

Neighbourhoods Scrutiny Commission Agenda



Date: Friday, 24 February 2017

Time: 10.00 am

Venue: The Writing Room - City Hall, College Green,
Bristol, BS1 5TR

Distribution:

Councillors: Martin Fodor, Harriet Bradley (substitute for Margaret Hickman), Carole Johnson (Vice-Chair), Steve Jones, Matt Melias, Anthony Negus (Chair), Jo Sergeant, Mhairi Threlfall, Jon Wellington, Tom Brook, Paul Goggin, Sultan Khan, Steve Pearce, Mark Weston, Jerome Thomas, Mark Wright, Tony Carey and Jude English

Copies to: Alison Comley (Strategic Director - Neighbourhoods), Becky Pollard (Director - Public Health), Gillian Douglas (Service Director Clean and Green), Mary Ryan, Steven Barrett (Service Director Landlord Services), Nick Hooper (Service Director Strategic Housing), Patsy Mellor (Service Director Citizen Services), Tracey Morgan (Managing Director Bristol Waste), Kate Murray, Mark Wakefield (Service Manager - Performance & Infrastructure), Netta Meadows (Service Director, Strategic Commissioning & Commercial Relations), Helen Wheeler (Companies Project Officer), Richard Fletcher, Lucy Fleming (Scrutiny Co-ordinator), Romaine de Fonseca (Policy Advisor), Jeremy Livitt and Andrew Mallin (Directorate Leadership Team Support Manager)

Issued by: Jeremy Livitt, Democratic Services

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Date: Thursday, 16 February 2017



Agenda

1. Welcome, Introductions and Safety Information

10.00 am

(Pages 4 - 5)

2. Apologies for Absence

Apologies for Absence have been received from Councillor Margaret Hickman (Harriet Bradley substituting).

3. Declarations of Interest

4. Minutes of the Previous Meeting

Members are requested to approve as a correct record the minutes of the previous meeting held on Thursday 26th January 2017.

(Pages 6 - 17)

5. Public Forum

10.05 am

Public Forum Text

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 Monday 20th February 2017**.

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 Thursday 23rd February 2017**.

6. Chair's Business

10.35 am



- 7. The Strategic Business Case for a Housing Delivery Company** **10.35 am**
(Pages 18 - 99)
Please find attached a report by Nick Hooper (Service Director – Housing Programmes). Members of the Place Scrutiny Commission have also been invited to attend for this item.
- 8. Housing Delivery Plan** **11.05 am**
(Pages 100 - 109)
Please find attached a report from Nick Hooper. A report is being submitted to Cabinet on 7th March 2017. Members of the Place Scrutiny Commission have also been invited to attend for this item.
- 9. Parks and Green Spaces Moving Towards Cost Neutral** **11.55 am**
(Pages 110 - 122)
Please find attached a report from Gemma Dando.
- 10. Bristol Waste Company** **12.15 pm**
(Pages 123 - 135)
Please find attached a written report to be presented by Netta Meadows, Service Director – Strategic Commissioning and Client Relations.
- 11. Impact of Budget Decisions on Neighbourhoods** **12.45 pm**
(Pages 136 - 138)
A report from Robin Poole is attached.
- 12. Work Programme and the Rolling Action Sheet** **12.55 pm**
(Pages 139 - 153)
Please find attached the Work Programme and the Rolling Action Sheet
- 13. Date of Next Meeting** **1.00 pm**
Members are requested to note that the next scheduled meeting is to be held at 10am on Friday 31st March 2017 in the Writing Room, City Hall, College Green, Bristol.



Public Information Sheet

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

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

Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee 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.
- 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.

Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items) and the footage will be available for two years. If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

Bristol City Council
Minutes of the Neighbourhoods Scrutiny
Commission



26 January 2017 at 2.00 pm

Members Present:-

Councillors: Anthony Negus (Chair), Carole Johnson (Vice-Chair), Lesley Alexander, Martin Fodor, Margaret Hickman, Matt Melias, Jo Sergeant and Mhairi Threlfall

Officers in Attendance:-

Gemma Dando, Alison Comley (Strategic Director - Neighbourhoods), Steven Barrett (Service Director Landlord Services), Patsy Mellor (Service Director Citizen Services), Mark Wakefield (Service Manager - Performance & Infrastructure), Romaine de Fonseca (Policy Advisor), Jeremy Livitt, Andrew Mallin (Directorate Leadership Team Support Manager), Nicky Debbage, Robin Poole and Penny Germon

Apologies for Absence: Councillor Steve Jones (Lesley Alexander substituting) and Councillor Jon Wellington.

1. Welcome, Introductions and Safety Information

All parties present introduced themselves.

2. Apologies for Absence

Apologies for absence for this meeting (listed above) were noted.

3. Declarations of Interest

There were no declarations of interest declared

4. Minutes of the Previous Meeting and Rolling Action Sheet

Agenda Item 4(a) Minutes of the meeting held on 25th November 2016.

Resolved – that the minutes of the above meeting be confirmed as a correct record and signed by the Chair.



Action: Jeremy Livitt

Agenda Item 4(b) – Rolling Action Sheet

Councillor Threlfall stated that she was glad to see the action taken in respect of glyphosate-free weed treatment.

5. Public Forum

Members noted the following Public Forum statement for this meeting:

Julie Boston – Bristol City Council Service Points (Referred from People Scrutiny Commission on Monday 23rd January 2017).

Members were requested to re-consider this cut. It was noted that a statement on this issue had been submitted to OSM and would also be considered at Cabinet.

6. Chair's Business

The Chair stated that he had no issues he wished to raise.

7. Neighbourhood Partnerships - The Future

Penny Germon gave a presentation on the above and made the following points:

- (1) The total budget for NPs was £1.1 Million;
- (2) Principles for future service provision were to ensure appropriate community action and to help to contribute to mayoral priorities through the corporate plan;
- (3) The current structures were very intensive and top down bottom up;
- (4) There were 2 extremes of neighbourhood service delivery – the first ensured empowered citizens through a structure with strong community links and which operated flexibly and requested help from Bristol City Council when required. The structures provided a shared vision which solved problems and provided no barriers for participation. At the other extreme, there was a top down serve led approach which was not resilient, problem solving or participative. In this structure, activists were unsupported and there was competition for resources;
- (5) In order to support an empowered structure, support was required for community development work, information flow and exchange and business planning and governance. A resource was needed to provide support for using existing sources of funding such as CIL. Section 106 and to provide a budget for this;



- (6) A locality conference was scheduled for 4th February 2017. An overview for this event would be sent out next week. This would encourage a conversation for this issue and consider various options;
- (7) Whilst some people held the view that the existing NP structure provided a good basis to consider options for 2017/18, in other areas the current structure did not work as well as required and an alternative needed to be considered;
- (8) The new structure needed to be co-designed by the people, the community and the Council;
- (9) Resources needed to be focused on those areas that most needed it and ensuring that the skill and expertise to support future arrangements were in place.

Councillors made the following points and officers responded as appropriate:

Asset Mapping

More information was required on how the arrangements for asset mapping would take place to explain how these would work. Officers agreed that there was a need to consider the energy and resource required for this and put in place arrangements to deliver. The approach could not be top down but needed to come from voluntary and community groups.

Current Arrangements

The structure for delivery was already in place through Neighbourhood Partnerships. The presentation did not properly recognise what they currently do ie footpath repairs, work in parks etc

Added Community Value

Usually, where funding was obtained through the voluntary and community sector, a complex calculation was provided to assess the added value that the community provided in arrangements such as this. It was surprising that this wasn't included in this calculation. The Council needed to recognise the shared communication routes. In the case of the Bishopston Cotham Redland Neighbourhood Partnership, existing groups wanted to continue to operate in the future. If no support at all was provided for them, they would become disengaged from the process. It was a great concern for the future if no match funding could be provided for these organisations since other resources would not be unlocked;

A Realistic Approach and Lessons From Other Local Authorities

The Council needed to be honest with communities about the approach that was being adopted. Bristol needed to learn lessons from the approaches taken elsewhere from other local authorities which had already faced draconian cuts, such as Liverpool. Officers stated that there was some information available on this in relation to core cities and the south west which was being continuously updated. More information on this would be available at 4th February 2017 event which would look at further examples of how resources could be obtained and how Bristol City Council could support the process. Officers confirmed that the pie chart showing £1.1 Million did not include the cost of development.



Pie Chart – More Detail

Further information on the situation contained in the pie chart on the current situation would be helpful.

Access for New Groups

Further information was required on the ways in which new groups would access new ways of working.

Future Funding

There were serious concerns about how the small grants fund would be funded.

Inequality

More detail was required in terms of assets to enable the council to address the issue of inequality across the city. Some areas of the city were disadvantaged but nevertheless asset rich and this needed to be taken into account.

Savings and An Apparently Doctrinal Approach

The document appeared to be talking down to Councillors and seemed to be taking an approach based on saving money and a doctrinal approach to neighbourhood working which could put at risk some of the good work being carried out across the city. In order to avoid enclaves of separate work developing across the city, the role of Bristol City Council was important in providing legitimacy for local groups. Officers denied that the approach was talking down to Councillors but was developing a conceptual approach for the future.

Achieving Savings

In response to a question concerning whether or not the proposed changes would meet the £500,000 to be removed from the budget, officers stated that, whilst this was not yet clear, a further report would be considered at 24th February 2017 Scrutiny Commission meeting to provide a further update on this, including the estimated social, environmental and financial impact of any proposals.

Governance

Any remaining funding would still require a system of governance. If Neighbourhood Partnerships did not exist, would the budget be given directly to Councillors or alternatively would any replacement funding regime operate on different boundaries?



Future Arrangements for Distribution of Funding

It was noted that Section 106 funding could not be re-allocated outside of a particular geographic area and that, whilst some CIL funding would be available locally, 85% would be distributed across the whole city. There would also be significantly less funding available.

Action:

- (1) that officers send to Councillors information on work carried out in core cities and in the south west in other local authorities relating to devolved funding arrangements;**
- (2) that a more detailed breakdown of information be provided to Councillors concerning the pie chart contained in the presentation;**
- (3) that it is noted that a further update report will be provided at the next meeting on 24th February 2017 concerning this issue and which will provide a social, environmental and financial assessment of what has been achieved through the existing NP structures and how much will the proposed cut cost.**

Gemma Dando/Penny Germon

8. Housing Revenue Account Business Plan

Nicky Debbage gave a presentation on the above issue and made the following points:

- (1) The HRA is a ring-fenced separate account. The proposals for 2017/18 budget will be done in the context of a Business Plan;
- (2) The Government policy in respect of subsidy was noted;
- (3) 15% of budget savings were required. Since there were no rising balances, there was a need to address this issue. Rent levels needed to be controlled by Government as a mechanism for achieving more from less. If costs were carried through from previous years, this provided maximum flexibility;
- (4) Bristol City Council operated as a landlord since 90% of funding was derived from rents. The Council needed to find ways to manage existing homes, build new homes, meet the costs of unrecoverable debts and ensure appropriate rent levels were maintained;
- (5) The average rent level was now at £80 for the city's properties and since this comprised 90% of income, some re-thinking was required by the Council in respect of areas such as voids. Under current arrangements, the average sale of properties was £56,000 once the sale had been applied and match funding was set at 70%;
- (6) Whilst the Council did lose income from bad debts, it did not write off very much – approximately 2.5% on an annual basis. The level of debt remained fairly steady at £12 Million per year
- (7) The current focus was on repair and investment. Information was being gathered from stocks – existing tower blocks were 50 to 60 years old;
- (8) The income had decreased, whilst the expenditure had increased between 2016/17 and 2017/18 with current reserves set at £0.5 Million. Whilst the Business Plan was balanced for 16 years, there would then be a gap in unfunded capital stock which would require funding.



