable leaflets/maps • Promotional information • iPoints/self-service kiosks • Bus stop maps at rail stations and identified interchanges across the bus network	Timetable and Route Information • Roadside timetable displays • Bus stop flags • Real time information displays • iPoints/self-service kiosks • Real time information (RTI) via apps/web/SMS • Journey planner – Travelwest/Traveline • Bus operators website • Travelwest Buschecker/operators apps • Traveline telephone enquiry service • Operators telephone enquiry service • Bristol Bus Station staff • Rail station staff • Timetable leaflets/maps • Voice information service (stops equipped with RTI displays only) • Bus driver • On-bus destination information/route branding • Disruption information/travel updates via social media, operators website, Travelwest, RTI displays	Timetable and Route Information • Journey planner – Travelwest/Traveline • Bus operators website • Travelwest Buschecker/operators apps • Traveline telephone enquiry service • Operators telephone enquiry service • Timetable leaflets/maps • On-bus next stop displays/ audio announcements • On-bus destination information • Bus driver • Bus stop maps at rail stations and identified interchanges across the bus network • Disruption information/travel updates via social media, operators website, Travelwest, RTI displays, on-bus media displays

Fares/Ticketing Information	Fares/Ticketing Information	Fares/Ticketing Information
- Journey planner – Travelwest/Traveline - Operators website - SWPTI/operators telephone enquiry service - Operators telephone enquiry service - Bristol Bus Station staff - TIC/library/Citizen Serving Points - Promotional information - iPoints/self-service kiosks Accessible Information - Journey planner – Travelwest/Traveline - Bus operators website - Traveline/operators telephone enquiry service	- Journey planner – Travelwest/Traveline - Operators website - Traveline telephone enquiry service - Operators telephone enquiry service - Bristol Bus Station staff - Rail station staff - At-stop fares information - Bus driver - On the bus Accessible Information - Journey planner – Travelwest/Traveline - Bus operators website - Traveline telephone enquiry service - Operators telephone enquiry service	- Journey planner – Travelwest/Traveline - Operators website - Traveline telephone enquiry service - Operators telephone enquiry service - Bus driver - On the bus Accessible Information - Journey planner – Travelwest/Traveline - Bus operators website - Traveline telephone enquiry service - Operators telephone enquiry service - On-bus media

BRISTOL CITY COUNCIL

Place Scrutiny Commission

17 October 2016

Report of: Sarah Toy, Strategic Resilience Officer

Title: Bristol Resilience Strategy

Ward: Citywide

Officer Presenting Report: Sarah Toy, Strategic Resilience Officer

Contact Telephone Number: 07469 400 797

RECOMMENDATION

To seek views on the place-related implications of adopting the Bristol Resilience Strategy in advance of taking it to Cabinet on 1st November.

Summary

The Bristol Resilience Strategy is intended to provide all city stakeholders with a strategic framework for action with a 50-year view to future-proof Bristol against future shocks and stresses. It has been developed over the past 18 months by the Strategic Resilience Officer with funding from the Rockefeller 100 Resilient Cities initiative. The funding provided extensive technical support from the consultancy firm Arup.

The Strategy was produced in a co-creative process with regular input from a voluntary Resilience Sounding Board, comprising 15 city leaders (from BCC and external partners). The process also engaged more than 1600 city stakeholders (20% BCC and 80% external).

The significant issues in the report are:

1.	The resilience assessment process found that Bristol faces five resilience challenges or paradoxes which the city will need to address to take us towards a resilient future:

	i.	People: Communities are diverse, but inequality compromises cohesion

	ii.	Places: Built environment is "greened", but not transformed

	iii.	Organisations: Civic society is engaged, but not connected

	iv.	Prosperity and worth: The city is economically successful, but not equally flourishing

	v.	Regional to global: The city is focused on strengthening local self-sufficiency but continues to be dependent on national and global systems

2.	The Strategy identified five resilience pillars to describe the outcomes that we can hope to achieve over 50 years: Fair, Sustainable, Liveable, Connected and Agile.

3.	The Strategy document sets out a collection of some of the "pattern disrupters" to be delivered by a range of partners and largely within existing resource constraints. These actions challenge business as usual in the city to put us on a more resilient trajectory.

4.	The Strategy describes how resilience can be operationalised in Bristol by scaling up five ways of working currently being piloted or integrated into existing work practices: Focusing on assets; Moving upstream; Co-creating; Disrupting; and Learning

5.	A governance structure now needs to be agreed to harness cross-agency commitment to building resilience and identify an "owner" to drive the Strategy forward.

6.	Options for resourcing an ongoing strategic co-ordination role need to be explored (SRO funding ends February 2017).

1. **Policy**

   The Strategy is intended to complement existing council policy by providing a 50 year view of the city's trajectory and identify areas of potential shared action to challenge "business as usual" in the city.

2. **Consultation - Internal**

   Over the past 18 months, all Service Directors have been engaged via two Extended Leadership Team meetings (Feb 2015 and May 2015), all Directorate Leadership teams have been consulted at least once, the SLT has been met with to feed into the process on four occasions (Aug 2015, Feb 2016, May 2016 and Sept 2016). The Strategy was introduced to the Overview and Scrutiny Management Board in March 2016 and will be presented to the Place Scrutiny Commission on 17th October 2016. All comments and ideas from these meetings have been taken on board to shape the final document.

3. **Consultation - External**

   The Strategy has been developed through a process of co-creation led by the strategic resilience Officer and the voluntary Resilience Sounding Board, comprising 15 BCC and external city leaders. In addition more than 1600 stakeholders (approximately 1300 non BCC0 have been reached through a variety of engagement and consultation processes including formal meetings with stakeholders e.g. the Clinical Commissioning Group (May 2015), Bristol Green Capital Board (April 2016) and West of England Nature partnership (June 2016) as well as less formal public engagements such as Bristol Day at the Festival of the Future City (20th November 2016) and regular meetings with the Bristol Resilience Network. All of these engagements have contributed positively towards the final Strategy document.

4. **Context**

   Context – why urban resilience?

   1. The Rockefeller Foundation committed to investing $100 million over five years in developing city resilience, defined as "the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience." They established the 100 Resilient Cities Programme (100RC) in 2013 to deliver this urban agenda responding to population change, climate change and globalisation.

   2. Bristol was successful in its bid to join the programme in 2014 and is now one of 67 cities across the world (17 in Europe and five in the UK; London, Glasgow, Greater Manchester, Belfast and Bristol) participating in a process to develop a long term resilience strategy build.

5. **Proposal**

Resilience Strategy development process

3. 100RC provided funding for Bristol City Council to appoint a full time Strategic Resilience Officer (SRO) for two years. Sarah Toy took up the post in February 2015. She has worked with a wide range of council and city stakeholder to carry out a resilience assessment and develop a 50-year strategy to make Bristol more resilient to potential shocks and stresses. This assessment built on the excellent work already carried out by the council and others to make the city socially, environmentally and economically sustainable.

4. 100RC has also provided Bristol with:
- Technical support for preparing the Resilience Strategy from consultancy Arup;
- Access to the global network of cities which face a diverse range of resilience challenges and provide opportunities for information sharing;
- Access to a range of free services brought to the city by organisations (called 100RC Platform Partners).

5. All 100RC member cities have used the same working definition of urban resilience:
"Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience."

In Bristol we found that resilience tends to be seen as a defensive approach to maintaining the status quo. People respond more positively to the idea of "flourishing" in the face of change and uncertainty.

6. A voluntary Resilience Sounding Board, comprising 15 BCC and external city leaders (including Professor of University of Bristol Cabot Institute, Deputy VC for Environment and Sustainability at University of West of England, Director of Environment for Bristol Water and Director of The Engine Shed), has been very active in contributing to the development of the strategy. It has met 10 times and given more than 200 professional hours in-kind to co-create the Resilience Strategy.

7. In total, more than 1600 stakeholders (approximately 20% BCC and 80% external) have been consulted or engaged in the process to date through:
- 150 face-to-face meetings and focus groups
- 7 workshops
- 25 events

Bristol's Resilience Paradoxes, Vision and Pillars

8. The resilience assessment process found that Bristol faces five resilience challenges or paradoxes which the strategy will need to address to take us towards a resilient future:
  i. People: Communities are diverse, but inequality compromises cohesion
  ii. Places: Built environment is "greened", but not transformed
  iii. Organisations: Civic society is engaged, but not connected
  iv. Prosperity and worth: The city is economically successful, but not equally flourishing
  v. Region to globe: The city is focused on strengthening local self-sufficiency but continues to be dependent on national and global systems
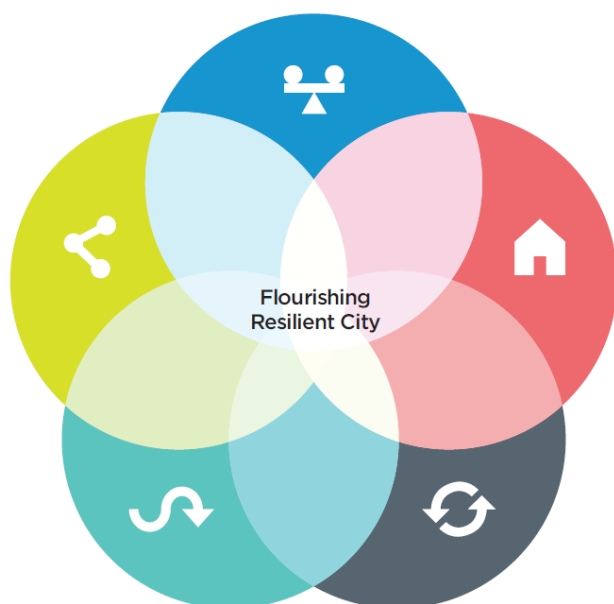
9. Vision: The Resilience Strategy sets out a 50 year vision to response to these paradoxes or tensions:
Bristol is ready. By 2066 we are a flourishing, welcoming city which inspires confidence in local and global investors. Our neighbourhoods are affordable, attractive, healthy and well-connected places where people of all ages and backgrounds trust and help each other. Our infrastructure and services are

designed to withstand extreme weather and unforeseen shocks. We invite partners to work with us to challenge norms and embrace radical change for a resilient future Bristol.

10. The Strategy identified five resilience pillars which describe the outcomes that we can hope to achieve over the course of the coming decades, in support of this vision:

Fair
Every person living in Bristol has the assets and opportunities to njoy a good quality of life.

Liveable
The city centre and neighbourhoods are great places for people of all ages to live, work, learn and play.

Sustainable
The city and region prosper within environmental limits through adopting new behaviours and technology.

Agile
Bristol citizens and leaders make agile decisions based on shared priorities and real-time information.

Connected
A strong network of local communities and organisations promotes trust, cooperation and shared action across the city.

Resilience actions and ways of working

11. The Strategy document sets out a collection of some – but by no means all – of the "pattern disrupters" that challenge business as usual in the city to put us on a more resilient trajectory for the future. These will be led and/or co-delivered by a range of different city stakeholders and most can be deployed using existing resources.

12. The Strategy describes how resilience can be operationalised in Bristol using five ways of working. These are all being piloted or being integrated into existing work practices in BCC and other organisations but need to be scaled up to deliver a resilience impact:
   i.   Focusing on assets
   ii.   Moving upstream
   iii. Co-creating
   iv.   Disrupting
   v.   Learning

Next steps

13. Developing the Strategy has been the first step on the journey towards a more resilient and flourishing future. All the stakeholders involved – including the Resilience Sounding board – are fully committed to taking this forward to implementation. A governance structure needs to be agreed to harness this cross-agency commitment to building resilience and identify an "owner" to drive the Strategy forward. The proposed Mayor's City Office offers a strong place to hold the Strategy and oversee its future implementation.

14. It is recommended that options for resourcing an ongoing strategic co-ordination role are explored (SRO funding ends February 2017) to ensure that the Strategy is used as living document to leverage additional resources across the city, access the free services being offered by the 100RC Platform Partners and to continue to be eligible to connect with the 100RC global community. The three options to be considered are:

Page 49

I.   Mainstream strategic resilience work into one or more existing councils roles;

II.   Seek funding from external partners and champions;

III.   Seek to integrate into the wider devolution work.

6.   Other Options Considered

None.

