

Cabinet Agenda



Date: Thursday, 11 August 2016

Time: 6.00 pm

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

Distribution:

Cabinet Members: Marvin Rees (Mayor), Estella Tincknell (Deputy Mayor), Mark Bradshaw, Clare Champion-Smith, Craig Cheney, Fi Hance, Margaret Hickman, Claire Hiscott, Helen Holland and Paul Smith

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Issued by: Ruth Quantock, Democratic Services
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Date: Wednesday, 3 August 2016



Agenda

PART A - Standard items of business:

1. Welcome and introductions

2. Public Forum

(up to one hour is allowed for this item)

Please note: Public forum business at Cabinet meetings must be about matters on the agenda.

The order of business for public forum will be:

- a) Petitions and statements from Bristol residents (petitions to be heard before statements).
- b) Questions from Bristol residents.
- c) Petitions and statements notified by councillors (petitions to be heard before statements).
- d) Questions from councillors.

Please also note:

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

- Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and ‘details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- A maximum of one minute shall be allowed to present each petition and statement.
- The deadline for receipt of petitions and statements for the 11 August Cabinet is **12 noon on Wednesday 10 August**. These should be sent, in writing or by email to: Democratic Services, City Hall, P.O Box 3176, Bristol, BS3 9FS.
Democratic Services e-mail: democratic.services@bristol.gov.uk

Questions (must be about matters on the agenda):

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the executive to whom they are put.



- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- The deadline for receipt of questions for the 11 August Cabinet is **5.00 pm on Friday 05 August 2016**. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, P.O Box 3176, Bristol, BS3 9FS.
Democratic Services e-mail: democratic.services@bristol.gov.uk

3. Apologies for Absence

To note any apologies

4. Declarations of Interest

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

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

5. Chair's Business

To note any announcements from the Chair

6. Matters referred to the Mayor for consideration by a scrutiny commission

One matter has been referred by Neighbourhoods Scrutiny Commission relating to Agenda Item 8 Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance Service

(Pages 5 - 12)

7. Reports from Scrutiny Commissions

None on this occasion



PART B - Key Decisions

- | | |
|---|--------------------------|
| 8. Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance Service | (Pages 13 - 115) |
| 9. Adoption of Bristol Waste Company Business Plan (The consideration of this report will depend on the decision in respect of item 8 above) | (Pages 116 - 206) |
| 10. Voluntary and Community Sector (VCS) Grants Prospectus | (Pages 207 - 312) |
| 11. Facilities Management Futures - Print and Mail Services | (Pages 313 - 324) |

PART C - Non-Key Decisions -

None on this occasion



OVERVIEW AND SCRUTINY REFERRAL FORM

Referral from: Neighbourhoods Scrutiny Commission

To: Cabinet

Date: 11th August 2016

Contact Officer: Tom Oswald, Policy Advisor NH Scrutiny (0117 9224104)

Subject: Bristol Waste Company and Integrated Waste Service Agreement

Please scroll down for text

Summary:

On 7th July 2016 the Neighbourhoods Scrutiny Commission received two draft reports on the Bristol Waste Company (BWC) and the proposed Integrated Waste Service Agreement.

The first paper set out *Proposals for future waste collection, street cleansing and winter maintenance service*, the second paper on the *Adoption of Bristol Waste Company Business Plan*.

Officers from Bristol City Council and BWC presented the reports: Gillian Douglas (BCC Service Director, Clean & Green) and Tracey Morgan (Managing Director) and Steve Ostler (Finance Director), both BWC.

This note sets out a formal referral of the reports from Neighbourhoods Scrutiny and a formal minority note from the Commission Chair.

Scrutiny Commission Referral:

- Six Commission members voted in favour (Cllrs Goggin, Johnson, Jones, Melias, Sergeant, Wellington) – Cllrs Threlfall and Fodor were not present (both submitted apologies for the meeting)
- The Commission resolved to support the recommendations in the reports and recommend Cabinet to immediately award BWC the Integrated Waste Service immediately from August 2016 to 31 July 2026

Summarised detail of draft reports and presentations received:

1. Proposals for future waste collection, street cleansing & winter maintenance service

This report set out the results of the review of BWC performance and provided options for how the service should be best delivered going forward.

The report recommended 1) that at Cabinet the Mayor award BWC the Integrated Waste Service from August 2016 to 31 July 2026 and to ensure that appropriate legal agreements are put in place and 2) That delegated authority is given to Netta Meadows (Service Director – Strategic Commissioning & Commercial Relations) to enter in to the necessary legal agreements.

- The background to the establishment of a wholly owned Teckal Company
- The scope of the service in re. statutory responsibilities regarding Waste Collection, Disposal and Litter
- The targets set out in the new waste and resources strategy
- The results from the market review of the current service including an evaluation of the service cost in relation to market estimates
- Feedback from the Independent Review on the Integrated Waste Service as proposed by Bristol Waste Company, including the financial and other benefits of the proposal

2. Adoption of Bristol Waste Company Business Plan

This report sought approval of a Business Plan for BWC (one of the wholly owned BCC trading companies with Teckal status). At Cabinet the Mayor will be asked to make a decision as Shareholder (advised by the Shareholder Group) on the adoption of the BWC Business Plan.

The adoption of the Business Plan is dependent on a Cabinet decision approving that BWC can continue to deliver waste services, including street cleansing and winter maintenance for a period of 10 years (details above). The report recommended that Mayor consider and approve the adoption of the proposed BWC Business Plan.

Summary of report / presentation:

- The current range of operational activities delivered by Waste Services
- Key achievements to date and the Vision for the future service
- Key aspects of the Business Plan and proposals going forward, including the timelines and desired outcomes
- The financial plan, key assumptions and dependencies - the Commission sought clarifications on the impact to the Council of not achieving income targets
- The relationship between the Customer, Provider and Council – the Commission emphasised that the relationship between Consumer, Council, and Provider would be key
- Governance Issues and BWC policy – the Commission raised the issue of governance and accountability in relation to the Companies structure and Shareholder relationship

Chair Minority Note:

- Minority statement from Cllr Anthony Negus, Chair of Neighbourhoods Scrutiny commission – text below

I am obliged to dissent from the blanket approval by commission members of the proposal to immediately grant a 10 year contract to Bristol Waste Company.

Although I can see little prospect of a viable alternative I cannot support this for the following reasons:

- This was not the only option available though no alternatives were presented, or even considered in the papers
- The overwhelming bulk of the supporting reports, and that containing the prime information, was in the form of exempt papers with restricted access over a short timescale which meant that it was read by only two members of the committee
- The exempt papers could have been presented, with redactions if necessary, in a more accessible form. These contained the business plan and the independent evaluation of the Bristol Waste Company's performance over the short 12 month period since its hurried inception
- It has been clear from the first emergency meeting last June that the most rapid incorporation of BWC was the only SLT plan. Timescales have been shortened to achieve this. Yet BWC has been working during that time only to the depleted standards inherited from the previous company. It has not yet worked up to the service levels set in 2009, has no experience of the huge transactions around waste disposal or plant renewal or trade waste business with which it must rapidly engage
- I am concerned that there is no clear statement on priority given to environmental disposal and, mysteriously, no reference to this essential relationship with the Bristol Energy Company despite this being the subject of a BCC-promoted Inquiry day only last year
- My preference, had there been one, would have been to give BWC a little time to prove itself operating in a higher gear. 6-8 months would permit a surer roll-out of improved service in answer to the independent report and time to better prepare for the challenges of vehicle purchase and taking on BCC's commercial contract
- I cannot support the restricted governance and scrutiny arrangements proposed under the Bristol Holding Company

I support the comprehensive scope proposed for BWC and recognise that its viability is unlikely to be testable in the current marketplace. But I do believe that it is the duty of Scrutiny to highlight potential weaknesses from detailed appraisal of all the available information, and to suggest mitigation. For that reason I could not support the majority decision.

Councillor Anthony Negus
Chair, Neighbourhoods Scrutiny Commission

3. Accompanying papers

- The submitted draft Cabinet Report papers are available on the BCC Neighbourhoods Scrutiny webpages <https://democracy.bristol.gov.uk/ieListMeetings.aspx?Committeed=149>
- Appendix 1 draft extract minute of Neighbourhoods Scrutiny Commission 7th July 2016

10 Draft Cabinet report - Proposals for future waste collection, street cleansing and winter maintenance service

The Commission received a presentation from Alison Comley – Strategic Director Neighbourhoods and Gillian Douglas – Interim Service Director Clean and Green, relating to the report.

Key points highlighted:

- a. The report would be considered by Cabinet on the 11th August when a decision would be made on whether the Council should award the integrated waste services contract to Bristol Waste Company
- b. The presentation covered the following issues:
 - the background to the setting up of a wholly owned 'Teckal' Company, Bristol Waste
 - the scope of the service in respect of statutory responsibilities regarding Waste Collection, Disposal and Litter
 - the targets in the new waste and resources strategy
 - the outcome of the market review of the current service including evaluation of the service cost in relation to market estimates
 - feedback from the Independent Review on the Integrated Waste Service as proposed by Bristol Waste Company, including the financial and other benefits of the proposal

11 Draft Cabinet report - Adoption of Bristol Waste Company Business Plan

The Commission received a presentation from Tracey Morgan – Managing Director, Bristol Waste and Steve Ostler – Finance Director Bristol Waste

Key points highlighted:

- a. The Mayor in Cabinet on the 11th August would be making a decision as Shareholder, advised by the Shareholder Group on the adoption of the Bristol Waste Company Business Plan.
- b. The decision would be dependent on the award of the contract.
- c. The presentation covered the following issues:
 - The current range of operational activities included in the Waste Services
 - Key achievements to date and the Vision for the future service founded on the principal of waste as a shared responsibility
 - the key aspects of the business plan and what the offer would be going forward, including the timelines, desired outcomes
 - the financial plan, key assumptions and dependencies

Following the presentations the Commission agreed the following resolution in respect of the Exclusion of Press and Public:

“That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the discussion on the above items of business on the grounds that they involve

the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of schedule 12A of the Act.”

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Main points raised/noted in discussion on both draft reports included:

Financial Issues

- The recycling and commercial income would be used to offset the cost of the core service to the council. The Commission sought clarifications on the impact to the Council of not achieving income targets.
- If the Waste Company did not achieve the income targets this would not fall as a cost to the Council, similarly if there was a greater surplus that would be a 'shareholder' surplus. It was also noted that the commercial income projections were not near the 20% limit.
- In addition should income targets not be met the fact that the company was cash positive provides financial resilience. The Company would also look at business efficiencies or changing the way it did things without affecting the service to the public.
- Whilst it was noted that the Company would need equipment for the commercial waste business a lot of that equipment would be very similar to what is used on the domestic contract and would not require a large investment.
- It was confirmed that there was resilience in the budget/financial assumptions and the baseline but that the figures also challenged the company to do things differently and there were areas where the company was confident it would out-perform targets. An inflation assumption had been built into the figures and the two main cost areas were labour and the disposal contract, which would have to be negotiated.
- It was prudent to have some surplus to allow for fluctuations in revenue streams and to provide financial resilience.
- The first year of trading had generated a surplus and this would now help deliver the change programme necessary to develop the company, including investments in HWRC's and the commercial waste service. It would also allow investment in systems and people. This would be a continued conversation with the Shareholder.
- The recycling targets were reasonable and greater recycling income would mean lower residual waste and disposal costs.
- Need to engage with people – first role is to be part of the community. There is genuinely more recycling available.
- It would be important to make recycling easier for people but this would need to be balanced against costs. Engaging people/communities would be key to this.

Relationships: Customer, Provider and Council

- The Commission emphasised that the relationship between Consumer, Council, and Provider would be key.
- The Company confirmed that transparent dealings with the Council, and effective communication were essential, as would be sharing performance information/intelligence,

including how the Company responded to complaints. The Company would continue to be accessible to councillors.

- It was clarified that the Council's clean and green team would be part of the neighbourhood management team and would be in an ideal position to share intelligence with Bristol Waste.
- The council would set the waste strategy and the Company would deliver against that. At the same time the Company would be able to offer its' expertise and views on council proposals going forward and input to future policy developments.
- The Company re-iterated that it was a 'customer service' business focussed on the residents and communities of Bristol.
- The Company was committed to supporting changes in behaviour and had recently run a successful pilot scheme with students to increase re-cycling rates.
- The Company would also be looking to work more closely with Neighbourhood Partnerships to help communities

Governance Issues

- The Commission raised the issue of governance and accountability in relation to the Companies structure and Shareholder relationship. It was noted that the administration would be carrying out a review of membership on different bodies and this could also include the membership of the Shareholder Group/Company Boards. As Shareholder the Council determines the Board members and Directors.
- The Commission also supported as much information as possible on the Company being in the public domain to increase accountability and provide real scrutiny and challenge in relation to performance.
- The Company confirmed that they would welcome a continued positive relationship with scrutiny around a common agenda and would continue to provide performance information to the Commission and the Shareholder
- It was noted that the current Business Plan was based on the council's waste strategy and the market but in 2017 there would be a major piece of work on what the Council wants to do on modelling recycling e.g. how often collect residual bins, recycling collection and that there would not be one approach over the next 10 years. Any changes to policy would be subject to the Council's own decision making/scrutiny processes and a change in methodology would be a 'key decision'

Company Policies

- It was noted that the Company is not required to have the same HR policies as the Council but the Company is committed to fair treatment of the workforce and are reviewing some of its terms and conditions.
- The Company also confirmed that it was paying above the Living Wage
- The Company would also work with the Council to get people into jobs where there were shortages and there was a commitment to a localised work force

- BWC would look at the need to have more staff at certain times of the year e.g. students moving in and out

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Other Options Considered

- It was noted that the draft Cabinet report contained information on other options considered and that the main alternative to offering BWC a 10 year contract would be to procure the services through an external contract. This was carefully considered, including a review of the feedback from waste consultants (IESE) examining details of the current cost and specified BWC contract. The current market cost, procurement costs and other views expressed by IESE on the integrated waste service led the Council to consider that external procurement was not affordable.
- In addition further consideration was given to an alternative length of the contract – i.e. was 10 years an appropriate term for the contract. Waste industry best practice showed that in order to invest in new fleet to deliver future ambitions, the term of 8-10 years would be required.
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- It was noted that the *Adoption of Bristol Waste Company Business Plan* paper does not put forward any specific Business Plan alternatives

Following discussions and clarifications the Commission

Resolved:

To support the recommendation to award Bristol Waste Company the Integrated Waste Service immediately from August 2016 to 31 July 2026 on the basis set out in this report. (Voting 1 against Cllr Anthony Negus) and that a referral from the Commission to that effect be made to Cabinet including a summary of the key points raised by the Commission.

Councillor Negus reserved the right to submit a minority report to Cabinet setting out his views. In particular the Chair raised concerns about:

- the consolidated overall effect of a number of risks
- the environmental sustainability of the business case as a whole
- the risk of not achieving a number of key targets in particular in relation to recycling
- the reference to ‘business efficiencies’ and how these would work to reduce costs and ensure services could be maintained
- the lack of information about other potential options to the teckal company approach or options around letting part of the contract
- the timescale for awarding the contract and why this could not be deferred for 6 – 9 months to then review the Waste Company performance against targets/current assumptions and also given that the commercial contract would not commence until April 2017

**BRISTOL CITY COUNCIL
CABINET
11 August 2016**

REPORT TITLE: Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance Service

Ward(s) affected by this report: Citywide

Strategic Director: John Readman, People Directorate – Client and Shareholder function

Report author: Netta Meadows, Service Director - Strategic Commissioning and Commercial Relations

**Contact telephone no. 01179037744
and e-mail address: netta.meadows@bristol.gov.uk**

Purpose of the report:

Bristol Waste Company (BWC) was created in 2015 to deliver the waste collection, street cleansing and winter maintenance service across the city. At the time BWC was given a short term contract to enable the Council to review its options and consider how the service should be best delivered going forward. This report sets out the outcome of that review and provides information to enable the Mayor and Cabinet to make a decision on the future delivery of waste services for the city.

RECOMMENDATION for the Mayor's approval:

- 1. To award Bristol Waste Company the Integrated Waste Service from August 2016 to 31 July 2026 on the basis set out in this report and to ensure that appropriate legal agreements are put in place.**
- 2. That delegated authority is given to the Service Director – Strategic Commissioning & Commercial Relations to enter in to all the necessary legal agreements for this service with BWC.**

1. The Proposal:

1.1 Bristol Waste Company Limited (BWC) was established in 2015 in order to deliver the Council's waste collection, street cleansing and winter maintenance (e.g. gritting) services. This service transferred from Kier (the previous provider) in August 2015 to BWC. BWC is a limited company, wholly owned by Bristol Holding Company Limited, which is itself a company wholly owned by the Council.

- 1.2 The proposal outlined in this report is for BWC to be awarded an overarching agreement for the provision of an Integrated Waste Service to the Council. This integrated model covers a number of services, and the proposal is that during the course of the next 10 years BWC will be awarded or take over contracts for the following:
- waste collection, street cleansing and winter maintenance services
 - to take over the communication, marketing, education and customer engagement activities currently managed by the Council in relation to waste services
 - to deliver the complaints and issue resolution service in relation to waste services
 - recycle sales (from August 2016)
 - household waste recycling centres to transfer to BWC (November 2016)
 - waste treatment and disposal contract management function (contracts to be novated or managed by BWC from November 2016)
 - commercial waste and recycling material collection from Council premises (April 2017)
- 1.3 BWC's current business plan covers the period from 8th August 2015 until 31 July 2016, the end of the original twelve month agreement period following the commencement of the company. BWC has recently submitted a new business plan for consideration by this Cabinet on 11th August 2016. This new business plan proposes the inclusion of all of the above services, which officers support and is the key recommendation of this report.

2. Background & Waste Service Delivery

- 2.1 Appendix A (Waste & Resources Management in Bristol) provides detailed information regarding the waste service and what it delivers for the citizens across the city. In summary the waste service is a statutory service (a service which local authorities must deliver according to law) and the Council has a legal duty to collect and dispose of any municipal and household waste. As Bristol City Council is a unitary authority it also means we act as both a Waste Collection Authority and Waste Disposal Authority. The waste service is therefore the biggest citizen-facing service of the Council.
- 2.2 The waste service is the only service delivered to every property every week and achieves 17 million collections per year from 195,000 households. In addition to this the service also:
- keeps 396 km of adopted highways cleared through winter maintenance
 - cleans 1,126 km of adopted highways
 - takes 100,000 customer calls in the Customer Service Centre a year
 - deals with 175,000 tonnes of waste collected from households (equivalent to the weight of 90 SS Great Britain's)
 - recycles 75,000 tonnes of waste
- 2.3 Between 1994 and 2011 waste services were provided by SITA UK at a cost of £17m per annum (2010/11). The Council went out to tender in 2011 to re-procure these services with a budget envelope of £15m per annum as it was felt at the time that significant efficiencies could be made on how the services were commissioned.
- 2.4 In July 2011 the Council awarded a 7 year contract (with an option for a further 7 year

extension) to May Gurney (subsequently acquired by Kier) for waste and recycling collections, street cleansing and winter maintenance services. This contract was procured using a Competitive Dialogue procurement process that enabled the Council to specify its required outcomes. The fundamental aims of the contract included:

- the achievement of targets relating to the minimisation and diversion of residual waste
- increased recycling rates
- improved street cleansing
- ownership of recyclable material and all the associated market risk being transferred to the contractor.

2.5 May Gurney were awarded the contract and commenced service delivery in November 2011. At the start of the contract May Gurney changed the rounds, days of collection, and the size of the wheeled bins. These changes caused some disruption and the Council worked with May Gurney, as a new provider, to help bed in the service as quickly as possible.

2.6 In June 2013 Kier Services Ltd took over May Gurney (and became Kier MG) and in late 2014 (the third year of the contract) discussions commenced with Kier MG about a possible mutual termination. The Council's contractual arrangement with Kier MG formally ended in August 2015 and at that time the Council had to determine what the best solution was for delivering the services required. The following actions were taken in order to consider options:

- June 2015 - An exempt Cabinet report was presented (and shared with Scrutiny) resulting in the decision to mutually terminate the Kier contract. Bristol Waste Company was set up as a Teckal company
- August 2015 - Mutual termination of Kier contract and transfer to Bristol Waste Company
- August 2015 - Start-up of Bristol Waste Company operation and commencement of waste collection service.
- December 2015 - Extension agreed by Cabinet (and shared with Scrutiny) to keep the service with BWC until at least November 2018.

3. Market Review

3.1 As outlined above a report was considered by Cabinet in December 2015 which sought to extend the existing arrangements with BWC until November 2018, to allow for a full appraisal and service redesign to be undertaken on the future of waste services delivery.

3.2 The work undertaken has considered 3 main areas:

- a. A review of the cost and quality of BWC running the current service versus the estimated market cost and quality if the service was to be commissioned externally
- b. An assessment of the service BCC could get for the same budget as previously (£15m) if going out to the market
- c. An assessment of the Integrated Waste Service as proposed by BWC

3.3 Advice and guidance has been sought from a third party external waste consultancy (IESE) to assess the market cost of services and to help to compare the costs we

would incur if we were to go out to tender and commission the service from another third party.