Councillors asked the following questions and officers replied as appropriate:

Renting

Whilst the renting of garages was one area where the Council could obtain revenue, the rent formula was set by Government in respect of garages, parking spaces and shops. Officers were in the process of examining their assets to see if there were ways that they could operate with some of them in a more commercial way.

Empty Homes

In response to a Councillor's question concerning the need to reduce the number of empty homes, officers confirmed that there were targets which had been set by Councillor Paul Smith (Cabinet Member for Homes). However, it was pointed out that many of the Council's clients were vulnerable individuals and the Council frequently found them in a poor state. As a result, officers were considering ways in which the inspection regime could be improved to address this. Paul Smith confirmed the importance of proactive estate management and stated that there was a target to reduce the number of empty properties from 550 to 250 and reduce the turnaround time from 49 days to 20 days – some initial success had already been achieved in this area.

Communication

In response to Councillors' questions concerning the need for improved communication to Ward Councillors concerning issues of empty properties in their wards, officers explained that there would remain difficulties with temporary accommodation since frequently Council House property owners were waiting for offers on other properties elsewhere. In addition, Paul Smith pointed out that this problem was exacerbated by the fact that the Council's rent was one third of the average private sector rent which was reaching the point of being unsustainable and aggravating this problem.

Emergency Accommodation

Whilst it was acknowledged that emergency accommodation was a cost, this was a General Fund cost not in the HRA.

Re-Lets

Councillors applauded the saving of £484 a month from re-lets by changing the way in which these were dealt with.



Alternative Methods of Funding

Officers confirmed that 30% came from right to buy receipts and 70% from rents. Almost every possible method which had been used in the past to fund the HRA had now been closed off. Officers were considering some possibilities, such as cross tenure developments but these were limited due to upfront costs. In addition, officers had confirmed that legal advice had been received to confirm that the use of private housing for sale to ensure development was acceptable.

Paul Smith confirmed that one of the reasons for the forthcoming Cabinet report to set up the Housing Company was to address this issue so that it could be directly managed through the HRA.

Members thanked officers for providing a very cogent and helpful report.

Resolved – that officers provide members with information on the meaning of the acronyms contained in the report.

Action: Nicky Debbage

9. Voluntary and Community Sector

Alison Comley introduced this report and representatives of VOSCUR (Wendy Stephenson and Mark Hubbard) made the following points:

- (1) At a recent Neighbourhoods Scrutiny Planning event, the Mayor had asked the Neighbourhoods Scrutiny Commission to discuss how to maintain a thriving voluntary and community sector within the city.
- (2) In view of the forthcoming massive changes in the environment in which community organisations were operating, it was clear that Local Authorities will increasingly be relying on volunteers to support them;
- (3) A recent analysis had shown that 60% of Local Authorities were using reserves to maintain service levels, to collaborate and also approximately half were considering the possible use of social enterprises;
- (4) At the suggestion of the Mayor a strategy was being developed for the Voluntary and Community sector in Bristol;
- (5) The sector worked across the city in many different areas and was very diverse;
- (6) It was important to emphasise that volunteering was not a free service. Even when volunteers themselves were unpaid, there was always a cost involved in the work that they carried out;
- (7) Work with volunteers needed a structure to operate – for example, the Calais Support Group operating through social media and work through social action and the Transformation Fund;
- (8) Whilst organisations such as the Volunteer Bureau had had their funding withdrawn, this body had an infrastructure role which was different to VOSCUR;
- (9) The relationship of VOSCUR with Councils was primarily concerning funding. Any suppliers would be subject to Scrutiny in terms of governance, health and safety, equalities, safeguarding and financial management.



Councillors made the following points and officers/VOSCUR responded as appropriate:

Volunteering

During the library review, the Council had been flirting with the use of volunteers and the need to replace paid staff with unpaid volunteers. However, it was acknowledged that a body was still required to manage these arrangements.

Co-ordination

There remained a lack of co-ordination between groups – for example, there were 4 or 5 Calais groups who were not co-ordinating.

Data and the Use of VOSCUR's Grant

It would be useful for VOSCUR to consider how they can use the grant they receive to respond to needs. VOSCUR confirmed that they were considering how they could share data with the Council as a means of arranging early intervention as required.

Legal Scrutiny

Future arrangements would require appropriate legal scrutiny in terms of data protection and Health and Safety. For example, Bristol City Council did not currently operate a stand alone policy in relation to staffing at libraries but, if this were to change, the role of volunteers would need to be considered as the Council would still become liable.

10 Supermarkets Dealing with Waste - Update On the Current Position

Alison Comley gave a verbal presentation on the above issue and made the following points:

- (1) A comprehensive piece of work dealing with waste had been carried out by officers as a result of the work carried out by the Neighbourhoods Scrutiny Commission in 2016/17;
- (2) Issues relating to supermarkets had been referred to the core waste group which was co-ordinated through Sheffield and had been dealt with by Pam Jones, who was no longer working with at the Council. However, this was an ad-hoc meeting and there had been no discussion yet concerning the issue of supermarket waste;
- (3) The Directorate was attempting to identify someone who could attend this group. In the meantime, the issue of the Council's Zero Waste Strategy might be appropriate to deal with through the Waste Action Group which would take place in early February 2017.

The Chair expressed great concern at the very limited progress on this issue. He had understood that the issue of supermarket waste had been considered at the Core Cities Group and was being considered by



them as part of a national supermarket strategy. He pointed out that a recommendation had been made to the previous Mayor to progress this issue further with the 8 main supermarket chains but no action had been taken. It was important to maintain the pressure to ensure that this issue was taken up at a national level.

Councillors made the following points:

- (1) This action should have been taken. Co-operative action was required between Bristol City Council and the new Waste Company;
- (2) This issue needed to be solved at a national level. Frequently, it was difficult to identify which individual in a supermarket chain had responsibility for dealing with such issues

Resolved:

- (1) That the Mayor be requested to take action to open up a conversation with the 8 leading supermarkets in respect of food waste, packaging and distribution
- (2) That the matter is progressed through the Waste Action Group.

Action:

- (1) **Romayne De Fonseca**
- (2) **Alison Comley**

11 Quarterly Financial Report - Period 6 (to the end of September 2016)

Alison Comley introduced this report and confirmed that the Directorate was under budget and delivering savings.

Councillors made the following points and officers responded as appropriate:

Public Health

Officers confirmed that there had been 2% Government in-year cuts last financial year with a further cut this year. They stated that there were reserves in Public Health to address this.

Procurement and Capital Programme

There had been some delay in procurement and the Capital Programme.

Voluntary Severance

The voluntary severance cost was a one-off cumulative saving which was included in the budget but paid corporately.



Capital Receipts

If the Directorate was not doing as well as anticipated in this area, this must either be because there were less properties being presented for sale than anticipated or because it was not delivering on the previously estimated level of income. If the latter was the case, officers should consider whether alternatives could be considered ie developing land for other purposes such as housing.

Income Generation

The Neighbourhoods Directorate needed to consider increased ways of generating income. Officers pointed out that most income was obtained through Cemeteries and Crematoria. However, the Council faced significant challenges. Officers confirmed that work was taking place on the development of an offer to take to other Local Authorities to see if certain services could be shared, such as Trading Standards and in house enforcement.

12 Quarter 2 Performance Report

Mark Wakefield introduced this report and made the following points:

- (1) The performance targets had been re-ordered around the Corporate Strategy themes to make them more helpful for use;
- (2) There were 34 new targets, of which 18 were on or above target and 16 were below target. In addition, 19 had improved since last year with only 8 having worsened;
- (3) Major headlines were as follows: Business Rates were above target, sleeping rough targets had worsened, community development targets were positive, leisure centre statistics had gone up whilst recycling statistics had gone down, breast feeding and smoking targets were positive, housing delivery targets were more positive than negative, waste targets faced significant challenges whilst customer services and housing solutions were a mixture of positive and negative.

Councillors made the following comments and officers responded as follows:

Food Inspection

This was on an upward trajectory but still way behind the target. Officers confirmed that due to increased investment this had improved. It was noted that the Food Standards Agency was considering ways that the Local Authority were dealing with this issue including an increased on-line approach.

Members were advised that Nick Carter had suggested that a permit to trade could be set up for new businesses to meet the costs of the inspection of each business which was reflective of its size and make it self-funding. In view of the growth of small businesses, many of which the Local Authorities were not aware of, he proposed setting up a pilot for this in 2017.

The Chair asked for his thanks to be passed on to Nick Carter for his work on this initiative.



Sleeping Rough

Following a member's question, officers explained how the numbers of sleeping rough were counted.

Neighbourhood Partnerships

The target concerning the level of engagement with the Neighbourhood Partnership process would need to be replaced if the proposed changes to the NP structure were carried out.

13 Update on Citizen Services

Patsy Mellor gave a presentation on this issue and made the following points:

- (1) Details of service design improvements were provided including increased digital offering for certain high demand areas. There was a commitment to £1.5 Million savings if a digitally enhanced front end to services was achieved;
- (2) Other key areas had not been delivered – for example, end to end digital services (tracking had still not been developed), CRM and knowledge management (Phase 1 only had been developed), as well as Contact Centre Telephony which had been delayed from 2015 and would now start in 2017;
- (3) A very simple repair could be ordered online and there was a facility to send photos if required. In addition, a birth or death could be registered and a move to another property or online direct debit payment could be made for a Council Tax payment. However, most services were still not end to end.

Councillors made the following points and officers responded as appropriate:

Resources

In view of the difficulties in rolling out the programme, more resources should be put into projects as required. Officers confirmed that there had been issues with ICT and the supply side which had caused problems.

Customer Service Points

In view of the closure of CSP's outside the centre, an alternative model was required to ensure services were provided. In relation to libraries, an individual was required to help in Neighbourhoods areas to address any problems. In addition, some individuals would not be able to reach CSP's at all if they did not have access to a car and could not afford a bus.

Officers confirmed that telephone, e-mail and internet contact would be provided wherever possible to ensure people could reach the contact centre. Whilst there had been some difficulties recruiting staff over the past year (there had been 17 vacancies), these had now been resolved and the situation should improve. In addition, officers had a very active presence on social media and provided up to date advice about the situation concerning CSP's.



14 Work Programme

Members noted the Work Programme.

The Chair noted that there was a need to populate this for the remainder of the Municipal Year and stated that this would be discussed at the forthcoming Planning Meeting for the February 2017 Scrutiny Commission.

15 Date of Next Meeting

Members noted that the next meeting would be held at 10am on Friday 24th February 2017 in the Writing Room, City Hall, College Green, Bristol.

Meeting ended at 5.00 pm

CHAIR _____



Neighbourhoods Scrutiny Commission

24th February 2017



Report Title: *Housing Delivery Plan*

Ward: *All*

Strategic Director: Barra Mac Ruairi, Strategic Director for Place & Alison Comley, Strategic Director for Neighbourhoods

Report Author: *Nick Hooper, Service Director, Housing Programmes*

Contact telephone no. & email address *07825 315807
nick.hooper@bristol.gov.uk*

Purpose of the report:

To advise Scrutiny on proposals being considered by Cabinet to approve a Housing Delivery Plan.