7.   Risk Assessment

FIGURE 1					
The risks associated with the implementation of the *(subject) decision* **:**					
No.	RISK	INHERENT RISK (Before controls)	RISK CONTROL MEASURES	CURRENT RISK (After controls)	RISK OWNER
	Threat to achievement of the key objectives of the report	Impact / Probability	Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	Impact / Probability	
1	The Strategy may be perceived to be diverting resources away from other priorities or adding complexity to the policy environment	**Med** / **Med**	There needs to be strong leadership around the Strategy to ensure that it aligns with shared city priorities and delivers positive change	Low / Low	Mayor and Cabinet, city stakeholders

FIGURE 2					
The risks associated with <u>not</u> implementing the *(subject) decision***:**					
No.	RISK	INHERENT RISK (Before controls)	RISK CONTROL MEASURES	CURRENT RISK (After controls)	RISK OWNER
	Threat to achievement of the key objectives of the report	Impact / Probability	Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	Impact / Probability	
1	Long term prosperity of city will be undermined if Resilience Strategy is not implemented	**High** / **Med**	Secure cross-party and city-wide commitment to deliver the strategy	**Medium**	Mayor and Cabinet, city stakeholders

8.   Public Sector Equality Duties

8a)   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.

8b) A Resilience Strategy which focusses on environmental emergencies would have medium equality relevance, access arrangements are needed to ensure all communities can be kept safe. It is to the credit of BCC that the Bristol Strategy is choosing to emphasise the community cohesion aspects of resilience and this meets the requirements of the Public Sector Equality duty both in the duty to promote equal opportunities and to foster good relations. A full EqIA will be needed before Cabinet to ensure that each strand maximises the opportunities to develop resilience through strong balanced communities and that the strategy recognises when additional work is needed to ensure the engagement of fractured or historically excluded communities.

Environmental checklist – (awaiting)
The significant impacts of this proposal:
The Bristol Resilience Strategy is a strategic framework for action to future-proof Bristol against future shocks and stresses. The Strategy draws together a number of existing proposals, with the intention of improving integration, efficiency and effectiveness.

The extent of the Strategy's environmental impacts will depend on the effectiveness of individual plans and actions that relate to it, but it is anticipated that it will provide for:
- Reduced emissions of climate changing gases
- Increased resilience
- Reduced consumption of resources
- Reduced waste
- Improvements for biodiversity

The proposals include the following measures to mitigate the impacts:

Any infrastructure contributing to the aims of the strategy (for example flood defences) will consume resources. Impacts will be considered through the planning process.

The net effects of the proposals are:
Positive

Legal and Resource Implications
Resource and legal implications:

Finance

a. Financial (revenue) implications:
No effect to revenue as long as funding for SRO role is sought from external sources.

Advice given by   Kevin Lock/ Finance Manager Business Change & City Directorate
Date   23rd September 2016

b. Legal implications:

The Council has the power under section 1(1) of the Localism Act 2011 to enter into the Resilience Strategy.

Legal advice should be sought regarding the governance structure referred to in paragraph 14 of the report, prior to this being established.

The Council has duties under the Civil Contingencies Act 2004 prepare for and respond to emergencies.   I understand these duties are not met by the Resilience Strategy and are dealt with separately.

Advice given by   Sinead Willis / Solicitor
Date   3 October 2016

c. Land / property implications:
The Strategy has implications for the Council's property portfolio in the context of ensuring that resilience planning shapes the way we manage, maintain, develop, protect and locate our land and buildings over the long-term.

Advice given by   Bob Baber/ Asset Strategy Manager
Date   22nd September 2016

d. Human resources implications:
If it is agreed that the strategy as proposed is adopted, consideration will need to be given to the employing body of any future resources (and therefore who will hold the employment liability – it is assumed that this will be Bristol City Council but there may be other options given that a partnership approach is being adopted).

There are also implications for existing staff whose funding expires in February 2017. Within this context it is important to undertake an assessment of the type of resource that will be required on an ongoing basis to deliver the strategy, and whether this requires the same or a different skill-set to what is currently in place.

HR Advice should be sought to ensure that any future management of resources is conducted in line with BCC policies and procedures
.
Advice given by   Alex Holly/ HR Business Partner Business Change, Talent and Resourcing

Date   23rd September

Appendices:
Bristol Resilience Strategy (draft) October 2016

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:

None

BRISTOL RESILIENCE STRATEGY

100 RESILIENT CITIES

BRISTOL CITY COUNCIL

By 2066 Bristol is a flourishing, welcoming city which inspires confidence in local and global investors and our success is shared by all.

CONTENTS

FOREWORD FROM RESILIENCE SOUNDING BOARD

VISION

Our vision: By 2066 Bristol is a flourishing, welcoming city which inspires confidence in local and global investors, and our success is shared by all. Our neighbourhoods are affordable, attractive, healthy and well-connected places where people of all ages and backgrounds trust and help each other. Our infrastructure and services are flexibly designed and managed to cope with uncertainty.

We believe that resilience = flourishing for all in the face of future uncertainty

THE WORLD IS CHANGING; BRISTOL IS CHANGING

Bristol is an independent-thinking, sustainable and culturally diverse city with a high quality of life. Bristol is thriving.

But there is no room for complacency. Our city – and the wider world with which it is vitally interdependent – is an increasingly complex and uncertain place. Changes are occurring at unprecedented rates in our economy, job markets, technology, environment, politics and population, and consequently our challenges are becoming both more severe and more unexpected. The city region's economic and physical growth, consequences of our success, also mean rising resource consumption and greater demands on health services and infrastructure. Meanwhile, our more chronic challenges remain: the gap between the rich and poor in Bristol is unacceptably wide, and growing; our current infrastructure connects us but also divides us; and our ambitions to be truly sustainable are constrained by our own resistance to change, national and international policies, and a lack of appropriate financing.

These challenges will not be resolved quickly; they will require investment, greater trust and social cohesion, and new social and technological innovations. Building a resilient future will be difficult and it will take time. And so it must start now.

That journey, however, is also an opportunity. The truly resilient cities of the 21st century will not simply manage risk or deal with challenges. They will evolve and become stronger through creativity, adaptability and flexibility. By enabling the capacity and ingenuity of all of their citizens, these cities will use every disaster, crisis or challenge to recover in a stronger, smarter and fairer way.

Page 57

COLLECTIVE VISION AND ACTION

The vision of resilience articulated here is a distinctively 'Bristol' vision, and it is a genuinely collective one, emerging from not only rigorous data analysis but also the opinions, experiences and opinions of thousands of Bristolians as well as national and international friends. The Resilience Sounding Board was created to provide diverse perspectives and to critically challenge one another and the political leadership of the city. The Board includes those familiar with the expected resilience topics, including infrastructure, planning, climate change, disaster management and transport, but also those familiar with digital media, finance, social cohesion and the voluntary sector. But the Board knows that it does not have most of the answers nor speak for all of Bristol, and we hope that we have approached this task with humility. We have engaged over 1600 people from across the city and we have learned from and been inspired by them. Moreover, many of our Board members embarked on complementary initiatives, bringing in the perspectives of thousands of others. Throughout, our approach was to look backwards from a 50 year future vision to the present day, debating and discussing where and how we can work together with confidence to unlock creativity, disrupt business as usual and take the "right" next steps to set us on course. We thank all of you with whom we have engaged and all of those with whom we hope to engage soon.

Based on those diverse perspectives, we have co-created this Resilience Strategy, comprising a 50 year vision, resilience pillars, goals and transformative actions, all outlined in this document. In the spirit of resilience, this is not a fixed strategy replete with actions that might become inappropriate in our changing world, but rather a framework. There are too many unexpected challenges awaiting us and too many brilliant ideas waiting to be unleashed to dictate what actions must be taken. More fundamentally, resilience is not about proposing simple solutions to complex problems but about creating a political, cultural, and social framework that embeds resilience in every day decision making. To stimulate action and debate we do propose some initial actions, but we intend these to be only the start, seeds of change that along with many others will help our city adapt, survive and flourish in the face of future uncertainty.
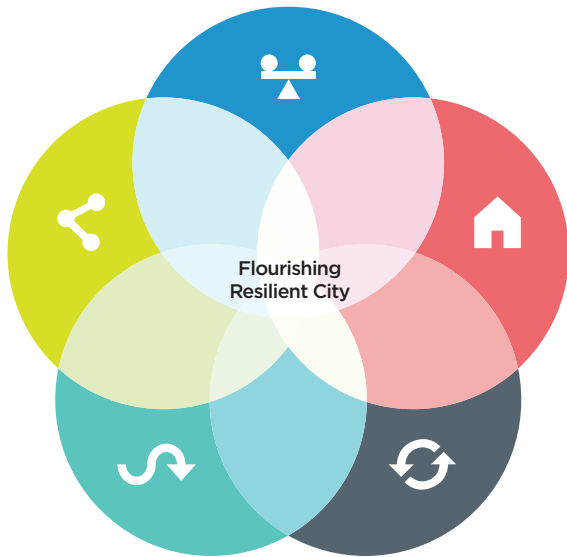
Page 58

Fair
Every person living in Bristol has the assets and opportunities to njoy a good quality of life.

Liveable
The city centre and neighbourhoods are great places for people of all ages to live, work, learn and play.

Sustainable
The city and region prosper within environmental limits through adopting new behaviours and technology.

Agile
Bristol citizens and leaders make agile decisions based on shared priorities and real-time information.

Connected
A strong network of local communities and organisations promotes trust, cooperation and shared action across the city.

NAVIGATING OUR JOURNEY

This strategy – in the spirit of something that is both complex and collaborative – is intended to start a dynamic process that will change over time as more people become involved, our collective thinking evolves and new challenges and opportunities emerge. It provides a compass by which to seek and find a wide range of exciting and transformative actions - many of which have not yet been thought of or tested at a city scale.

In other words, this is just a start. The Strategy will need to have a clear owner and be resourced to make sure it can be implemented. Eventually, it must be adopted and its spirit incorporated across the city; but crucially at this early stage, it must be embedded in the political institutions of Bristol. Therefore, we call for a legacy structure that can implement the first steps of this Strategy while convening a city-wide approach to building resilience.

But that legacy eventually will be owned by all of us, and so this document is most of all....

AN OPEN INVITATION

The members of the Sounding Board are fully committed to supporting the delivery of this Strategy, whether as representatives of their organisations or as your fellow citizens. We hope that it can catalyse new ideas and inspire all of us to work together. We invite you – as an individual or as part of an organisation - to be part of this exciting journey. Contribute to the development of the initiatives proposed here and propose your own. Share your plans to become more resilient and your plans to help others. Challenge yourselves, each other and us to live up to the ideals presented here. We must be creative, flexible and adaptable but most of all, we must work together - the best way to become resilient is for all of us to become resilient.

SIGNATURES HERE

Page 59

Letter from the President of 100 Resilient Cities
Michael Berkowitz

Michael Berkowitz
President of 100 Resilient Cities

Aquia sin conecae videlib erunt, comni ne evenducia nisquidunt perrum reratur? Tis aditata eration premporest, comnis earum ius dolecae doluptaquae molum quam, nem dolorem delitiae moloribus, sanimi, andaerum acepra pratur sum id magname sum qui sitaturia nonseceptam, volorum quo molor mod quate derrum eum int verum elignimenit, volores tionesto officiisquia volorum rehendam ad que sus porrovi delique perchici nit arum qui ut expelis conserum et is et pres erferat essit, odipsam autes nusa nihicit ad ut eos elit doluptae simustis et hitetus rest, unt a acimint ulpa qui nati de ratiatae nullique autatur recabores estem is si voloria veliquo dipicimi, cus digendi taspeli stionemquia quos sunt, nis maximus, tenda quam que ventis eum re, sinus modipsu ntemquia explit vel est omniendes nobiti dolum ipsam, occullu ptasperorrum harchictusam que se dolupta qui sint, ut estoreperia dis volupta quiate perspercia si bernatis qui ut intus, ipid quos qui voluptas quati issinimpe cus dolendias natur? Qui quos simus maximus ella ium expellescit acea volupta tistrup tatendes volorem poreperion ratusapedis int asitiandaepe custoru ptatemp ostiatem siti dus essequis aut digent.

Letter from the Mayor
Marvin Rees

Marvin Rees
Mayor of Bristol

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Page 60

1. INTRODUCTION AND CONTEXT

WHY URBAN RESILIENCE?

We live in a fast-changing, globally connected world. Bristol, like many other cities, faces challenges from a growing and changing population, climate change, resource scarcity, ageing infrastructure, changing patterns of world markets and employment, disruptive technologies and social and health inequalities. Currently, economic and physical growth is coupled with a growth in resource consumption, a trajectory that Bristol and other cities around the world will be unable to sustain as they continue to expand.