Current Service Comparison – BWC versus the Current Market and Budget (a&b)

- 3.4 The previous contract was commissioned with an annual budget of £15m (with a further £2m recycling income – taking the total budget to £17m). However, from the work undertaken it is estimated that the cost of delivering a similar service today is in the region of £25m-£27m. There are a number reasons for this:
- 3.4.1 Information considered as part of this review has suggested that there may have been a significant under-estimation by previous bidders (back in the 2011 tender) of the actual cost of delivery.
 - 3.4.2 It is also the case that providers will be aware that we as a Council will manage the contractor's performance closely to ensure targets are achieved. This is likely to result in contractors adding cost to the contract in anticipation of financial penalties they will incur for missing targets.
 - 3.4.3 There are increased profit margin demands at this time, which is obviously subject to economic fluctuations.
 - 3.4.4 The new national minimum wage has increased some levels of pay in the industry.
 - 3.4.5 Income from sale of recyclates is significantly reduced due to the current market price being very low.
- 3.5 The price of the current service provided by BWC is £23.2m per annum. BWC have also made a commitment in their business plan that the 2016/17 price will be reduced to £20.6m to reflect the efficiencies they have achieved and the operational improvements made.
- 3.6 Considering the information and guidance received from IESE (the external independent consultant) it is officers' recommendation that if an external contract was procured for the same current service the estimated cost would be between £24.8m and £26.9m (full details of the advice from IESE are attached in Exempt Appendices B1 and B2. These are exempt on the basis of information relating to the financial or business affairs of any particular person, including the authority holding that information).
- 3.7 Officers have considered what service could be provided for the current £15-17m budget, based on current known market prices. As outlined above it is clear that no provider could deliver the entire current service for £15m.
- 3.8 The breakdown of the likely service costs is outlined below. These are based on average market costs but indicate the likely figures of recommissioning the service externally at this time.

Cost Area	Total
Waste Collection	£16,850,711
Street cleansing	£8,425,355
Winter maintenance (gritting etc)	£648,105
TOTAL	£25,924,171

Value for money of the Integrated Waste Service as proposed by BWC (c)

- 3.9 Officers have considered the full report produced by IESE, which is also attached in Appendix B3 (exempt report). Officers have also considered the 10 year proposal by BWC (the 2016 Business Plan) and whether their Integrated Waste Service for this period offers value for money.
- 3.10 It is the view of officers that BWC Integrated Waste Service does represent good value for money. A 10 year plan would offer better value than the current separate arrangements (where waste collection and waste disposal are separately procured). In addition, BWC would be responsible for the full end to end waste process. This will create opportunities for improvements in processes and efficiency, in particular in areas where the previously separate functions join up.
- 3.11 The pulling together of all waste functions under one management team will allow key waste management decisions to be made taking account of the impact on all elements of the service rather than just one. Outcomes are likely to be improved, and communication with citizens about every aspect of waste will be possible from one provider – BWC. This would help to improve customer satisfaction levels and ensure more resolution of issues at the first point of contact.
- 3.12 Through bringing together sites such as depots and Household Waste Recycling Centres (HWRC) there are increased opportunities to operate from more sites across the city. This would potentially allow for more efficient routing and use of depots than is currently the case.
- 3.13 Finally, the extended waste functions will allow greater career opportunities and progression through being able to offer staff transfers across different disciplines of waste. This would not only benefit staff but also improve business resilience for BWC. Outcomes are likely to be improved staff morale, better business planning and increased savings.

4. Additional Benefits of Appointing BWC

- 4.1 Section 3 above has considered the cost of keeping the existing service with BWC, and how their proposal of developing an Integrated Waste Service has many benefits. In addition to these benefits there is also another set of benefits regarding how we can operate with BWC differently than we could with a third party supplier or provider. These are outlined in detail below (A-E)

A. Control over Performance

- 4.2 Performance targets for the first year of delivery were agreed with BWC in 2015, and were set at the same level as the previous contractor was delivering at the point of termination. Current performance for BWC is shown at Appendix C.
- 4.3 BWC performance to date has been good with 11 of the 16 targets being delivered at a level higher than target.
- 4.4 The performance of BWC is discussed regularly at strategic and contract level meetings which allows detailed discussions and improvements to be suggested in a

regular and timely manner. In addition, BWC performance is regularly reported and discussed at Neighbourhoods Scrutiny Commission and any questions responded to as appropriate.

B. Control over company management and governance

4.5 BWC is a Teckal company, which exists to provide services directly for the Council and in December 2015 a Council Code of Practice was adopted which sets out how the Council will manage the companies it has interests in, in order to ensure the delivery of key objectives. This unique relationship between the Council and BWC would not be present if a third party was commissioned to undertake the service.

4.6 The Code of Practice provides a mechanism for the Council to ensure that the appropriate social and financial returns on investment can be obtained and that the benefits of having a service of this kind are realised. This governance is exercised in a number of key ways:

4.6.1 Reserved Matters and Governing Documents:

- The Executive of the Council, the Mayor, has responsibility to make decisions over the 'reserved matters' of BWC. Reserved matters include such things as approval of the Companies Annual Business Plan, the appointment of directors, and so forth.

4.6.2 The Company's Board:

- Bristol Waste Company is run by its board of directors, answerable to the shareholder. The Strategic Director for Neighbourhoods and the City Director both hold a position as Directors on BWC. The Council appointed directors, in their roles on the Bristol Waste Company Board, challenge and influence the Management of the Company around any performance issues.

4.6.3 The Shareholder:

- The Shareholder could refuse, or request a change to the company's business plan in line with the Council's priorities for waste.
- The Shareholder will know through quarterly monitoring reports the financial health of company, and high level performance against business plan.

C. Procurement costs

4.7 In 2010 a full Competitive Dialogue (CD) procurement process was carried out for the waste collection, street cleansing and winter maintenance contract. The process took around 14 months in total and included a full permanent project team of 6 people as well as external experts supporting the CD process.

4.8 The total cost of the full commissioning process was over £1m.

4.9 It is estimated that, were we to re-procure the same type of contract, the costs would be at least as high as 2010, if not higher. This cost needs to be considered in light of the overall value for money and quality assessment of continuing an arrangement with BWC or procuring a new contract for the same ten year term.

D. Improvement and innovation

4.10 The nature of the current arrangement allows for new ideas and innovation to be more easily tested and bought forward. Recently BWC trialled commingled collections from some flats where recycling had become regularly contaminated and there had been very low participation in recycling. It was mutually agreed that, after analysis of the initial trials, more should be progressed based on tailored solutions for difference

geographical areas. Such tailored solutions have in previous contracts been very difficult, as contractors have struggled with adapting to customer needs in this way.

E. Teckal Arrangements

- 4.11 Bristol Waste Company is a 'Teckal Company'. This means that Bristol City Council can exercise decisive influence over BWC's strategic objectives and significant decisions (e.g. appointment and termination of directors, approval of business plans, declarations and/or payment of dividends, issue of shares, approval of budgets, etc). A Teckal company, such as BWC, must carry out **more than 80% of its activity** in the performance of tasks entrusted to it by the Council.
- 4.12 There are a number of key advantages of BWC operating as a Teckal company:
- 4.12.1 BWC being a Teckal Company means that the Council is free to award a contract directly to the company without a competitive procurement process. This removes the considerable costs of a procurement exercise. In 2010/11 the previous procurement exercise cost the council over £1m in staff costs.
 - 4.12.2 The benefits of improvements and service efficiencies are retained in full by the Teckal company and, therefore, the Council as shareholder, rather than by a private sector company
 - 4.12.3 A Teckal company has greater freedoms and flexibilities in its options for service delivery than a Council in-house service. Subject to the requirements of the Council as ultimate shareholder, it is able to respond quickly to new business and delivery opportunities without the need to adhere to identical Council policies and procedures, for example HR policies.
- 4.13 There are a few important restrictions on Teckal companies, as follows:
- 4.13.1 There are limits on the commercial activities of the company, imposed by the 'activity test'. These are referred to in relation to the 20% limit on non-council business (e.g. commercial waste). This means that only 20% of BWC business can be non-Council functions, meaning there is a limit on the trading BWC can undertake.
 - 4.13.2 The control the Council needs to have over the company means that BWC does not have the autonomy to operate as a fully independent company.
 - 4.13.3 Unlike private sector operators, a Teckal company must comply with EU procurement obligations for its own purchasing and procurement requirements.

5. Response to BWC Business Plan and Proposals

- 5.1 BWC has presented an updated Business Plan which puts forward an Integrated Waste Service model. It is the recommendation of officers that this approach is supported and implemented as outlined in 1.2 above. Specific and detailed comments on each of the components of that model are considered below.

5.2 Commercial Waste

- 5.2.1 The proposal to carry out commercial waste collection and disposal together is one that the Council has previously considered. The current model means that several different providers are attending premises in the same street, so one provider being responsible for both services would be more commercially astute.

- 5.2.2 The delivery of commercial waste collection and disposal services for Bristol

businesses also provides opportunities to improve the street scene. This may be possible by working with commercial premises in the same street and agreeing clear 'put out' and collection times to avoid waste being visible for long periods.

5.2.3 As a Teckal Company however, care will need to be taken to ensure that its commercial activities do not breach the activity requirement of the Public Contract Regulations 2015.

5.2.4 There is scope for the Council to make a direct award of the council's commercial waste contracts to BWC which will, in turn, enhance its activities generally. It is recommended that this is done at the point of the existing contract arrangement ending.

5.3 Communication, Marketing, Education and Engagement

5.3.1 The Council currently performs this function in relation to waste services, having taken it in-house from the previous contractor, Kier, when the contract ended. Giving BWC this responsibility as well as the waste services allows more opportunity to increase awareness and participation in the collection services offered and in particular the recycling service.

5.3.2 With the proposal to have an Integrated Waste Service, the communication elements all become a pivotal part of the whole waste process and therefore success is more likely, as lead responsibility would be owned by BWC (working in partnership with the Council).

5.4 Waste Customer Service – Complaints and Issue Resolution

5.4.1 The proposal by BWC to take on the existing functions from the Council is welcome in ensuring that links with the customer are maintained and improved. This element of the waste function is key to residents in ensuring that they receive a swift and accurate response to any complaints and issues raised.

5.4.2 Whilst officers are supportive of moving this function into BWC, it is important to ensure that performance monitoring and contract management arrangements are in place in order to ensure compliance with the Council's statutory obligations concerning waste and environmental protection. Therefore the contract management and business relationship management with BWC will be delivered by the Client Function, within the People Directorate.

5.5 Recyclate Marketing

5.5.1 BWC are proposing in their Business Plan to take the risk on the recyclate income and disposal. The current arrangement is that BWC sell the recyclate on the Council's behalf and then return the money directly to the council. Through BWC taking full responsibility for the risk if the price goes up or down, this allows the Council's waste budgeting to be more predictable across the 10 year period and for this reason this proposal is strongly supported by officers.

5.6 Household Waste Recycling Centres & Transfer Station

5.6.1 BWC are proposing to run the two existing Household Waste Recycling Centres (HWRC) and to provide revenue funding for a third site (yet to be built) at Hartcliffe. The Council is keen to progress with the build of a third HWRC site at Hartcliffe however has not been able to progress this in the past due to the lack of revenue funding. Whilst there will still be a requirement for the Council to fund the design and building of the site the offer from BWC to run the third site at no extra cost means this is a significantly attractive proposition.

5.6.2 On 4th July 2012 the Council agreed to make a £2m capital investment to build a new HWRC in South Bristol. Subsequently designs were developed for a new centre at the Hartcliffe Way Depot site. The design proposals will need to be revisited and refined in partnership with BWC to ensure they are fit for purpose and the anticipated capital cost of the project will need to be confirmed. A full business case to confirm and support the Council's capital investment in the project will be developed predicated on the assumption that BWC will fund the revenue costs as outlined in their business plan.

5.7 Treatment and Disposal Contract Management

5.7.1 BWC's proposal to take full responsibility for all of the waste disposal and treatment contracts, both current and future is also supported by officers. There are currently several separate arrangements to dispose of waste including food, garden, clinical, and residual waste contracts. BWC will have responsibility for contract managing the existing arrangements as well as procuring new arrangements as and when needed.

5.7.2 In order to design the best 'whole' waste process from households and commercial properties (from collection through to disposal) having control of the disposal, treatment and location allows a true end to end process view. A whole system approach will enable BWC to identify the best options for Bristol and will ensure that all impacts have been considered when any changes are made.

5.7.3 The Council currently has a partnership arrangement with the West of England partners and this will be an area BWC will need to discuss further with them to shape the future structure for this partnership working.

5.8 Contract Award and Duration

5.8.1 The proposal for a 10 year contract duration in the context of BWC's Business Plan is in operational terms a sound proposition and is fully supported by officers. Given the requirement to invest in and procure new vehicles and the preparation to do this this makes good sense for both the council and BWC.

6. Summary of Benefits & Recommendations

- 6.1 It is the strong recommendation of officers that developing an Integrated Waste Service approach with BWC will provide a clearer view of the overall strategic targets and responsibilities, from which investment decisions and changes can be determined. In summary, the following benefits have been identified:
- Benefits are retained within the Council if BWC does better than expected in financial and performance terms
 - Better and more efficient routing and mapping (improved technology, including in-cab technology)
 - Potential to reduce residual waste and increase recycling tonnage

- Benefits from an additional third HWRC - more depots available to improve logistics of moving waste around the city
- Culture of employees - working more closely together for the same aim
- Achievable prudent targets as a minimum – with further ambition for future delivery
- One team responsible for all Waste related services
- BWC acting as the Council's 'subject matter expert'
- All recycling collected and sold is consolidated, therefore achieving a better price
- Better communication to the citizen about what can be recycled and where it's collected or can be taken
- Simpler and more accurate data
- Data held in one place leading to good decision making
- BWC are taking risks on disposal costs and recycle income which will help drive behaviour change campaigns and actions
- Taking whole system costs into account, allows the optimal system configuration for collection and onward disposal
- Significantly reduced duplication and clear messaging as a result of all staff being under one management team
- BWC as a Bristol brand that engages communities and drives behaviour change in partnership with citizens

6.2 It is also important to note the higher cost that would be incurred by a third party provider if the current service were commissioned externally. If a more complete whole system were commissioned externally (an integrated waste model) then it is assumed the costs would be substantially higher given the additional services included

7. Consultation and scrutiny input:

a. Internal consultation:

On 9th June 2016 a scrutiny workshop on Waste was held in order to brief Councillors on the waste system, waste services in Bristol, what a teckal company is and Bristol Waste Company's delivery. This was open to all Councillors. The programme is at appendix D.

On the 7th July 2016 the Neighbourhoods Scrutiny Commission considered the draft Cabinet report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance Service' together with a second Cabinet report 'Adoption of Bristol Waste Company Business Plan - August 2016'. Members of Overview and Scrutiny Management Board were also invited and attended the Commission meeting.

The Commission resolved to support the recommendation to award Bristol Waste Company the Integrated Waste Service from August 2016 to 31 July 2026 on the basis set out in this Cabinet report and that a referral from the Commission to that effect be made to Cabinet including a summary of the key points raised by the Commission. There was one vote against the resolution from Councillor Anthony Negus.

The key points raised were :

- (a) Financial Issues
- Discussion about how Bristol Waste Company Company would manage if it did not

achieve its commercial waste income targets, by looking at internal efficiencies and ensuring equipment was deployed across other functions.

- Discussion about the use of the surplus generated from this year's trading to help deliver the change programme necessary to develop the Company, including investments in systems and people, in HWRCs and the commercial waste service.
- It was confirmed there was resilience in the financial assumptions underlying the business plan including the recycling modelling which could fluctuate with potentially lower residual waste and disposal costs.

(b) Relationships: Citizen, Provider and Council

The Commission emphasised that the relationship between Citizen, Council and Provider would be key and the Company confirmed its commitment to being a 'customer service' business focussed on the residents and communities of Bristol and being accessible to councillors.

- Discussion about the need for the company to focus on supporting changes in citizen behaviour and requests that they look to work more closely with Neighbourhood Partnerships to help communities achieve positive change.
- Discussion about the need for greater sharing of intelligence between Bristol Waste Company and the Council's enforcement teams.
- The importance of the Company's input into future policy developments and how they would deliver against the Council's Waste and Resources Strategy as a key partner whilst at the same time offering its expertise and views on Council proposals going forward.

(c) Governance and Service Agreement

The Commission raised the issue of governance and accountability in relation to the Company's structure and Shareholder relationship. It was noted that the administration would be carrying out a review of membership on different bodies including Shareholder Group/Company Boards.

- Discussion about ensuring that as much information as possible on the Company is in the public domain and a refreshed set of performance management standards are developed, to be shared with Scrutiny as well as the Shareholder Group.
- Discussion about whether the Council should defer a decision about the delivery of waste services to allow a longer period of delivery of current services by Bristol Waste Company. Officers explained that a decision is required now because if the decision was to procure that process would take 2 years.
- Consideration was given to an alternative length of the contract i.e. was 10 years an appropriate term for the contract. Waste industry best practice showed that in order to invest in new fleet to deliver future ambitions the term of 8-10 years would be required.
- It was noted that a Cabinet report would be brought back in 2017 in relation to any changes in domestic waste collection methodology.

b. External consultation:

No external consultation has been carried out.

Other options considered:

To Procure an External Contract

7.1 The main alternative to offering BWC a 10 year contract would be to procure the

services through a contract externally as outlined throughout this report. This was considered at length, and in particular through reviewing the feedback from waste consultants (IESE) examining details of the current cost and specified BWC contract. They have estimated that if we were to tender the current specification in the market place we could expect to pay between £25m and £27m, which amounts to an estimated £4m-£6m greater than the price quoted to us by BWC for the year ahead.

7.2 External procurement would cost at least £1m in commissioning resources.

7.3 This, in combination with the views expressed by IESE in their report on the Integrated Waste Service, has led us to consider the external procurement as not affordable.

Shorter term contract with BWC

7.4 A further consideration was given to an alternative length of the contract. Waste industry best practice shows that in order to invest in new fleet to deliver future ambitions the term of 8-10 years is required. Given that BWC will need a lead in time to understand full requirements and specification for this, the term of 10 years appears appropriate and is recommended by officers.

Risk management / assessment:

FIGURE 1							
The risks associated with the implementation of this decision :							
N o.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK		RISK OWNER
		Impa ct	Prob abilit y		Imp act	Prob abilit y	
1	Business planning is inaccurate for BWC, leading to company failure and financial loss to the Council.	High	Low	Bristol Holding Company also considers financial situation of BWC as parent company .Regular Shareholder performance meetings and regular financial attention given by Shareholder. Dedicated specialist finance resource to consider the robustness of the plans.	Low	Low	Julie Oldale
2.	Council and company relations are unclear or leave company unable to work effectively in their respective market.	Med	Med	Clear Code of Practice developed, including a specific Client function to work on behalf of the Shareholder with the companies.	Low	Low	Netta Meadows

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FIGURE 2							
The risks associated with <u>not</u> implementing this decision:							
N o.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation)	CURRENT RISK		RISK OWNER
		Impa ct	Prob abilit y		Impa ct	Prob abilit y	
1	Commissioning exercise would need to begin resulting in circa £1m spend on resources	Med	High	Some capacity may be able to be identified but resource and cost will be incurred	Med	Med	Netta Meadows
2	Not implementing this recommendation would result in BWC ceasing business operations in Nov 2018. This would mean the company would have to be wound down.	High	High	Appropriate planning could be put in place, but signification HR and financial implications would be felt by the Council which would need to be considered. There could also be significant pension implications with regards to the TUPE transfer of staff to a third party provider	High	Med	Netta Meadows

Public sector equality duties:

7.5 Specific equality impact assessments will be carried out as part of any significant service changes being proposed in the future. An overview EQIA which encompasses the recommendation has been completed and is attached in Appendix E.

Eco impact assessment

7.6 There are no serious concerns with the proposal at this stage, assuming that the various commitments are implemented. The council would be keen to work with BWC to develop an environmental plan around the proposals, providing some more detail for the various commitments. (Full assessment attached in Appendix F)

**Advice given by Steve Ransom
Date 10 June 2016**

Resource and legal implications:

b. Resource

Financial (revenue) implications

- 7.7 The work undertaken by IESE (appendix B2 exempt report) provides context for the financial implications by concluding that based on the existing arrangements for waste collection, street cleansing and winter maintenance that the Council would likely be charged a greater amount than that proposed by BWC should it request a third party provider to undertake these services at this stage (not taking into account the high cost of procurement estimated in section 5.13).
- 7.8 The award of the contract for 10 years gives stability to resource planning and a long term planning horizon for the company. It should be noted that this arrangement would commit the council to a level of funding for the duration of the agreement. Therefore, as with all contracts, a review clause should be included into the Waste Services Agreement to enable the Council to consider service levels if an when required.
- 7.9 Appendix G (Exempt report) sets out the details of the financial resources that are currently available to the Council for waste services and compares them with the proposed charges of BWC as per its latest business plan. It identifies when an affordability gap emerges (i.e. where the proposed charge is greater than available financial resources) and quantifies this annually.
- 7.10 Appendix G also considers the affordability of the proposal from BWC to operate both waste collection and disposal services (integrated waste services model) relative to a continuation of current collection services only. Continuing with existing services only is neither BWC's preferred proposal nor the recommendation of this report but this relative assessment enables a better understanding of the financial implications of the integrated services proposal.
- 7.11 The integrated service proposed by BWC and recommended in this report is affordable for the Council in the current financial year (2016/17) requiring a lower draw on reserves than originally planned (now estimated at £0.756m compared with the planned £2m).
- 7.12 Table 3 from Appendix G is copied below setting out the affordability of the integrated service by comparing the financial resources available to the proposed charge of BWC. An adjustment is made to remove the recycling income which is to be retained by BWC in this proposal.

Table 3: Affordability of Integrated Services

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2025/26 £000
Financial Resources for Integrated Services	33,607	36,546	35,278	32,924	33,582	37,078
Less Recycling Income	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
Adjusted Financial Resources	31,057	34,446	33,178	30,824	31,482	34,978
BWC Charge for Integrated Services	30,263	34,501	36,011	36,613	37,330	40,834
Variance	1,244	(56)	(2,833)	(5,789)	(5,848)	(5,856)

7.13 A material budget gap arises from 2018/19 onwards, and this base budget structural pressure will need to be considered as part of the 2017/18 medium term financial planning process. Entering into a 10 year contract will mean a commitment to a level of funding for the remainder of the agreement, with the service levels and resultant funding subject to the contract review clauses. As has been outlined in the report, the waste collection service is a statutory service which the council must deliver and as outlined in the report BWC is a cheaper option (based on the market review undertaken) than offering it to the wider market.