Recommendation for Scrutiny:

To consider and provide comments on the proposal going to Cabinet



The proposal:

There will be a presentation on the way the plan has been developed

1. Bristol City Council has developed a Housing Delivery Plan (Appendix 1), designed to be the overarching document for delivery of new homes in Bristol. It sits under the Housing Strategy. The Plan aims to increase planned development, especially of affordable housing; improve internal processes and to provide direction for external organisations and developers. For some time there has been a shared understanding that Bristol's housing delivery system needs to be improved. The Mayor's target of building 2,000 new homes – 800 affordable – per year by 2020 further increases the need to improve delivery systems.
2. In autumn 2016 workshops were held bringing together relevant staff across the council to explore housing issues and potential solutions. Findings from these workshops have been used to develop a number of recommendations for improving Bristol's approach to delivering new homes. These proposals have been shared with the Cllr Smith, the Mayor, SLT the Homes Board and key internal stakeholders and the Executive Board.
3. The next step was to take forward the recommendations, work plans for a multi-disciplinary team and future development plans, and bring together into a high level strategic plan that outlines Bristol's new approach to housing delivery, those plans are summarised below.
4. In summary Bristol's Housing Delivery Plan sets out:
 - The reasons for prioritising the enabling of housing development and committing resources to accelerating housing delivery; high demand for homes identified in the Joint Spatial Plan, high house prices and rent levels impacting on tenancies, deprivation and inequalities
 - The context for delivering homes in Bristol: a lack of large developable sites increases the reliance on smaller, more complex urban sites reducing the viability for developers of producing affordable homes; changes in finance arrangements with fewer grants available to build affordable homes and reduced revenue for Registered Providers (RP's) following caps on rents impacting on RP's business
 - The scale of the challenge: securing sufficient investment as delivering 2000 homes requires circa £435million per annum investment in Bristol's economy; supporting and enabling the delivery of new homes over numerous sites, liaising and negotiating with multiple delivery partners, stakeholders and communities will require significant resources, and effective collaboration
 - A whole system review was carried out that identified two types of change needed: Improvements to city-wide system to facilitate increased delivery of homes by other developers, and changes to Bristol City Council's internal development process to increase the council's delivery of new homes.

The delivery plan focusses on five key changes aimed at improving the housing delivery system and driving up delivery, some of which are already being progressed:

- a) Active management of one clear pipeline of all development sites
- b) Creation of a single, multi-disciplinary delivery team: better co-ordinate housing activity and wider functions to better enable provision
- c) Simplified strategic governance and decision-making: simplified governance pathway to effective decision making and better performance reporting (quarterly progress reports, information to be available publically)
- d) Interventions to remove barriers and accelerate delivery: the delivery team requires additional resources to carry out wider functions, including an increase in the enabling housing fund, funding to support the disposal of council sites with outline planning permission and increased direct delivery through the Local Housing Company
- e) Revised key policy and guidance documents: this over-arching document will be supported by a new policy framework – as well as the emerging Joint Spatial Plan and revised Local Plan – there will be a review and consultation on the development of a range of policy and guidance notes, affordable housing practice notes, tall buildings, community building, etc.

5. 17/18 Housing Delivery Programme & Resources

£14m has been allocated in the draft capital programme to be considered by Full Council on 21st February 2017 to deliver the 2017/18 housing delivery programme. This figure includes funding for set up of local housing company, grant funding to housing associations, work to undertake pre-development, specifically gaining outline planning consent on BCC owned sites and project management. There is also additional revenue to support an expansion of the new integrated Housing Delivery System

Consultation and scrutiny input:

15. In autumn 2015 a joint (Neighbourhoods and Place) Scrutiny Inquiry Day was held which recommended, amongst many other things, a wholesale review of the delivery system.

Bristol City Council's housing delivery plan

2017 - 2020

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5. 2017/18 Housing Delivery Programme and Resource allocation

1. Introduction

The Mayor of Bristol has set out the commitment of building 2,000 new homes – 800 affordable – a year by 2020. This commitment is also an objective of the Corporate Strategy 2017-2020. As well as the ambition for delivering additional homes, the Mayor also set out a number of principles relating to how additional homes should be delivered, which include:

- Working in partnership across the city to deliver this target
- Using a wide mix of measures to increase development
- Bringing empty properties back into use.

This Housing Delivery Plan sets out Bristol City Council's (the '**Council**') strategic approach to delivering new homes.

2. Context

Bristol is a prosperous city, but there is a considerable and growing housing challenge within the city.

The emerging West of England Joint Spatial Plan provides the framework for the delivery of up to 105,000 net additional homes, and identifies a need for 32,200 affordable homes between 2016 and 2036. The emerging target for Bristol is around 33,000 homes and the need for affordable homes in Bristol is projected to be 18,800 between 2016 and 2036.

There is a huge demand for new housing, houses prices and rents are high in Bristol and affordable housing developments have slowed from 365 in 2011/12 to 180 in 2015/16. There are substantial problems of deprivation in parts of Bristol and the neighbourhoods that do not share the city's prosperity often have insufficient housing of suitable tenure.

Recent legislative and housing policy changes have created further challenges for households struggling to manage housing costs. Welfare benefit reforms make housing costs increasingly, and for some groups almost completely unaffordable, so increasing risk of homelessness. In addition, lower and middle income households have found housing less affordable with rising private sector rents, credit restrictions for first time buyers and widening affordability ratios of house prices relative to income.

There is a high current and future demand for market and affordable housing in the city. Building new homes to keep pace with this demand will be a significant challenge. In particular, there are several factors restricting the supply of new affordable homes:

- A lack of large suitable sites in Bristol makes us reliant on the delivery of smaller sites, including the redevelopment of existing brownfield sites. Smaller more complex urban sites, without economies of scale, reduce the viability for developers in delivering affordable homes.
- Changes in finance arrangements with fewer grants (Homes & Communities Agency [HCA] for example) available to build new affordable homes.
- Reduced revenue for Registered Providers (RP's) following caps on rents impacting on RP's business plans and ability to develop.

- Stock retained Local Authorities revenue is further reduced with new responsibilities to sell high value homes to fund the extension in Right to Buy.

Despite the difficulties progress is being made with the development of new homes in Bristol:

- With planning permission, under construction: 202 affordable, 2,709 total (net)
- With planning permission, not started: 761 affordable, 5,968 total
- Planning permission subject to signing of Section 106 agreement: 137 affordable, 626 total

3. Understanding the scale of the challenge

This plan sets out the steps the Council is taking to increase and accelerate the delivery of new market and affordable homes in the city to meet the Mayoral Commitments and objectives of the Corporate Strategy.

The adopted Bristol Local Plan has allocated 226 hectares of land for mixed use housing development, which can accommodate over 8,000 new homes. The Council owns approximately half of this land, enough to accommodate just over 3,000 homes. The Council therefore has a significant role to play in increasing and accelerating the delivery of new homes in the City but it can't do it alone. The Council needs to work in partnership with land owners, developers, registered providers, local communities, community led housing organisations and the Homes and Community Agency to make it happen.

Over the last 5 years there has been an average 1,381 new homes completed per year, of which on average 12.2% or 169 per year, were affordable homes, delivered through section 106 agreements. A new approach is therefore necessary to increase the delivery rates to 2000 homes per year – 800 affordable by 2020.

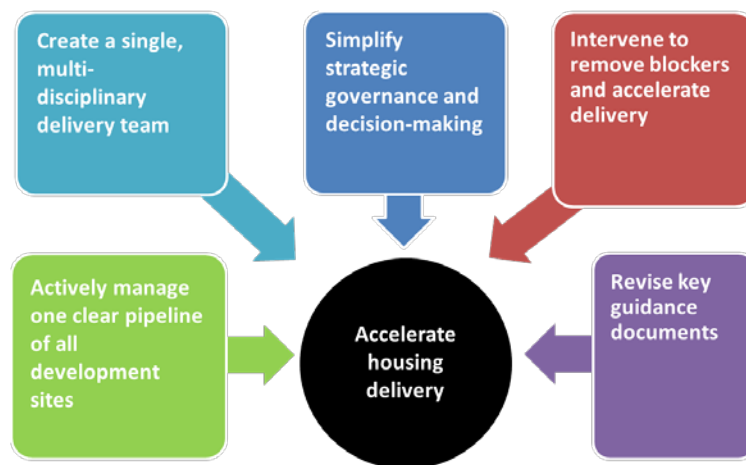
Trying to increase and accelerate the delivery of new market and affordable homes is fraught with complexities. The challenges we are likely to face along the way include:

- Securing sufficient investment: Delivering 2000 homes requires circa £435million per annum, investment in Bristol's economy
- Funding Affordable Homes: Increasing the delivery of affordable homes to rent and affordable homeownership by ensuring that the Council's funds lever in funds from the Homes and Communities Agency, Registered Providers, financial institutions and other funding sources.
- Partnership Working; Supporting and enabling the delivery of new homes over numerous sites, liaising and negotiating with multiple delivery partners, stakeholders and communities will require significant resources, and effective collaboration among stakeholders united behind a common goal.
- Site Conditions; The vast majority of sites within the City are complex urban sites which are likely to have a number of challenging site conditions which needs to be overcome to enable viable residential led development.

The Council is committed to accelerating the delivery of new homes, but fully acknowledges the scale of the challenge and that many barriers need to be overcome in order to deliver the Mayor's target.

4. Our new approach

The scale of the challenge means that incremental changes will not deliver change fast enough, or take us far enough. Therefore, a whole system review has been carried out; this document brings together a series of recommendations that create a strategic overview of the new approach to accelerate housing delivery in Bristol. The diagram below shows the key areas for change, more fully explored below:



The review identified two significant types of change are needed: improvements to city-wide systems to facilitate increased delivery of homes by developers; and changes to Bristol City Council's internal development process to accelerate the delivery of housing on Council owned land. Five key changes, by the Council, to improve the housing delivery system have been identified:

- a) Creation of a single, multi-disciplinary delivery team
- b) Active management of a single annual housing delivery programme
- c) Simplified strategic governance and decision-making
- d) Interventions to remove barriers and accelerate delivery
- e) Revised key policy and guidance documents

a) Creation of a single, multi-disciplinary delivery team

The proposal is to bring together all the different disciplines currently working on housing, plus other specialists, to create a single, multi-disciplinary delivery team ('**Housing Delivery Team**'). They will be responsible for working across the Council and with partners to deliver an annual housing delivery programme with performance targets. The team will lead the way in making the council's approach more dynamic and pro-active; bringing together existing and new functions:

Team role:	Responsible for:	Focusing on:
<ul style="list-style-type: none"> - Create and manage a single delivery pipeline - Take a more co-ordinated approach - Being market facing - Operate through a single capital programme - Be a single point of contact - Enabling staff with relevant skills to work together towards common goals 	<ul style="list-style-type: none"> - Oversee delivery of housing - Lead on Bristol City Council housing projects - Liaise with private developers - Administer grant funding - Lead on innovation, including working with community land trust, Self Builders 	<ul style="list-style-type: none"> - Policy and guidance - GIS and data management - Site viability - Land Assembly - Design Briefs - Direct Delivery

Additional funds have been allocated in the 2017/18 budget and the 5 year financial plan to increasing the capacity of the team and ensuring it has sufficient resources with the appropriate skills to deliver the housing delivery programme.

b) Active management of annual housing delivery programme

An annual housing delivery programme will be agreed with the Housing Delivery Board and Cabinet. The housing delivery programme will include the following delivery routes:

- **Market delivery:** through supporting, where necessary, the private development sector and secure affordable homes through s106.
- **Direct delivery:** Housing Revenue Account (HRA), existing and future programme of new build, and Local Housing Company.
- **Grant funding:** new arrangements for making grants available to registered providers to bring forward private land and other housing opportunities to significantly increase the supply of affordable housing in a cost effective manner.
- **Land release:** Bristol City Council land release to facilitate the development of mixed tenure residential led development.