The scale of urban risk, in particular, is increasing due to the growing number of people living in cities. Risk is also increasingly unpredictable due to the complexity of city systems and the uncertainty associated with many hazards – most notably climate change. Communities and economies will need to develop the capacity to survive, adapt and thrive in the face of multiple and unpredictable disruptions in order to be resilient.

With growing recognition of these challenges, programmes to build "resilience" are being developed and implemented by a range of international, national and local organisations.
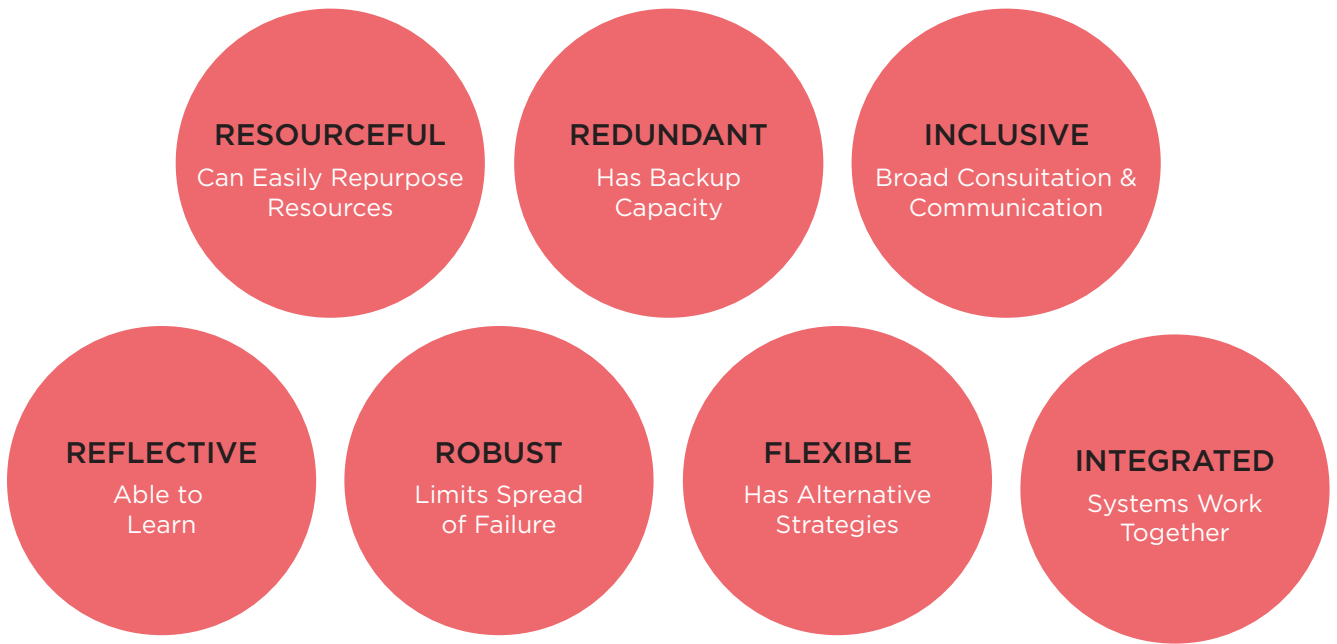
Resilience is a term that emerged simultaneously from the fields of engineering, ecology and psychology in the 1970s, to describe the capacity of a system to maintain or recover functionality in the event of disruption or disturbance. It is applicable to cities because they are complex systems that are constantly adapting to changing circumstances.

100 Resilient Cities (100RC) — Pioneered by The Rockefeller Foundation supports 100 selected cities around the world to become more resilient to physical, social and economic shocks and stresses across the city system (www.100resilientcities.org). 100RC provides this assistance through:

- A funded Chief Resilience Officer position for two years

- Resources and support for preparing a resilience strategy

- A network of cities which face a diverse range of resilience challenges and provide opportunities for information sharing

- A range of services brought to the city by private organisations (called Platform Partners)

All 100RC member cities have used the same working definition of urban resilience:

Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience.

Currently, economic and physical growth is coupled with a growth in resource consumption, a trajectory that Bristol and other cities around the world will be unable to sustain as they continue to expand.

RESOURCEFUL
Can Easily Repurpose Resources

REDUNDANT
Has Backup Capacity

INCLUSIVE
Broad Consuitation & Communication

REFLECTIVE
Able to Learn

ROBUST
Limits Spread of Failure

FLEXIBLE
Has Alternative Strategies

INTEGRATED
Systems Work Together

Source: Arup and the Rockefeller Foundation, city Resilience Framework, 2014

Stresses are chronic conditions which weaken the fabric of a city on a daily or cyclical basis; examples include high unemployment, health inequalities, inefficient public transport systems, endemic violence, and chronic food or water shortages. Acute shocks are sudden, sharp events such as terrorist attacks, fires, floods, earthquakes, and disease outbreaks.

By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all communities.

The qualities of resilient systems shown in Figure 1 are important in preventing the breakdown or failure of a system or of enabling appropriate or timely action to be taken. Cities can determine their overall resilience by understanding the presence or absence of these qualities within their systems and services.

Bristol has taken the broadest possible view of resilience to help understand how the city can continue to flourish in the face of rapid change. Our focus is on ensuring that resilience helps to break away from "business as usual" to take the city towards a flourishing future by securing multiple, cross-sectoral benefits from every (resilience-related) initiative undertaken.

100RC is particularly exciting for Bristol as it builds on the success of the city's year as 2015 European Green Capital. Joining the 100RC Network is an opportunity to consolidate the city's ambition to be a world leader in resilient and sustainable city development. Our view is that sustainability and resilience are inextricably linked.

Resilience = Flourishing for all in the face of future uncertainty

Page 62

CITY OF BRISTOL

EUROPEAN
GREEN
CAPITAL
IN 2015

HEALTHY LIFE EXPECTANCY
GAP OF **16 YEARS**

45 RELIGIONS

187 COUNTRIES
OF BIRTH

BRISTOL

POPULATION
442,500[1]
528,200[2]

[1] 2014 [2] 2037 (PROJECTED)

BRISTOL WAS
FOUNDED IN THE
EARLY 11TH CENTURY

91 LANGUAGES

WHY NOW AND WHY 50 YEARS?

In Bristol our resilience work is looking forward 50 years to 2066 using a range of tools and engagement methods, with support from the Government Office for Science Foresight Future of Cities Team and others, to develop a shared vision of the future and a direction of travel.

By developing an ambitious, long-term trajectory for the city, Bristol can rise to the global and local challenges that we face. Working backwards from a 50 year future to the present, we aim to unlock creativity and innovation and be confident that we are taking appropriately bold and ambitious steps in the short term.

This 50 year look ahead has helped us to realise the need for action now. In order to develop a flourishing future for Bristol, and improve our resilience to future uncertainty, we cannot wait for change to happen in the future. The UN recognises that people are already moving because of climate stresses and changing weather patterns and we know that Bristol is the only UK core city where the proportion of deprived areas is rising. Many people are already taking action on issues such as these globally. Bristol has the opportunity to be at the vanguard of change, but more action is required across sectors now to move us to a flourishing future for the city.

LEARNING FROM OUR PAST

Bristol's growth and change as a major city since its humble beginnings in the 10th century has much to teach us about future resilience. Significant social shifts can happen quickly and transform the city (as was seen through the closure of docks or building of the M32, for example) whilst other aspects of the city seem to go in cycles (immigration, regional governance for example). Being a resilient city means taking all of this in our stride, whilst constantly placing the welfare and quality of life of citizens at the heart of all action.

Over the past centuries, we have seen a number of transformations in our city. These stories can help to inform our future trajectory:

- We've moved from being an important node in the slave trade, to bus boycott and riots, to electing the first mayor of African or Caribbean heritage in Europe in 2016[3].

- Bristol has strong association with Isambard Kingdom Brunel and the history of the railways, and has had a major port for centuries. In 2003 Concorde's last ever flight marked Bristol's significance as a hub for the aerospace industry, and in 2016 Bristol is home to a driverless car pilot[4].

Page 64

Bristol is internationally recognised as a city leader in renewable energy and smart city digital innovation. It is also proud of its independent spirit and its sense of creativity and fun.

- Bristol's food history was marked by significant family businesses such as Fry's chocolate manufacturer, and is now a hub for independent food production and retail, winning silver status as a Sustainable Food city in 2016[5].

- Bristol's cultural history is significant; Bristol Old Vic is the oldest continually-operating theatre in the English speaking world[6]; and continues to evolve, with world-class 21st century animations and as home to Europe's largest street art festival, Upfest.

- The tobacco industry was a significant employer in Bristol, with Wills having the largest factory in Europe in 1970[7]. In the 21st century, we are spearheading anti-smoking action, with the first outdoor spaces in the UK designated as 'no smoking' in 2015[8].

- Civil protest around change has always been a feature of life in Bristol, with bridge tolls in 1793 and resident parking charges in 2015 sparking protests.

UNLOCKING THE FUTURE

Bristol is internationally recognised as a city leader in renewable energy and smart city digital innovation. It is also proud of its independent spirit and its sense of creativity and fun.

This means that there is already a wealth of initiatives across the city challenging "business as usual" thinking with the aim of disrupting patterns to stimulate new (positive) behaviours. These initiatives – being spearheaded by public, private, voluntary and community organisations and individuals – are all important parts of the resilience jigsaw as they provide weak signals of future change. The city now has an opportunity to build on and connect these initiatives to underpin our resilience-building activities.

The development of the 50 year strategy has prompted us to think more deeply about what these innovations have in common and what they collectively signal about the future of the city and their potential for scaling up.

City "pattern disrupters" have been identified as already challenging business as usual; these range from the establishment of municipal energy and waste companies to the development of Bristol's own currency, the Bristol Pound, and from the development of a Bristol approach to citizen sensing to a new approach to river catchment management. Each of these actions either stretch the current system in some way, or operate outside the system entirely. Either way, they are actions that could begin to transform the city's systems if they are scaled up.
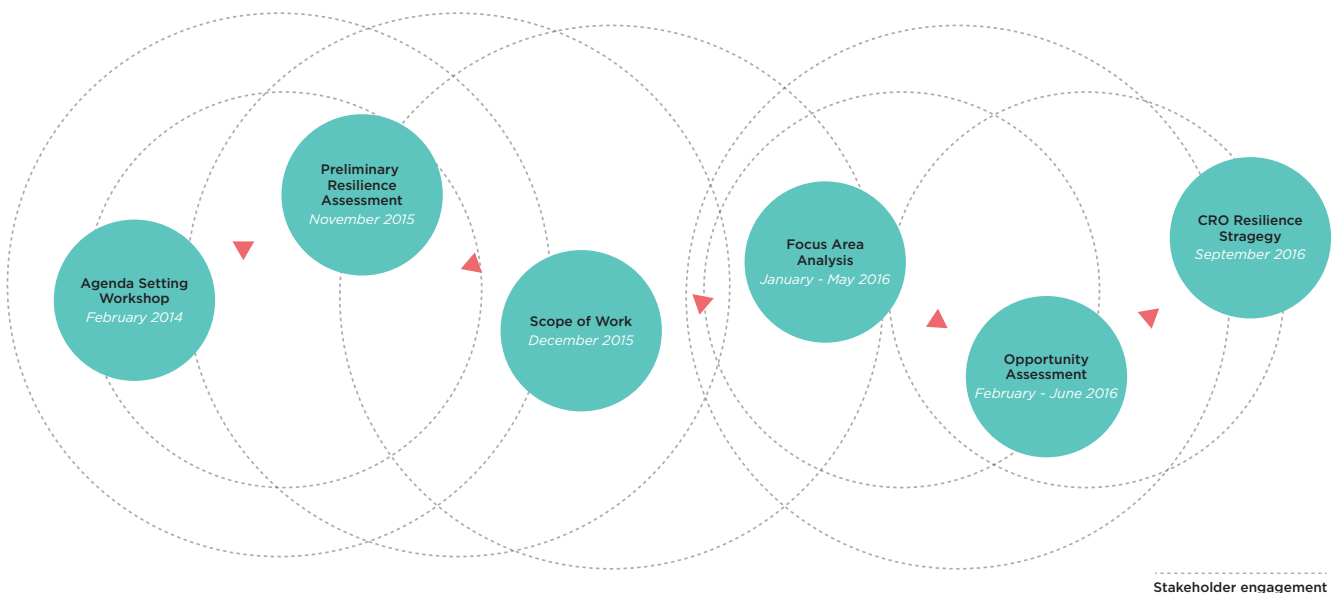
Page 65

2. UNDERSTANDING RESILIENCE

OVERVIEW

Throughout the resilience process we have modelled some of the complexity of systems changes by creating a "messy" methodology, involving: building new relationships (and challenging existing ones), talking about shifting power and engaging in open-space conversations and encouraging non-linear collective inquiry and collaboration.