7.14 As described in Appendix G (exempt) BWC is assuming responsibility for risk (e.g. household growth) but overall the BWC financial plan is prudent and has not forecast reductions in waste disposal costs or increases in recycling income from increased recycling or the investment being made in behavioural change.

Financial (capital) implications

7.15 The proposal for a third waste recycling centre will be subject to a separate business case and Cabinet decision later in 2016.

Advice given by Robin Poole Finance Business Partner

Date 21 June 2016

c. Legal implications:

7.16 The Council and BWC will need to ensure that BWC retains its Teckal Status throughout.

7.17 The proposal to have an overarching agreement is achievable to cover common terms of agreement although separate bespoke terms and specifications would be required for the different services, for example: waste collection, waste disposal, commercial waste collections, complaint handling, leases for occupation of council

properties/depots.

- 7.18 Where BWC is to fulfil the council's waste-related legal duties, including compliance with laws relating to, environment, recycling, graffiti removal, facilities for residents to deposit household waste without charge and household waste collection; these will need to be included in relevant contracts between BWC and the council.
- 7.19 Any complaints or litigation will be made against the council, as compliance obligations remain with the council. The terms of agreement should therefore contain relevant indemnities provided by BWC in the event of default.
- 7.20 The main reason previously for retaining and managing complaint-handling in-house has been because claims for breach of duties would be against the council. Complaints monitoring and scope to audit records are also terms that will need to be incorporated into a contract transferring the complaints handling to BWC. The Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply to the transfer of the complaints service to BWC, and may apply to the transfer of other services currently provided by external contractors.
- 7.21 BWC will need to enter into leases for the depots it occupies and to incorporate scope for changing the use of the Hartcliffe depot. Agreement needs to be reached and documented on funding maintenance for the properties on site and for achieving the intended change of use and development of the Hartcliffe site. All necessary compliance with planning, environmental law and building regulations will need to be achieved.
- 7.22 To avoid risk of challenge on the grounds of state aid, all contracts and agreements between the council and BWC will need to be on fully commercial terms.

Advice given by Jane Johnson, Team Leader, Corporate Team, Legal Services

Date 21 June 2016

d. Land / property implications:

- 7.23 The proposals will result in the continued occupation of council owned land and buildings detailed in the appendices to this report subject to terms and conditions which would apply if the premises were offered for lease in the open market.

Advice given by Robert Orrett – Service Director, Property

Date 10 June 2016

e. Human resources implications:

- 7.24 The Transfer of Undertakings (Protection of Employment) Regulations 2015 (TUPE), entitles transferring employees to retain the same terms and conditions of employment after the transfer as they enjoyed immediately before the transfer. TUPE provides that changes to terms of employment will be void if the sole or principal reason for the change is the transfer itself, unless either the reason for the variation is either:

- an economic technical or organisation reason entailing changes to the workforce (“ETO reason”) or
- is the transfer, but the terms of the employment contract permit the employer to make such a variation.

(This situation would occur for example with the HWRC transfer in November)

7.25 BWC seconds an HR officer from the Council and the Council provides its HR support services and specialist HR skills and acumen in the provision of advice and guidance in relation to workforce matters

7.26 BCC provide guidance and advice in support of the vision to provide the social benefits of good quality jobs and training opportunities. This arrangement currently provides a direct influence and confidence in the standard and appropriate expenditure of public money.

Advice given by Sandra Farquharson – Human Resources Business Partner

Date 10 June 2016

8. Appendices:

The appendices marked EXEMPT are not for publication under Part 1 of Schedule 12(A) Local Government Act 1972 (Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Appendix A	Waste & Resources Management in Bristol
EXEMPT Appendix B1	IESE Interim Report
EXEMPT Appendix B2	IESE Report Current Cost and Quality
EXEMPT Appendix B3	IESE Report 10 year plan assessment
Appendix C	Performance BWC
Appendix D	Summary of Scrutiny Workshop
Appendix E	EQIA
Appendix F	Eco Impact Assessment
EXEMPT Appendix G	Financial Summary

Reference documents:

Waste and Resources Strategy 2016 -

<https://www.bristol.gov.uk/documents/20182/33395/Towards+a+Zero+Waste+Bristol+-+Waste+and+Resource+Management+Strategy/102e90cb-f503-48c2-9c54-689683df6903>

Appendix A

Waste & Resources Management in Bristol

Introduction

- Collection and Street Cleansing Services
- Household Waste Recycling Centres
- Waste Disposal and Partnerships
- Service Performance
- Service Development
- Future Challenges

Waste Services

- Major high-profile service
 - Biggest customer facing service of the Council
 - Waste is only service delivered to every property every week
 - 20,000,000 collections per year from 195,000 households
 - 1,126 km of adopted highways cleaned
 - 396 km of adopted highways cleared for winter maintenance
 - 100,000 calls to CSC a year
 - Significant public expectation
 - Statutory responsibilities re Waste Collection, Disposal and Litter

How to Report an Issue

1. Via the on-line system www.bristol.gov.uk

Choose streets and bins options to report anything in relation to these

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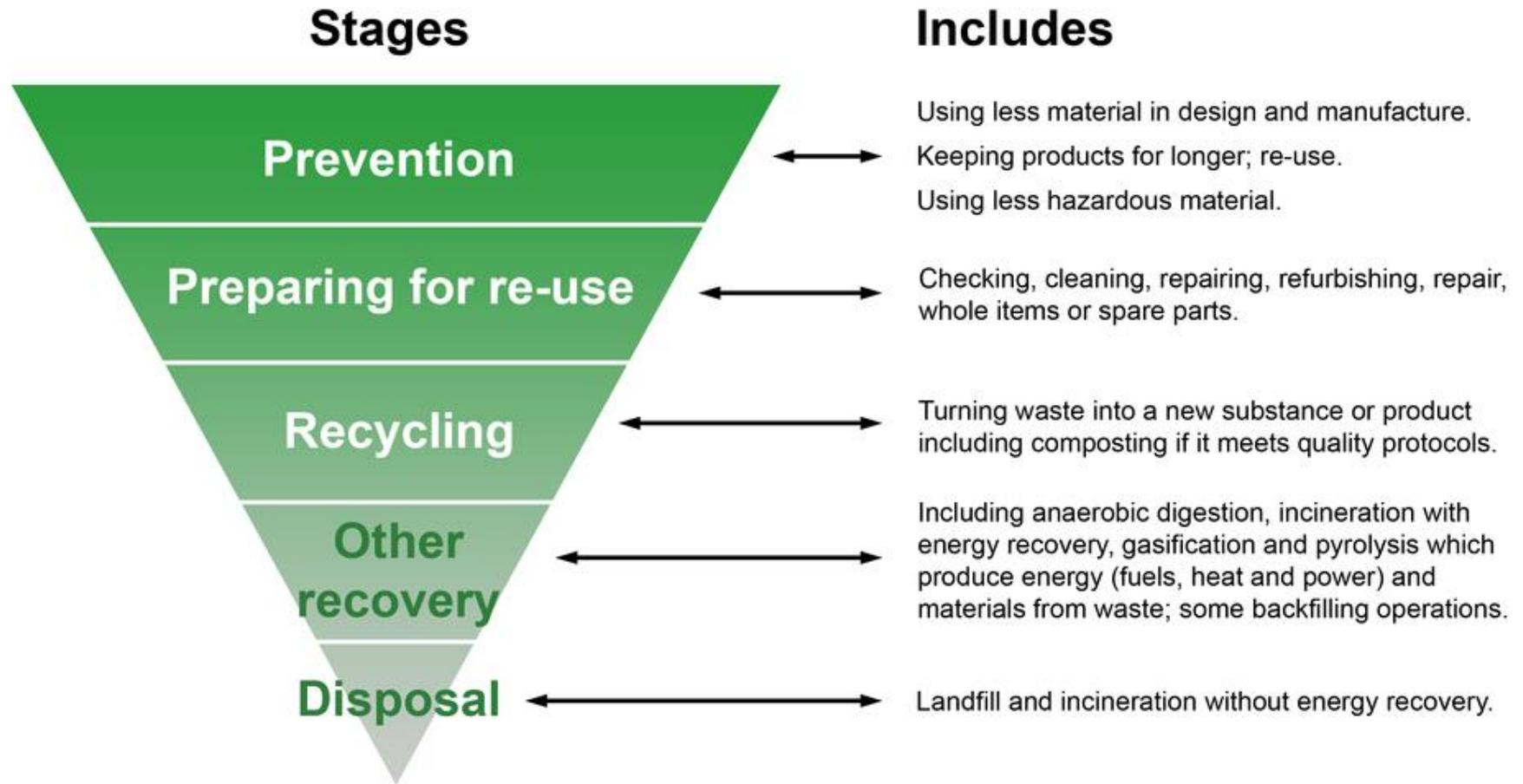
If for any reason you (or your constituent) are unable to access a computer, then

2. Phone via the Customer Service Centre 01179 222100

The Waste Hierarchy

The Waste Hierarchy

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The Waste Cycle



Collection and Cleansing

- Waste Collection

- Fortnightly Residual Collection
- Weekly Kerbside Recycling Weekly Kitchen Waste Collection
- Optional Garden Waste Collection
- Mini Recycling Centres (MRCs)
- Bring Sites (>40)

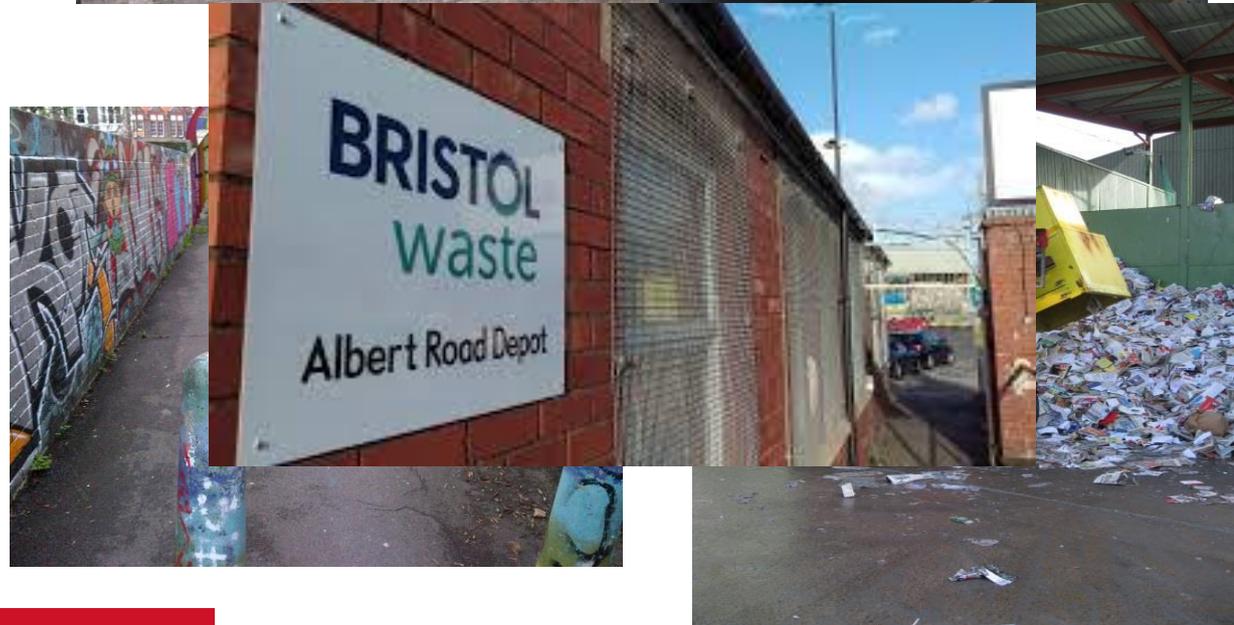
- Contract With BWC



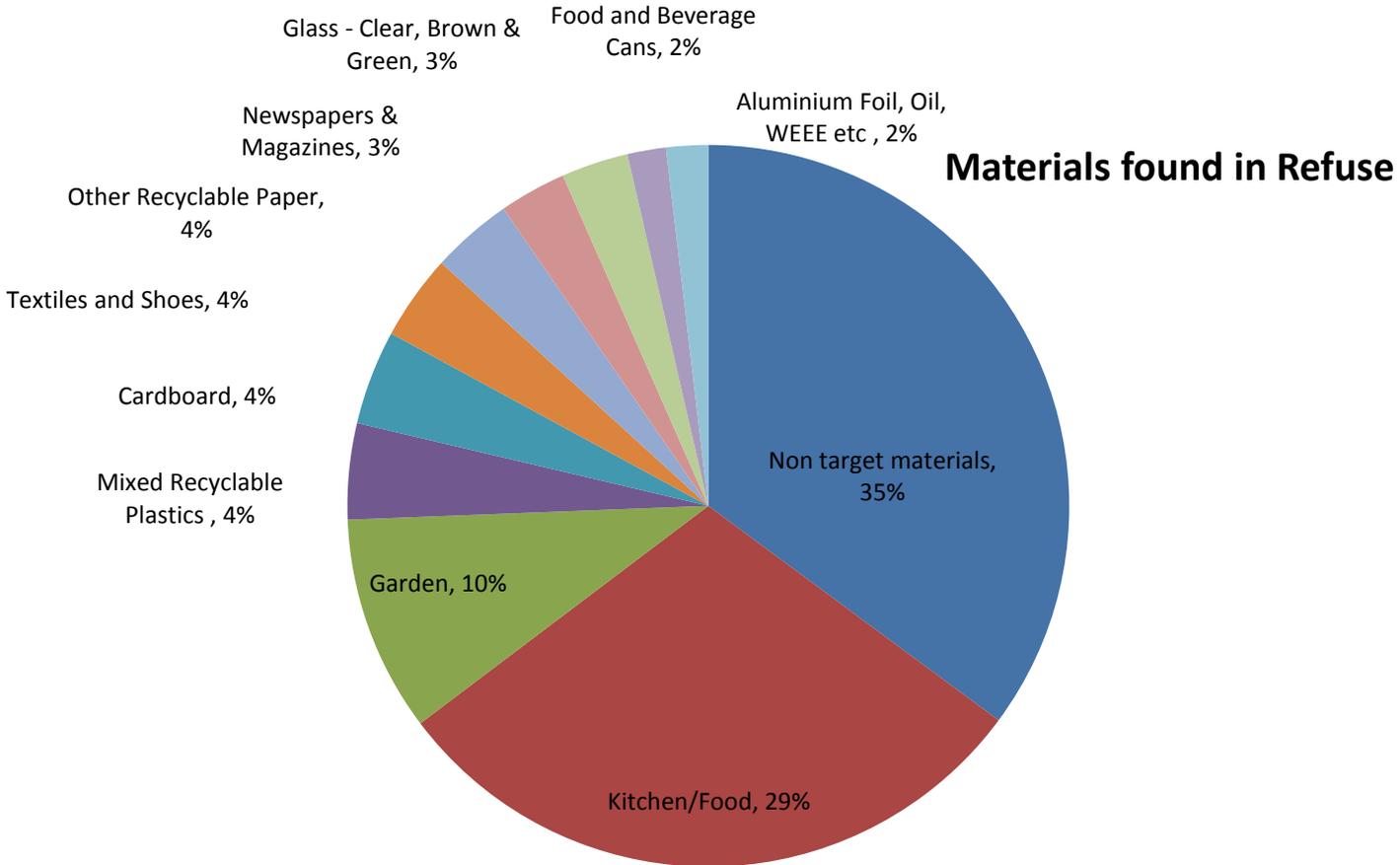
- Street Cleansing

- Street Cleansing
- Fly-tipping/posting
- Graffiti removal
- Litter bins
- Special Events

- Winter Maintenance



Waste Composition Kerbside



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Recycling –what do we collect?

- **Kerbside Collection (31.6%)**
 - Paper, card, cans & plastics, glass bottles/jars, Aluminium Foil, Engine Oil, Domestic and Car Batteries, Shoes, Aerosols, Waxed Cartons and Small WEEE Items.
 - Food Waste (cooked and uncooked)
 - Chargeable Garden waste
- **Mini Recycling Centres (MRCs)**
 - Placed Where Box Scheme Can't Reach
 - Consists of Small Recycling Bins for Glass Bottles/ Jars, Paper/ Magazines, Steel/ Aluminium Cans, Cardboard, Plastics and Food
 - New Sites Added Every Year.
 - Currently covers over 32,600 households
- **HRCs (8.5%)**
 - Range of Materials Including: Paper, Card, Glass, Cans & Plastics, Clothes, Wood, Green Waste, Engine Oil, Car Batteries, WEEE, Scrap Metal, Soil & Rubble.
 - Hazardous Household Waste Including Asbestos
- **Bring Banks**
 - Over 42 Locations, materials vary from site to site plus 6 On-Street Recycling Bin Sites
 - Number of Sites Reduced Due to Kerbside Plastic Collections

Recycling Collection

	Refuse	Recycling	Food	Garden
Week 1				
Week 2				

The Recycling Process



www.alamy.com - AEP0BY



Collection



Processing



Residual Waste Processing



Bulking

Collection



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Landfill



RDF



EfW

Food Waste Recycling



Neighbourhood Services

Strategic Contracts and Commissioning

Slide 13

Street Cleansing Operations

- Defra Code of Practice on Litter and Refuse
- Graded system A to D based on land use for:
 - Litter & Detritus
 - Broadmead -A
 - City Centre
 - A (B between 2 and 6 am)
 - Remainder of City
 - Aim for B



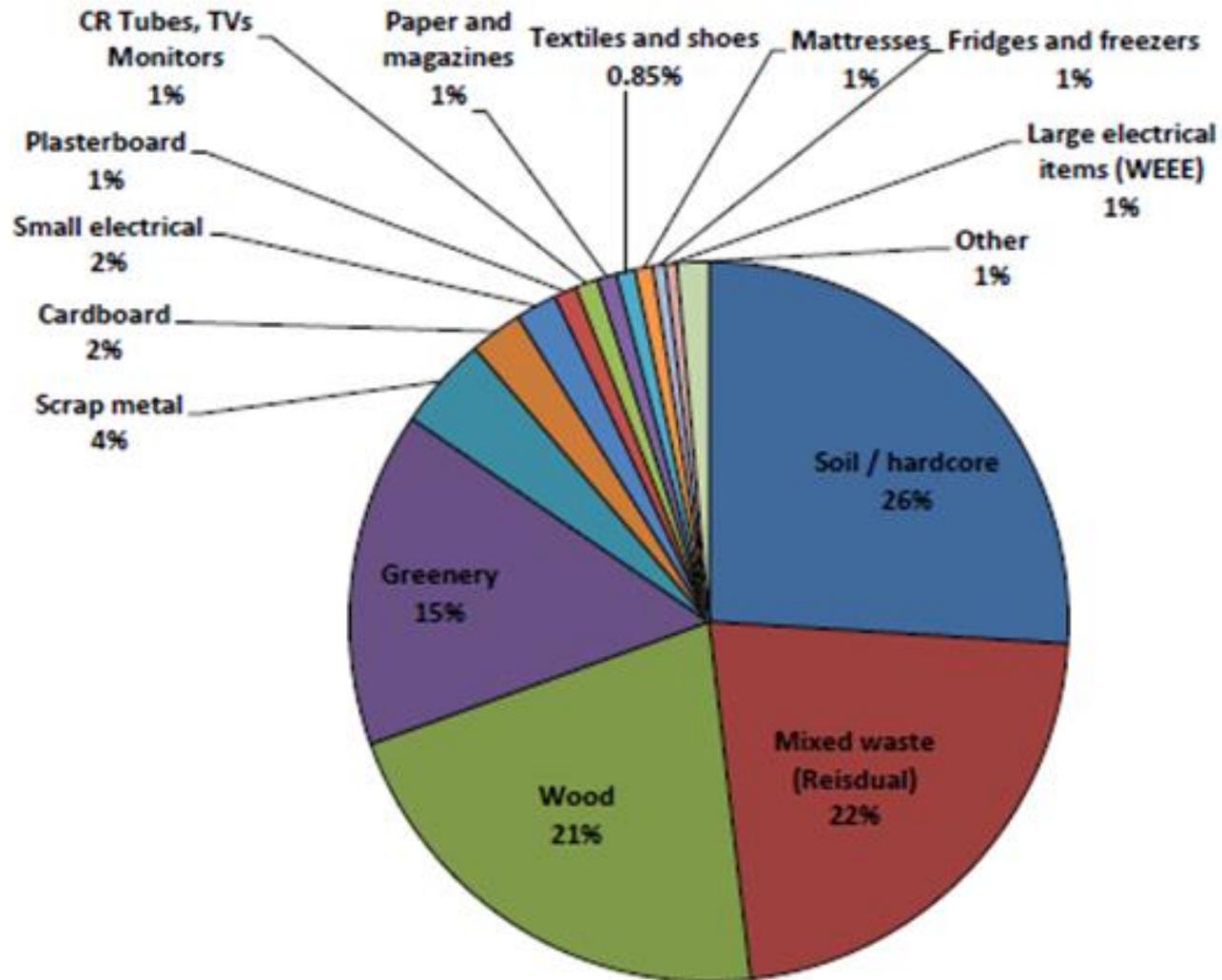
Household Waste Recycling Centres

- Household Recycling Centres (HRCs)
 - St Philips – 18,290 tpa – 78% recycling (52%*)
 - Avonmouth – 14,000 tpa – 61% recycling (44%*)
- 1 Waste Transfer Station (WTS) - Avonmouth
- Opening hours
 - 08:00 to 18:45 Summer
 - 08:00 to 16:15 winter