A single housing delivery database will be created and actively managed by the Housing Delivery Team, which will map and monitor all public and private housing delivery sites within the City.

With limited resources the Housing Delivery Team will not be able to actively support all housing developments in the City. Therefore, a list of priority development sites will be identified and agreed with Cabinet annually. The Housing Delivery Team will prioritise its resource to support accelerating the delivery of housing on these priority sites.

The Housing Delivery Team will also continually review a pipeline of future development sites to establish a viable development pipeline is established up until 2020. Sites may be brought forward into the priority development list, as other sites either move forward into delivery, or to manage slippage. The team will look to 'over-programme'; this means working on the development of more homes than committed to, on the assumption that some sites will be delayed or found unsuitable for development.

c) Simplified strategic governance and decision-making.

In order to provide oversight of the new single programme there will be a Housing Delivery Board put in place to monitor the delivery of the annual delivery programme.

Annually the Housing Delivery Board and Cabinet will be asked to approve the priority sites to be brought forward for development (criteria for prioritising sites are under development at the time of writing this plan). Quarterly progress reports will be presented to the Housing Delivery board, the Cabinet Member for Homes and Bristol Homes Board, an open board thereby ensuring reports are accessible.

Due to the complex nature of development, variations to the programme will need to be agreed within each year to manage slippage and respond to new development opportunities. Any changes to the annual delivery programme or priority site list will be agreed by the Strategic Director for Place in consultation with the Cabinet Member for Homes.



c) Interventions to remove barriers and accelerate delivery

There are many challenges and barriers that can slow down the development of new homes. One issue often raised is that developers do not have a single point of entry to the system and often receive conflicting messages about policy and priorities. The new single multi-disciplinary team and improved process and policies are designed to overcome these, and other, barriers and to create a more pro-active and coordinated approach within the city.

The team will work pro-actively to accelerate delivery by:

- Obtaining outline planning permission on Council owned sites: as part of the disposal process of Council owned residential land either outline planning permission or permission in principle will be obtained to mitigate risk, create certainty for the buyer and increase the value of the land to the Council.
- Exploring and supporting innovation: housing is not just delivered by volume builders and Councils so the team will work with community groups, self-builders, small and medium sized builders and community land trusts to unlock the potential of some of the smaller residential sites.
- Procure delivery partners: plan procurement routes to secure strategic delivery partners

e) Reviewing key policy and guidance document

To accelerate the delivery of homes and affordable homes, the importance of clear policies and guidance cannot be overestimated – they provide clarity and certainty in a market where such characteristics are critical to successful and swift development. The Council will review existing policy and guidance documents to ensure they support this, ensuring documents provide sufficient clarity and certainty for all developers whether it be the Council, housing providers and the development industry. During 2017/18 the following work will be carried out:

- Consult on a first draft of the Local Plan review
- Consult on the first draft of the Urban Living Supplementary Planning Document (including density)
- Affordable Housing Practice Note (including affordable definitions)
- Affordable housing funding policy
- Self-build/Custom Build guidance note
- Community led housing guidance note
- Transport Development Management Guide

6. 17/18 Housing Delivery Programme & Resources

£14m has been allocated in the draft capital programme to be considered by Full Council in February 2017 to deliver the 2017/18 housing delivery programme. The breakdown of this £14m is set out below:

Route	Resources	Other comments
Section 106	Assumed no cost	
Local Housing Company	£0.5m has been allocated to establish a Local Housing Company	For further information regarding the company please see the March Cabinet report
HRA direct development	Assumed to be funded within the Housing Revenue Account business plan	
Grant funding	£9m	New Affordable Housing Funding Policy and Procedure to be signed off by the Strategic Director Place and Cabinet Member for Homes and Communities in February 2017 and to be implemented in March 2017
Outline planning permission on BCC land	Pre-development costs: £3.7million in 2017/18	
Project costs	£0.857m	
Total	£14.057m	

In addition £600k of revenue investment in 2017/18 is proposed in the budget report also to be considered by Full Council in February 2017. These revenue resources will also be used to expand the capacity of the Housing Delivery team, which will be comprised of existing staff brought together into one team, supplemented with additional resources that will include: additional project managers and project officers, financial and legal support.

Neighbourhoods Scrutiny

24th February 2017



Report of: Strategic Director, Neighbourhoods

Title: Parks and Green Spaces – moving towards cost neutral

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

That Councillors note and comment on the approach being taken to addressing the parks budget and to increasing income into the parks department.

Summary

The budget proposals being presented to full council on 21st February 2017 detail significant savings from the parks budget, with an aspiration to make the service cost neutral by 2020. This report details the approach that is being taken to achieving this.

This report also summarises some recently published national research and guidance which will enable ideas to be generated to meet the budget challenge which will help inform our approach.



Context

The first major piece of work to address the budget challenge is to explore the possibilities for income generation in parks, alongside some ongoing reductions in costs without significantly changing the service offer. Work on this is currently commencing.

There is some useful national work that has been recently completed that can help to guide this work, including a select committee report that was released earlier this month. A summary of this is included in the appendices of this report.

Bristol's Parks and Green Spaces strategy is being updated and the income generation plan and plans for future spend will take into account this strategy, as recommended by the select committee report.

Key stakeholders (e.g. Parks Forum, parks groups, local residents) will work alongside councillors and officers on the development of the proposals.

Alongside the Select Committee report, there are some other pieces of research that will help inform the thinking, including the NESTA "learning to rethink parks" report which showcases some best practice nationally and internationally: <http://www.nesta.org.uk/publications/learning-rethink-parks> . There is also another document in the national archives called "Paying for Parks" which contains ideas of how to generate income from green spaces: <http://webarchive.nationalarchives.gov.uk/20110118095356/http://www.cabe.org.uk/files/paying-for-parks.pdf>

Proposal

That Neighbourhoods scrutiny notes the contents of the national reports.

That Neighbourhoods scrutiny as part of the work plan, provide input and challenge into the development of the approach. A fuller more detailed report will be provided at the next scrutiny meeting.

Appendices:

Summary and conclusions of the Select Committee report.

This additional paper highlights the Executive Summary and Conclusions and Recommendations arising from the **House of Commons Select Committee - Communities and Local Government Committee Public Parks report** (published on 11th February 2017) accessed at :

<http://www.parliament.uk/business/committees/committees-a-z/commons-select/communities-and-local-government-committee/news-parliament-2015/public-parks-report-16-17/>

Summary

Our inquiry into public parks asked three key questions: why parks matter, what challenges are facing the parks sector, and how we can secure a sustainable future for parks. The level of response has clearly demonstrated the strength of the feeling people have for their local parks and green spaces, and how much parks are valued by individuals, families and communities.

Parks and green spaces are treasured assets and are often central to the lives of their communities. They provide opportunities for leisure, relaxation and exercise, but are also fundamental to community cohesion, physical and mental health and wellbeing, biodiversity, climate change mitigation, and local economic growth. These benefits have long been recognised, but within a context of budget reductions and tightening financial circumstances it is increasingly important that we find ways to quantify the wider value of parks in order to access new sources of funding and target investment in areas of greatest impact.

Parks face considerable challenges. As shared community assets, they must serve many different purposes, and be able to respond to the different and sometimes clashing needs of local communities. They must compete with other services for investment to secure their short and long term sustainability. Distribution of parks is unequal across the country, with many deprived communities struggling to access the benefits which green spaces can provide. Planning policy, particularly as a result of pressures to increase housing supply, may not always give enough priority to parks and green spaces, or to other elements of our green infrastructure.

Meeting the challenges which face our parks and green spaces and securing a sustainable future for them will require responses on many levels. Communities have a role to play, whether through friends, volunteers, or other community groups. We welcome and appreciate the contribution such groups make, and believe that the time and efforts which people give to their local parks should not be overlooked; but it would be unfair and short-sighted to lay responsibility for resolving the challenges parks face wholly at their doors. Innovation in management models and funding sources is also needed. We have received a wide range of suggestions for

alternative funding sources and management models, and we urge the Minister, the Local Government Association, and local authorities to reflect on them.

We do not underestimate the challenges and the risks of transforming services. Local authorities will require both financial and expert support. They will also need leadership and coordination at a national level. We therefore welcome the Minister's commitment to establishing a cross-departmental group. We believe the group should have a continuing role in providing the coordination and the leadership which many of our witnesses want. We call on the Minister, in his response to our report, to set out the details of how this group will operate, and how it will work with stakeholders from across the parks sector to deliver a sustainable future for our parks and green spaces.

We heard many calls throughout our inquiry for a statutory duty on local authorities to provide and maintain parks in order to raise the profile of parks within local authority prioritisation and budget allocation. We recognise that reductions in local authority budgets may disproportionately disadvantage discretionary services, such as parks. However, we are not persuaded that such a statutory duty, which could be burdensome and complex, would achieve the outcomes intended. Instead, we recommend that the Minister publishes guidance to local authorities that they should work collaboratively with Health and Wellbeing Boards to prepare and publish joint parks and green space strategies that clearly articulate the contribution of parks to wider local authority objectives, and set out how parks will be managed to maximise such contributions. We believe that this would increase joint working within local authorities, raise the awareness of parks and green spaces and their contributions to wider goals, and facilitate support for parks and green spaces from other service areas.

Parks and green spaces matter. They make a vital contribution to many of our most important strategic objectives, such as climate change mitigation, public health and community integration. However parks are at a tipping point, and failure to match their value and the contribution they make with the resources they need to be sustained could have severe consequences. We believe that our recommendations will help to ensure that parks receive the priority they deserve, and to prevent a period of decline.

Throughout our inquiry we have heard the passionate voices of many individuals, friends and community groups, and other parks stakeholders. We will return to the issue of parks before the end of this Parliament to assess what progress has been made, but in the meantime we call on those who care about parks to maintain momentum, to continue to hold local and national government to account, and to carry on their work to support, promote and enhance our parks and green spaces.

Conclusion

135.The significant interest in, and the overwhelming response to, our inquiry is a clear indication of just how strongly people feel about their local parks, how much they value them, and how important it is that action is taken to safeguard and secure the future of England's parks and green spaces. Our witnesses—individuals, friends groups, local authorities, and other bodies—describe parks as being at a tipping point. As Cllr Trickett of Birmingham City Council told us: “We have been innovative and we have looked at alternatives, but the cuts are in very great danger of tilting the balance too far”.[265](#) If action is taken, and appropriate priority given to parks, we do not believe it is too late to prevent a period of decline. However, if the value of parks and their potential contribution are not recognised, then the consequences could be severe for some of the most important policy agendas facing our communities today.

136.There is, clearly, no ‘one size fits all’ solution. Responsibility for parks lies primarily with local authorities. We believe that local authorities are best placed to make decisions which are appropriate for their local circumstances. However, within a context of declining local authority budgets, we believe that there is a role for central government to play in providing vision, leadership and coordination, facilitating the sharing of lessons learned and best practice, and ensuring that the role of parks, their contribution, and their function as just one element of our wider green infrastructure networks, is recognised.

137.We intend to return to the issue of parks before the end of this Parliament to assess the progress which has been made. To assist us with this, the Minister's cross-departmental group should publish annual written statements to the House providing an update on the group's activity, progress made against our recommendations, and the progress made by local authorities and Health and Wellbeing Boards in the preparation and publication of joint parks and green space strategies.

Conclusions and recommendations

Introduction and background

1.We strongly agree with those who have emphasised the importance and value of parks to individuals, communities, and to wider national agendas such as public health, and climate change and flood risk mitigation. Parks are a treasured public asset, which are greatly valued by their communities. They help to bring communities together, and should remain freely accessible to everyone. (Paragraph 29)

Why do parks matter?