This also involved mirroring some of the qualities of resilience - striving always to be reflective, inclusive, flexible and integrated.

Throughout the resilience process we have modelled some of the complexity of systems changes by creating a "messy" methodology.

Agenda Setting Workshop
February 2014

Preliminary Resilience Assessment
November 2015

Scope of Work
December 2015

Focus Area Analysis
January - May 2016

Opportunity Assessment
February - June 2016

CRO Resilience Stragegy
September 2016

Stakeholder engagement

Page 66

Bristol already has a highly engaged stakeholder community which has gone from strength to strength during 2015 due to the city's European Green Capital status.

APPROACH

As a Bristol citizen, the CRO felt strongly that everyone should have a stake in the city's future resilience. The approach taken was to build an open, inclusive process tapping into existing networks and groups wherever possible.

Bristol already has a highly engaged stakeholder community which has gone from strength to strength during 2015 due to the city's European Green Capital status. It was therefore important to build on this sense of shared priorities and encourage city dialogue throughout the resilience assessment process. Over 1,600 people were engaged in meetings, focus groups, workshops and events.

The aim was to create as many opportunities as possible for strategic partners and stakeholders across the city and region to work together to explore innovative ways in which co-benefits can be delivered through collective inquiry and collaboration.

The stakeholder engagement was complemented by a robust analysis of available data to review our shocks, stresses, strengths and weaknesses, and to understand how the city operates in order to focus efforts to strengthen our resilience and help Bristol to flourish over the coming 50 years.

150
meetings / interviews

17
public events

1,600
people

21
workshops and focus groups

Agenda setting workshop

A range of more detailed research and analysis of our selected themes and discovery areas was undertaken, in order to improve our understanding of the issues and to uncover potential opportunities and actions that could be addressed through the Resilience strategy. This work was co-ordinated by the CRO, and undertaken by a range of stakeholders in working teams, supported by Arup where appropriate for certain tasks.

Much of this research surfaced opportunities for interventions that could be included in this Resilience strategy. In addition, we also sought input from a range of stakeholders. We applied a multi-criteria analysis to these opportunities, to identify those that would most effectively address Bristol's specific resilience challenges. This evaluation included a high-level assessment against the drivers of resilience as set out in the city Resilience Framework, (CRF) that have been considered most significant for Bristol; the critical shocks and stresses that were identified; and the qualities of a resilient city. This was then complemented by our knowledge of Bristol and the activity that was most likely to lead to transformation as a result of being scaled up.

3. RESILIENCE PARADOXES

Our work has identified five key tensions or paradoxes that articulate Bristol's challenges at different city scales – from the individual/community to the regional and global context.

Bristol, as an economically developed city with limited exposure to natural shocks, is a city that, in many ways, is thriving. Our resilience challenge is largely felt in underlying stresses and growing global uncertainty, such as our changing climate or health inequalities in the City. Its successes lie in its pioneering and independent spirit and personality. It is a city with vibrant cultures and a high quality of life. We want to use the concept of resilience to help Bristol to flourish today as well as in the future.

Our work has identified five key tensions or paradoxes that articulate Bristol's challenges at different city scales – from the individual/community to the regional and global context. These five paradoxes reflect the breadth of shocks and stresses that our analysis has identified as important in Bristol.

PEOPLE

Communities are diverse, but inequality threatens cohesion

Bristol's population is diverse, with 45 religions, 91 languages and 187 places of birth, and this diversity, which is set to increase over the coming decades, is one of the aspects that makes the city a vibrant place to live. At present, we largely co-exist respectfully and peacefully but inequality between different communities and neighbourhoods compromises social cohesion. The root causes of inequality need to be tackled to ensure that the city is made up of socially cohesive communities with all individuals having the assets and capacity to thrive.

PLACES

Built environment is 'greened' but not yet transformed

Bristol is seen as a 'green' city, having been the first UK city to hold the title of European Green Capital in 2015. Ambitious public commitments have been made to be zero carbon by 2050. However, we know that more audacious, bolder steps are needed to transform the built environment and people's behaviours. We also know that increasing uncertainty, particularly in relation to a changing climate, means that we need to adapt to future uncertainty and risk. Managing stresses such as transport congestion and ageing infrastructure is an important part of this challenge. Radical solutions, coupled with new forms of financing, must be secured to transform Bristol into an attractive and prosperous post-carbon city.

ORGANISATIONS

Civic society is engaged, but not connected

Many parts of the City are already highly engaged in working collaboratively to plan the future of the City, from grassroots activists to academia, from third sector bodies to City Council teams, from youth councils to partnership bodies, but this enthusiasm to cooperate is not always harnessed. Power is still perceived to lie, in top-down, siloed systems that operate in short-term political cycles. There are also many citizens who feel disconnected or unable to influence the future of the City or the wider City Region. The interests, aspirations and actions of citizens and civic society must be better connected to the City's formal planning, decision-making processes and delivery mechanisms to create a truly participatory future city.
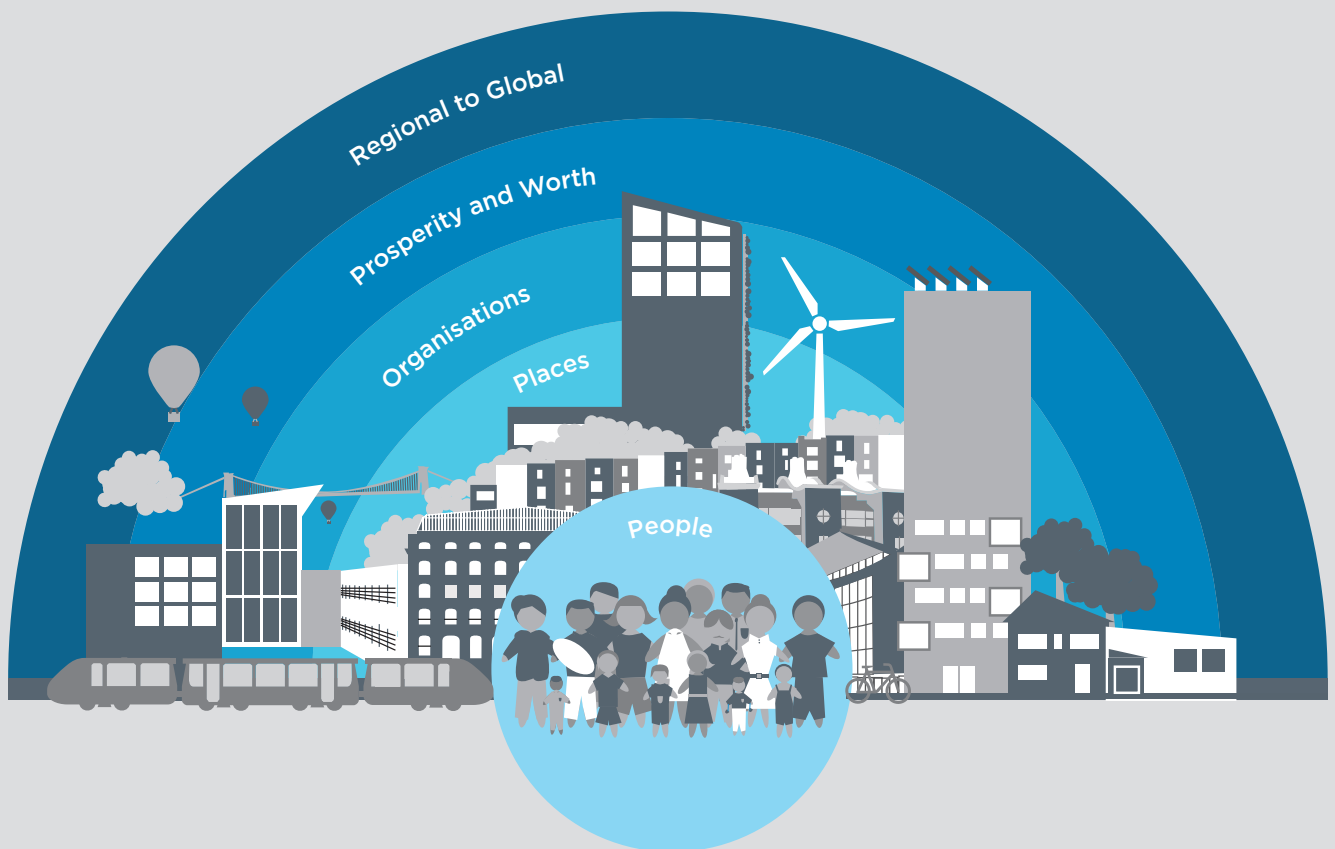
PROSPERITY AND WORTH

The city is economically successful, but not equally flourishing

Bristol's success is measured in economic terms by Gross Domestic Product (GDP)/Gross Value Added (GVA) and is regarded as a highly productive net contributor to the national economy. It is also home to a higher number of creative industry start-ups than any other UK core city, as well as having the highest number of patent registrations. This is despite significant differences in health, income and access to opportunities between different communities and neighbourhoods. The gap between communities needs must be closed so that decent opportunities are accessible to everyone. Housing affordability is an increasingly important issue for the City.

Bristol is also increasingly recognised as a leader in next economy 'pattern disruptions' such as the Bristol Pound and Happy City and there is a strong movement to place more importance on the wider concept of flourishing but there are currently no city-scale metrics to truly value – and therefore aim towards - non-economic outcomes.

REGIONAL TO GLOBAL

The city is focused on strengthening local self-sufficiency but continues to be dependent on national and global systems

Many of Bristol's innovative projects and pattern disrupters are focused on promoting self-sufficiency and circularity of systems – for example encouraging local consumption and production with the Bristol Pound or reducing our carbon footprint and waste streams. However, this needs to be finely balanced with the need to continue to benefit from national and international systems and infrastructure that provide some of the basic services we need to function well in times of prosperity, as well as in times of stress. These range from our energy infrastructure, to the global food market and location of global corporations in Bristol. This national and global interdependency can also make us vulnerable to a range of external shocks that we have little control over locally.

Page 70

4. FRAMING OUR FUTURE

OUR VISION

This sets out our long-term direction of travel. It reflects the need for change at all scales: stating with individual citizens, through local communities and neighbourhoods, to the city as a whole and its place in the wider world.
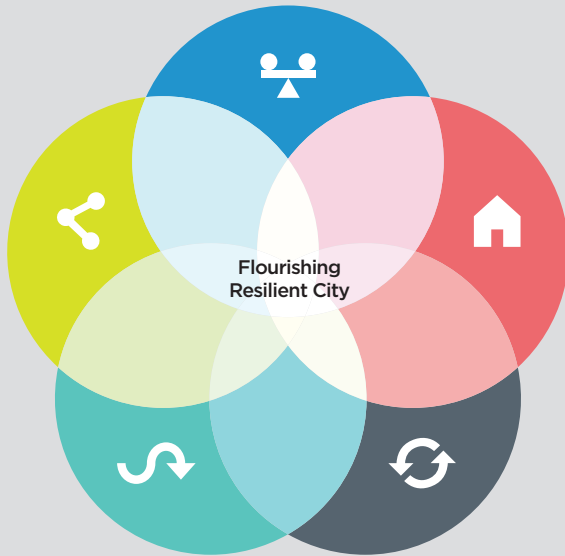
By 2066 Bristol is a flourishing, welcoming city which inspires confidence in local and global investors, and our success is shared by all. Our neighbourhoods are affordable, attractive, healthy and well-connected places where people of all ages and backgrounds trust and help each other. Our infrastructure and services are flexibly designed and managed to cope with uncertainty.

Five pillars have been developed to describe the outcomes that we can hope to achieve over the course of the coming decades, in support of this vision.

These five pillars are supported by goals over the next 50 years, demonstrating the direction of travel for the city.

Responding to each of the five paradoxes set out in section 3 will help us to move towards achieving these ambitious outcomes for Bristol.

A range of innovative and disruptive actions have been developed to support this vision, pillars and goals as detailed in the next section.

By 2066 Bristol is a flourishing, welcoming city which inspires confidence in local and global investors, and our success is shared by all.

Page 71

Fair
Every person living in Bristol has the assets and opportunities to enjoy a good quality of life.

Liveable
The city centre and neighbourhoods are great places for people of all ages to live, work, learn and play.

Sustainable
The city and region prosper within environmental limits through adopting new behaviours and technology.

Agile
Bristol citizens and leaders make agile decisions based on shared priorities and real-time information.