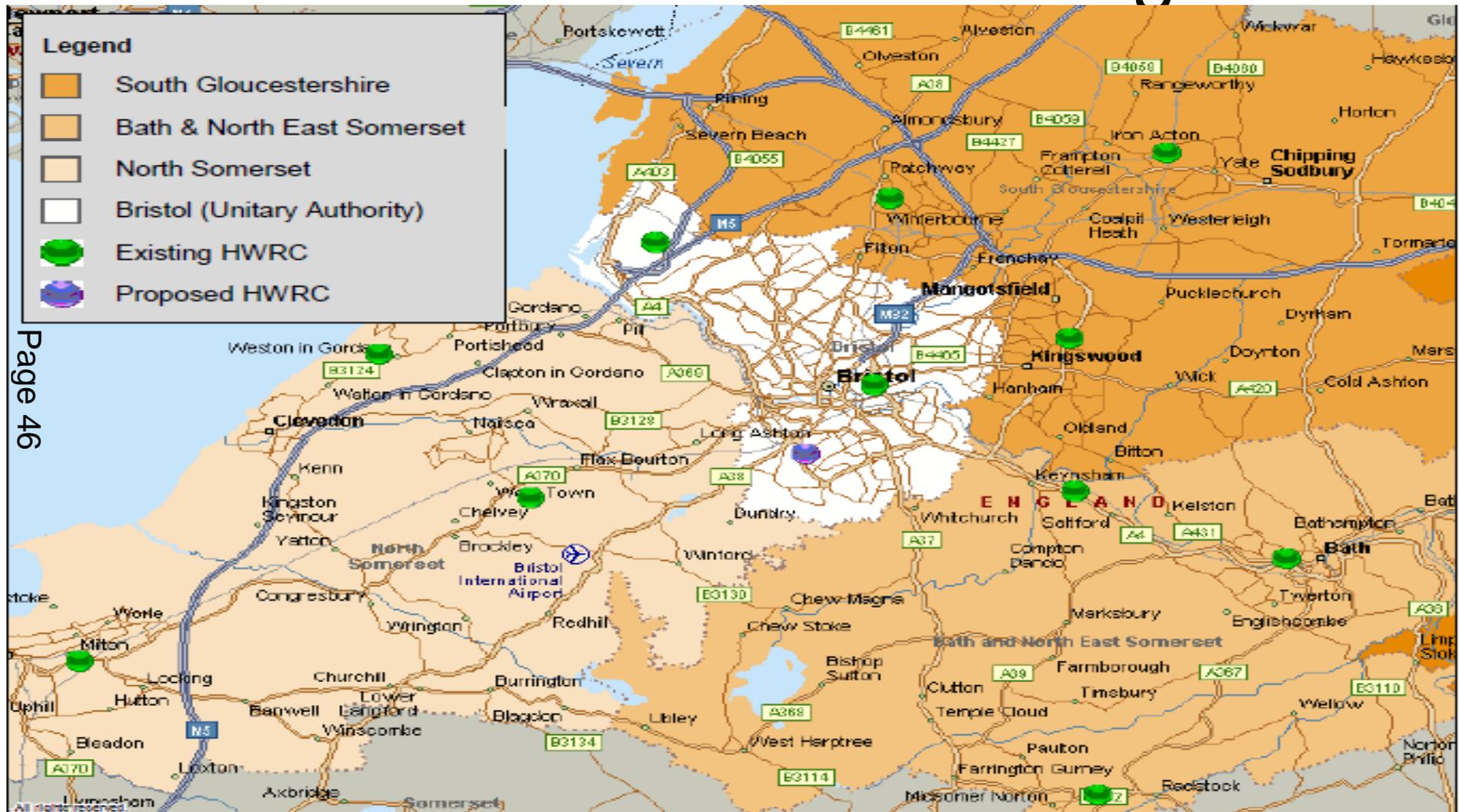
* Excluding inerts



Waste Composition HRC



HRC Sites across region



Waste Disposal and Partnerships

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Waste Disposal

- Treatment/Disposal of approximately 100,000 tonnes residual waste
- Processing food waste
- Processing garden waste
- Recycling Contracts
- Clinical waste disposal
- Closed landfills
- Statutory reporting

- **Contracts**

- MBT plant – 54,000 tpa
 - NES Avonmouth
- Landfill – 50,000 tpa
 - Cory - Shortwood
- AD plant- 10,500 tpa
 - Geneco - Avonmouth
- Composting – 12,000 tpa
 - S Glos – Windrow/Agbag

Key Contracts

- BWC (waste collection and street cleansing) – Initially 12 months from August 2015; extended to November 2018
- Geneco (food waste) - 2008 to 2026
- NES (residual waste) – 2012 to 2020
- New landfill contract up to 5,000- 10,000 tpa commenced 1st April 2016, Cory
- New residual waste treatment contract - 30,000 to 40,000 tpa to commence October 2016

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West of England Partnership



- Formed in 2005
- 465,816 households
- 250,000 tonnes of residual waste per annum of which BCC manage 50% for the partnership.
- Bristol Commitment 54,000 tpa residual waste up to 2020

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WoE Partnership Objectives

- Objectives :
 - Meeting the financial and environmental objectives of the UAs, including landfill diversion targets;
 - Minimise financial costs - waste disposal and treatment costs; and
 - Maximise environmental benefits - moving waste management up the **waste hierarchy** and developing more sustainable practices.
 - Meet EU Waste Framework Directive - at least 50% recycled by 2020
 - Work toward EU Circular Economy - 65% recycling by 2030

Key Statistics and Performance

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Neighbourhood Services

Strategic Contracts and Commissioning

Slide 23

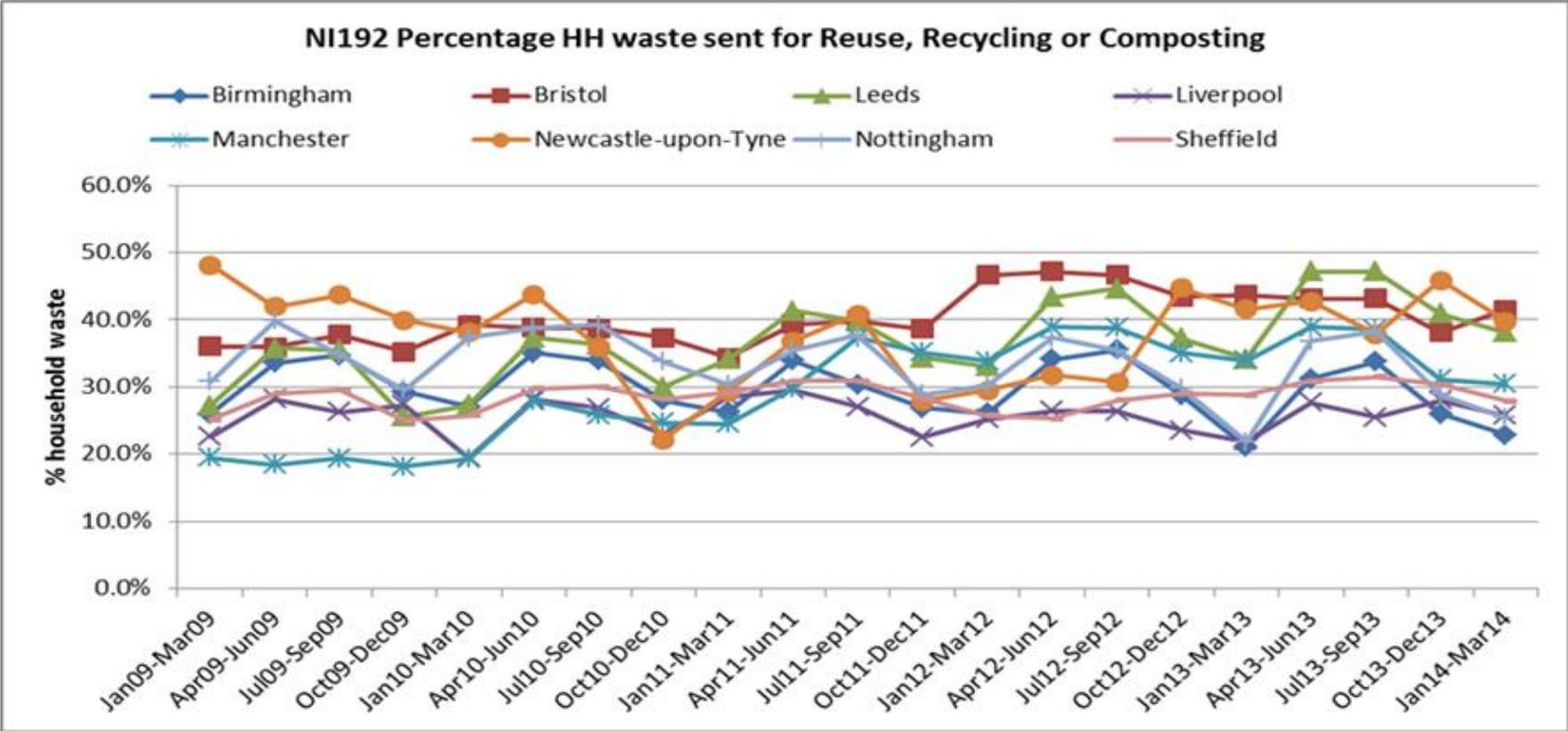


Waste and Recycling in Bristol: Facts and Figures

- In 2014/15 the people of Bristol produced approximately 174,000 tonnes of household waste of which circa:
 - 75,260 tonnes (46.7%) was reused, recycled and composted
 - 41,000 tonnes (23.8%) was recovered for energy.
 - 53,520 tonnes (29%) was sent to landfill
 - Each household in Bristol produces just under 860 kg of total waste per year of which 482 kg is residual waste.

Recycling Performance- How does Bristol Compare?

English Core Cities



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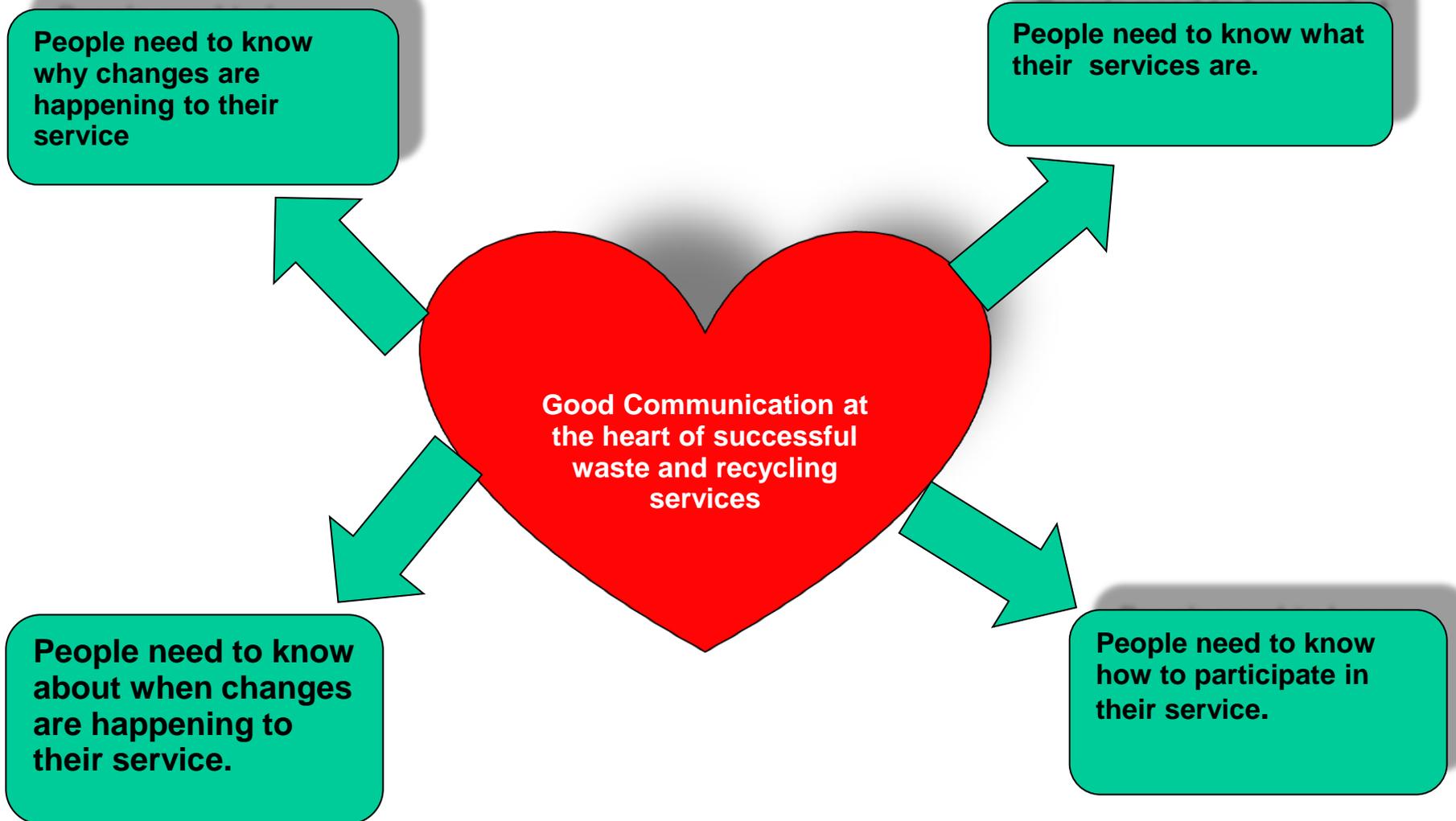


Service Development

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Behavioural Change



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High quality, effective communications

to overcome
people's
barriers to
participation

+

to encourage
behavioural
change

+

as an essential
element to the
effective service
delivery and
improving
performance

= higher levels of recycling (more income)
= diversion from landfill (more savings)

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Communications Examples

Recycling and waste collection calendar 2015-16

BRISTOL CITY COUNCIL

MON/A

Your collection day is **Monday**

On Bank Holiday weeks your collection day will remain the same except for the Christmas/New Year period. See below.

No Garden Waste collections on w/c 28th Dec and w/c 4th Jan

Dec '15	Mon 7	Mon 14	Mon 21	Wed 30
Jan '16	Wed 6	Tues 12	Mon 18	Mon 25
Feb '16	Mon 1	Mon 8	Mon 15	Mon 22
Mar '16	Mon 7	Mon 14	Mon 21	Mon 28
Apr '16	Mon 4	Mon 11	Mon 18	Mon 25
May '16	Mon 2	Mon 9	Mon 16	Mon 23
Jun '16	Mon 6	Mon 13	Mon 20	Mon 27
Jul '16	Mon 4	Mon 11	Mon 18	Mon 25
Aug '16	Mon 1	Mon 8	Mon 15	Mon 22
Sep '16	Mon 5	Mon 12	Mon 19	Mon 26
Oct '16	Mon 3	Mon 10	Mon 17	Mon 24
Nov '16	Mon 7	Mon 14	Mon 21	Mon 28
Dec '16	Mon 5	Mon 12		

Orange week: RECYCLING ONLY - collected weekly

Black week: RECYCLING AND WASTE - collected every other week

Remember!

- Please put bins and boxes out by 7am on your collection day.
- Any waste outside your wheeled bin and open wheeled bins will not be collected.
- Remember to separate the materials in your recycling boxes. -Thank you!

www.bristol.gov.uk/recycling
waste.services@bristol.gov.uk
0117 922 2100 (8.30am-6pm Mon-Fri)
Textphone: 0117 357 4444

If you would like this information in another language, Braille, audio tape, large print, easy English, BSL video or CD-ROM, or plain text, please contact 0117 922 2100

recycle for Bristol

BRISTOL CITY COUNCIL

Top tip! Please help the collection crews by separating the materials within each box. This will make the collections from your street faster and more efficient.

Thank you for recycling. If you need more containers, please go to www.bristol.gov.uk/bins-recycling

Your recycling and waste service

Green box recycling

- ✓ Cans tins, aerosols and foil - rinsed
- ✓ Plastic bottles, tubs and trays - rinsed
- ✓ Cardboard flattened & no wider than box
- ✓ Cartons (Tetra Paks), brown paper
- ✗ No black plastic or hard plastic please

Top tip! - Your cans and plastics can all mix in together, but please separate them from any cardboard and cartons in the box.
- A large piece of cardboard makes a great box divider to separate materials.

Black box recycling

- ✓ Glass bottles and jars - all colours
- ✓ Paper white and coloured, envelopes
- ✓ Textiles clothes, shoes and spectacles
- ✓ Batteries car batteries, engine oil
- ✗ No broken glass or wet textiles please
- +++ Small electrical items can be put out in a plastic bag next to your boxes

Top tip! - Textiles and shoes need to be kept dry so please tie them in plastic bags.
- Please separate glass from paper at opposite ends of the box.
- Tuck small bits of paper in an envelope.

Brown bin - food waste

Please line your kitchen food caddy with newspaper or compostable liners.

- ✓ Cooked and uncooked food
- ✓ Bread, pasta, rice and cereals
- ✓ Fruit and vegetables including peelings
- ✓ Cheese and dairy products, egg shells
- ✓ Coffee grounds, tea bags
- ✓ Meat, fish and bones

Green bin/garden waste sacks

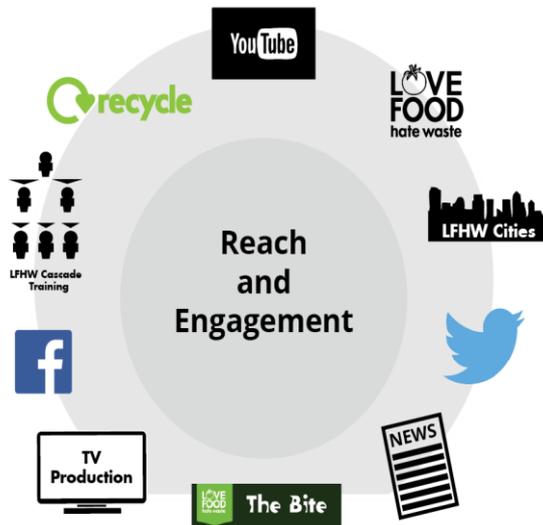
Note: There is a charge for this service

- ✓ Grass cuttings, flowers, plants
- ✓ Leaves, twigs and small branches
- ✓ Straw or sawdust

Remember that each time you want any garden waste sacks collected, go to www.bristol.gov.uk/bins-recycling

Black wheelite bin

- ✓ Waste that cannot be recycled
- ✓ Black plastic, bubble wrap, cling film, tape
- ✓ Hard plastics e.g. toys, flower pots, etc.
- ✓ Pet waste



Feed Me and Win!

recycle your food to win with a £50 VOUCHER

Use your food recycling bin for the chance to win a £50 voucher of your choice.

www.feedmeandwin.co.uk
or contact your local Council

Last year Bristol students recycled 80% of their waste, can you beat that?

UNIVERSITY OF BRISTOL

UNIVERSITY OF BRISTOL

Neighbourhood Services

Strategic Contracts and Commissioning



Current Initiatives

Waste & Resources Strategy Refresh

Achievement against 2009 strategy targets – aspiration for Zero Waste Bristol

Options review and Action Plans

Contract Governance

BWC Review

New Treatment Contract

Behavioural Change Programme

WoE Strategy Refresh

WoE Procurement

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Future Challenges/Initiatives

- Upgrade of HRCs and Reuse initiatives
- Reducing Costs Without Compromising Services
- Long-term waste disposal solution
- **Delivering the Circular Economy to Bristol**

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of the Local Government Act 1972.

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

Key: RAG Rating	better than target	at target	within 10% of target	>10% away from target
Year to date:				

Measure of Success	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Collected on time per month - residual waste (595,372 collections)	99.925% (350)	99.95%		
Collected on time per month - recycling/incl food (930,038 collections)	99.93% (576)	99.95%		
Collected on time per month - garden waste (85,310 collections)	99.93% (55)	99.86%		
Rectified within SLA (reported before 2pm collection the same day and after 2pm collection by 12pm the following working day) *	99%	90.11%		

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

Measure of Success	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Street cleansing - reported before 2pm collection the same day and after 2pm collection by 12pm the following working day *	88%	95%		
Flytipping - 48 hours *	87%	89%		
Graffiti - 24 hours *	81%	94%		
Litter bins - reported before 2pm collection the same day and after 2pm collection by 12pm the following working day *	91%	95%		
Dead animals - 24 hours *	96%	96%		

Performance of key SLAs (NH563)

Measure of Success	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Combination of top 6 SLAs average (marked with *)	89%	93%		

BWC Recycling target

Measure of Success	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
50% by 2020 (42.5% of this by BWC; 7.5% from HWRC)	37.26%	37.16%	↓	

Street cleansing - against B industry standard

Measure of Success (every 4 months)	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Litter	9.0%	5.50%	↑	
Detritus	25.0%	8.30%	↑	
Graffiti	6.0%	6.50%	↓	
Flyposting	1.0%	0.45%	↑	

Winter Maintenance

Measure of Success (Winter only)	Current BWC Target	BWC Year to Date	Direction of Travel	RAG Rating
Gritting within 3.5 and 5 hours of request	23%	73%		



Appendix D

Bristol City Council Overview and Scrutiny – Scrutiny Workshop

Review of Bristol Waste – Journey towards Zero waste

Date: Workshop 9th June 2016 (followed by Formal Commission Meeting on 7th July)

Venue: City Hall

Time: 10am to 1.30pm

Outline

On 12th June 2015, Bristol City Council approved the mutual termination of the Waste Collection, Street Cleansing and Winter Maintenance contract with Kier Environmental Services.

It was subsequently agreed that waste services would be handed over on an interim basis to Bristol Waste Company (BWC) - a newly formed BCC owned company. This arrangement commenced on 8th August 15, and in December 2015 a Cabinet decision agreed that the Waste Company should continue to provide waste services to the Council until November 2018, with the outcome of a review of the longer term future of the services to be reported to Cabinet in summer 2016.