2.We recognise that parks have traditionally been seen as financial liabilities for local authorities, and understand that assessing the value of parks to their communities in wider terms can be complex. However, we strongly believe that without being able to demonstrate the contribution made by parks to broader agendas, local authority parks departments will find it difficult to secure sufficient priority for their parks, or to access alternative funding sources. For this reason, we welcome the new models which are emerging to help assess the value of parks' broader contributions in a more nuanced way. (Paragraph 35)

3.The amenity and leisure value of parks is important and should not be overlooked. However, taken in isolation, this value does not accurately reflect either the wider value and purpose of parks or the full contribution they make to local and national agendas. We believe that thinking differently about how to assess the value of parks and their broader contribution could help both to access alternative funding sources and to target investment more effectively. However, the models which are emerging, such as natural capital accounting and social return on investment are complex, and may not be accessible to local authority parks departments. *The Minister's cross-departmental group should prioritise support for the development of robust and accessible transferrable models which local authorities in England can use to assess the value of their parks. The Minister's group should work with the Local Government Association to support and encourage local authorities to use such models to assess the real value of their parks, and to take account of such assessments in their strategic planning and prioritisation.* (Paragraph 39)

What challenges are facing the parks sector?

4.We recognise that a community asset which is freely available to all will, quite naturally, give rise to some tensions when the requirements and wishes of different sections of the community, or different groups of park users, come into conflict. We accept that striking the right balance between open access to parks, and revenue-raising activities such as events or granting exclusive use to particular groups is challenging. However, it is necessary. We believe that if parks are to truly serve the communities within which they are located, local authorities must take into account the needs of all of their residents. In the planning and management of parks, local authorities must engage effectively in dialogue with their communities to assess and understand their needs, and to explain the decisions which they take. We recognise that it may be appropriate at times for local authorities to grant exclusive access to a park or a part of a park, whether on a temporary or a permanent basis, to particular user groups or organisations. It may also be appropriate for local authorities to charge for some uses of a park, especially when parks are used by commercial ventures as part of their business models. However, such exclusive use or charging

must not disproportionately affect or hinder access to the park for other uses. *To ensure transparency for local communities, and to enable them to hold their local authorities to account for the decisions which are made, local authorities should consult on, and publish, policies which set out the criteria upon which:*

- a) any application for exclusive use of a park or part of a park will be determined;*
- b) any decisions about whether park users will be charged for the use of the park, park facilities, or clean-up costs will be based. (Paragraph 45)*

5. In some circumstances, it may be appropriate for local authorities to seek non-financial contributions from some park users to the upkeep and maintenance of parks and green spaces. For example, community activities which do not charge members for participation or raise revenue, such as parkrun, might nonetheless be encouraged to contribute volunteer time for park maintenance or fund-raising activities. *As part of developing their exclusive use and charging policies for parks and green spaces, local authorities should work collaboratively with relevant groups of park users to identify the range of ways in which they can contribute to their parks. (Paragraph 50)*

6. The level of response which we have received to our inquiry, and the evidence which so many people have provided, is a clear indication to us of the strength and depth of concern which people and communities across the country have about the effect of budget reductions on their treasured parks and green spaces. We share these concerns. We too are worried about the potential deterioration or even loss of a service which is of great value, both as an amenity, and for the contribution which parks make to wider policy objectives including community cohesion, improvement of air quality, and biodiversity. The actions taken thus far by local authorities and volunteers have mitigated the effect of budget reductions in the short term, but this support may not be sustainable in the longer term. The contributions made by friends groups, and other volunteer and community groups, are very important: but they must not be taken for granted. While we recognise the difficult choices with which local authorities are faced, we believe that when planning their parks services, or taking decisions about funding allocations, they must give sufficient priority to supporting, building relationships with and coordinating volunteers. (Paragraph 62)

7. We understand how strongly local friends and community groups feel about their own local parks. However, it is a matter of concern that friends groups may be forced into competition with each other for scarce resources and that some parks are losing out to others. We believe that local authorities should consider their parks to be part of one portfolio, rather than as disparate individual sites. In this way, we believe that they can manage their parks more efficiently and effectively. We welcome the growth of parks forums, in which friends and community groups can come together to share resources, ideas and learning. We believe that such forums will improve the way in

which local authorities can work with their communities in coordinated and efficient ways. *Local authorities should encourage and support the development of friends group forums, and work with them in a coordinated way to ensure that needs are properly assessed, and resources are prioritised and targeted appropriately. Where local circumstances require it, this may include coordination and cooperation across local authority boundaries.* (Paragraph 63)

8. We acknowledge the difficult choices with which local authorities are faced. However, it is essential that our parks are places which are safe for our communities to enjoy. When planning parks maintenance, and allocating funding, local authorities must prioritise safety, especially in relation to children's play equipment. *To ensure that health and safety in parks is given appropriate priority, the Minister should collect data on the number and distribution of accidents in parks across England centrally. He should monitor this data, identify any trends or patterns, and work with relevant local authorities to address problems.* (Paragraph 66)

9. Sufficient priority must be given to the sustainability of ongoing maintenance and the revenue funding needed. When commissioning new park facilities or elements local authorities should ensure that the level of ongoing maintenance required is feasible, and that plans for capital investment are accompanied by sustainable plans for ongoing revenue requirements. We believe that local authorities should be allowed to use Section 106 and Community Infrastructure Levy funds to cover parks' revenue requirements. (Paragraph 71)

10. We recognise the importance of parks and green spaces to national strategic issues such as obesity, flooding and climate change. We are therefore concerned about the unequal distribution of parks and green spaces in England, and the consequent impact on the ability of all of our communities to benefit from the many advantages of access to quality green space. We are concerned that the UK may not meet UN Sustainable Development Goal 11.7 in respect of safe and inclusive access to parks and green spaces by 2030. *The Minister and the cross-departmental group should identify what action can be taken to improve the provision of parks and green spaces, for example by accessing funds available under public health strategies such as the Obesity Strategy. The Minister should also monitor the provision and distribution of green space across England, and provide Parliament with annual updates, by way of written statements, on whether equality of access is improving. If access to high quality parks and green spaces does not improve for deprived communities, the Minister should identify local authorities where provision is inadequate, and work with them to improve access.* (Paragraph 81)

11. We agree that green space should be at the heart of planning as it is fundamentally important to creating and shaping communities where people want to live, and where they are able to thrive. *When preparing or updating their Local Plans, local authorities should take a whole-place approach which recognises the*

importance of parks and green spaces both to existing and to new communities, in accordance with paragraphs 73 and 76 of the National Planning Policy Framework. This will require effective fulfilment of their duty to cooperate with other local authorities, whether on a bilateral basis or within the structures of devolution deals. (Paragraph 89)

12. Parks are not synonymous with green infrastructure—parks deliver important leisure, health, wellbeing and amenity benefits which other types of green infrastructure may not, and large green spaces like parks make particular contributions to absorbing water run-off to mitigate flood risk and combating the Urban Heat Island Effect—but we believe that thinking about parks as one element of wider green infrastructure networks may be beneficial both to parks, and to the profile of other types of green infrastructure. For example, understanding parks as part of wider networks of green infrastructure helps to highlight the value of green corridors and networks for biodiversity, wildlife, and active travel networks. (Paragraph 93)

13. *We recommend that the Minister's cross-departmental group should engage with the parks sector to assess whether the expanded guidance for local authorities on green infrastructure frameworks published in February 2016 adequately provides both for parks as such, and for their role as a part of green infrastructure networks.* (Paragraph 95)

14. *The Minister should work with his colleagues in Defra to ensure that parks, and green infrastructure more widely, are properly recognised in the Government's forthcoming 25-year Environment Plan.* (Paragraph 96)

How can we secure a sustainable future for parks?

15. We welcome the contribution made to parks by friends, volunteer and other community groups and individuals across the country. The time and efforts which people freely give to their parks should not be underestimated, and nor should the benefits for parks, communities and for the individuals themselves. (Paragraph 101)

16. Our review considered evidence on the governance of parks across the country. While many parks are very well run directly by local authorities in a traditional management structure, we also saw evidence that alternative management arrangements have been beneficial in some areas. We believe that these alternative management arrangements may have benefits in some additional other parts of the country, dependent on local circumstances, however, where they are used such arrangements must be suitably accountable to local people. *The Minister should issue guidance to local authorities setting out key principles for the appropriate governance and accountability arrangements in non-traditionally managed parks which could be put in place as part of any emerging or alternative model for parks*

management. Such principles might include the involvement of local people in the governance and oversight arrangements and decision-making, or the establishment of appropriate objectives with which the activities of the management model must be aligned. Whatever innovative arrangement may be adopted, ownership of parks should stay with local authorities, as democratically accountable bodies. A new trust, for example, should have a long lease of a park, rather than taking over the freehold. (Paragraph 108)

17. We hope that the additional funding for local authority service transformation will be made available without further delay, and expect the Minister to keep us updated on the allocation and impact of the funds in the development of sustainable parks management models. (Paragraph 109)

18. We believe that addressing the challenges which face the parks sector in a way which secures a sustainable future for England's parks may require fundamental service transformation, which takes into account the wider value and benefits which parks deliver, beyond their amenity and leisure value. We have received a wide range of suggestions for alternative funding sources for parks, and examples of different approaches to parks management. We have not listed all of them, or explored the merits or otherwise of each in detail—the applicability of each for specific parks or local authorities will depend on local circumstances. However we would urge the Minister, the LGA and local authorities to read and reflect on the evidence we have received as part of our inquiry, and to consider whether and how to take forward the various suggestions made. (Paragraph 111)

19. To support service transformation which parks require, the Minister and his cross-departmental group should work with local authorities which are pioneering alternative management models or funding arrangements, to address the barriers and manage the risks which arise and identify additional transitional support or funding which may be appropriate to nurture the development of such models. For example, the Minister should consider the proposals made by the National Trust and Newcastle City Council for indemnity for local authorities which wish to transfer land to parks trusts, and for the establishment of a public interest test to enable local authorities to overturn restrictive covenants, where such covenants hinder the authority's ability to safeguard public parks. (Paragraph 112)

20. The Minister and his cross-departmental group should encourage and facilitate the evaluation and benchmarking of emerging models for parks management, and the sharing of best practice within England and from elsewhere in the UK or internationally as appropriate. (Paragraph 113)

21. We recognise that the pressures on budgets may disproportionately disadvantage discretionary services, such as parks. However, we are not persuaded that a

statutory duty on local authorities to provide and maintain parks, which could be burdensome and complex, would achieve the intended outcomes. (Paragraph 119)

22. We share 38 Degrees' desire to ensure that parks do not slip through the cracks. However, we are not persuaded, for the reasons we have outlined above, that a statutory duty to provide and maintain parks is the most effective way to achieve this objective. (Paragraph 120)

23. We recognise, in principle, the benefits of designating senior elected members and officials as parks champions with responsibility for highlighting and coordinating the contribution which parks make to the achievement of broader council objectives, and for preparing strategies for their parks and green spaces. Local authorities which do not yet have such champions could consider appointing them. However, we are concerned that, in practice, the parks champion title would simply be applied to those senior officers and members who already have responsibility for parks and green spaces, and would not, therefore, make a significant difference to the status quo. Local authorities which currently value their parks and green spaces and recognise the wider contributions they make would continue to do so, and those which do not would be unlikely to see significant changes. (Paragraph 123)