Connected
A strong network of local communities and organisations promotes trust, cooperation and shared action across the city.

Fair

Every person living in Bristol has the assets and opportunities to enjoy a good quality of life.

Goals, by 2066 Bristolians will:

- Be providing opportunities for all to close the education gap
- Provide affordable housing for all
- Be free from child poverty
- Be free from health inequality
- Deliver a fair income ratio in the city between highest and lowest incomes

Addressing the resilience paradoxes: Achieving greater equality and social cohesion are crucial to increasing Bristol's resilience; providing affordable and quality access to opportunity, as well as to energy, water, food and shelter being the starting point for a resilient place.

Page 72

Liveable

The city centre and neighbourhoods are great places for people of all ages to live, work, learn and play.

Goals, by 2066 Bristolians will:

- Benefit, across the whole city, from the multi-functional value of green infrastructure and the natural environment
- Live in an age-friendly city, with all ages able to access all necessary services within a 20 minute journey by a sustainable mode of transport
- Achieve clean air for Bristol

Addressing the resilience paradoxes: Green infrastructure and the natural environment can provide multiple benefits such as active travel, improved air quality, improved health and wellbeing, and reduced impacts of flooding, climate change, and environmental degradation, and reduced transport costs.

Sustainable

The city and region prosper within environmental limits through adopting new behaviours and technology.

Goals, by 2066 Bristolians will:

- Develop a zero waste city
- Live in a carbon neutral city
- Live in a circular city

Addressing the resilience paradoxes: Creating an effective circular economy means that resources (products, components and materials) are used to their highest utility in the economy. This reduces the impact of resource scarcity (e.g. energy, food, water, materials), future-proofs our infrastructure and our economy, and protects our natural environment.

Page 73

Agile

Bristol citizens and leaders make effective decisions based on shared priorities and real time information.

Goals, by 2066 Bristolians will:

- Be using city data to reduce inequality

- Develop new partnerships to co-create and scale up city solutions

- Deliver local bonds and place-based investment to transform the city

Addressing the resilience paradoxes: Being more agile will help to future-proof Bristol's infrastructure and wider assets, whilst also promoting long-term resilience planning rather than just short-term financial returns. It will also help to deliver jobs and skills for local people, whilst empowering citizens to support projects they are passionate about, and providing key infrastructure assets for Bristol.

Connected

A strong network of local communities promotes trust, cooperation and shared action across the city.

Goals, by 2066 Bristolians will:

- Be living by a city charter for shared values

- Benefit from city-wide community cohesion

- Design and deliver services by self-organised communities

Addressing the resilience paradoxes: By implementing actions related to this pillar, we aim to develop a participatory culture, by undertaking projects that appeal to those across a community with tangible outcomes, where participants contribute and benefit equally.

Page 74

5. REIMAGINING THE CITY

Liveable

Regional to global
35

Prosperity and worth
30

Organisations
23

Place
13, 12

People
4

Connected

34

24, 21, 20

11

2

Fair

37

28, 27

19

10, 9

8, 1

Agile

38, 36

32, 31, 29

25, 22

17, 16, 15

5, 3

7, 6

18, 14

26

33

Sustainable

40, 39
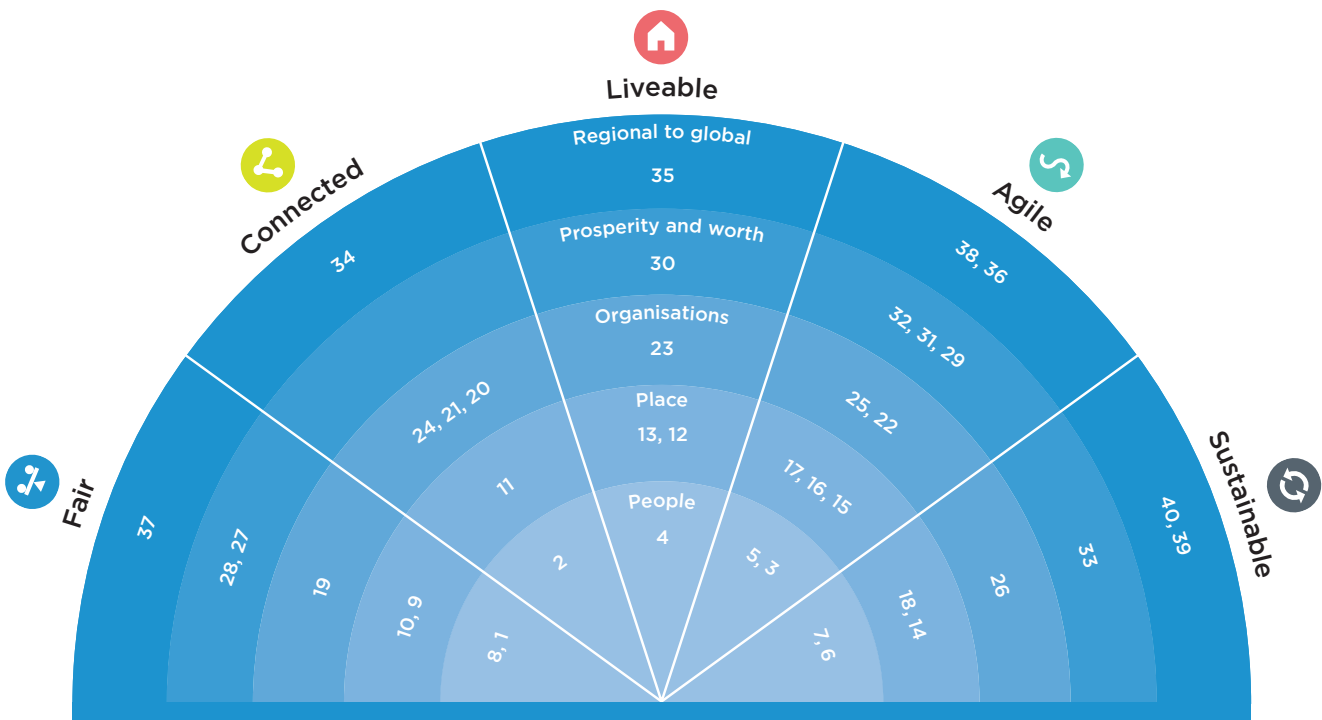
We know that in order to be resilient over the next 50 years, we will need be reflective, and able to learn and adapt over time. We also know that Bristol is defined by its pioneering attitude, willingness to experiment and lead with engagement from a wide range of partners.

This section sets out a collection of some – but by no means all – of the pattern disrupters that will challenge business as usual in the city to put us on a more resilient trajectory for the future. We are committed to delivering, catalysing or scaling these in the short to medium term. The diagram above serves to signpost the actions contained within the remainder of the document.

Short-term = 1-2 years
Medium-term = 2-5 years
Long-term = 5 years+

Page 75

PEOPLE

PEOPLE

1

Tackling street homelessness

Bristol is experiencing a rise in homelessness with the city having a significant gap between demand and supply of suitable accommodation for homeless people and families. The aim is to eliminate or significantly reduce involuntary rough sleeping in Bristol within 12 months, whilst ensuring that the quality of accommodation provided is of a suitable standard.

Bristol's new city Office will develop a strategic plan in the coming months, aimed at increasing the supply of accommodation at all levels, which is appropriate to immediate needs, and also considers longer term housing.

Delivery

- Potential partners: Bristol City Council (Housing lead), University of the West of England, University of Bristol, Registered Social Landlords, Developers, Bristol Housing Board, West of England authorities, Crisis Centre Ministries, Bristol & Bath Regional Capital CIC

- Timescale: Short – medium-term

2

Cultural engagement to build social cohesion

While Bristol is seen as a place where the arts are thriving the experience of arts and culture is not equitable or accessible for many of Bristol's citizens and often does not reflect the cultural ecology and diversity of the city.

"Migrant Dialogues", created by Mescaldis and undertaken in Barcelona, takes an art-lead approach to build social cohesion, strengthen community networks, create space for dialogue about diversity and migration and promote intergenerational conversations.

The next step is for Bristol stakeholders from the Council's crime prevention and equalities teams to work with Mescaldis to identify an appropriate neighbourhood and local partners and funders to deliver an initiative in Bristol to build a dialogue about immigration, diversity and neighbourliness.

Delivery

- Potential partners: Mescaldis, BCC Crime Prevention and Equalities, Community Theatre Company, Watershed, Pervasive Media Studio, Playable city, Bristol Cultural Development Partnership, Ujima

- Timescale: Short-term

Page 77

3
Votes for
16 year olds

While Bristol has an active youth council and 16 and 17 year olds across the city hold many responsibilities in society, they do not have a change to influence key decisions which will define their future. Extending votes for 16 year olds will provide 16 and 17 year olds with the chance to be involved in democracy and ensure youth issues are represented.

This will follow the precedent set by the Scottish Elections (Reduction of Voting Age) Act, May 2016, which allows 16 and 17 year olds to vote in Scottish Parliament elections and local government elections.

In Bristol, this would mean asking for the devolved responsibility to allow 16 and 17 year olds to vote in local elections.

Delivery

- Potential partners: Bristol City Council, Votes at 16 Coalition

- Timescales: Long-term

4
Social action
volunteering

Following an initial two-year set up period, funded by Cabinet Office and supported by Nesta and Bloomberg Philanthropies, Bristol and partner cities will develop the role of the active citizen in the 'life' of the city.

Over the next two years the team will aim to work with the private, voluntary and community sectors as well as other parts of the public sector to create a whole city approach to addressing key city challenges through social action. Some of the projects that will be scaled up include:

Volunteer platform – Creates easy access to information from many sites of volunteering opportunities.

Employer Supported Volunteering (ESV) – BCC is updating its staff volunteering policy and working with other employers to implement this.

National Citizens Service (NCS) – Bristol to become a pilot for the new NCS scheme, with a focus on cultural and media sectors for young people.

Delivery

- Potential partners: Bristol City Council, NCS Trust, Office for Civil Society (OCS)

- Timescale: Short – medium-term

Page 78

5
Citizen data engagement

We will leverage data to find solutions to city issues, using existing and near-term initiatives such as REPLICATE. We will build the capacity of organisations and citizens to use data to shape projects and achieve 'smart' city outcomes.

REPLICATE (REnaissance of Places with Innovative Citizenship And Technologies) is a €25 million Smart city 'Lighthouse' project. In Bristol, it is employing digital technology to explore the impact of integrating smart energy and smart transport interventions in the neighbourhood of Easton. Bristol is a city within the URBACT Resilient Europe network which aims to share experiences on resilience and sustainability across the network. Bringing these two projects together will enable Bristol to develop a real neighbourhood focus to data engagement.

Delivery

- Potential partners: University of Bristol, Bristol City Council, Knowle West Media Centre, Learning city.

- Timescale: Medium-term

6
Participatory city

The Participatory City is a global initiative empowering local people to invent unique and innovative projects, which see them working together on ideas which make their neighbourhoods more exciting and enjoyable places to live.

A large demonstration neighbourhood is being built in London starting in early 2017. It is intended that this neighbourhood will become a model for wellbeing, sustainability and equality.

Key to the success of the project will be the ability of the neighbourhood to collaborate widely to bring many fresh ideas together in an open source environment. Bristol could host a similar project to bring the ideas from The Participatory City to the city.

Delivery

- Potential partners: Bristol City Council, Demonstration Neighbourhood

- Timescale: Medium-term

Page 79

7
Green and black

Inclusiveness and environmental awareness are key concerns for Bristol now and in the future. The Green and Black initiative aims to kickstart a long term series of activities and relationships with Black and Minority Ethnic (BAME) communities around the legacy of the European Green Capital year.

This action will focus on developing young BAME ambassadors to raise environmental awareness in their communities and more broadly around the city. It is intended that the programme will engage the 'future city' academics at the universities and act as a catalyst for one or more corollary projects in both the Impact and Research agendas. One larger scale project is hoped to emerge that the partners can take to an external funder (e.g. Esmée Fairbairn) for support.

Delivery

- Potential partners: Green Capital Partnership, Ujima, University of Bristol, Bristol City Council, Social Intelligence Institute
- Timescale: Medium-term

8
Community-based adaptation

Communities that are self-organised in day to day life are inherently better prepared to respond to, and recover from, unexpected events in their neighbourhoods. Community based adaptation (CBA) has been pioneered in developing countries to build capacity in vulnerable and marginalised communities to become more resilient to climate change impacts. An important lesson from CBA practices is that a multi-level, cross-sectoral approach involving a range of different stakeholders - including the residents themselves - is necessary to develop adaptive capacity and build long term resilience.