As part of this review process, it is suggested that Scrutiny conduct a workshop on 9th June 2016. The purpose of the workshop will be to understand the various models of delivery of waste services, including the Teckal company, and to ensure Members are brought up to speed with the history of the waste services contract.

Following the workshop, the Neighbourhoods Scrutiny Members and OSMB will have the opportunity to formally comment on the Waste Cabinet report and make recommendations regarding the best way forward. The provisional dates for these meetings are;

Neighbourhoods Scrutiny – 7th July

Cabinet – 11th August

Draft Workshop Programme;

Part One – Developing Understanding (10am to 11am)

To cover:

Background

- Context of waste in Bristol (How waste works)
- State of the market

Bristol Waste Company (BWC)

- Summary of events leading to the establishment of BWC
- What a Teckal company is and what parameters it operates within
- Performance of BWC to date

Council Ambitions

- Waste Strategy and the targets we are working towards which the service provider will be key to achieving.

Part Two – Bristol Waste Company – Questions (11pm-12pm) (Tracey Morgan Invited).

- Summary of achievements and what's been learnt since BWC took over, reflections on the last year and high level ambitions/vision for service delivery. (15 minutes)
- Questions

Lunch – 12pm to 12.30pm

Part Three – Members table discussion (12.30 to 1.30) caveat with

- Facilitated table discussions to identify any common views regarding:
 - A) Any information shared or discussed in earlier sessions
 - B) What can you contribute to waste prevention, how can you champion change?
 - C) Priorities for a future service provider – reasons why and evidence.

Plenary feedback.

**Appendix E EQIA
Proposal - BWC Ten Year Business Plan**

Directorate and Service: Neighbourhoods

Lead officer Netta Meadows

Additional people completing the form (including job title): Pam Jones, Service Manager Strategy Commissioning and Contracts

Start date for EqIA: 10 April 2016

Estimated completion date: 7 June 2016

Step 1 – Use the following checklist to consider whether the proposal requires an EqIA

1. What is the purpose of the proposal?

The proposal is to direct award a ten year contract to Bristol Waste Company to deliver an integrated waste service. In relation to services delivered directly to customers/residents, this includes waste collection, street cleansing and winter maintenance, as well as commercial waste collections.

	High	Medium	Low
2. Could this be relevant to our public sector equality duty to:			
a) Promote equality of opportunity			Y
b) Eliminate discrimination			Y
c) Promote good relations between different equalities communities?			Y

If you have answered 'low relevance' to question 2, please describe your reasons

The proposal at this stage does not propose any significant changes to the existing service. However, at the stage when proposals are forthcoming which are significant, these would score high on 2a) b) and c) and would therefore require a full EQIA. There will be an equalities needs assessment or collection of baseline data on whether the current waste and recycling arrangements are meeting the needs of people with protected characteristics before the proposals and contract specification are set out.

3. Could the proposal have a positive effect on equalities communities?

<p>Please describe your initial thoughts as to the proposal's positive impact</p> <ul style="list-style-type: none"> - More direct involvement with Neighbourhood Partnerships and community groups for them to influence waste decisions - More tailored approaches for those with differing needs
<p>4. Could the proposal have a negative effect on equalities communities?</p>
<p>Please describe your initial thoughts as to the proposal's negative impact</p> <p>Cannot foresee any negative impact due to no significant changes in service provision</p>

If the proposal has low relevance and you do not anticipate it will have a negative impact, please sign off now. Otherwise proceed to complete the full equalities impact assessment

Service director – Gillian Douglas
 Equalities officer – Anneke Van Eijkern
 Date 07 June 2016

**Appendix F
Eco Impact Checklist**

Title of report: Proposals for future waste collection, street cleansing & winter maintenance				
Report author: Netta Meadows				
Anticipated date of key decision: 2nd August 2016				
Summary of proposals: Award the Bristol Waste Company a ten year contract to provide integrated waste services				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	y	-ve	Emissions arise from collection, recycling & disposal of waste. Also from the operation of site depots/ HWRCs, winter gritting and cleansing services	Emissions should reduce overall through commitments to improve re-use, recycling, fleet specification and reduce waste arisings
Bristol's resilience to the effects of climate change?	y	both	Type & location of future disposal/ recycling facilities may impact on resilience Proposed location for new HWRC may be vulnerable to flooding	Resilience will be considered as part of any new contractual arrangements To be addressed through Planning process. Flood risk assessment will be carried out.
Consumption of non-renewable resources?	y		Fuels, construction materials and energy are required for the delivery of this contract. Winter gritting consumes salt	Improved vehicle fleet specification at replacement
Production, recycling or disposal of waste	y		Proposal is for collection, recycling & disposal of municipal waste	Commitments to improve re-use, recycling rate and reduce residual waste arisings.
The appearance of the city?	y	+ve	Effectiveness of cleansing operations may alter appearance of the city	

		?	Construction of HWRC	Appearance managed via Planning
Pollution to land, water, or air?	y	-ve	Vehicle emissions from collection & disposal of waste, including customer travel to HWRCs Vehicle emissions from cleansing & winter gritting Odour from waste facilities Potential discharges from waste facilities	Replacement vehicle fleet will be lower emission than current arrangements. Site operational impacts will be managed via Bristol Waste's EMS and Environmental Permitting requirements.
Wildlife and habitats?	y	?	Any construction (e.g. new HWRC) may impact on wildlife & habitats	Guidance on protecting species & habitats will be sought from the Council's Natural Environment team, including opportunities for enhancement. They will also be consulted with as part of the Planning process.

Consulted with:

Steve Ransom, Environmental Programme Manager

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The significant impacts of this proposal are...

- The collection, recycling and disposal of waste emits significant quantities of climate changing gases
- Transport and disposal of waste (including waste collection fleet) emits gases detrimental to air quality and public health
- Works for a new HWRC will consume resources and create some local impacts such as customer travel
- The proposal includes significant legal compliance requirements, for example Environmental Permits at three HWRCs

The proposals include the following measures to mitigate the impacts...

- Municipal recycling rate and total waste arisings will both be improved, to improve overall citywide performance
- The council will construct a new Household Waste Recycling Centre at Hartcliffe Way, to be operated by Bristol Waste
- Future waste collection arrangements and disposal procurement will include environmental assessment to ensure that overall environmental impacts are mitigated and reduced compared with current arrangements
- Bristol Waste will work with local groups to increase re-use, including a re-use

facility at Hartcliffe Way HWRC

- Replacement vehicles will have improved environmental performance compared with the current fleet, including the use of fuels that will help improve local air quality
- Bristol Waste will implement an externally-certificated Environmental Management System registered to EMAS or ISO14001, and publicly report on its environmental performance

The net effects of the proposals are...

In the short term, impacts are likely to be similar to current environmental performance as the vehicle fleet, collection specification and disposal contracts are inherited from previous arrangements. In the longer term, significant potential for improvement exists through a range of measures, including improved recycling rates, a new HWRC, reduced waste arisings, cleaner vehicles and lower-impact residual waste disposal.

The overall impact is positive

Checklist completed by:

Name:	
Dept.:	
Extension:	
Date:	
Verified by Environmental Performance Team	

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of the Local Government Act 1972.

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DRAFT

**BRISTOL CITY COUNCIL
CABINET
11 August 2016**

REPORT TITLE: Adoption of Bristol Waste Company Business Plan - August 2016

Ward(s) affected by this report: Citywide

Strategic Director: John Readman, Strategic Director, People (Client and Shareholder Function)

Report author: Netta Meadows, Service Director (Strategic Commissioning & Commercial Relations)

**Contact telephone no. 01179037744
& e-mail address: netta.meadows@bristol.gov.uk**

Purpose of the report:

This report seeks approval of a business plan for Bristol Waste Company Ltd., one of Bristol City Council's wholly owned trading companies with 'Teckal' status.

The adoption of this business plan is dependent upon a Cabinet decision being made, also on the 11th August 2016, for Bristol Waste Company to deliver an integrated waste service, including street cleansing and winter maintenance for a period of 10 years.

RECOMMENDATION for the Mayor's approval:

1. To consider and approve the adoption of the proposed Business Plan for Bristol Waste Company Limited (company number 09472624) (attached as Exempt Appendix 1).

Background:

2. In 2015, the Council established Bristol Waste Company Limited (company number 09472624) to deliver its waste services via a detailed business case and governance structure which resulted in the Cabinet decision of 11th June 2015.
3. Bristol Waste Company Limited exists predominantly to fulfil functions required of it by the Council under an agreement for services. Since Bristol Waste Company is controlled

by the Council and there is no private capital investment in it, the Council's waste contracts can be awarded to it direct, without the need for competitive tender.

4. This is as long as the control or private investment criteria remain unchanged and that less than 20% of its activities are to trade or to provide commercial services with other organisations or the public (this is what is known as a Teckal company).
5. The approval of Business Plans of the Council's wholly owned companies is a reserved decision of the Shareholder and in taking this decision at the Cabinet meeting the Mayor will be exercising responsibility on behalf of the Council as corporate shareholder of the company which the Council wholly owns.

Proposal

Business Plan - Bristol Waste Company Limited

6. The draft business plan for Bristol Waste Company Limited is submitted for approval and is attached as Appendix 1 (Exempt Report). This is exempt on the basis of information relating to the financial or business affairs of any particular person (including the authority holding that information).
7. The company's business plan was last updated in December 2015, to reflect the changed business needs of Bristol Waste Company Limited following the first few months of operation. The Mayor, as the shareholder representative, approved the 2016/2017 Business Plan for Bristol Waste at Cabinet on the 15th December 2015.
8. As part of this decision the Council sought approval for the agreement for Bristol Waste Company Limited to continue to provide waste services to the Council to be extended until November 2018, with the outcome of a review of the future of the services, to be reported to Cabinet by summer 2016.
9. This review is the subject of another report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance service' is also being considered by Cabinet on August 11th 2016
10. The current contract for Waste Services covers the period up until November 2018. However Bristol Waste Company have produced a long-term business plan (10 years) to assist the Council in undertaking an appraisal on the options on the future of waste services delivery.
11. If Cabinet agrees to Bristol Waste Company Limited continuing to deliver waste services, then it will do so under this 2016-2026 business plan in Appendix 1 (Exempt report). The Shareholder will have an opportunity to review this business plan in December 2016 and in December every year subsequently as part of the annual business planning process which the Council's wholly owned companies will undertake.

Consultation and scrutiny input:

a. Internal consultation:

12. On 9th June 2016 a Scrutiny workshop on Waste was held in order to brief Councillors on the waste system, waste services in Bristol, what a Teckal company is and Bristol Waste Company's delivery. This was open to all Councillors.
13. On the 7th July 2016 the Neighbourhoods Scrutiny Commission considered the draft Cabinet report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance Service' together with a second Cabinet report 'Adoption of Bristol Waste Company Business Plan - August 2016'. Members of Overview and Scrutiny Management Board were also invited and attended the Commission meeting.
14. The Commission resolved to support the recommendation to award Bristol Waste Company the Integrated Waste Service from August 2016 to 31 July 2026 on the basis set out in this Cabinet report and that a referral from the Commission to that effect be made to Cabinet including a summary of the key points raised by the Commission. There was one vote against the resolution from Councillor Anthony Negus.
15. The key points raised were:
 - (a) Financial Issues
 - Discussion about how Bristol Waste Company would manage if it did not achieve its commercial waste income targets, by looking at internal efficiencies and ensuring equipment was deployed across other functions.
 - Discussion about the use of the surplus generated from this year's trading to help deliver the change programme necessary to develop the Company, including investments in systems and people, in HWRCs and the commercial waste service.
 - It was confirmed there was resilience in the financial assumptions underlying the business plan including the recycling modelling which could fluctuate with potentially lower residual waste and disposal costs.
 - (b) Relationships: Citizen, Provider and Council

The Commission emphasised that the relationship between Citizen, Council and Provider would be key and the Company confirmed its commitment to being a 'customer service' business focussed on the residents and communities of Bristol and being accessible to councillors.

 - Discussion about the need for the company to focus on supporting changes in citizen behaviour and requests that they look to work more closely with Neighbourhood Partnerships to help communities achieve positive change.
 - Discussion about the need for greater sharing of intelligence between Bristol Waste Company and the Council's enforcement teams.
 - The importance of the Company's input into future policy developments and how they would deliver against the Council's Waste and Resources Strategy as a key partner whilst at the same time offering its expertise and views on Council proposals going forward.
 - (c) Governance and Service Agreement

The Commission raised the issue of governance and accountability in relation to the Company's structure and Shareholder relationship. It was noted that the administration would be carrying out a review of membership on different bodies including Shareholder Group/Company Boards.

 - Discussion about ensuring that as much information as possible on the Company is in the public domain and a refreshed set of performance management standards are developed, to be shared with Scrutiny as well as the Shareholder Group.

- Discussion about whether the Council should defer a decision about the delivery of waste services to allow a longer period of delivery of current services by Bristol Waste Company. Officers explained that a decision is required now because if the decision was to procure that process would take 2 years.
- Consideration was given to an alternative length of the contract i.e. was 10 years an appropriate term for the contract. Waste industry best practice showed that in order to invest in new fleet to deliver future ambitions the term of 8-10 years would be required.
- It was noted that a Cabinet report would be brought back in 2017 in relation to any changes in domestic waste collection methodology.

b. External consultation:

16. No external consultation has been done.

Other options considered:

17. In the report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance service' also being considered at Cabinet in August, a number of options for the future of the service have been considered including; procuring an external contract and an alternative length of contract.

18. With regards to this decision regarding the adoption of the Business Plan put forwards by Bristol Waste Company, the other alternative would be to request the BWC returns to Cabinet with an alternative business plan prior to adoption.

Risk management / assessment:

FIGURE 1							
The risks associated with the implementation of this decision :							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	Business planning is inaccurate for companies, leading to company failure and financial loss to the Council.	High	Medium	Specialist input from key specialists to generate and test assumptions. Dedicated specialist finance resource to consider the robustness of the plans.	Medium	Low	Julie Oldale

FIGURE 2							
The risks associated with <u>not</u> implementing this decision:							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
	Cabinet does not agree to Bristol Waste Company Limited continuing to deliver waste services and this 2016-2026	Medium	Medium	If the 10 year business plan is not approved BWC, as part of the regular business planning process which ends in December, will revise their current	Low	Low	Netta Meadows

	business plan will not be adopted leaving BWC without a Business Plan.			business plan, based on a contract end date of November 2018. The Council will also bring back proposals for the scope of a procurement process for waste services to be delivered externally from November 2018.			
1	Council company, despite having been asked to continue to provide service in long term, is unable to implement a suitable long term business plan, resulting in the company being unable carry out service improvement and work towards greater financial independence.	Medium	Medium	Business Plan will only be adopted in the event of the company being asked to continue to deliver the service in the long run.	Low	Low	Netta Meadows

Public sector equality duties:

19. Specific equality impact assessments were carried out as part of the business case establishing Bristol Waste Company. Where further considerations are required, these are specified in the business plan and have also been considered as part of the report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance service.

Eco impact assessment

20. Eco-Impact Assessments have previously been undertaken for Bristol Waste Company and in relation to this business case have also been considered as part of the report 'Proposals for Future Waste Collection, Street Cleansing and Winter Maintenance service.

Resource and legal implications:

Financial Commentary: Interim Service Director: Finance (s.151 Officer)

21. The budgeted funding envelope for the waste collection service is only fully identified until 2018/19. At this stage the anticipated cost of delivering this statutory service will need to be considered as it can no longer be delivered (irrespective of provider) for the current budgeted level. As this is a statutory service consideration will need to be given to how this service is funded as part of the next Medium Term Financial Plan.
22. Within the business plan, BWC is assuming responsibility for risk within the overall collection and disposal model, but overall the BWC financial plan appears to take a prudent position and has not forecast reductions in waste disposal costs or increases in recycling income or the investment being made in behavioural change as part of the proposal.
23. As with all contracts across the Council, it is recommended that a review clause is put in place that allows for the Council to consider any changes in service requirements and the funding envelope throughout the period of this arrangement.
24. The award of the contract for 10 years gives a long term planning horizon for the company.

25. In the financial plan of BWC, it is forecasting to retain annual surpluses (income less cost) over the 10 year period. This position needs to be considered in the context of BWC as a subsidiary of Bristol Holding Company and the overall position of that group. According to the Shareholder Agreement with Bristol Holding company there is a requirement for the Companies to put in place a dividend policy as appropriate. This policy should be signed off by the Shareholder, and therefore this governance allows the Shareholder to consider the way it would wish any profits to be utilised.
26. Lastly, waste collection and disposal expenditure budgets have been inflated by 2% per annum for comparison with the proposed charges of BWC in the table above. In practice, it will be a decision for the Council as part of its annual budgeting whether to allow this inflationary increase in the waste service expenditure budget or not.

Julie Oldale - Interim Service Director: Finance (s.151 Officer)

Date **23 June 2016**

Comments from the Corporate Capital Programme Board:

27. None

c. Legal implications:

The recommendations in this report are lawful.

28. The Public Contract Regulations 2015 (PCR 2015) enables the Council to award contracts for works, supply of goods and/or provision of services, direct to any company if:
- it exercises control over it similar to that which it exercises over its in-house departments;
 - more than 80% of the company's activities are carried out in the performance of tasks entrusted to it by the Council; and
 - there is no direct private capital participation in the company (with limited exceptions).
29. Such a company is generally referred to as a 'Teckal' Company after the case which first established the exemption. Bristol Waste Company currently falls within these criteria. In consequence of its Teckal status, Bristol Waste Company is a 'contracting authority'. As such it must procure its own goods, works and services in compliance with the PCR 2015.
30. Bristol Waste Company is also subject to the disclosure requirements of the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. The Council will remain liable at all times for compliance with legislation relating to environmental contamination, environmental reporting requirements, and waste management.
31. All arrangements and agreements reached between the Council and Bristol Waste Company for the provision of services to or on behalf of the Council should be

documented in legally binding, commercially justifiable terms. This will evidence compliance with state aid rules. Such documents will also define the respective responsibilities of the parties and set out the indemnities to be provided by Bristol Waste Company in the event of claims arising against the Council for matters Bristol Waste Company has taken responsibility for.

32. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) may apply to the transfer of services from the Council or its current suppliers to Bristol Waste Company. TUPE may also apply if and when Bristol Waste Company ceases to provide the Council with services. Relevant entry and exit terms relating to TUPE should be drafted into the service provision agreements.
33. Bristol Waste Company currently occupies Council property and relevant leasing and licencing arrangements will need to be in place for their continued use and to cater for the proposed change of use of the Hartcliffe depot if converted to a recycling centre to be managed by Bristol Waste Company.

Advice given by Jane Johnson - Team Leader, Corporate Team, Legal Services

Date 16 June 2016

d. Land / property implications:

34. The proposals will result in the continued occupation of Council owned land and buildings detailed in the appendices to this report subject to terms and conditions which would apply if the premises were offered for lease in the open market.

Advice given by Robert Orrett – Service Director Property

Date 10 June 2016

e. Human resources implications:

35. The Transfer of Undertakings (Protection of Employment) Regulations 2015 (TUPE) entitles transferring employees to retain the same terms and conditions of employment after the transfer as they enjoyed immediately before the transfer. TUPE provides that changes to terms of employment will be void if the sole or principal reason for the change is the transfer itself, unless either the reason for the variation is either:
 - an economic technical or organisation reason entailing changes to the workforce (“ETO reason”) or
 - is the transfer, but the terms of the employment contract permit the employer to make such a variation.
36. BWC seconds an HR officer from the Council and the Council provides its HR support services and specialist HR skills and acumen in the provision of advice and guidance in relation to workforce matters

37. BCC provide guidance and advice in support of the vision to provide the social benefits of good quality jobs and training opportunities. This arrangement currently provides a direct influence and confidence in the standard and appropriate expenditure of public money.

Advice given by Sandra Farquharson, People Business Partner, Neighbourhoods and HR Consultancy

Date 10 June 2016

Appendices:

38. The appendices marked EXEMPT are on the basis of information relating to the financial or business affairs of any particular person (including the authority holding that information).

EXEMPT Appendix 1	Bristol Waste Company Ltd. Business Plan
EXEMPT Appendix 2	Financial Commentary: Finance Advisor to Bristol Holding Company Ltd.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

CABINET – 11 08 2016

EXECUTIVE SUMMARY OF AGENDA ITEM 10

Report title: VCS Grants Prospectus

Wards affected: Citywide

Strategic Director: Alison Comley

Report Author: Jane Houben

RECOMMENDATION for the Mayor's approval:

1. That the content of the VCS Grants Prospectus (attached) is approved as the guide for Bristol City Council grants investment (called the Bristol Impact Fund) for the next 4 years.
2. That the publication of the VCS Grants Prospectus is approved as the launch of the 2017/2021 Grant Application Round.
3. That the process and timings for Grant Applications is approved.

Key background / detail:

a. Purpose of report: The report introduces a new guide to the council's grant funding to the voluntary and community sector (VCS) from 2017 to 2021 (called the VCS Grants Prospectus) and a newly aligned and pooled £3.4m strategic grants fund to reduce disadvantage and inequality (called the Bristol Impact Fund). Both the VCS Grants Prospectus and the Bristol Impact Fund have been co-designed with colleagues from the local voluntary and community sector. The report is seeking approval for the VCS Grants Prospectus, for the Bristol Impact Fund and for the application process and time table as outlined.

b. Key details:

1. The VCS Grants Prospectus and the Bristol Impact Fund have been co-designed with colleagues from the VCS and have also been subject to testing and full consultation with the sector.
2. Not all the council's grant streams are being aligned and pooled to form the new Bristol Impact Fund. Of the council's total £7.7m p.a. revenue grant funding to the VCS, (based on 2015-16 figures), we are pooling £3.4m. If we can demonstrate the success of this new approach we hope to bring other council and non-council grant streams into the fund in future years.
3. Grant Streams are being pooled from four directorates and include monies from Transport, Neighbourhoods and Communities, People Adults and Public Health. There are no children's grant streams in this fund and therefore grant proposals with a sole or primary focus on children will not be considered.
4. The £3.4m p.a. Bristol Impact Fund will focus on three impacts: reducing disadvantage and inequality; improving health and wellbeing; and increasing resilience.