24. We acknowledge the argument that a statutory duty on local authorities and Health and Wellbeing Boards to prepare and publish parks and green space strategies could encourage greater joint working within local authorities, increase the profile of parks and green spaces and their contribution to wider local authority objectives, and facilitate the contribution by other service areas to parks and green space services. Such strategies might also serve to improve the quality of data available about parks and green spaces. We would expect local authorities and Health and Wellbeing Boards, in the preparation of such strategies, to include the amenity and leisure value of parks and green spaces, and how they will be managed to maximise their contributions to broader local authority responsibilities and agendas—for example public health and preventative health, the local economy, climate change and flood risk mitigation, air quality, and biodiversity—as well as to the responsibilities of other bodies, such as the Environment Agency. *We recommend that the Minister issues very clear guidance to local authorities that they should work collaboratively with Health and Wellbeing Boards, and other relevant bodies where appropriate, to prepare and publish joint parks and green space strategies.* (Paragraph 126)

25. *The Minister's cross-departmental working group should monitor the preparation and publication of joint parks and green space strategies, and report annually on progress made, by way of written statements to the House. If the guidance does not prove effective in encouraging local authorities and Health and Wellbeing Boards to collaborate on the production of joint strategies, or the joint strategies which are produced do not prove effective in raising the profile and priority afforded to parks,*

the Minister should consider legislating to place a statutory duty on local authorities to collaborate with Health and Wellbeing Boards to prepare and publish joint parks and green space strategies. (Paragraph 127)

26. We welcome the steps taken by the parks sector in England to fill the gap left by CABI Space and Greenspace, such as the establishment of the Parks Alliance and the National Federation of Parks and Green Spaces, the Future Parks project led by the National Trust, and the work undertaken as part of Nesta's Rethinking Parks programme to bring together a database of people and groups with an interest in parks. However, these initiatives, although important and commendable, will not necessarily be enough to provide the coordination and facilitate the sharing of best practice which we believe is necessary to secure and support a sustainable future for England's parks. We believe that the importance of parks to national strategic objectives such as climate change mitigation and public health mean that there needs to be leadership and vision at the level of national government. We look to the Minister to provide this. (Paragraph 132)

27. We welcome the Minister's confirmation that he recognises the current lack of coordination, and his intention to establish a cross-departmental group to consider our report and recommendations. *We believe that the Minister's cross-departmental group should have an ongoing role in providing coordination and leadership within the parks sector to ensure that the Minister's vision for parks is delivered. We call on the Minister to publish, in his response to our report, details of the cross-departmental group's membership, terms of reference, initial priorities, how often it will meet, and how it will work collaboratively with the parks sector and the Local Government Association to secure a sustainable future for England's parks. We believe that early priorities for the group should include:*

- *establishing and maintaining an online parks information hub to make it easier for local authorities to find out about what other authorities are doing, to facilitate the sharing of learning and good practice, and to provide signposting to other sources of information or advice;*
- *working with the Local Government Association to develop and implement options for establishing and supporting national or regional park manager forums in England, learning from the approach taken in Scotland. (Paragraph 134)*

5 Conclusion

28. *We intend to return to the issue of parks before the end of this Parliament to assess the progress which has been made. To assist us with this, the Minister's cross-departmental group should publish annual written statements to the House providing an update on the group's activity, progress made against our recommendations, and the progress made by local authorities and Health and*

Wellbeing Boards in the preparation and publication of joint parks and green space strategies. (Paragraph 137)

Neighbourhoods Scrutiny Commission

24 February 2017



Report of: *Alison Comley, Strategic Director Neighbourhoods*

Title: *Bristol Waste Company - Performance*

Ward: *City wide*

Officer Presenting Report: *Netta Meadows, Service Director – Strategic Commissioning and Client Relations*

Contact Telephone Number: *0117 903 7744*

Recommendation

That the Neighbourhoods Scrutiny Commission consider and comment on the attached Waste Service Performance as well as comment on the proposed new performance indicators which will replace the existing.

Summary

Full list of current Key Performance Indicators (KPI's) are attached as Appendix A to this report. Overall the waste service is performing well regarding year to date figures across most Key Performance Indicators.

The significant issues in the report are:

Of the 13 KPI's 9 are better than target, 3 are less than 10% below target and one is more than 10% away from target. The waste service is less than 10% below target for; Bin deliveries, Green Waste Collections on time and overall recycling rate target. The waste service is more than 10% away from target for the KPI representing missed box collections.



Context

1. On the 11th August 2016 Cabinet approved a proposal from Bristol Waste Company (BWC) to deliver an integrated waste service for a period of 10 years.
2. This integrated model covers a number of waste services, which BWC have been awarded, or are due to take over, including:
 - Waste collection, street cleansing and winter maintenance services (from August 2016)
 - Recyclate sales (from August 2016)
 - Communication, marketing, education and customer engagement (from November 2016)
 - Complaints and issue resolution service in relation to waste services (from November 2016)
 - Waste treatment and disposal contract management (contracts were novated, or have been managed by BWC, since November 2016)
 - Household waste recycling centres, Transfer Station, and all associated plant (transfer took place on 6th February 2017)
 - Commercial waste and recycling material collection from Council premises (April 2017)
 - The West of England Waste Contract cannot be transferred to BWC as intended in the Cabinet decision on 11th August 2016. This transfer cannot happen because West of England Partnership governance only allows Local Authorities to form the Partnership. The West of England Contract is managed by BCC's Business Relationship Manager.

Next Steps / Proposal

3. Neighbourhoods Scrutiny commission are asked to consider and comment on the current key performance indicators which are contained in *Appendix A - Monthly performance targets – Bristol Waste Company (BWC) - December 2016*.
4. Please note; when these Key Performance Indicators were agreed the target performance was set at the latest 'actuals' of the previous contractor. Therefore the appendix shows what is being achieved by Bristol Waste Company in comparison with those previous contractors' targets.
5. In summary the waste service has performed well against the KPI's over the past 12 months. However the most important KPI which is below target, and which is showing a slight decline over the past 12 months, is the recycling rate. The first three months of the year generated an average recycling rate of 37.75% whereas the final three months averaged 35.37%. Bristol Waste Company is planning to review collection systems and improve service user communications. However this KPI needs to significantly improve if future performance levels are to be achieved and Bristol City Council is to achieve its 2020 recycling rate target of 50%. Early indicators of January figures however, do indicate some improvement on this position.
6. Current key performance indicators are also being revised to account for the additional transferred services. The proposed key performance indicators are included in *Appendix B1 – Proposed performance targets - Bristol Waste Company (BWC) – 2017*. These indicators are explained further in *Appendix B2: Proposed KPI's explanation*.
7. Due to the extra services transferring to BWC the list of KPI's has been expanded so newly transferred services can be better monitored and managed. For example there are new KPI's for Sites, Disposal Services as well as Communications and Marketing services. All new KPIs are

subject to negotiation with BWC. However, we would like the input of Scrutiny at this juncture to provide a steer on the importance of certain performance areas and to assist with identifying those KPI's which Scrutiny Members feel should be included in the new Waste Service Agreement.

8. The proposed KPI's are aligned with Bristol's Waste and Resource Management Strategy (2016) and targets are extending to 2020/21. This is because there is significant uncertainty regarding future regulations, recycling calculation methods and enforcement possibilities which will impact BWC's ability to achieve certain KPI's. The waste industry nationally is receiving little future guidance from central government on potential legislation particularly relating to Brexit as the European Union has generated all waste legislation since 1990.

Financial Implications

9. As part of the Council's budget setting process BWC have proposed a range of cost saving measures. If any of the savings proposals impact on the Council's budget setting process further review of the KPI's may be necessary.

Legal Implications

4. There are no legal implications in relation to this report.

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 – Monthly performance targets – Bristol Waste Company (BWC) - December 2016

Appendix B1 – Proposed performance targets - Bristol Waste Company (BWC) - 2017.

Appendix B2 – Proposed performance targets explanation.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

Monthly performance targets - Bristol Waste Company (BWC) - December 2016

Key:

Measure of Success	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	RAG YTD Rating	Comments from BWC
Collected on time per month - residual waste (595,372 collections)	99.925%	99.925%	99.95%	99.95%	99.95%	99.95%	better than target	304 missed bins this month
Collected on time per month - recycling/incl food (930,038 collections)	99.93%	99.93%	99.95%	99.93%	99.90%	99.94%	better than target	950 missed bins this month
Collected on time per month - garden waste (85,310 collections)	99.93%	99.93%	99.80%	99.84%	99.79%	99.78%	within 10% of target	180 missed bins this month
Rectified within SLA (reported before 2pm collection the same day and after 2pm collectionby 12pm the following working day) *	99%	99%	83.85%	88.90%	87.24%	84.40%	>10% away from target	

Reported incidents - Issues rectified within Service Level Agreement (SLA) timescales

Measure of Success	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	RAG YTD Rating	Comments from BWC
Street cleansing - reported before 2pm collection the same day and after 2pm collectionby 12pm the following working day *	88%	88%	98%	97%	98%	96%	better than target	
Flytipping - 48 hours *	87%	87%	98%	97%	97%	92%	better than target	
Graffiti - 24 hours *	81%	81%	87%	93%	97%	93%	better than target	
Litter bins - reported before 2pm collection the same day and after 2pm collectionby 12pm the following working day *	91%	91%	100%	98%	96%	97%	better than target	
Dead animals - 24 hours *	96%	96%	94%	100%	100%	96%	better than target	

Performance of key SLAs (NH563)

Measure of Success	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	RAG YTD Rating	Comments from BWC
Combination of top 6 SLAs average (marked with *)	89%	89%	93%	96%	96%	93%	better than target	

BWC Recycling target

Measure of Success	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	RAG YTD Rating	Comments from BWC
50% by 2020 (42.5% of this by BWC; 7.5% from HWRC)	37.26%	37.26%	36.00%	35.36%	34.74%	36.95%	within 10% of target	

Street cleansing - against B- industry standard

Measure of Success (quarterly)	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	RAG Rating	Comments from BWC
Litter	9.0%	9.0%	n/a	n/a	n/a	n/a	n/a	
Detritus	25.0%	25.0%	n/a	n/a	n/a	n/a	n/a	
Graffiti	6.0%	6.0%	n/a	n/a	n/a	n/a	n/a	
Flyposting	1.0%	1.0%	n/a	n/a	n/a	n/a	n/a	

Winter Maintenance

Measure of Success (Winter only)	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	RAG Rating	Comments from BWC
Gritting within 3.5 and 5 hours of request	23%	23%	100%	100%	98%	86%	better than target	

2 BACKGROUND DATA - total non-qualified number of incidents reported

Measure of Success - Number of reported incidents per month	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to date	BWC Date Year to Average Per Month	Comments from BWC
Street cleansing	503	503	516	740	611	10257	603	
Flytipping	803	803	1086	950	765	14226	841	
Graffiti	237	237	190	176	142	3535	212	
Dead animals	40	40	35	20	28	656	39	
Litter bins	85	85	55	55	75	1058	61	

Bins

Measure of Success	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	RAG Rating	Comments from BWC
Bin deliveries within SLA (6 days)	97%	97%	87%	95%	92%	88%	within 10% of target	

Customer satisfaction with street cleansing

Measure of Success - annual	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	Comments from BWC
Percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	73%	73%	n/a	n/a	n/a	n/a	

Carbon emissions

Measure of Success - annual	Previous contractor actual 14/15	Current BWC Target	Oct-16	Nov-16	Dec-16	BWC Year to Date	Comments from BWC
Target percentage decrease since 09/10 baseline	19%	19%	n/a	n/a	n/a	n/a	