This action builds on the principles of CBA and experience from a number of existing projects and initiatives in Bristol, the south west and other cities around the world. It aims to develop a more integrated and inclusive approach to working with communities to empower them with the knowledge, confidence and resources to take action when affected by local shocks.

Delivery

- Potential partners: Bristol City Council Civil Protection Unit, Cities of Service team, Local Resilience Forum, Groundwork (funded by Big Lottery Fund), Bristol Resilience Network, Community Development teams, UL Cabinet Office.
- Timescale: Short-term

Page 80

PLACE

9
New models of housing delivery

Bristol is facing a housing crisis. Yet decent affordable homes are the foundation of a successful city. The Mayor has pledged to deliver 2,000 new homes (800 affordable) per year by 2020. This will be achieved by setting up a Local Housing Company. This Company will have a remit to promote use of brownfield sites across the city for housing, work with local communities and support the development of alternative housing initiatives such as co-housing and communal living that aim to tackle wider social challenges such as social isolation and community cohesion.

Delivery

- Potential partners: Bristol City Council (Housing lead), University of West of England, University of Bristol, Registered Social Landlords, Bristol Housing Board, West of England authorities, local builders, Community Land Trusts, developers and investors (e.g. Meridiam)

- Timescale: Short – medium-term

Learning from elsewhere – Housing for a Resilient New Orleans

To combat new city trends, such as a 50% increase in cost of rental since 2000, Housing for a Resilient New Orleans has created an integrated housing framework. This uses the strength of a growing local economy and creates a new approach to providing affordable housing choice for residents.

It creates new policies and tools to address new and long-standing challenges so everyone can participate in the city's growing prosperity. This guided by three core principles: equity, collaboration and openness.

This will support development of new affordable rental and homeownership opportunities, preserve affordability, expand access to opportunity using the fair housing principle, and increase accessibility for vulnerable populations.

(http://www.nola.gov/home/buttons/resilient-housing/)

10
Free bus travel for under 16s

Currently there is free bus travel in Bristol only for children under 5, with half price tickets for those ages 5-15. Those aged 16 and under can receive a free bus pass, for free school travel from the Council if they go to their nearest school and meet certain distance or safety eligibility criteria. Extending this free service to all under 16s will promote bus use and may help to reduce school time congestion. Lessons can be learnt from Transport for London who provide this on all on their bus and tram services.

Delivery

- Potential partners: First Group, Bristol City Council
- Timescale: Short – medium-term

Page 82

11

Repurpose neighbourhood partnerships

Local scale funding can help local communities to increase social cohesion and build local capacity. Through the Avonmouth Community Resilience Fund, Bristol is trialling a new approach, with a focus on local priorities of jobs and employment, a flourishing high street and social impact.

Bristol is also involved in an EU project, URBACT, which will inform new possible models for improving neighbourhood-level resilience.

Neighbourhood Partnerships are designed to allow decision-making to have an impact at a local level. Through a new approach, they can become truly representative and help to channel funding to new local research-backed initiatives, systems, and policy changes that help provide an inclusive approach to improving resilience.

Delivery

- Potential partners: Bristol City Council, Neighbourhood Partnerships

- Timescale: Medium-term

Learning from elsewhere – Portland, Oregon

In 2005, the City of Portland engaged community members in a comprehensive review and assessment of Portland's 35-year-old neighbourhood and community involvement system. The result was a unique, comprehensive and strategic "Five-year Plan to Increase Community Involvement in Portland." The ongoing implementation of this plan by the City of Portland and its community partners is dramatically increasing the scope and quality of public involvement and participatory democracy in Portland.

As part of this, a new Neighbourhood Small Grants program was created. Additional community organizing and technical assistance staff were added to the Office of Neighbourhood Involvement to work with community groups and city agencies.

[source: http://participedia.net/en/cases/five-year-plan-increase-community-involvement-portland-oregon]

The ongoing implementation of this plan by the City of Portland and its community partners is dramatically increasing the scope and quality of public involvement and participatory democracy in Portland.

Page 83

12
Legible city

Bristol Legible City (BLC) is a landmark project which was begun 20 years ago as a unique concept to improve people's understanding and experience of the city through the use of identity, information and transportation projects.

The project has recently agreed funding for the next initiative which is to develop innovative city information resources to support modal change in transport and encourage active travel choices. The initiative will deliver a suite of digital, printed and street-based information products to encourage residents and visitors to explore the city on foot, bike and using the public transport system. BLC's intelligent and integrated, user-centred approach to wayfinding and transport information has been developed to support better public health and reduce greenhouse gas production. The initiative will be deliver an enhanced pedestrian wayfinding system across the city and developing new user-friendly information for the cycle network and the MetroBus network.

Delivery

- Potential partners: BCC, Legible City, MetroBus, Platform Partners
- Timescale: Short – medium-term

13
20 year transport strategy

This action will promote the development of a 20 year plan to create better places and help people move around by enabling a large scale shift to sustainable transport in Bristol. We currently have plans to deliver new transport infrastructure within the current funding and planning cycles, this strategy will enable us to look further ahead and to test more radical interventions to reduce congestion.

To support the development of this strategy, using MIT (Massachusetts Institute of Technology) Smart's SimMobility Platform, we will quantify the impact of different transport options. We will use 50 year scenarios to support strategy development, and will ensure other transport strategy refresh projects are integrated with this longer-term view.

Delivery

- Potential city partners: Bristol City Council (Transport); Network Rail, West of England Authorities, Sustrans; First Group; Bristol Ageing Better; Child Friendly City; University of the West of England
- Potential partners: MIT Smart, EY
- Timescale: Medium-term

Page 84

14
Clean air city

Bristol is part of an EU funded consortium of universities and research institutions to actively engage European citizens in measuring their personal impact on air quality and CO2 emissions in their cities. The project will use innovative tools like specially made apps and games for smart phones to generate citizen-led policies to improve air-related health in our cities.

Thousands of people across Europe will be invited to share their views on how to reduce air pollution and improve related public health in six pilot cities. Residents will use a game on their smartphones, tablets and laptops to suggest how their home cities should develop in the future. The result will be directly translated in improved city policies.

In Bristol we will focus on raising awareness about poor air quality and work with citizens to identify simple actions that can improve air quality in their local streets.

Delivery

- Potential partners: University of West of England, BCC Sustainable City Team
- Timescale: Medium-term

15
Climate change adaptation plan

As a signatory of the Compact of Mayors, Bristol has a long-established approach to climate change mitigation (see action R4). This action will build on this success and develop an approach to adaptation to climate change.

A plan will be developed to future-proof the city by identifying the major climate hazards and their potential impact, a framework for adaptation, and identification of strategies to build climate resilience. Consideration of the issues will be required at a city scale with actions targeted at a local scale with their benefits well communicated.

Delivery

- Potential partners: Bristol City Council
- Timescales: Short-term

16
Establishing a resilient city financing structure

Bristol will explore options for establishing a Resilient city financing structure by aggregating a suite of small and large scale place-based projects focusing on improving local resilience (e.g. flood defences, green infrastructure, community facilities and new housing). The structure would seek to blend public and private money and take a long term view (at least 25 years) to achieve a social as well as a financial return on investment.

Delivery

- Potential partners: Bristol City Council (Economic Development) Bristol Energy and Waste Companies, Bristol & Bath Regional Capital Community interest Company, University of Bristol, University of West of England, Meridiam, Ernst and Young, Microfinance Opportunities, Social Finance, Transform Finance.

- Timescale: Medium-term

17

Manage our future flood risk

The flood event with the potential for most severe damage to the city centre is a tidal flood. Bristol's Central Area Flood Risk Assessment (CAFRA) predicts that the current trend of rising sea levels will accelerate due to the impact of climate change, causing the likelihood of tidal flooding in central Bristol[8].

A strategy is being developed to recommend an adaptive programme, identify when flood risk management interventions are needed and examine how they will be funded.

Delivery

- Potential partners: Bristol City Council Flood team, Environment Agency, Local Enterprise Partnership

- Timescale: Medium-term

18

My wild rainwater street

Greening local neighbourhoods helps to make our City more liveable, whilst also improving local biodiversity, enhancing sustainable drainage, and reducing the urban heat island effect. Bristol will build on existing initiatives, including Avon Wildlife's Trust's My Wild Street, Wessex Water's Rainwater City, and Embleton Road SuDs, to develop an approach that communities across the city can engage in.

Delivery

- Potential partners: Green Capital Partnership, Bristol City Council, Avon Wildlife Trust, Wessex Water, Sustrans

- Timescale: Medium-term

Learning from elsewhere – Metropolitan Urban Forest Strategy, Melbourne

During the Millennium Drought (1998-2007) many of Melbourne's trees were in a critical state, so work had to be undertaken to replant and protect them. Since 2012, 12,000 new trees have been planted. The Urban Forest Visual project developed a map of 70,000 of the City's trees. It provides data on the life expectancy, species of tree and the option to 'email the tree'.

The aim was that residents could know more about the city's trees, their importance and email reports to the Council on the state of the trees. Instead, people used this as a chance to write love letters to trees. To date, 3000 emails to trees have been received from all over the world.

[http://melbourneurbanforestvisual.com.au/#abo]

Page 87

ORGANISATIONS

19
Bristol manifesto
for race equality

Inequality, lack of social mobility and exclusion from the economic, social, cultural and political spheres are among the key challenges facing Bristol's communities.

Bristol Manifesto for Race Equality aims to make a clear declaration of values, vision, and intentions for the city's communities, a call for action, and a timeline. The Manifesto highlights key areas where racial inequalities persist and where the gaps are widening[11].

Delivery

- Potential partners: Bristol City Council (equalities team), Voscur, Avon and Somerset Black Police Association, SARI, Black South West Network, Building the Bridge, Nilaari, Ujima Radio and Somali Media Group.

- Timescale: Short-term

Page 89

20
City knowledge exchange platform

We will explore a range of options for developing an open knowledge platform for connecting people, organisations, ideas and knowledge across the city. It would enable ideas to be connected across themes and could connect project ideas with possible funders.

Delivery

- Potential partners: 2Degrees, Bristol City Council, Green Capital Partnership, Private Sector sponsors. Potential platform partners: Your Priorities

- Timescale: Long-term

21
Bristol green capital partnership

The Bristol Green Capital Partnership is an independent leadership organisation. It was founded in 2007 and formed as a Community Interest Company in 2014, has more than 850 member organisations, ranging from businesses and the public sector to charities & community organisations. It is currently working on a range of projects towards its vision of 'a sustainable city with a high quality of life for all'. These include; co-leading the carbon neutral theme within the Urban Living Partnership, which seeks to identify barriers to major change; leading on thinking around sustainable regional planning and high-quality growth and under regional devolution processes; and working with stakeholders on promoting Bristol as a UK and global leader in using the UN Sustainable Development Goals as a framework for future city development, integrating environmental and social considerations.

Delivery

- Potential partners: BGCP Members organisations and Board in partnership with many organisations in the city

- Timescale: short-term

Page 90

ORGANISATIONS

22
City Office

The City Office aims to tackle cross-cutting, complex issues through a shared approach to strategic leadership with the ability to deliver tangible outcomes through targeted projects. It will aim to help collective actions, help to remove barriers to change and connect with new people in new ways. The exact scope of the office, including projects and physical space, is in development.

Delivery

- Potential partners: Bristol City Council
- Timescale: Short – medium-term

23
Family friendly city

Despite 25% of the city being made up of those aged 18 or under their views are often neglected. A Family Friendly City conference will investigate what constitutes a family friendly city and will highlight the rights and needs of children and young people as active Bristol citizens and vital city assets. This will include people from a wide range of backgrounds, including UNICEF, small local organisations, as well as the opinions of the youth council and younger children.

Delivery

- Potential partners: UNICEF, Room 13, Architecture Centre, Playing Out, University of Bristol.
- Timescale: Short-term

Page 91

24
Transformative Leadership

Transformative Leadership is a practical leadership framework that helps individuals and organisations adapt and thrive in challenging environments. It describes the ability to take on the gradual but meaningful process of change, both individually and collectively. The food system, with elements including growing, processing, logistics, distribution, selling, buying, cooking and eating, is complex. In order to drive change to address the long-term stress of food security and develop more resilient approaches, new leadership and skills will be required. The food sector therefore provides an excellent sector in which to pilot this approach. This project will develop and test approaches to delivering this including U-Theory which has already attracted much attention and hundreds of participants in Bristol.