5. Consultation feedback from the sector has shaped the design of the application processes with the aim of making them proportionate and accessible. We have developed the processes, working closely with Mark Hubbard from Voscur, so that they are Compact compliant and reflect best practice whilst being deliverable within available resources. The small grant process (under £10,000 p.a.) moves away from our traditional written application form and instead will be appraised through a discussion format.
6. Our proposed timing of the grant application process takes into account the timings of school holidays, the need for an extended application window to enable collaborative applications, the desire to avoid clashing with the provisional timing of the Community Support Services commissioning process and the implementation of this new Bristol Impact Fund two-stage appraisal and allocations approach.
7. We will provide information about the Prospectus and the Bristol Impact Fund in a number of ways: overview and summary sections available on our webpages, a designed PDF of the full prospectus for people to download and read, and downloadable individual sections/chapters in plain text.

**BRISTOL CITY COUNCIL
CABINET
11th August 2016**

REPORT TITLE: VCS Grants Prospectus

Ward(s) affected by this report: All

**Strategic Director: Alison Comley,
Neighbourhoods Strategic Director**

Report author: Jane Houben, Investment & Grants Manager

**Contact telephone no. 0117 903 6437
& e-mail address: jane.houben@bristol.gov.uk**

Purpose of the report:

To approve the strategic cross council funding model, called the Voluntary and Community Sector (VCS) Grants Prospectus, for publication as Bristol City Council's guiding document for voluntary & community sector grant investment from 2017 to 2021.

RECOMMENDATION for the Mayor's approval:

- 1. That the content of the VCS Grants Prospectus (attached) is approved as the guide for Bristol City Council grants investment (called the Bristol Impact Fund) for the next 4 years.**
- 2. That the publication of the VCS Grants Prospectus is approved as the launch of the 2017/2021 grant application round.**
- 3. That the process and timings for grant applications is approved.**

1. Summary of the proposal:

The City Council invests significant funding into the Voluntary Community Sector (VCS) to deliver services which meet many different needs across the city. The Council needs to ensure that this investment is making the

maximum impact on the major challenges faced by the city, and the people that need it most get the best value and the maximum benefit from this investment. In order to do this, the council has worked in an innovative co-design process with partners in the voluntary and community sector over the past 14 months to develop a strategic approach to align this investment and has developed the VCS Grants Prospectus. This will act as a clear strategic guide for Bristol City Council's (BCC) grant investment over the next 4 years, and will focus £3.4m of this investment against key strategic objectives and needs in the city with a view to reducing disadvantage and inequalities, improving health and wellbeing and increasing resilience. The resulting VCS Grants Prospectus is attached at Appendix A. The funding available to be allocated through the VCS Grants Prospectus is called the Bristol Impact Fund.

The main detail of the VCS Grants Prospectus is best read and understood in the context of the document itself. This report picks up the key headlines for consideration.

2. Background

- 2.1 On 2nd December 2014 Cabinet agreed a way forward to seek a single strategic approach to grant investment for the Council.
- 2.2 In designing this strategic approach it was essential to work collaboratively with the Voluntary and Community Sector, as their work close to communities all across the city brings insight into the needs and issues faced by some of our less advantaged communities, as well as ways of working together to tackle these issues.
- 2.3 Key VCS partners agreed to work with the Council for 14 months to establish a formal co-design process, through which we worked together to identify what the priority focus for the funding should be and how to shape a strategic document to guide future investment. It was invaluable to have the opportunity to work this way and the resulting document demonstrates the level of commitment and insight brought to the work by our VCS partners. The co-design phase of the process ended on 8 May 2016 and it is important to note that our VCS partners have not been seen the final post-consultation versions of the document or been involved in the post-consultation design of the grants processes.
- 2.4 Neighbourhood Scrutiny has taken an oversight of the work during the twelve month development period and supported the work with their insight and input.

3. The VCS Grants Prospectus:

- 3.1 BCC wants to invest our available grant funding in a way which generates the best possible impacts for our communities who are living with, or at risk of, disadvantage and inequality. We believe that we can only achieve real and lasting change with disadvantaged people if we agree to work in ways that put positive impacts for people at the centre of all we do and agree to make the best possible use of the resources our communities already have.
- 3.2 Bristol is undoubtedly a beautiful, vibrant and economically successful city, with an international reputation as a good place to live and do business. But that is not the whole story. Bristol faces a number of significant challenges. The city's prosperity is not shared by all of our citizens; many people face multiple disadvantages, both based on geography and on their equalities groupings. Within these groups there are people who face multiple disadvantage as a result of the systems (e.g. financial, social, educational and class), as a result of historic, economic and geographic factors in our city. These are the issues we want to tackle within the scope of the VCS Grants Prospectus.
- 3.3 The VCS Grants Prospectus is designed to be a helpful and clear document which will enable the city's Voluntary and Community sector to understand the intention for this funding. We are clearly moving away from previous approaches to grant funding and the VCS Grants Prospectus will provide the guidance people will need so that they can see where their work fits with the grant aims and how to apply for grant.
- 3.4 Our feedback from the sector has been that people want full information about the Bristol Impact Fund and how to apply. However we realise that this level of detail results in a lengthy document that people may find off-putting or inaccessible. So we will provide the information in a number of ways: overview and summary sections available on our webpages, a designed PDF of the full prospectus for people to download and read, and downloadable individual sections/chapters in plain text.

4. The council's investment into the VCS

- 4.1 The council currently invests around £18m in grants and concessions annually in supporting VCS organisations. This does not include contract investment whereby the council purchases services from voluntary sector organisations.

Of this £18m in 2015/16:

- £1.5m is the notional value of annual concessionary rents or leases with local VCS organisations and these are not coming within the scope of the VCS Grants Prospectus.
- £8.5m is through mandatory business rate relief to charities and £0.3m is through discretionary business rate relief to VCS organisations and rate reliefs are not coming within the scope of the VCS Grants Prospectus.
- £7.7m is through revenue grants and some of these grants will fall within the scope of the VCS Grants Prospectus.

4.2 We have not been able to bring all the council's £7.7m revenue grant streams into the pooled fund for this first iteration of the VCS Grants Prospectus for a variety of reasons:

- Some grants are integral to commissioned services (e.g. Domestic Abuse and Sexual Violence Support Services were commissioned and funded through a mix of contracts and grants).
- Some grants are affected by new legislation (e.g. The Care Act has meant that some grant-funded activities will become part of the council's statutory provision and services will have to be commissioned and purchased through contracts).
- Political decisions have been made to keep Arts grants (Key Arts Provider and Arts small grants) separate from the VCS Grants Prospectus.
- Some grants are subject to other processes (e.g. Wellbeing Grants, which are devolved to Neighbourhood Partnerships) or timescales.

4.3 From 2017 the direct grant investment will be made through a new £3.4m pooled fund called the **Bristol Impact Fund**.

4.4 Information about the other available grant streams is included in the VCS Grants Prospectus document (Appendix A, page 32) so that it is clear how the council supports the sector more widely and what grant support is available. Information about the current allocation of these funding streams is included at Appendix B. These grants¹ are made by many different teams in the various council departments and have many

¹ Under a grant agreement, the council will transfer money (or assets) to an organisation on trust for a specific purpose. The funded organisation, not the council, defines what it is going to do and the money can only be used for the purpose for which it was requested. If the money is not spent on that purpose it must be repaid to the Council.

Under a grant agreement: The funds are to be used for activities that are not statutory (i.e. they do not have to be undertaken by the council) and are not for the benefit of the Council; The organisation has the choice of either using the grant for the specified grant purposes or handing back the money without incurring further costs; The only obligation on the council under the grant agreement is to comply with the applicable statutory and other processes in awarding the grant; and the organisation must return any surplus to the Council.

different purposes.

- 4.5 Some of the grant funding we are including comes from ring-fenced or external sources (such as Public Health England) and whilst we have identified and earmarked £3.4m of funding for the Bristol Impact Fund, it is important to note that this may be subject to change if these external funding sources are reduced.

5. The Bristol Impact Fund:

- 5.1 We have drawn £3.4m of the council's existing grant streams together into a single grant fund called the Bristol Impact Fund. With our colleagues in the VCS, we have agreed that the aims of this pooled grant funding investment will be on reducing disadvantage and inequality across the city and improving health and wellbeing. We believe that by having a clear focus and by working better together, we can use this money more strategically, more powerfully and have a far bigger impact.

- 5.2 We want to use this funding to work towards addressing the key issues of disadvantage and inequality facing some people in the city. We also want to encourage use of this funding to shape and deliver early help and build confidence, resilience and self-determination for people and communities. Creating the right conditions for people to make positive change in their lives is a key priority for the VCS Grants Prospectus

- 5.3 In four years' time we want to see that this co-designed approach to VCS grant funding (the Bristol VCS grant fund) is resulting in **reduced disadvantage and inequality** experienced by Bristol's residents, **improved health and wellbeing** and **increased resilience** (people being more able to manage).

- 5.4 We are asking VCS organisations to propose how they can use their skills, local knowledge and expertise to improve things for disadvantaged people in the city (individuals as well as geographic communities and communities of interest). The VCS Grants Prospectus outlines the challenges and the focus – we are looking to the sector to shape the right responses to best meet these challenges.

- 5.5 We believe that we can only achieve real and lasting change for disadvantaged people if we agree to work in ways that put people at the centre of what we all do and if we agree to make the best possible use of the resources our communities already have.

5.6 We will prioritise our Bristol Impact Fund for VCS organisations that will work to make a difference locally and create the impacts needed by:

- **Giving the right help at the right time**
- **Helping people to help themselves and each other**
- **Building on the strengths of people and communities**
- **Connecting people and organisations within and across communities**

The full explanation of these approaches is in Appendix A, the VCS Grants Prospectus at page 8.

5.7 We know that disadvantaged people in our city face multiple, complex and often deep-seated issues and that disadvantage impacts on individuals, geographic communities and communities of interest. We need to be clear about our priorities, recognising that we cannot expect to ‘fix’ disadvantage with the money available.

5.8 We want to make a real difference for people in the city who are facing disadvantage and to do this we will use our Bristol Impact Fund to support VCS organisations, working in the ways set out above, to address one or more of the five key factors of disadvantage that we have decided to focus on. These factors are:

- **Reducing financial, food and fuel poverty**
- **Tackling unemployment and underemployment**
- **Improving access to information, services and opportunities in the city and increasing digital inclusion**
- **Enabling influence and participation in the community**
- **Reducing social isolation and improving wellbeing**

We have called these five factors our ‘key challenges’ and we show some examples of how they impact on local people and how we will focus our grant support in the section called ‘**Key Challenges for the Bristol Impact Fund**’.

5.9 We have earmarked £3.4m, significant funds, for the Bristol Impact Fund for the four-year period of the VCS Grants Prospectus. However, we have also built in a tapered reduction as an opportunity to make savings of 15% of the funding for some of the grants (the medium and large grants) by year four (10% in year 3 and a further 5% in year 4). Our reason for this is that in the current economic climate and context of national funding restrictions for local authorities, we need to build in reductions so that we can realise savings if required. VCS organisations,

along with many others, need to be focussing on sustainable business plans, as some already do.

- 5.10 The VCS Grants Prospectus acts in part as a city ‘call to action’ to address some key challenges faced by some people in our city. BCC is not stating how we expect these issues to be addressed, but is clearly setting out the challenges and what it wants to achieve, and asking the Voluntary & Community Sector to bring forward their proposals for tackling these within their service approaches. This approach has been the focus of the consultation discussions and we plan to continue to offer support to potential applicants for funding throughout the application process. The way it will work is as per the diagram in Appendix A, the VCS Grants Prospectus at page 11.
- 5.11 One of the key things we will ask of any potential applicant is that they think through how the activity or approaches they are suggesting will actually meet the challenges and impacts we are aiming for – and to help us understand how they know this will work. The co-design group has used a model called the Theory of Change to help us to develop the VCS Grants Prospectus and the framework for our application processes. Theory of Change models have been used for several years by philanthropists and now increasingly by charities and we are setting our grant processes for the Bristol Impact Fund around a series of questions based on this model.
- 5.12 We have chosen these questions to help VCS organisations show us how and why their proposals will have an impact on people facing disadvantage. The questions are:
- What needs to change and why?
 - How will you work to make this change?
 - How do you know this will create change?
 - What will you look at and measure to see if change is happening?
 - How will this contribute to our three Fund impacts?

We have put these questions into a diagram to show how they relate to each other (Appendix A, The VCS Grants Prospectus, page 14) and we have called this the ‘How we make an impact’ model.

5.13 The Bristol Compact is the agreement between the public sector and the Voluntary and Community Sector in the city. The Compact recognises that positive working relationships are crucial to the city and it seeks to define and strengthen the links between the public sector and the VCS – for the benefit of Bristol, its people and its communities. We have tried to make sure that the VCS Grants Prospectus and our approach to the Bristol Impact Fund comply with the Compact.

6. Timeline

In bringing the prospectus to August Cabinet we have accommodated the potential for further partner conversations, and a mayoral request for a further separate focus group with some members of the VCS.

The council will be undertaking a Community Support Services commissioning process involving some VCS organisations this autumn. By stretching the length of our process to have a nine week application window with a grants deadline of 7 November 2016 and by pushing back the final allocations decision to the March Cabinet, we can support the VCS to have time to engage with both processes. This means that Bristol Impact Fund grants will start on 1 July 2017. Existing grants are due to end on 31 March 2017 and so we will extend grant funding to existing recipients by three months to 30 June 2017.

Consultation and scrutiny input:

a. Internal consultation:

This work has been developed with senior BCC commissioning leads who have a lead on all the grants amalgamated through the VCS Grants Prospectus from all directorates, alongside the external stakeholders in the co-design group. Therefore consultation and shaping has been ongoing throughout the process.

Neighbourhoods Scrutiny Commission has been actively engaged with this development work throughout the process with input at November 2014, July 2015 (testing the vision and values) in January 2016 (as part of the consultation).

Place Scrutiny Commission has been engaged in the consultation in January 2016 regarding the inclusion of community transport grants in the pooled fund.

b. External consultation:

14 month co-design process with key stakeholders in the voluntary sector.

Three-month consultation period with the Voluntary Community Sector, design and led by Voscur, as the Councils VCS Infrastructure organisation. 265 local people consulted face-to-face through 14 events and meetings. In total over 170 organisations engaged in the consultation via these events, electronic survey, small group meetings. Targeted consultation with Equalities led organisations across all protected characteristics.

At the end of the consultation Voscur produced a report with these headline findings:

- There is broad support for the process of co-design and co-production and a view that this process should be adopted in relation to related themes such as Neighbourhoods, Public Health and Arts & Culture.
- There is broad support for the focus on tackling disadvantage.
- There is a strong view that flexibility is needed to ensure issues such as multiple deprivation are effectively tackled, and that funding cycles, especially for smaller amounts, should be reduced.
- Clarity is needed in relation to the Council's overall strategy in relation to competition and competitive grants versus collaboration.
- There is a need to strike the balance between "Early Intervention" and "Crisis funding".
- How can sustainability of funding be effectively managed (including front loading and tapering)?
- There is a need for more case studies to aid understanding of exactly what the City is seeking to fund.

We have taken into consideration these headline findings alongside all the comments and responses people made. As a result we have:

- Reduced our key challenges to five fairly broad factors which link and overlap. Made it clear that organisations can apply singly or as part of a collaborative application, which may better address the key impacts. We think that this should give enough flexibility for organisations to propose ways of effectively tackling multiple deprivation.
- Considered how we can offer longer term grants and still have some flexibility and we think that this idea of reducing funding cycles for smaller grants is the right one.

- Designed these grants processes differently and the allocations decisions will not be based on scores but on how we can achieve the best mix and balance of services or activities for the city. This means that it will be a less competitive process.
- Thought about the focus of other funders and about the services the council provides and commissions. We have decided to focus the prospectus pooled fund on early intervention/early help because we think this is where this grant funding can make the biggest impact.
- Decided to include tapers for our medium and large grants (which will be 4 year grants) but not for our small grants (which will be 2 year grants). Funded organisations will have time to plan for the reductions in years 3 and 4 once funding has been agreed – and we are proposing these reductions at a percentage level that should mean organisations can realistically seek alternative funding, reduce costs through new ways of working or scale down their service delivery.
- Set out the challenges faced by people in the city based on the revised Joint Strategic Needs Assessment with information about needs in the city. We have co-designed a new approach which tells people what our aims are (our impacts) and what our focus is (addressing five key challenges). We want VCS organisations to tell us the rest.

Our responses to all the feedback received have been collated in ‘The VCS Grants Prospectus Consultation: you said – we did’ which is available on the council’s Consultation Hub ‘We Asked, You Said, We Did’ pages at <https://bristol.citizenspace.com/>.

Contact with other local and national funders about how the approach will work alongside other funds. This will continue as the VCS Grants Prospectus is implemented.

Other options considered:
Risk management / assessment:

FIGURE 1							
The risks associated with the implementation of the (subject) decision :							
No.	RISK	INHERENT RISK		RISK CONTROL MEASURES	CURRENT RISK		RISK OWNER
		(Before controls)			(After controls)		
		Impact	Probability		Impact	Probability	
1	Threat to achievement of the key objectives of the report	High	Med	Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	Low	Low	Di Robinson
	There is a risk that having one approach to grant funding might put larger organisations in a better position to be successful for grants resulting in less diversity in			We have designed the application processes so that they specifically ensure access to different levels of grant, enabling smaller organisations to access funding where previously it			

	our VCS grant funded partners			has not been possible			
2	The strategic focus is likely to result in changes to the current patterns of investment, which may lead to currently funded organisation being unsuccessful in their applications. Some of these organisations may find themselves without other funding and therefore ceasing their services.	High	Med	Extensive consultation has provided 12 months of notice of change. All groups on current funding have also received direct communications advising them that their current funding will end on 31 March 17. Voscur as our funded infrastructure organisation will be offering support to groups to help them diversify their funding income	Med	Med	Di Robinson
3	There is a risk of significant political lobbying from unsuccessful organisations, which has potential to undermine the strategic process.	High	High	Politicians across the parties have been engaged in this development since its' inception and the work has been through Neighbourhoods Scrutiny and Asst Mayors during its development. This level of engagement and transparency should provide confidence to Cabinet that an appropriate process has been followed.	High	Med	Di Robinson
4	There is a risk that we do not achieve the right mix and balance of provision across the issues to be tackled, across geographic areas and across communities if we apply a system that only considers the best written applications and a risk that we may be challenged if we do not.	High	High	We have designed a process that does not allocate against application scores but which considers the best mix of fundable applications against key challenges, beneficiaries and geographic areas. We are making this process and our considerations clear in order to reduce the risk of challenge.	High	Med	

FIGURE 2

The risks associated with not implementing the (subject) decision:

No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
		1	Not implementing the decision to have a strategic cross council approach to grant funding will result in a continued inconsistent approach across the council and not realising the best possible impacts for the people of the city experiencing disadvantage in inequality		High	High	

Public sector equality duties:

Many of the council's VCS funding agreements help the council to deliver their public sector equalities duty as contained within section 149 of the Equality Act 2010 to:

- * eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- * advance equality of opportunity between persons who share a relevant protected characteristic and those do not share it.
- * 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.

During the development of the VCS Grants Prospectus it has been vitally important to have an ongoing Equality Impact Assessment (EQIA), developing alongside the process and being iterated as a result of the VCS consultation. The full EQIA is at Appendix B. A further iteration of the EQIA will be required when allocation proposals are considered and brought forward.

In summary, the EqIA has:

- Informed our approach to consultation, particularly in identifying the support needs of equality-led organisations to prepare for the new grants process. This included questions to organisations about their support needs to access the new grants process.
- Resulted in us running 7 equalities –specific consultation sessions and collating feedback from these to inform us about intended and unintended impacts for different equalities groups. This led to the commissioning of a piece of work with a number of BME-led organisations, one strand of which was looking at how the Prospectus can be developed to support BME organisations.
- Changed and informed our approach to how we intend to facilitate our Public Sector Equalities Duty.
- Led to the planned inclusion of a further EqIA at our grant allocation stage.
- Changed and informed our approach to the application processes, particularly for the small grant.
- Raised awareness of the need to proactively manage the ‘messages’ about grant allocation

Eco impact assessment

Whilst there will be no direct significant environmental impacts arising from this proposal, related social benefits will include addressing fuel & food poverty, access to transport & resilience. In addition 1 of the 5 criteria for acceptance of proposals is to demonstrate commitment to environmental sustainability which is a benefit. Finally there will be environmental benefits from the expectation to reinvest surpluses in social, environmental & cultural services.

Advice given by Claire Craner-Buckley – Environmental Project Manager

Date 24 May 2016

Resource and legal implications:

DRAFT - VCS Grants Prospectus Cabinet Report 4th July – v2.060615

a. Financial (revenue) implications:

The recommendation is for the Prospectus to be approved for publishing and both the Prospectus and this report make it clear that this is based upon earmarking £3.4m of existing grant payments from April 2017. This will be used to finance the Bristol Impact Fund that will make grant payments to the voluntary and community sector over the next four years based on applications to the Prospectus.

A process is underway to verify all of the budgets for these existing grants in order to confirm the revenue implications as set out below.