Appendix B1 – Proposed Performance Targets

Performance targets for Bristol Waste Company (BWC)					
Measure of Success	Current Target	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
Tonnage KPI's					
Percentage of Residual and Recycling Bins collected on time (195,000 households)	99.925%	99.93%	99.93%	99.93%	99.93%
Percentage Recycling Rate	44%	47%	48%	50%	50%
Percentage of Waste to Landfill (Strategy Target is less than 5% to Landfill by 2030)	29%	25%	23%	21%	20%
Residual Waste Arisings Per Household	501kg	495kg	489kg	483kg	477kg
Residual Waste Per Household to Landfill	249kg	244kg	239kg	234kg	230kg
Residual Waste Per Person Per Year (Strategy target is 150kg by 2025)	New KPI	218kg	208kg	199kg	189kg
Food Waste in Residual bin (Strategy target is 10% by 2025)	New KPI	36%	33%	29%	25%
Tonnage of Fly Tipping Collected	New KPI	1,225	1,200	1,176	1,152
Reporting of Incidents KPI's					
Fly Tipping cleared within 48 Hours	87%	88%	89%	90%	91%

Graffiti cleared within 24 hours	81%	92%	93%	94%	95%
Number of Incidents Reported (including Street cleansing, Flytipping Graffiti, Dead animals, Litter bins)	1668	1500	1300	1150	1000
General KPI's					
Delivery of Containers within 6 days	85%	86%	87%	88%	89%
Number of Bulky Waste Collections on Scheduled Date	New KPI	85%	87%	90%	93%
Winter Gritting within 3.5 and 5 hours of Request	23%	25%	28%	32%	35%
Stage 1 Complaints Received	1,659	1,593	1,561	1,530	1,500
Missed collection rectified within SLA. (Any genuine missed collection reported within 24 hours to be collected by 12 noon the next day)	99%	99%	99%	99%	99%
Health and Safety and Resources KPI's					
No of Mechanical Street Sweepers Required for Street Cleansing	New KPI	15	14	13	12
Health and Safety Non Conformities raised	New KPI	1000	1000	1000	1000
Health and Safety Near misses reported	New KPI	1000	1000	1000	1000
Number of Hours Health and Safety Lost Time Accidents per staff member per year	New KPI	20	19	18	17
Staff Turnover	5%	5%	5%	5%	5%

No of hours training Per FTE per year	30hrs	30hrs	30hrs	30hrs	30hrs
Percentage of sickness per FTE	6%	5.5%	5%	5%	5%
Engagement and Survey KPI's					
No of Schools Visited for Engagement Session	New KPI	50	60	70	70
Number of Residents Contacted on the Doorstep	New KPI	5000	6000	7000	8000
Keep Britain Tidy Group – Litter Survey	9%	8%	7%	6%	5%
Keep Britain Tidy Group – Detritus Survey	25%	20%	18%	14%	10%
Keep Britain Tidy Group – Graffiti Survey	6%	5.5%	5%	4.5%	4%
Keep Britain Tidy Group – Flyposting Survey	1%	1%	1%	1%	1%
Percentage of People Who Feel Street Litter is a Problem in their Neighbourhood (QoL)	73%	72%	71%	70%	69%
Disposal and Statistics KPI's					
All Disposal Contracts Maintained Within Contract Term	New KPI	80%	100%	100%	100%
Statistics Provided by 10 th Working day of each month.	New KPI	100%	100%	100%	100%

Sites KPI's (Including HWRC's)					
Number of General Waste Bags Split to Ensure Recyclables are Removed	New KPI	750	1000	1500	2000
Number of Service Users Challenged to confirm their status as Bristol Resident	New KPI	500	500	500	500
Joint KPI's with Cleaner Streets Campaign and Enforcement.					
No Hours Community Litter Picking*	New KPI	500 hours	550 hours	600 hours	650 hours
Number of fixed penalty notices served*	New KPI	150	200	250	300

*These final two KPI's are joint KPI's which reflect the interconnections between the service and are required to provide a full picture of the Waste Services KPI. These have been generated in consultation with Bristol Cleaner Streets Campaign and BCC enforcement.

Appendix B2 – Proposed Performance Targets - Explanation

Performance targets for Bristol Waste Company (BWC)	
Measure of Success	Explanation
Tonnage KPI's	
Percentage of Residual and Recycling Bins collected on time (195,000 households)	This KPI will track the waste service's 'missed container' collections. It shows effectiveness of collection service and crew training.
Percentage Recycling Rate	This is fundamental and is in line with national legislative targets – 50% by 2020.
Percentage of Waste to Landfill (Strategy Target is less than 5% to Landfill by 2030)	This is linked to BCC's refreshed strategy and links with the overall aim of reducing reliance on landfill, which will also reduce costs.
Residual Waste Arisings Per Household	This shows amount of waste generated by each household regardless of where that waste ends up.
Residual Waste Per Household to Landfill	This is similar to the two KPI's above but provides a combined view.
Residual Waste Per Person Per Year (Strategy target is 150kg by 2025)	This is linked to BCC's strategy and a commitment to generate least residual waste of any Core City.
Food Waste in Residual bin (Strategy target is 10% by 2025)	This is a new KPI which is being introduced following research discovering that food waste is the biggest single waste stream in residual waste. This will be measured by composition analysis
Tonnage of Fly Tipping Collected	We challenge the waste service to make a 2% reduction in this target each year with their work with BCC enforcement.
Reporting of Incidents KPI's	
Fly Tipping cleared within 48 Hours	This is a continuation of the previous service level agreement and indicates effectiveness of a reactive service.

Graffiti cleared within 24 hours	This is a continuation of the previous service level agreement and indicates effectiveness of a reactive service.
Number of Incidents Reported (including Street cleansing, Flytipping Graffiti, Dead animals, Litter bins)	This amalgamates 5 previous KPI's and shows the level of reporting from residents. This KPI determines how proactive the waste service is, and effectiveness of enforcement.
General KPI's	
Delivery of Containers within 6 days	This is a continuation of the previous and is important as prompts delivery of recycling boxes, and fosters positive recycling behaviours.
Number of Bulky Waste Collections on Scheduled Date	Measures effectiveness of bulky waste service and scheduling programme.
Winter Gritting within 3.5 and 5 hours of Request	These are statutory based targets as required by the highways department.
Stage 1 Complaints Received	This KPI will be a useful indication of residents' perception of the waste service and effectiveness of the service. Any stage 2 + complaints will be picked up in contract monitoring meetings.
Missed collection rectified within SLA. (Any genuine missed collection reported within 24 hours to be collected by 12 noon the next day)	This KPI will measure efficiency of collecting missed boxes which is a reactive service.
Health and Safety and Resources KPI's	
No of Mechanical Street Sweepers Required for Street Cleansing	This KPI was generated in connection with the Bristol Cleaner Streets project and as the streets become clearer there should be less reliance on mechanical street sweepers.
Health and Safety Non Conformities raised	This will measure effectiveness BWC's own H&S assessment of itself, and detail will be discussed in contract management meetings. Nonconformity: non fulfilment of a requirement or a deviation from a standard.
Health and Safety Near misses reported	This will measure effectiveness BWC's own H&S assessment of itself, and detail will be discussed in contract management meetings. Near miss: an event not causing harm, but has the potential to cause injury or ill health.
Number of Hours Health and Safety Lost Time Accidents per staff	This KPI will reflect whether safe systems of work and occupational health and safety programmes are adequate.

member per year	
Staff Turnover	This is a continuation of a previous KPI – Staff turnover will assist in the identification of resourcing issues.
No of hours training Per FTE per year	This is an measure of whether BWC are an effective investor in people and will assist in the identification of training/performance issues.
Percentage of sickness per FTE	This KPI will relate to accidents and occupational H&S and how effective BWC's working practices are.
Engagement and Survey KPI's	
No of Schools Visited for Engagement Session	This KPI places importance on educating future generations and is based on targets from BCC's previous waste education service.
Number of Residents Contacted on the Doorstep	This is potentially a worthwhile KPI as 'Door knocking' of residents is proven to be the most effective method of adult resident behaviour change.
Keep Britain Tidy Group – Litter Survey	Continuation of historical independent survey.
Keep Britain Tidy Group – Detritus Survey	Continuation of historical independent survey.
Keep Britain Tidy Group – Graffiti Survey	Continuation of historical independent survey.
Keep Britain Tidy Group – Flyposting Survey	Continuation of historical independent survey.
Percentage of People Who Feel Street Litter is a Problem in their Neighbourhood (QoL)	Continuation of historical survey which shows residents perceptions of littering in their neighbourhood
Disposal and Statistics KPI's	
All Disposal Contracts Maintained Within Contract Term	We expect all Disposal contracts to be kept within their contractual term to avoid breaches in procurement regulations.

Statistics Provided by 10th Working day of each month.	BCC have statutory data reporting requirements. BWC should provide a master waste management spreadsheet by 10 th working day of each month.
Sites KPI's	
Number of General Waste Bags Split to Ensure Recyclables are Removed	Aims to measure improvement of identifying recyclables at HWRC sites and reducing unwanted waste.
Number of Service Users Challenged to confirm their status as Bristol Resident	Bristol have no adequate restrictions on non-residents using Bristol's recycling centres. If BWC can challenge residents then this will reduce out of county waste arriving at Bristol's sites.
Joint KPI's with Cleaner Streets Campaign and Enforcement.	
No Hours Community Litter Picking*	Joint KPI as suggested by Cleaner Streets campaign and will show BWC's effectiveness of working with other departments
Number of fixed penalty notices served*	Joint KPI with Enforcement which will show the effectiveness of the joint working arrangements in relation to enforcement around waste/fly tipping.

Neighbourhoods Scrutiny

24th February 2017



Report of: Strategic Director, Neighbourhoods

Title: Impact of Budget Decision on Neighbourhoods

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

To note the impact of budget decisions on the Neighbourhoods directorate

Summary

This cover report refers to an agenda item for Neighbourhoods Scrutiny 24 February 2017, the intention of which is to note the impact of budget decisions on the Neighbourhoods directorate to be taken at Full Council 21 February 2017.

Commission members are referred to the papers made available for Budget Full Council 21 February 2017.

The intention is that a revised schedule of savings will be produced for Neighbourhoods Scrutiny based on the decisions taken at Full Council and provided to the Commission on the 24 February.

The significant issues in the report are:

To be identified and discussed on the 24 February.



Policy

1. *not applicable*

Consultation

2. **Internal**
Directorate Leadership Team, Strategic Leadership Team and Cabinet
3. **External**
Budget consultation undertaken

Other Options Considered

4. *n/a*

Risk Assessment

5. *The budget report for Full Council includes a full risk assessment.*

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.