Delivery

- Potential partners: Bristol City Council, Food Policy Council, Bristol Green Capital Partnership. MIT U-Theory (Massive Open On-line Course) Neighbourland

- Timescale: Short-term

25
SevernNet circular economy plan

SevernNet is a not-for-profit enterprise bringing together businesses and community enterprises in the industrial areas of Portbury, Avonmouth and Severnside to the north-west of Bristol city centre. SevernNet has developed, with bottom up and top down input from stakeholders across the area, an Economic Plan for the area with five key themes. These are Place and Connection, Transport, Skills, Enterprise and Circular Economy.

SevernNet already has the cooperation of 10 key businesses in the areas to start developing initiatives to:

Identify and support opportunities for linkages (e.g. into existing or new businesses and enterprises) and minimising / eliminating waste (complementary to supply chain enterprise initiatives), new models of enterprise; business redesign and renewable energy sources; and

Promoting and supporting opportunities to develop the local sharing economy e.g. tool shares, repair clubs, clothes swaps.

Delivery

- Potential Partners: SevernNet

- Timescale: Medium – long-term

PROSPERITY AND WORTH

26
Meaningful experience of work

The Mayor's proposed City Office has identified young people's experience of work as an area for urgent improvement. Initial scoping has found that young people, and particularly those not in employment or education (NEETs) and those leaving the care system, are not accessing "meaningful" work experience to help with their pathway to employment.

This initiative will work with young people and local employers to develop a framework for 'meaningful work experience' that will be accessible to NEETs, care leavers and Year 10 pupils doing their week of formal work experience. It will also link to other successful local projects such as HYPE West which helps young people into employment and the Skills Bridge Skills Bridge which is an online portal aiming to make it easier for organisations and groups across Bristol to connect with both universities in Bristol on student-community engagement projects.

Delivery

- Potential partners: City Office, Bristol City Youth Council, the UK Youth Parliament, the Universities, Bristol City Council Human Resources team, Babbasa (a Youth Empowerments Projects Community Interest Company) and local employers.

- Timescale: Short – medium-term

27
City metrics for flourishing

We will develop a new set of high level city metrics – aligned with the Sustainable Development Goals - for all stakeholders to aim towards a fairer, healthier, happier and more resilient city. This will help to support evaluation of projects and programmes across different organisations and policy areas. This will help us move away from GDP as the core measure of success, and have a shared set of metrics.

Delivery

- Potential partners: Bristol City Council (Intelligence); Happy City; Green Capital Partnership; Common Good; Health and Wellbeing Board; Local Enterprise Partnership; Local Nature Partnership, Black Network South West

- Timescale: Medium-term

28
Engine Shed 2

The Engine Shed is a venue designed to host a hub of activity where entrepreneurs, business leaders, academics, students and corporates can collaborate. It is recognised as a prominent, active, innovative and provocative environment dedicated to promoting sustainable economic growth in collaboration with a number of significant partners.

The intention is to build upon the success of the first phase of the Engine Shed to implement the Engine Shed Phase 2 (ES2). This will be embedded in the existing facility and aims to build something more powerful and sustainable. It will provide more floor space for business incubation, business growth and space for meetings, collaboration, teaching, exhibition, display and discussion[13].

Delivery

- Potential partners: University of Bristol, Bristol City Council
- Timescale: Short-term

29
Protecting and Valuing green space

We will develop a high level assessment of the financial value of green spaces across the city to assist with future investment decisions. A valuation analysis of the natural capital in Bristol's parks will be conducted, which includes certified values of each ecosystem service. There is a lack of sustainable funding for green infrastructure. This assessment will provide an evidence base to support increased uptake and delivery of green infrastructure projects, both improvements to existing green space and delivery of new projects.

Delivery

- Potential partners: Bristol City Council (Parks and Environment), Avon Wildlife Trust, Local Nature Partnership, Natural Capital Trust, Bristol & Bath Regional Capital CiC, Earth Economics, The Nature Conservancy, Arcadis
- Timescale: Medium-term

Page 95

30
Young Future Bristol

The young people of Bristol need to be equipped with digital skills today to make sure they are not excluded from accessing the growing future jobs market in the region's digital and high tech sector. The school curriculum is not equipping pupils with these skills and most children from less privileged families do not have opportunities to gain these skills outside of the school setting. Young Future Bristol has been set up to target this future skills gap and build a new generation of coders and technologists and internationally to support the delivery of a technology engagement programme for young people. They provide the "kit" (laptops and Raspberry Pis) and technical expertise and guidance to help young people develop digital skills for the future workplace.

Delivery

- Potential partners: Digilocal - led by High Tech Bristol and Bath with sponsorship from local businesses, CodeClub and DigiLocal clubs, Knowle West Media Centre, Bristol City Council Cities of Service team

- Timescale: Short – medium-term

31
Open data platform

Bristol City Council's Open Data goal is to unlock value for the Council, citizens and businesses by sharing Bristol's data to address city challenges, promote innovation and make the city more open and accountable. The council already shared over 130 data sets on its Open Data Platform but in order to extend reach and impact the council is currently developing its open data ecosystem to make it easy a possible for employees, external organisations and citizens to interact with data.

The Council also understands that publishing and encouraging access, use and re-use of data is only a part of the process, and is therefore committed to an ongoing community engagement programme. Current engagement activity includes, but is not limited to, an open data challenge series and support in the delivery of 'The Bristol Approach to Citizen Sensing' with Knowle West Media Centre.

Delivery

- Potential partners: BCC, Knowle West Media Centre

- Timescales: Short-term

Page 96

PROSPERITY AND WORTH

32
Natural Capital Trust

We will support the development of the Natural Capital Trust (NCT) as an innovative mechanism to deliver enhancement in the quality of the natural environment across the West of England region. The NCT will act as a conduit of funds from developers, and from potential beneficiaries of Payments for Ecosystem Services schemes, to support a range of projects which ensure provision of services by ecosystems, enhancing (amongst other things) resilience to the effects of climate change and of the region's infrastructure.

Delivery

- Potential partners: Bristol City Council (and other UAs in the region); West of England Nature Partnership; Health and Wellbeing Board; Local Enterprise Partnership; utility providers; developers; English Nature; Environment Agency; Highways Agency.

- Timescale: Medium-term

Page 97

REGIONAL
TO GLOBAL

REGIONAL TO GLOBAL

33
100RC Post Industrial Group – Next Economy

Whilst Bristol has a great story to share, we have a lot to learn from other cities. We want to explore how other cities are addressing the legacy of post-industrialisation to transform into thriving and vibrant places

We will work with the post-industrial cities of Glasgow, Boulder, Durban, Huangshi, Melbourne, Pittsburgh, Rotterdam and Vejle to share best practice and develop new innovative approaches to local challenges.

Delivery

- Potential partners: Multiple platform partners, including Arup, Arcadis, EY, CISCO, Microsoft, Siemens, Veolia, WWF, and other.

- Timescale: Medium-term

34
Urban integrated diagnostics

The Urban Living Partnership promotes research and innovation initiatives that help to improve the city's health, well-being and prosperity as they face up to challenges of modern urban living.

The Bristol 'pilot' project will bring citizens together with researchers, local authorities and partners from business and the third sector aimed at investigating the very real challenges facing the city across four areas: mobility and accessibility, health and happiness, equality and inclusion, and tackling dependency on fossil fuels. Bristol will learn from other pilot cities of York, Leeds, Newcastle & Gateshead, and Birmingham.

Delivery

- Potential partners: Bristol City Council, South Gloucester City Council, University of Bristol, University of the West of England.

- Timescale: Short-term

Page 99

REGIONAL TO GLOBAL

35
Resilience Impact Assessment

Bristol City Council currently requires major initiatives and investments to be subject to an Environmental Impact Assessment (EIA) and an Equalities Impact Assessment (EQIA). The use of a resilience lens to assess the impact of initiatives and projects would provide an integrated and systemic view of risks and impacts associated with city interventions. Some 100RC cities such as have introduced the use of the resilience lens to assess projects. New Orleans, for example, has established a Resilience Design Review Committee for regular project review.

The release of this strategy provides a timely opportunity to consider how resilience is embedded into design and implementation of city and regional projects. A group of officers will be convened in the City Council to develop proposals for integrating resilience thinking into internal assessment processes.

Delivery

- Potential partners: Bristol City Council, 100RC Cities

- Timeline: Short-term

Learning from elsewhere: Resilience Design Review Committee, New Orleans

The City of New Orleans has established a Resilience Design Review Committee to undertake regular project reviews. This meets monthly to review and advise the CRO on all construction projects either funded as a resilience programme or that have storm water and green infrastructure components.

http://nola.gov/resilience/designreview/

36
Resilience and West of England devolution deal

Bath, Bristol and South Gloucestershire councils have proposed £1bn West of England devolution deal which is now up for public consultation. The deal would devolve, from the government, agreed funding and powers to the region, including decisions regarding transport, investment, funding, skills training, business support, housing and strategic planning.

A workshop to explore how devolution of funding and powers could improve city resilience will be undertaken, and integrated into the new governance structures.

Delivery

- Potential city partners: Bristol City Council, Bath and North East Somerset Council, South Gloucestershire Council.

- Timescale: Medium-term

Page 100

BRISTOL RESILIENCE STRATEGY **47**

REGIONAL TO GLOBAL

37
British Standard
on city resilience

The British Standards Institute is working to develop a good practice guidance standard in relation to city Resilience.

Bristol, amongst other 100RC cities, will host a workshop to inform the development of the standard, peer reviewing the intended approach. This is to reflect the status and work that is continuing in Bristol to make it more resilient.

The standard will act as guidance for the city leaders and as a management framework for executives with responsibility for different resilience themes within cities.

Delivery

- Potential partners: Cabinet Office, Glasgow, Manchester, London, 100RC
- Timescale: Short-term

38
Climate Strategy
and Energy Framework

Bristol City Council has created the framework 'Our Resilient Culture: A Framework for Climate an Energy Security' as part of Bristol Green Capital 2015. This is the start of an ambitious process which seeks to create integrated, adaptable and inclusive sustainable city. This low carbon plan will be vital to reach the 80% reduction in greenhouse emissions by 2050 which is Bristol's Compact of Mayors target.

This is to be annual reviewed and refreshed every three years, to provide a continuous process of improvement and ensure that all co-benefits anticipated are as effective and relevant as projected. This will review periodically to consider extra additions such as including scope 3 carbon emissions in the carbon profile.

Delivery

- Potential partners: Bristol City Council
- Timescale: Medium-long term

Page 101

Building on Success: Bristol Energy Company and Bristol Waste Company

In 2015, Bristol launched the third municipal energy company in the UK. Bristol Energy is a fully licensed energy supply company, wholly owned by Bristol City Council.

The Energy Company aims offer competitive, fair and simple energy tariffs with any profits reinvested back into local communities. Over time it will become the delivery vehicle for major energy efficiency and low carbon energy projects. Its initiatives focus on supporting customers to use less energy, make homes cheaper to heat and helping communities become more self-sufficient.

This provides a new model of ownership, allowing a focus on the delivery of public good. It is an approach that has been replicated with Bristol Waste Company. Bristol will learn from this way of working, which may be replicable in other areas.

39
## Adaptation & Resilience Framework for the Bristol Avon Catchment

The Adaptation & Resilience Framework for the Bristol Avon Catchment is a collaborative initiative to address climate change adaptation and economic austerity by integrating cross-sectoral adaptation actions into spatial planning at a catchment scale. It will address relevant Global Sustainable Development Goals at a local scale and highlight where the enhancement of our regional natural capital could be made in multiple distributed locations, to deliver multi-beneficial outcomes from collaborative investments. By integrating the framework into existing work streams, operational and investment plans, development decisions can be made based on wider identified risks, with wider costed solutions and routes to delivery that enhance the value of existing and future investments in the region. The ultimate aim is to create an attractive sustainable place for future generations, with a strong regional economy and enduring infrastructure supported by sustainable agriculture and resilient natural capital.