It is proposed that grants from the Bristol Impact Fund will be for a period of four years and that a significant proportion, currently estimated at £2.9m, will have a tapered reduction of 10% from the initial value in year 3 and 15% from the initial value in year 4. This means that the revenue budget profile of the Bristol Impact Fund would be as per the table below.

Table 1: Revenue budget profile of the Bristol Impact Fund

	2017/18	2018/19	2019/20	2020/21
Proportion not subject to taper	£0.5m	£0.5m	£0.5m	£0.5m
Proportion subject to taper	£2.9m	£2.9m	£2.61m	£2.465m
Total	£3.4m	£3.4m	£3.11m	£2.965m
Annual reduction	-	-	£0.29m	£0.145m

As set out in the report the intention is that the reductions in 2019/20 and 2020/21 would be revenue budget savings.

The total revenue budget for the Bristol Impact Fund will be earmarked for the period 2017/17 to 2020/21. The report and the Prospectus confirm that some of the existing grants come from external sources (such as Public Health England) and therefore the total amount earmarked may be subject to change if these external funding sources are reduced.

Moreover, grants from the Bristol Impact Fund will need to demonstrate that they have been made in accordance with any conditions of external funding where relevant.

There are no implications for the existing 2016/17 budget.

Advice given by Robin Poole – Finance Business Partner
Date 25 May 2016

b. Financial (capital) implications:

No capital implications

Advice given by Robin Poole – Finance Business Partner
Date 25 May 2016

c. Legal implications:

The council should continue to comply with its consultation obligations in relation to any further changes to its grant awards processes.

The council should also continue to monitor grant awards to individual organisations to ensure that there are not state aid implications.

Advice given by Kate Fryer, Solicitor
Date 24 May 2016

d. Land / property implications:

The recommendations in this report will have no material impact on our current situation, which is that BCC provides a wide range of buildings to organisations in receipt of Grants at nil or peppercorn rents, which equate to an unrealised rental value of £1.5 million.

e. Human resources implications:

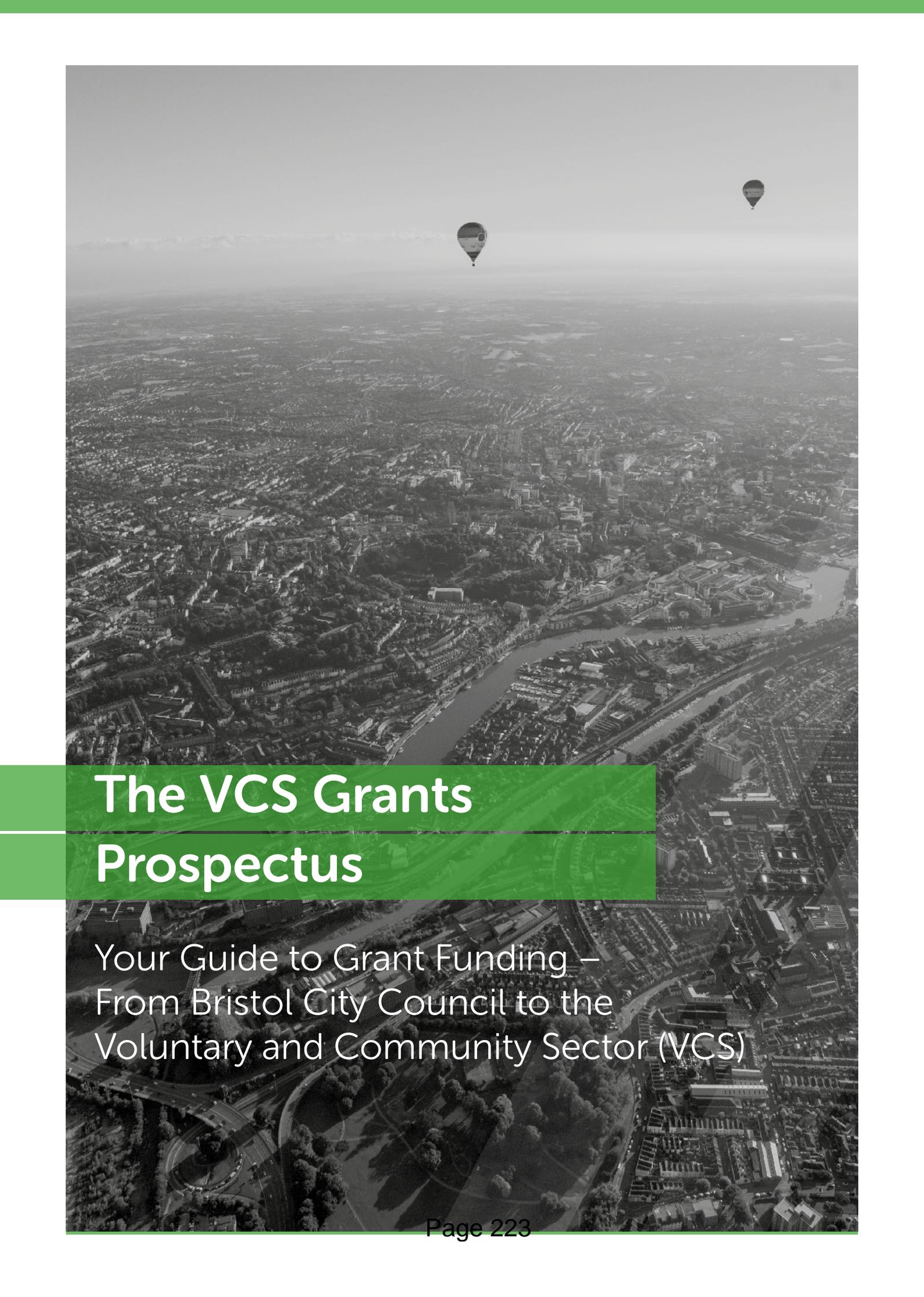
No significant impacts arising from this proposal

Appendices:

Appendix A - The VCS Grants Prospectus
Appendix B - Existing grant streams
Appendix C – Equality Impact Assessment

Access to information (background papers):

- i) 2nd December 2014 Cabinet Paper – VCS Strategic Grants Approach
- ii) June 2015 Neighbourhoods Scrutiny Commission minutes
- iii) January 2016 Neighbourhoods Scrutiny Commission minutes
- iv) January 2016 Place Scrutiny Commission minutes

An aerial, black and white photograph of Bristol, England, showing the city's dense urban landscape, the River Avon winding through it, and two hot air balloons floating in the sky. A green horizontal bar is overlaid on the lower portion of the image.

The VCS Grants Prospectus

Your Guide to Grant Funding –
From Bristol City Council to the
Voluntary and Community Sector (VCS)

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Available background documents:

Co-designing the VCS Grants Prospectus

VCS Grants Prospectus - Equality Impact Assessment

Voscur report on Prospectus Consultation

List of 2015/16 Bristol City Council grant streams

Why this guide matters to YOU



Bristol City Council has changed the way it makes grants to voluntary and community sector organisations.

We need to make sure that the money we spend achieves as much as it can for people living at risk of disadvantage and inequality.

We also want to make sure that the process of applying for small grants is as simple as possible.

This guide explains:

Why the changes to funding have been made, and why this funding is important

What these changes are, and what we want our funding to achieve

How you can apply for small, medium and large grants.

We hope you find this information useful. It is very important that you read this guide carefully if you are planning to apply for a grant as it will help you explain why your organisation needs the funding, and understand what we are looking for in grant applications.

For more information, support or advice, please see Voscur's website or contact the Council's Grants Team. (Contact details are at the back of this document).

Section One

Why we have made changes to our grant funding

- What this prospectus is for
- The background to developing the VCS Grants prospectus
- How much funding is provided
- The Bristol Compact



What this prospectus is for

This is a Bristol City Council guide in which we tell people what council grant funding is available over the four years from April 2017 for the voluntary and community sector (referred to as the VCS). This sort of document is sometimes called a prospectus and we have been using this term to describe our new approach as we developed it and consulted on our proposals. It has been developed in the context of the issues faced by the city, the local authority's existing budget, Mayoral priorities, BCC's Corporate Plan and central government's comprehensive spending review. It tells people what we want to achieve, what we expect from grant funded organisations and what the processes are for both applying for and allocating the grants.

The background to developing the VCS Grants prospectus

We want to invest the grant funding we have in a way which generates the best possible impacts for our communities who are living with or at risk of disadvantage and inequality.

Bristol as a city has won a number of accolades: Sunday Times Best City to Live In, (Sunday Times 2014); Best City Life (WhatUni, 2015); 8th Best City to Raise a Family In (OneFamily.com 2015 'Top Cities'), one of the top 10 cities to work in (OPP, 2016), the UK's kindest town (Co-Op survey 2016).

It is undoubtedly a beautiful and vibrant city with an international reputation as a good place to live and do business, a thriving arts scene and a modern city centre. The city is prosperous nationally and internationally, with its prosperity built on a wide and varied industrial base, and is a place where earnings are almost £1,000 more than the national average and economic productivity is £1.40 above national average.

But that is not the whole story.

Bristol still faces a number of significant challenges. The city's prosperity is not shared by all its citizens: many people face multiple disadvantages. Within the city some of the most prosperous areas in the UK sit side by side with some of the most deprived and the gaps are increasing. The Bristol neighbourhoods which suffer from high levels of deprivation are the same now as they were in 1999 and the deprivation is persistent.

However deprivation and disadvantage are not just spatial issues concentrated in particular areas of the city. Some people such as black and minority ethnic (BME) people, disabled people, women, lesbian, gay and bisexual people, transgender people, young people and older people are more likely to face disadvantage. Within these groups there are people who face multiple disadvantage as a result of the systems (e.g. financial, social, educational, and class systems), as a result of historic, economic and geographic factors in our city and as a result of discrimination.

An example of this is provided by the recent research published by the Runnymede Trust, which has shown that Bristol has the 7th worst level of inequality between Black and Minority Ethnic (BME) people and white British people. The research shows that between 2001 and 2011, Bristol has deteriorated as a place to live for BME people and is stark evidence that inequality for BME people has increased in our city. We want to be sure that our investment of public funding into the Voluntary Community Sector has the most positive impact for the citizens of the city.

Historically grant funding within the Council has been delivered through very separate funding streams in different directorates, with no single view of how well that funding is working for the city. By aligning our grant streams through this prospectus we can focus on key priorities and challenges and be very clear about what we are trying to achieve with this funding.

We are encouraging the voluntary and community sector (VCS) to see the prospectus as an opportunity to deliver stronger impacts for the people they work with, as well as the potential to collaborate and/or align their work and organisations more effectively to better benefit people in the city.

The prospectus is designed to be a helpful and clear document which will enable the city's VCS to understand our intention for this funding. We are clearly moving away from our previous approaches to grant funding and the prospectus provides the guidance needed for VCS organisations to see where their work fits with our grant aims and how they can apply.

How much funding is provided

The council currently invests around £18m in grants and concessions each year in supporting VCS organisations. This does not include contract investment whereby the council purchases services from organisations in the voluntary sector.

From our 2015/16 figures, of this £18m in 2015/16:

- £1.5m is the notional value of annual concessionary rents or leases with local VCS organisations and these are not coming within the scope of the VCS Grants Prospectus.
- £8.5m is through mandatory business rate relief to charities and £0.3m is through discretionary business rate relief to VCS organisations and rate reliefs are not coming within the scope of the VCS Grants Prospectus.
- £7.7m is through revenue grants and some of these grants will fall within the scope of the VCS Grants Prospectus.

From 2017 direct grant investment will be made through a new pooled fund called the **Bristol Impact Fund** and the prospectus will shape and influence the Council's other grant streams that may be part of the pooled fund in the future.

We have not been able to bring all the council's £7.7m revenue grant streams into the pooled fund for this first VCS Grants Prospectus. For the life of this Prospectus the available funding is £3.4m.

The prospectus tells people about the new Bristol Impact Fund and has information about the council's other VCS revenue grant investment (in Section 5), so that it is clear how the council supports the sector more widely and what support is available. These grants are made by different teams in the various council departments and have different purposes.

Some of the money comes from external sources such as Public Health England and whilst we have identified and earmarked £3.4m for the Bristol Impact Fund, it is important to realise that this may be subject to change if these external funding sources are reduced.

The Bristol Compact

The Bristol Compact is the agreement made between the public sector and the Voluntary and Community Sector (VCS) in the city. The Compact recognises that positive working relationships are crucial to the city of Bristol and it seeks to define and strengthen the links between the public sector and the VCS – for the benefit of Bristol, its people and communities. We have tried to make sure that this prospectus and our approach to the Bristol Impact Fund comply with the Bristol Compact. Further information about the Bristol Compact is available from Voscur (contact details are given at the back of this document).

¹Under a grant agreement, the council will transfer money (or assets) to an organisation on trust for a specific purpose. The funded organisation, not the council, defines what it is going to do and the money can only be used for the purpose for which it was requested. If the money is not spent on that purpose it must be repaid to the Council.

Under a grant agreement: The funds are to be used for activities that are not statutory (i.e. they do not have to be undertaken by the council) and are not for the benefit of the Council; The organisation has the choice of either providing the services or handing back the money without incurring further costs; The only obligation on the council under the grant agreement is to comply with the applicable statutory and other processes in awarding the grant; and The organisation must return any surplus to the Council.

Section Two

What the changes are

- Introduction
- Ways of working supported by the Bristol Impact Fund
- These are the 'Ways of Working' for the prospectus:
- Key challenges that the fund is addressing
- How the funding is structured
- How the Bristol Impact Fund works
- Signs of success or 'impact'
- How organisations will tell us about the impact they expect to make
- How organisations we fund will evidence their impact
- The 'How we make an impact' model



Introduction

We have co-designed this Prospectus in a new way of working with colleagues from the voluntary and community sector (VCS) to create a new approach to grant funding. The aim has been to meet the needs of the city as understood from the perspective of both the VCS and the council.

We have drawn some of the council's existing grant streams together into a single grant fund. Together, working in this co-design way, we have agreed that the focus of this pooled grant fund will be on tackling disadvantage and inequality across the city.

We believe that by having a clear focus and by working better together, we can use this money more strategically, more powerfully and have a far bigger impact. We have called this the Bristol Impact Fund.

The new Bristol Impact Fund



The success of our city is not shared with all of our citizens and we want to use this funding to work towards addressing the key issues of disadvantage and inequality facing some people in the city. We want to align our investment to what is most important in addressing these issues.

In four years' time we want to see that this co-designed approach to VCS grant funding (the Bristol VCS grant fund) is resulting in **reduced disadvantage and inequality** experienced by Bristol's residents, **improved health and wellbeing** and **increased resilience** (people being more able to manage).

We are asking VCS organisations to propose how they can use their skills, local knowledge and expertise to improve things for disadvantaged people in the city (individuals as well as geographic communities and communities of interest). The prospectus outlines the challenges and the focus – we are looking to the sector to shape the right responses to best meet these challenges.

Ways of working supported by the Bristol Impact Fund



We believe that we can only achieve real and lasting change for disadvantaged people if we agree to work in ways that put people at the centre of what we all do and if we agree to make the best possible use of the resources our communities already have. We want this funding to shape and deliver early help and build confidence, resilience and self-determination for people and communities. Creating the right conditions for people to make positive change in their lives is a key priority for the prospectus

We will prioritise our Bristol Impact Fund for VCS organisations that will work to make a difference locally and create the impacts needed by:

- Giving the right help at the right time.
- Helping people to help themselves and each other.
- Building on the strengths of people and communities.
- Connecting people and organisations within and across communities.

These are the 'Ways of Working' for the prospectus:

Giving the right help at the right time

We want organisations to work with people before they reach crisis. This is often called 'early intervention' and it means acting to prevent problems occurring and supporting people to reduce the impact of problems and stop escalation when they arise. We know that there are some activities or issues that will span early intervention and crisis work but we are clear that the greater part of this grant will be targeted at prevention and early help work.

Helping people to help themselves - and each other

We want to take a preventative approach to support disadvantaged people, (those who are unable to withstand the effects of pressures and stresses) and those who are at risk of disadvantage (people who are likely to reach a point where they can no longer withstand those pressures and stresses). Our aim is to build resilience for individuals, families, neighbourhoods and communities of interest. By this we mean that we want people to be helped or empowered to build their skills, confidence, networks and optimism so that they are more able to manage the pressures, changes and stresses and weather difficult times together.

Building on the strengths of people and communities

We want to build on the strengths of people and communities in the city and to support projects to provide the material and emotional framework for individuals and groups to feel fully part of our communities. Building on strengths or using 'asset based' approaches provides a different way of thinking about the role of individuals, communities and organisations in creating vibrant, prosperous and inclusive communities. It is about creating the right conditions where communities can do things for themselves, where people can get help when they need it and where they need help to live their lives from outside agencies, they are empowered to shape and influence how that works.

We want to use this approach so we can make better use of the resources we have, or that we have access to, so that we can support one another to use them for the benefit of whole communities.

Connecting people and organisations within and across communities

We know that many organisations work and connect with others across the city and beyond. The way we have used funding processes in the past has not always supported these connections because our available funding has often been in single-issue grants or contracts.

We want to change this with the Bristol Impact Fund. We are also talking to other grant funders in the city so that we can all think more strategically about what we fund. We want VCS organisations to tell us how they will work together through networking and through strategic alliances (or relationships) to improve the lives of service users. We are also interested to hear from organisations that want to apply for collaborative grants, to be funded to work together to improve outcomes, to improve pathways or routes for service users and perhaps to reduce costs.

Connections and networks are important things for people as well as organisations. We want organisations to tell us how their work will help to connect people and communities so that they have better understanding and awareness of each other and can share and grow ideas.

We want everyone to be able to have the opportunity to volunteer in their community and we want organisations to tell us how they can enable people, particularly those people who need additional support to be able to volunteer meaningfully, to be part of something that matters to them.

Key challenges that the fund is addressing



We know that disadvantaged people in our city face multiple, complex and often deep-seated issues and that disadvantage impacts on individuals, geographic communities and communities of interest. We need to be clear about our priorities, recognising that we cannot expect to 'fix' disadvantage with the money available.

We want to make a real difference for people in the city who are facing disadvantage and to do this we will use our Bristol Impact Fund to support VCS organisations, working in the ways set out above, to address one or more of the five key factors of disadvantage that we have decided to focus on. These factors are:

- Reducing financial, food and fuel poverty
- Tackling unemployment and underemployment
- Improving access to information, services and opportunities in the city and increasing digital inclusion
- Enabling influence and participation in the community
- Reducing social isolation and improving wellbeing

We have called these five factors our 'key challenges' and we show some examples of how they impact on local people and how we will focus our grant support in the section called '**Key Challenges for the Bristol Impact Fund**'.

How the funding is structured

We have earmarked significant funds for the Bristol Impact Fund for the four-year period of the prospectus. However, we have also built in a tapered reduction in funding for some of the grants after a two year period. Our reason for this is that in the current economic climate and context of national funding restrictions for local authorities, we need to build in reductions so that we can make savings. VCS organisations, along with many others, need to be focussing on sustainable business plans, as some already do.

How the Bristol Impact Fund works

The Bristol Impact Fund is summarised visually in a one-side diagram on the next page.

For some people in Bristol



who are facing disadvantage:

Individuals Geographic communities Communities of interest

we are focusing on these Key Challenges



Reducing financial, food & fuel poverty

Tackling unemployment & underemployment

Improving access to information, services and opportunities in the city

Increasing physical, social and digital inclusion and reducing social isolation

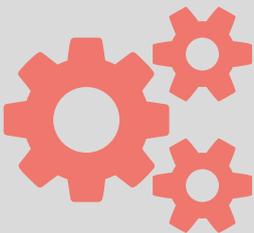
Enabling influence & participation in the community

and we ask VCS Organisations



To use their skills, experience and focus and to work sustainably

to make a difference & create change by



Giving the right help at the right time

Helping people to help themselves and each other

Building on the strengths of people and communities

Connecting people and organisations within and across communities

that will deliver these Impacts



Reduced disadvantage & inequality

Improved health & wellbeing

Increased resilience (people's ability to manage)

Signs of success or 'impact'



Our starting point for developing the Bristol Impact Fund was that it must be about making a real difference for disadvantaged people in the city.

We want to demonstrate that the Bristol Impact Fund does make a difference for people and so organisations receiving funding will be required to provide us with evidence about the effectiveness of their activities that clearly links to the following three impacts;

- reduced disadvantage and inequality.
- improved health and wellbeing.
- increased resilience.

Reduced disadvantage and inequality

The focus of the prospectus is on addressing disadvantage and inequality. By 'disadvantaged' we mean those people and communities who lack or are denied resources, rights, goods and services, and who cannot be part of the usual connections, activities and opportunitiesⁱⁱ, available to the majority of people in Bristol.

There are sets of indicators used to describe disadvantage (also known as social exclusion) and most of these focus on relative poverty. We want to have a wider focus than just poverty and we are also interested in reducing disadvantage around 'social capital': things like social networks and connections, involvement in activities and learning.

In 2016 we know that people still face barriers to employment and to services in the city because of direct or indirect discrimination. Through the Bristol Impact Fund we want to support people to understand their rights and be treated fairly. We want to support communities of interest who work together to raise awareness of their needs and to challenge inequality.

Improved health and wellbeing

For Bristol overall, health and wellbeing has gradually improved. However, the underlying story is the differences within Bristol. Inequalities in life expectancy have not improved. The gap between the most deprived and least deprived areas is 8.9 years for men and 6.6 years for women (JSNA 2015) and the gap is increasing. Although the gap is greater for men than women, there are other factors that impact on women: women are more dependent on welfare benefits than men and more likely to live in povertyⁱⁱⁱ, more likely to be carers^{iv} and are more likely to become socially isolated in old age (because they live longer).