Legal and Resource Implications

Legal

As set out in Appendix A

Financial

(a) Revenue

As set out in Appendix A

(b) Capital

As set out in Appendix A

Land

As set out in Appendix A

Personnel

As set out in Appendix A

Appendices:

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

none

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
				Q1 Financial Monitor

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
October 2016				
The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22 (1 of 2)	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		
	Herbicide Safe Alliance			
	Young People's Housing Pathway Plan			
November 2016				
The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22 (2 of 2)	Housing Delivery - positioning update paper	Joint Spatial Plan (WoE Joint Scrutiny)	Business Change Finance Information (extracted from Cabinet Report)	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22
Annual Safeguarding Adult's Report	Libraries of the Future – update to Scrutiny	Joint Transport Study (WoE Joint Scrutiny)	In-depth Review: Bristol Workplace Programme (BWP). - To include up-date on Romney House Situation	Mayor's Forward Plan – standing item
Corporate Parenting Panel Annual report	Urban Parishes (information item)	Up-date on previous Transport Inquiry Day Recommendations	BCC Procurement - up-date	Scrutiny Resolution and Full Council Action Tracker – standing item
Annual Safeguarding Children's Report		MetroBus (WoE Joint Scrutiny)		Scrutiny Work Programme - to approve the outcomes from the workshop
Bristol as City of Sanctuary and Supporting refugees and asylum		Supported Bus Services		Democratic Engagement

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
seekers, including unaccompanied minors / care leavers				
Home Care update		Cabinet Member Q&A Session		Preparing for Future Devolution Deals
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				
Briefing workshop (ahead of Feb Inquiry Day) School places and admissions, to include information on exclusions and the Integrated Education and Capital Strategy (6 Councillors invited to attend)	**No Neighbourhoods meeting in December**	Q2 Performance Monitoring	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Budget Scrutiny
		Directorate Risk Register	Q2 Performance Report for Business Change. To include - Quarterly Update of Outcomes of Legal Cases	Democratic Engagement Select Committee Terms of Reference
1st December – Meeting in common with South Gloucestershire Health Scrutiny Committee and North Somerset Health Committee: Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan (STP) (Neighbourhoods Scrutiny Councillors invited to attend)		Update on the Council's property portfolio	Debt Collection – what is/isn't being collected	Mayor's Forward Plan – standing item
		Cabinet Member for Place - Q&A Session		Scrutiny Work Programme - standing item
		Place Financial Monitoring -		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
		Period 6 (extracted from Cabinet Report)		Council Action Tracker – standing item
January 2017 – Note two OSM Meetings (5th and 19th)				
Update on the Crisis Line	Neighbourhood Partnerships	<i>Meeting Cancelled</i>	<i>Meeting Cancelled</i>	5 th Jan - Companies' Business Plans (to include exempt information)
Annual Education Performance – All Key Stages	Review of the Housing Revenue Account Business Plan			19th Jan - Budget Scrutiny – to consider and endorse the draft response to Cabinet
Performance monitoring Q2	Voluntary and Community Sector			
Commissioning approach	Supermarkets dealing with waste - update on current position			
Page 60	Finance Update (to include the context of Actions and Objectives set out for Neighbourhoods in the Corporate Strategy and Business Plan)			
	Performance Information - Q2			

February 2017				
3rd Feb – Inquiry Day School place planning and school admission arrangements (all Cllrs invited to attend)	Review of Parks - positioning statement	Air Quality (N'ds SC invited to attend)	Business Change Finance Information (P8 extracted from Cabinet Report) - to include ICT Spending Pressure	Elimination of the Gender and Race Pay Gap
27th Feb 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-	Local Housing Company Strategic Business Case	Cultural Strategy - Plus up-date on the Dec 15 Culture Inquiry Day Recommendations	Procurement & Social Value Policy – Up-date	Feedback Regarding Budget Process

operative, perioperative and postoperative care in cardiac surgical services.				
	Housing Delivery Plan	Cabinet Member Q&A Session (Cllr Tincknell)	Channel Shift	Scrutiny Structures and Ways of Working
	Budget Issues (to include an assessment of the impact of budget decisions on Neighbourhoods)	Community Assets - Overview		Scrutiny Resolution and Full Council Action Tracker – standing item
	Bristol Waste Company			Inquiry Day Recommendation Tracker
				Scrutiny Work Programme - standing item
				Mayor's Forward Plan – standing item

March 2017

Performance monitoring Q3	Performance Information - Q3	Climate Change and Energy Security Framework	Resources Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Green Capital - maintaining the momentum – presentation and discussion (Place Scrutiny). <i>Note - report will include Bundred Review of Green Capital.</i>
Risk Register	Risk Register	Energy Services	Q3 Performance Report for Resources – Quarterly Update re Outcomes of Legal Cases	Independent Review into the Council's Financial Position
Mental health working group action plan updated (Neighbourhoods Scrutiny Cllrs invited to attend)	Finance Update	Warm Up Bristol	Resources Directorate Risk Register	Financial Monitor
Home Care Update	Local Council Tax Reduction Scheme	ELENA Programme Update	Legal Services – business model	Process for Dealing with Exempt Material
The use of Police custody as a place of safety	Trial of Glyphosate -Free Weed Treatment - Report back	Heat Networks		Mayor's Forward Plan – standing item
Provision of mental health Services (including provision of beds and maternal beds)	(provisional) Tree Services			Scrutiny Work Programme - standing item

<p><i>The following items have been referred to the Neighbourhoods Scrutiny Commission</i></p> <ul style="list-style-type: none"> • <i>Update following Mental Health Summit,</i> • <i>Update following Freedom of Mind festival (Young People's Mental Health)</i> 	Neighbourhood Partnerships	Performance Monitoring		Minutes and action sheets from meetings December 16 to February 17 – <i>note unavailable at previous meetings due to time constraints</i>
New meeting date required for the Health and Wellbeing Board work programme – joint with Neighbourhoods				
April 2017				
<div> <div>Page 62</div> <div>20</div> </div> <p>April meetings:</p> <ul style="list-style-type: none"> • 1 x Joint Health Scrutiny Committee • 1 x People Scrutiny Commission and South Gloucestershire Health Scrutiny Committee meeting in common 		Joint Spatial Plan <i>Suggested methodology: report to meeting (WoE Joint scrutiny)</i>		Financial Monitor
Meeting in common (with South Gloucestershire Health Scrutiny Committee) - Health Providers - Quality Account reports - Other health updates (Members to highlight required information)		Joint Transport Study <i>Suggested methodology: report to meeting (WoE Joint scrutiny)</i>		Future of Performance Reporting
		Colston Hall		Annual Performance Report (note – provisional item)
		Arena Update (WoE JS also		Update from the Devo Working

		looking at this)		Group
Joint Health Scrutiny Committee – Sustainability and Transformation Plan		North Fringe and Cribbs Patchway New Neighbourhood		
		Prince Street Bridge Report		
May 2017				
Education themed meeting Learning City Board Work programme		Visit to the Bottle Yard Studios and Filwood Green Business Park (TBC)		
Update on the Employment and Skills strategy (to include information on work experience)				
SENCO responsibilities, SEND reforms and High Needs funding – the impact on pupils and their learning				
Alternative Learning update report (including information on exclusions)				
June 2017				
Youth Links re-commissioning update	Performance Information - Q4			Financial Monitor
Children Services Improvement Plan Year 2	Risk Register			
Youth Offending Team update (to include information about CYP in Gangs)	Finance Update			
Items to be scheduled				
Further scrutiny of the Sustainability and Transformation Plan (STP)	Council Tax Reduction Scheme	Long Ashton Park and Ride - Management	Income Generation - review of outcomes following KPMG review	<i>Provisional item</i> – Update (s) from the Future of Devolution Working Group
	Information, Advice and Guidance Review	Property Items Postponed (December) - Revenue Generation and Asset Sales - BCC's strategic principles for	Change Programme (ICT Projects/benefits realisation) (TBC if rescheduled)	<i>Provisional item</i> – Update (s) from the Democratic Engagement Select Committee

		management of its investment property - Community Buildings – is now Community Assets in Feb 17		
	Libraries	Bristol Transport Plan		Outcome of the external review of Bristol City Council's budget – <i>note OSM have requested that the Vice Chair oversees this part of the meeting</i>
	Voluntary Community Sector	City Centre Movement Strategy and City Centre North East Spatial Framework		
	Provisional - TBC by Strategic Director - Briefing on Information, Advice and Guidance Review	MetroWest (WoE Joint Scrutiny)		Outcome of the external review of elections (note – report may also be shared with the Democratic Engagement Select Committee)
				Decision Pathway
				Budget Setting Timeline 2017/18
				Inquiry Day Outcomes – update reports to come back to OSM with a view to being referred onto the Mayor

Bristol City Council

Neighbourhoods Scrutiny Commission

Action Sheet



Meeting Date	Agenda Item	Title of Report/ Description	Action and Deadline	Responsible officer	Action taken
27.10.16	4 (c)	Minutes– 3 rd October 2016	<p>The Chair referred to Paragraph Number (24) (Minute Number 6) and indicated that officers could consider whether action could be taken in this instance:</p> <p>(24) It was noted that smoking was an area which was the highest preventable risk factor and yet the return for the reduction was low. There need to be an effective cost/benefit analysis in this area. Officers referred to the Sustainable Transport Plan in which consideration of many of the healthy benefits (ie smoking, alcohol, diabetes, prevention, healthy living) were embedded). However, no mechanism was yet in place to track funds – one possible approach to address this could be through the use of Joint Funding arrangements or to develop a Strategic case for pooled budgets;</p>	Becky Pollard	<p>In discussion of the Director of Public Health Annual report, the Neighbourhoods Scrutiny Commission raised that the ROI quoted for support to stop smoking was relatively low, compared with other lifestyle interventions eg. for alcohol harm. Although the ROI for smoking interventions was not as high as for example alcohol, smoking is the biggest contributor to premature mortality from the 4 main diseases causing early death in Bristol. Smoking is also the biggest contributor to the health inequalities related to unhealthy lifestyles in Bristol. Smoking is increasingly</p>

<p>Page 66</p>					<p>concentrated in areas of higher deprivation, with smoking rates varying up to 5 fold across different wards of the city. Cancer is the largest contributor to the gap in life expectancy between the most and least deprived in Bristol. Return on investment estimates will not take account of the potential substantial impact on health inequalities from reducing tobacco related harm. Links between alcohol and deprivation are less clear cut than for smoking.</p> <p>The ROI figures used in the DPH report are inevitably based on a number of assumptions, but are the best tools available at the current time. The tobacco estimates have been calculated using the NICE tobacco costing tool. It generates costs and benefits in relation to reduction of 5 conditions, including lung cancer and heart disease. There are other disease outcomes that would be impacted by reduced smoking but are not captured in these ROI</p>
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<p>Page 67</p>					<p>estimates. Alcohol related calculations include assumptions about benefits from reduced accidents eg road traffic accidents, with associated large cost savings to society being modelled. Assumptions in economic modelling are also sensitive to the timescales considered – benefits from reduced smoking are likely to be over longer timescales.</p> <p>Despite ROI estimates being relatively low for smoking cessation, they do show a positive return on the investment within a 5 year timescale, and tackling tobacco related harm through supporting effective smoking cessation will address a major contributor to the inequalities in health seen across the city.</p>
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26.01.17	4 (a)	Minutes – 24 th November 2016	Resolved – that the minutes of the above meeting be confirmed as a correct record and signed by the Chair.	Jeremy Livitt	Done – 26/01/17
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26.01.17	7	Neighbourhood Partnerships – The Future	<p>Action:</p> <p>(1) that officers send to Councillors information on work carried out in core cities and in the south west in other local authorities relating to devolved funding arrangements;</p> <p>(2) that a more detailed breakdown of information be provided to Councillors concerning the pie chart contained in the presentation;</p> <p>(3) that it is noted that a further update report will be provided at the next meeting on 24th February 2017 concerning this issue and which will provide a social, environmental and financial assessment of what has been achieved through the existing NP structures and how much will the proposed cut cost.</p>	Gemma Dandp/Penny Germon	
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26.01.17	8	Housing Revenue Account Business Plan	Resolved – that officers provide members with information on the meaning of the acronyms contained in the report.	Nicky Debbage	Information Sent on 9 th February 2017.
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26.01.17	10	Supermarkets Dealing with Waste – Update	<p>Resolved:</p> <p>(1) That the Mayor be requested to take action to open up a conversation with the 8 leading supermarkets in respect of food waste, packaging and distribution</p> <p>(2) That the matter is progressed through the Waste Action Group.</p>	<p>(1) Romaine De Fonseca</p> <p>(2) Alison Comley</p>	Completed. Referral sent to Mayor and Cabinet Member 8/2/17
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