Delivery

- Potential partners: Wessex Water, Environment Agency, West of England Nature Partnership, BCC

- Timescales: Medium-term

Page 102

6. OPERATIONALISING RESILIENCE

The Strategy sets out a clear framework and set of resilience lenses through which to prioritise actions which will ensure the city is on course towards a flourishing future. It will also be important for individuals and organisations to change and adapt the way they work to meet the fiscal, social and environmental challenges ahead. Through the process of developing the Strategy, five ways of working have been identified that are strongly aligned with the qualities of resilience – see Fig X.
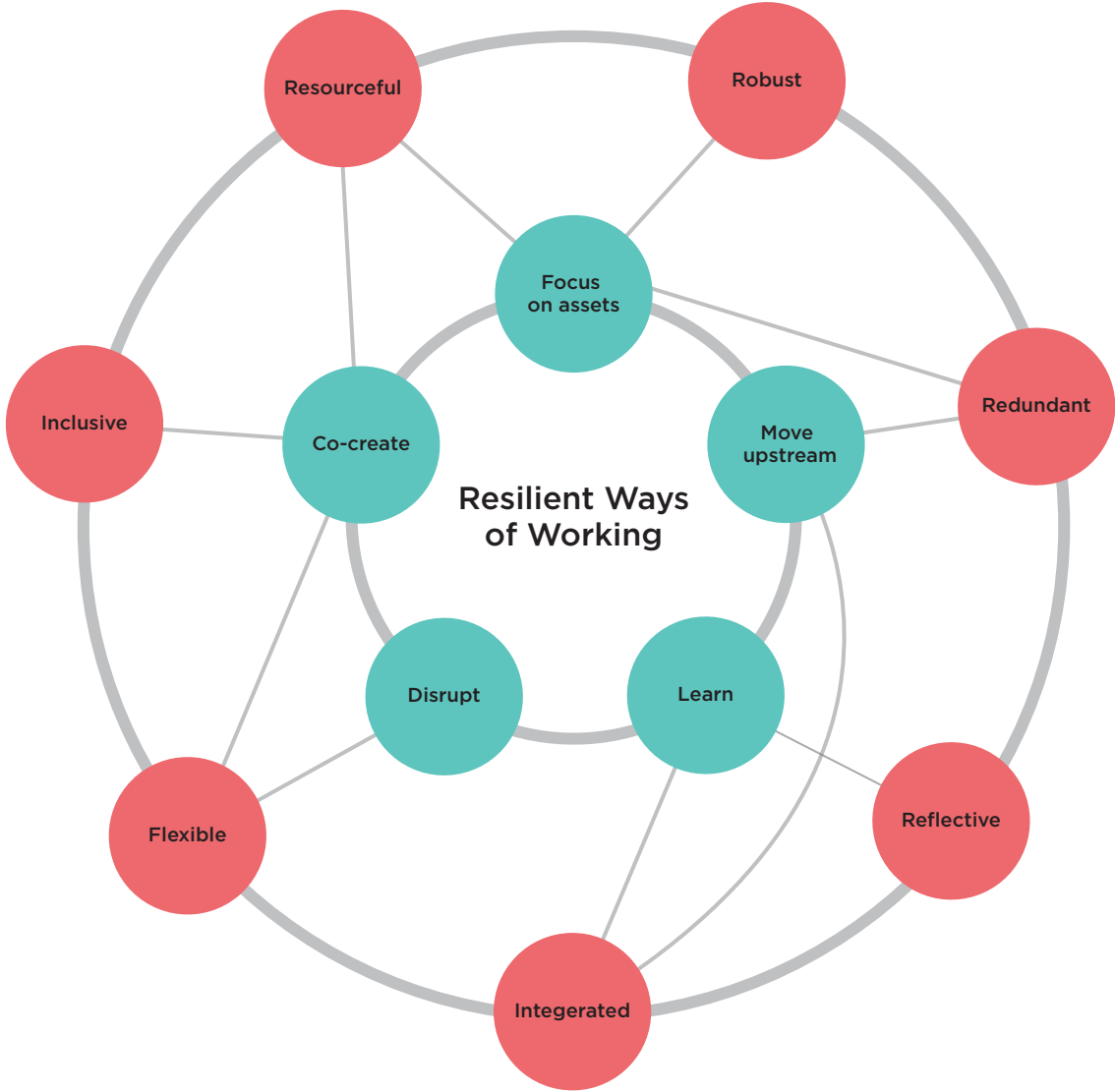
Page 103

These ways of working are not new to the city; as described below there are many examples of organisations already piloting or embedding these approaches.

The five ways of working are;

1. FOCUSING ON ASSETS

An asset-based approach recognises and builds on the human, social and physical capital that exists within local communities. It is a positive way to work with people by identifying what they value most and then shaping public services that meet real needs. This is in contrast to a deficit model which tends to focus on the negative aspects in communities and try to "fix" them.

It is a positive way to work with people by identifying what they value most and then shaping public services that meet real needs.

Asset Based Community Development Approach (ABCD) in Bristol

The Bristol City Council Community Development team has been piloting the ABCD approach with some communities in the city and there are many stories emerging about how communities are taking action to make things happen in their neighbourhoods. One such story is Bristol 'Soup' in St Pauls. Four Bristol women came together to organise the first Bristol 'Soup', an idea which came from Detroit in the US and there are a few across the UK. As the name suggests it's a big eating (or drinking) of Soup! People pay for a bowl of soup (which has been donated), local groups pitch to win the money taken on the night and the audience votes for the idea they like the most. The first event saw 80 people attend at St Pauls Learning Centre and raised £320. Of the four pitches the favourite was Bristol West Indian Cricket Club who went away with the winnings. They were featured in a programme on Made in Bristol TV.

2. MOVING UPSTREAM

There is strong evidence that tackling "upstream" factors in people's lives such as housing, neighbourhood conditions and access to jobs can reduce "downstream" disparities in health – particularly among racial and ethnic minorities. The principle of moving upstream can applied more broadly to thinking about preventing or averting difficulties in people's lives before they become a problem to solve. Bristol has been piloting and developing an approach to early intervention in troubled families which have yielded impressive results. The principles can be extended to most areas of service delivery to ensure that risk factors are identified, and treated holistically by a range of professional working together, before they become entrenched and costly problems to solve.

Bristol has been piloting and developing an approach to early intervention in troubled families which have yielded impressive results.

Think Family

Bristol's Think Family programme is achieving life-changing results for the city's troubled families. The council, working in partnership with Avon and Somerset Police, has developed an approach to identify vulnerable children at risk of sexual exploitation and delivering necessary support at an early stage. Underpinning the approach is the marriage of a data warehouse containing the records of 170,000 individuals across 54,000 families and advanced predictive analytics most commonly used to predict risk in the finance sector. The outcomes are impressive. Adopting this approach, that requires professionals to see the problems facing a family as a whole and to treat these issues holistically, the team has increased the number of families that can be supported from 150 to 1000 per year. There has been a 50% reduction in unauthorised school absences, the number of police call-outs has halved and there has been a three-quarters drop in adults requiring Anti-Social Behaviour intervention. The result is an adaptable model that is identifying families at risk of breakdown and enabling intervention before issues become entrenched. The programme is a beacon of best practice, attracting substantial government interest with nearly 50 local authorities already learning from it.

Page 105

3. CO-CREATING

In the business world, co-creation means involving your customers in produce design because it makes good business sense. There is a growing recognition that this approach also pays dividends when designing and delivering services in the public sector. Creating new solutions with people, not for them, can help drive radical innovation. However, this requires a culture-shift away from top-down, bureaucratic processes. In Bristol there is a real appetite for co-creation and many city partnerships have been established to help drive this new way of working. One example is the way the new Bristol Impact Fund was developed. The proposed city Office will be an important vehicle for encouraging and modelling ways of co-creating solutions.

In Bristol there is a real appetite for co-creation and many city partnerships have been established to help drive this new way of working.

Bristol Impact Fund

Bristol City Council currently invests around £7.7m per year in grants to Voluntary and Community Sector (VCS) organisations. Historically these grants have been delivered through many separate funding streams with no single view of how well that funding is working for the city as a whole for example in reducing inequalities or improving health and wellbeing. The decision was taken to align the grant streams through one "Prospectus" in order to focus on priorities and challenges and be clear about outcomes. This Prospectus, which was developed in partnership with VCS partners led by Voscur, represents an exciting and bold step forward in how the Council works with VCS colleagues to co-design and co-create a shared view of how to address the needs in our city. It also represents a clear commitment to work with the expertise and local knowledge of the VCS to shape and deliver the right support and services to those most in need of support.

Page 106

4. DISRUPTING

As discussed in Section 1.5 the idea of "disruption" is central to challenging business as usual and unlocking parts of the system that are not currently steering us towards a resilient future. The idea may not sit comfortably with many people – it's always easier to work within the status quo – but the challenges ahead such as climate change and population growth are too big to sleepwalk into the future cling onto the status quo. And anyway, disruption will happen whether we like it or not; you only need to look at the phenomenal success of Uber or AirBnB to see that change will happen in spite of the system. In Bristol we already have a strong culture of disruption for social innovation and we can build on this and grow our confidence to proactively shape the future city that we want for our children and grandchildren.

In Bristol we already have a strong culture of disruption for social innovation and we can build on this and grow our confidence to proactively shape the future city that we want for our children and grandchildren.

The Bristol Pound

Bristol's currency – the Bristol Pound (£B) – was launched in 2012 as a collaboration between the Bristol Pound Community Interest Company, Bristol Credit Union, Bristol City Council, the Transition Network, New Economics Foundation and QOIN. The currency, like the Brixton Pound and other UK schemes, aims to create local economic resilience and greater self-determination by disrupting patterns of globalisation and chain-store dominance. Four years on there are more than £B1million in circulation in the city and the BPound team are now working with some of the 900 businesses enrolled in developing an interest-free credit scheme across their supply chains. Some of the benefit some of the benfits to the city of using the BPound are:

- Shortening the supply chain and hence carbon footprint (outlets using the BPound have to demonstrate they sources products/ingredients locally);

- Building a culture of shopping locally which contributes to neighbourhood social cohesion;

- Reducing shopper's car trips/car emissions as most BPound shops are walking distance in neighbourhoods

Page 107

In 2016 Bristol became the first city in England to become part of the UNESCO Global Network of Learning Cities.

5. LEARNING

Individuals and institutions that are reflective use past experience to inform future decisions, and will modify standards and behaviours accordingly. Bristol is already committed to promoting individual learning and in 2015 set up the Learning City partnership to: champion learning for all ages and all communities; commission activity to increase participation and achievement; communicate messages about learning; and celebrate the benefits of learning as a way to transform lives. In 2016 Bristol became the first city in England to become part of the UNESCO Global Network of Learning Cities.

Institution learning to transform the city: Urban Living Programme

Institutional learning in a city tends to happen in an ad hoc way beneath the collective radar. The Urban Living Programme (ULP) has created an opportunity for highly visible institutional learning to occur across sector and thematic boundaries by taking a "whole city" approach. The shared learning – and new ways of working together – derived from this first-of-its-kind investment by the seven UK Research Councils and the government's innovation agency is aimed at aimed at rewriting the blueprint for the evolution of city living.

Bristol was one of five cities awarded ULP funding along with Birmingham, Leeds, Newcastle and Gateshead and York. The Bristol project team - Urban Integrated Diagnostics (Urban ID) - has forged an innovative partnership across two universities (Bristol and West of England), two local authorities (Bristol City and South Gloucestershire), Bristol Green Capital Partnership, Bristol Health Partners and 11 other organisations.

The Bristol Urban ID partnership will carry out a shared enquiry into the question: what is stopping Bristol from bridging the gap between its current situation and the desired future as encapsulated in the City's various visions and aspirations?

The learning from this pilot phase will help to develop a cadre of cross-sector city leaders and organisations that are willing to challenge the prevailing 'business as usual' approaches and test out new ways interdisciplinary and participatory ways of working that empower citizens and put end users at the heart of decision-making processes.

Page 108

7. NEXT STEPS

Developing this Strategy has been the first step on the journey towards a more resilient and flourishing future. All the stakeholders involved – including the Resilience Sounding board – are fully committed to taking this forward to implementation. The next steps now are to:

- Establish ownership – the proposed Mayor's City Office offers a strong place to hold the Strategy and oversee its future implementation;

- Secure additional resource – the funding from 100RC for Chief Resilience Officer ends at the beginning of February 2017;

- Develop and investment programme to work with 100RCplatform partners – there is up to $5million of pro bono city tools and services on offer to Bristol and the region which will need to be matched with city priorities;

- Carry on the city conversation and work out how to use this Strategy as a living document...it doesn't end here, this is just the start!

Page 109

FOOTNOTES

1. A citywide local currency, see bristolpound.org
2. A group developing new measures for citywide happiness and wellbeing, see www.happycity.org.uk
3. http://ehs.unu.edu/blog/5-facts/5-facts-on-climate-migrants.html [accessed September 2016]
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16. An inclusive growth monitor for measuring the relationship between poverty and growth, Joseph Rowntree Foundation, 2016, accessed 22/08/16 at https://www.jrf.org.uk/report/inclusive-growth-monitor

Page 110

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