There are many factors which affect our ability to be healthy, known as the wider determinants of health. These include lifestyle, social & community influences, living and working conditions and general economic, cultural and environmental conditions. These are a major contributor to health inequalities. We believe that the impact and interplay of the five factors of disadvantage on people's health and wellbeing are clear: they are all wider determinants of health. Through the Bristol Impact Fund we want to improve people's health and wellbeing.

Increased resilience (people being more able to manage)

We are using the term resilience to mean the ability of individuals or communities to manage or cope with difficult times or situations and dealing with shocks and stresses. Resilient communities are ones that can use local resources and expertise to help themselves. Some people and organisations use the term 'readiness' instead of resilience.

How organisations will tell us about the impact they expect to make

The co-design group has used a model called the Theory of Change to help us to develop the prospectus and as a framework for our application processes. Theory of Change models have been used for several years by philanthropists and now increasingly by charities and we are setting our grant processes for the Bristol Impact Fund around a series of questions based on this model.

We have chosen these questions to help VCS organisations show us how and why their proposals will have an impact on people facing disadvantage. The questions are:

- What needs to change and why?
- How will you work to make this change?
- How do you know this will create change?
- What will you look at and measure to see if change is happening?
- How will this contribute to our three Fund impacts?

We have put these questions into a diagram to show how they relate to each other (see below) and we have called this the 'How we make an impact' model.

How we will evidence the impacts

We will have proportionate grant agreements and grant management processes – the size of the paperwork will fit the size of the grant. Details of these will be released when organisations are notified of the grant allocations. All grant-funded projects will be monitored against agreed measures.

We will ask organisations to propose three outcomes and measurable indicators as part of their application. These should differentiate between their particular target groups and equality groups they work with. Where an organisation is working with young people we will ask for a further breakdown of outcomes for care leavers, in order to understand how the grant is contributing to the council's corporate parenting role.

Organisations applying should not promise more than they can deliver.

We will co-design a set of proxy measures to evidence our three impacts: reducing disadvantage and inequality, improving health and wellbeing and increasing resilience, once grants are in place. Funded organisations should therefore expect to work with us and with others to develop and review a set of common impact measures over the life of the grant.

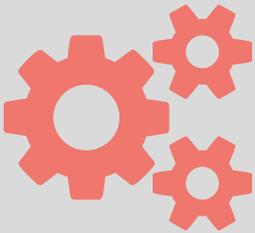
The 'How we make an impact' model

What needs to change and why?



Who does this affect?
What problem(s) are they facing?
Which key challenge(s) would this change address?

How will you work to make this change?



What will you do?
Who will you work with?
When/at what point and how many people will you work with?
How will this fit with our 'Ways of Working'?

(Giving the right help at the right time; Helping people to help themselves and each other; Building on the strengths of people and communities; Connecting people and organisations within and across communities)

How do you know this will create change?



What evidence do you have that this works?
Or what evidence makes you think that this will work?

What will you look at and measure to see if change is happening?



What three outcomes would you expect to see if change is successful and how would you measure them?

How do your outcomes contribute to our three impacts for people in the city?



What are the links between your outcomes and our impacts?

- Reduced disadvantage and inequality.
- Improved health and wellbeing.
- Increased resilience

Section Three

The Key Challenges that the fund will address

- Introduction
- Key Challenges Overview
- Who we mean by 'disadvantaged people'
- Challenge: Reducing financial, food and fuel poverty
- Challenge: Tackling unemployment and underemployment
- Challenge: Improve access to information, services and opportunities in the city and increase digital inclusion.
- Challenge: Enabling influence and participation in the community
- Challenge: Reducing social isolation
- Examples:
- Evidence and data sources



Introduction



This section expresses the challenges faced by disadvantaged people in the city. We know that this disadvantage impacts on spatial or geographic communities and on communities of interest who may face multiple, complex and often deep-seated issues. We recognise that these cannot be resolved by the Bristol Impact Fund alone. However this is a 'call to action' across the city for us to work together for a more equitable city.

Under each of the 5 Key Challenge headings we show just some of the issues faced by the city's disadvantaged residents, as identified by colleagues in the VCS through their day-to-day work and through a number of local data sources. These are given scale by facts and figures taken from recent evidence bases, including the updated 2015 Joint Strategic Needs Assessment (JSNA).

These are only some examples of the things we want to change through the Bristol Impact Fund and are included to help illustrate the inequality in the city. **This is not a needs assessment.** We are aware that these illustrations of the Key Challenges only cover some of the issues faced by some of the people living in our city and they are not designed to be an exclusive guide. We know that they are not the only issues faced by people in Bristol.

Key Challenges Overview



Bristol faces a number of significant challenges. Bristol's prosperity is not shared by all its citizens and many people face multiple disadvantages. The English Indices of Deprivation 2015 demonstrates these issues:

- 16% of Bristol's residents (69,000 people) live in the most deprived areas in England. This figure includes 17,800 children and 10,500 older people.
- In Bristol as a whole, 17% of people are income deprived, 24% of children live in income deprived families, 20% of older people are income deprived and 13% of working age people are employment deprived.
- Bristol has over 40 small neighbourhoods in the most deprived 10% in England for Multiple Deprivation. Of these 26 are in the most deprived 5% in England.

The Bristol neighbourhoods which suffer from high levels of deprivation are the same now as they were in 1999 and the deprivation is persistent.

However deprivation and disadvantage are not just spatial issues concentrated in particular areas of the city. Some people such as Black and minority ethnic (BME) people, Disabled people, women, lesbian, gay and bisexual people, transgender people, young people, older people and some people of faith are more likely to face disadvantage. Within these groups there are people who face multiple disadvantage as a result of the systems (e.g. financial, social, educational, and class systems), as a result of historic, economic and geographic factors in our city and as a result of discrimination.

Who we mean by 'disadvantaged people'

By disadvantaged people we mean those people and communities who lack or are denied resources, rights, goods and services, and who cannot be part of the usual connections, activities and opportunities², available to the majority of people in Bristol. This is also known as social exclusion.

For this fund we have chosen to focus on five factors or challenges that contribute to disadvantage:

- Reducing financial, food and fuel poverty.
- Tackling unemployment and underemployment.
- Improving access to information, services and opportunities in the city and increasing digital inclusion.
- Enabling participation in the community.
- Reducing social isolation and improving wellbeing.

We recognise that this list does not cover the many other factors. We also recognise that people in our communities often face a combination of factors that limit their ability to have the quality of life they would wish for.

We are not specifying who the fund must support or how organisations must use grant funding. This is because the Bristol Impact Fund will be allocated through a grants process, meaning that local organisations apply to us, requesting grant so they can use it in the ways they propose in their application. Organisations will be asked to tell us how their proposal addresses one or more of the Key Challenges (they do not have to address them all).

²This is based on a definition taken from: Levitas, R., Pantazis, C., Fahmy, E., Gordon, D., Lloyd, E. and Patsios, D. (2007) The Multi-Dimensional Analysis of Social Exclusion. Department of Sociology and School for Social Policy, Townsend Centre for the International Study of Poverty and Bristol Institute for Public Affairs, University of Bristol (page 9)

Challenge: Reducing financial, food and fuel poverty



The available data about poverty concentrates on children and older people. We know that over a quarter of children grow up in poverty in the city and a fifth of older people end their lives in poverty in the city. The question 'How well would you say you yourself are managing financially these days?' was asked in the 2014 Quality of Life survey. Across Bristol a small proportion (13%) said they found it quite or very difficult to get by. At ward level three in ten of residents in Filwood said they had difficulty managing their finances and the pattern across the city reflected areas of deprivation. The variation by equalities groups was greater than that by ward. Almost a quarter (23%) of Disabled people and of people from Black and Minority Ethnic groups, and half (51%) of people of Muslim faith stated they were managing their finances with difficulty. Carers were also more likely to be experiencing financial difficulties (18%). Poverty is a central determinant of life chances, and impacts on health and wellbeing in multiple ways. We cannot expect to end poverty through the work generated by the Bristol Impact Fund but we do want to support people to be able to make the most of the resources they have.

- Some people are living daily in survival mode and suffer its negative effects – they are unable to plan or therefore change circumstances
- Lack of disposable income results in increased social isolation and decreased health and well-being - 'sitting the kids in front of the TV is free'
- Families regularly have to choose one necessity over another, i.e. food over fuel, transport over service, a bill rather than play etc.
- Families do not know how to feed their families affordable healthy and nutritious meals and some people are not able to provide food for all family members every day of the week
- People in rented accommodation often have higher fuel bills due to poor accommodation or key meter arrangements

Key facts:

- More than 1 in 5 of Bristol's older people (over 60) live in income-deprived households^{vi}. Across the city this mirrors the pattern of deprivation in general. Impacts may include older people being unable to heat their home (fuel poverty) or unable to afford appropriate food (malnutrition).
- Bristol has 18,170 children under 16 (22.6%) living in low-income families, significantly more than the England average (18.6%)^{vii}. Many live in lone parent families (2/3 children in poverty in Lawrence Hill and Filwood live with lone female parents).
- It is estimated that nationally 1 in 10 people over 65 could be malnourished^{viii}. This could mean that in Bristol 6,000 older people may be at risk of malnutrition and experience increased ill health, hospital admissions, risk of infection and longer recovery times.
- 12% of households in the south west are fuel poor^{ix}.
- Data available on food poverty in 2013^x suggested that one quarter of Bristol's children are growing up in households unable to afford, or have access to, food to make up a healthy diet.
- Half of people in the city eat at least 5 portions of fruit & veg a day. This rate has been broadly consistent for a few years. However, within Bristol this ranges from 32% (Bishopsworth) to 69% (Westbury on Trym)^{xi}.
- Excess winter deaths are preventable, and led to the premature death of an estimated 165 Bristol residents (2012-13)^{xii}.

Challenge: Tackling unemployment and underemployment



If you map Bristol neighbourhoods experiencing persistent concentrations of worklessness it is clear that there is significant correlation between these neighbourhoods and similar maps of low skills and poor health. Although it can be challenging to draw causal links in either direction we do know that certain groups are more likely to experience unemployment or underemployment than others. Through the Bristol Impact Fund we want to start to tackle some of the complex issues that lead to unemployment and underemployment.

- The unpredictable income and working hours of zero-hour contracts create poverty and isolation
- Some people face language and cultural barriers.
- People live in permanent fear of welfare sanctions and changes and this results in people feeling less able to secure unpaid work-related experience
- Volunteering is increasingly important for people to gain skills and confidence but some people need support to volunteer.
- Some young people continue to leave school with few qualifications, no experience, low aspirations and no access to the networks that would enable them to find work.
- The increase in women aged between 50 and 64 claiming JSA is five times that of men. And double that for all women.

Key facts:

- Bristol's labour market was hit harder by recession than nationally and recovery has been slower. The unemployment rate in Bristol (8%, 2014)^{xiii} is higher than national.
- Long-term unemployment in Bristol is significantly worse than the national average, at 10.6 per 1,000 populations (2013)^{xiv}.
- There are 6.3% of 16-18 year olds in Bristol (2014) who are recorded as being 'not in education, employment or training'^{xv}.
- 50% of young care leavers are not in education, employment or training^{xvi}.
- The number of unemployed Bristol residents that have been very long term JSA claimants is over 4 times as high now as pre-recession rates (in 2008)^{xvii}.
- The pay gap in Bristol is wider than the national average. Women working fulltime are paid on average £11.13 per hour and men £12.93^{xviii}.
- Economic inactivity for White British people is 35% (unemployment rate 4%). Some BME groups have over double this rate of unemployment. For Chinese people the rate of economic inactivity is highest at 56%; for some BME women economic inactivity is well over 50%^{xix}.



Challenge: Improve access to information, services and opportunities in the city and increase digital inclusion.

Bristol can be a vibrant city to live in. It is a city that is building a reputation of activism and creativity. It has a rich and diverse cultural landscape of theatre, live art, festivals, museums, sport events and facilities. However participation levels in Bristol's services and opportunities vary widely across communities.

People can be excluded from services and opportunities in many ways and for many reasons. For example impairment-related exclusion affects Disabled people who are unable to use services because of issues such as poor physical access, no provision of hearing loops or BSL interpreters or because of lack of thought and planning about accessible information and support. Digital exclusion is a growing problem for some people as more and more services and interactions are online. The people who are most likely to be digitally excluded are the people who are most likely to face disadvantage and this compounds their problems.

Through the Bristol Impact Fund we want to improve disadvantaged people's access to information, services and opportunities so that they can understand their rights, stand against discrimination and inequality, and know what is available to them. We want disadvantaged communities to have access to local community hubs that will work with others to make a difference and we want to enable people to get around the city so they can benefit from all it offers.

- Some people are unable to afford activities outside their immediate neighbourhood (much of the city's cultural offer is city-centre based and therefore not accessible).
- Some people's circumstances prevent them in engaging in fun or social activities
- Some services are not seen as accessible by some groups because of perceived cultural barriers
- Discrimination advice figures in the city show that there are more people coming forward as a result of discrimination at work on the basis of their race and impairment than for any other reason.
- More and more services are being pushed to online access only and some people do not have access to the internet or the skills to access digital services (such as online shopping and banking)
- Some people lack the confidence and self-esteem needed to enable them to interact and participate in opportunities.
- Some people do not know what services are available, what help is out there or what support they are entitled to.

Key facts:

- Transport issues are commonly cited as a barrier for people to engage with the wider community in Bristol^{xx}. It is a particularly significant issue for older people and disabled people but has also been noted as an issue among young people and women.
- Research shows that people who live in neighbourhoods where they can walk to local services tend to have better social networks and have more social contacts than those who live in areas dependent on high car usage^{xxi}. Those in walkable neighbourhoods are more likely to know their neighbours, participate politically, trust others and be socially engaged.
- Many people and communities who already experience economic, social and health inequalities also face digital exclusion. There are digital divides between the young and old, and even across gender. Even with Bristol's very high rates of internet usage there are still 31,000 adults who have not used the internet at all in the last 3 months (or longer), although this figure is reducing rapidly^{xxii}.
- The Make Sundays Special evaluation in 2014 showed that very few people attended the events from the city's most deprived wards and that only 3% of survey respondents were BME^{xxiii}.
- Black people in Bristol are 4½ times more likely to be stopped under stop and search powers than white people^{xxiv}.
- There is a lack of understanding, on behalf of the general public, of the barriers a person with a learning difficulty faces when travelling alone on public transport^{xxv}. 'Some people can be impatient and rude' (Brandon Trust 100 Voices Conference)
- Local discrimination casework figures show that there are more complaints of discrimination on the grounds of Disability (37% of all cases) and race (23% of all cases) than any other grounds and the majority of these complaints are about employment^{xxvi}.

Challenge: Enabling influence and participation in the community



National research that included a study in South Bristol showed that feeling part of something matters – and so does having a voice^{xxvii}. People need to have someone locally that they can go to for advice and information. It concluded that everything is linked – neighbourhood satisfaction, health satisfaction, and social support. There seems to be a link between people's satisfaction with their neighbourhood and their satisfaction with other areas of their lives, such as their health. Through the Bristol Impact Fund we want to support holistic approaches to wellbeing, community engagement and social life.

We want people to use their voices to influence the things that matter to them in their community, at neighbourhood level, city level through participation and representation and we are interested to hear from equalities-led organisations that can work to support this. As part of our Public Sector Equality Duty we need to engage with people from equalities communities (people with Protected Characteristics as defined by the Equality Act 2010) and we will use a tender process (not through this prospectus) to specify and purchase a service to enable us to fulfil this duty.

- Areas of low engagement offer fewer and fewer options for engagement and this then further depresses the opportunities for all.
- A lack of natural support networks and positive social contact means that people have no support to fall back on if they need it.
- Engagement opportunities are often targeted at those already equipped with the skills, confidence, mobility or experience to actively engage in their communities.
- Communities are becoming more segregated by race and ethnicity as they become settled.
- Recent migrant communities can also experience low engagement, both individually and collectively, due to language difficulties or lack of social support networks, or even just due to lack of knowledge about what support is available.
- The public realm of Bristol's streets, squares, parks and open spaces are important settings for social interaction and provide links between home, work, commerce and leisure.

Key facts:

- In 2015, only 25% of Bristol residents felt influential in their neighbourhood^{xxviii}.
- More people are getting involved in voluntary work for a charity or community organisation (29% in 2014)^{xxix}.
- The percentage of people who felt that they belonged to their neighbourhood increased in 2015 to 62%^{xxx}.
- In the 2016 Mayoral and councillor elections ward voter turnout ranged from 61% in Henleaze to only 27% in Hartcliffe^{xxxi}.
- Following the 2016 elections 43% of Bristol councillors are female compared to the national average of 35% but only 9% of all elected councillors are BME.
- Only 2 of the 13 Mayoral candidates in 2016 were women.

Challenge: Reducing social isolation and improving and wellbeing



Social isolation is a growing issue which impacts on people's health & wellbeing. It can have physically and emotionally damaging effects resulting in depression, poor nutrition, decreased immunity, anxiety, fatigue, and social stigma. It is estimated that there could be 20,000 people (18-64) experiencing social isolation in the city and 11,400 people over 65. (Social Isolation in Bristol, 2013 Initial Report).

Wellbeing is a term used to describe a broad combination of things such as feeling content, safe, valued, well, confident and happy. Nationally, reported individual wellbeing has improved every year for the past 5 years according to Office for National Statistics. However inequalities in wellbeing are growing.

We know that hate crime is still commonly experienced by BME people, Disabled people, lesbians, gay men and transgender people and can lead to people being socially excluded and isolated.

We want to develop or build on existing local social networks within individual communities. Bristol Ageing Better is working with partners to address social isolation amongst older people and through the Bristol Impact Fund we want to support other groups at risk of and affected by isolation. We want to fund activities that improve wellbeing for disadvantaged people.

- Social isolation does not discriminate - there are people living in every neighbourhood and from every walk of life that experience regular isolation
- Disabled people, people with a limiting health condition and older people are particularly vulnerable to social isolation.
- People with learning difficulties are disproportionately affected by social isolation. For example young adults with an autism spectrum condition are more likely to never see friends, never get called by friends, never be invited to activities and be socially isolated.
- LGBT+ young people often feel isolation and emotional distress following rejection by family or friends.

Key facts:

- In 2013/14 in Bristol, 750 crime incidents recorded by police contained at least one hate crime marker. This is a 13 per cent increase on the previous year^{xxxiv}.
- Research has noted that some 31% of adults with learning difficulties had no contact with friends, compared to only 3% of adults without learning difficulties^{xxxv}.
- Experiencing racism has shown to triple the likelihood of developing depression and psychosis, experiencing racism from an employer increases risk of depression by 60%^{xxxvi}.
- Gypsy, Roma and travellers have poorer life outcomes than any other group across a range of social indicators^{xxxvii}.
- Over the last decade, the population of Bristol has become increasingly diverse and some local communities have changed significantly. The proportion of the population who are black and minority ethnic (BME) has increased from 12% to 22% of the total population. There are now at least 45 religions, at least 50 countries of birth represented and at least 91 main languages spoken by people living in Bristol^{xxxviii}.
- Data from the census of 2011 revealed that there are around 40,000 Bristol residents providing unpaid care for others, the majority of these are women (over 23,000). When caregiving becomes a full-time activity, the relative or partner's opportunities for social contact also become severely restricted (over 53% do not have as much social contact as they would like^{xxxix}).
- It is estimated that there are some 26,060 Bristol residents who identify as lesbian, gay, bisexual, or transgender (LGBT+) - approximately 6% of the total population of the city and of course many more who are questioning their sexual orientation or gender identity. Evidence indicates that LGBT+ young people often feel isolation and emotional distress as a result of homophobia^{xl}, biphobia or transphobia.
- Of respondents to the 2015 Quality of Life Survey, fear of crime is greater for Disabled respondents (25%) and BME people (20%) with Muslim people being the most affected (33%)^{xli}. Fear of crime is also higher for people living within deprived neighbourhoods.

Evidence and data sources



We have clear evidence of who is disadvantaged in our city and where they are, most recently the Joint Strategic Needs Assessment (JSNA) which was updated in 2015 and which pulls together evidence to give a picture of need and inequality across the city.

We will expect VCS organisations to tell us in their grant applications what needs to change for the disadvantaged communities they work with and why and to tell us what evidence their proposals are based on.

Source Documents used for our Key Challenge illustrations:

All our data sources used in our examples are referenced at the end of this document. We have listed three key source documents below to help VCS organisations find local data.

Bristol City Council (2015) Joint Strategic Needs Assessment available from www.bristol.gov.uk/policies-plans-strategies/joint-strategic-needs-assessment-jsna

Mills, J. (October 2015) Deprivation in Bristol 2015, Briefing Note (Bristol City Council) available from www.bristol.gov.uk/documents/20182/32951/Deprivation+in+Bristol+2015

Bristol City Council (2016) Quality of Life In Bristol 2015-16 – Results of 2015 Survey available from www.bristol.gov.uk/qualityoflife



Section Four

Applying for Bristol Impact Fund grants

- Bristol Impact Fund grants
 - How much is available
- What organisations are eligible to apply
- Applying for a Bristol Impact Fund grant
 - How much is available
- How to apply for a Medium or Large grant
- State Aid
- Collaborative (joint) applications for grants
- The council's Baseline Standards
- Support is available for organisations applying for grants
- How we will make funding recommendations
- Allocations Table



Name of grant	Amount per year	Grant Term	Tapers applied	Application Process
Small Grant	From £2,500 to £10,000	2 years	None	3-Step process
Medium Grant	£10,001 to £49,999	4 years	Yes in years 3 and 4	E-Portal application form
Large Grant	£50,000 to £150,000*	4 years	Yes in years 3 and 4	E-Portal application form
Collaborative Grant	We are open and interested to receive collaborative applications of any size (small, medium or large) from organisations where the collaboration will results in improved impact(s) for local people.			

*Community Transport organisations and Hate Crime support providers can apply for over £150,000 per year if they apply collaboratively.

We have a guide cap (or maximum) of £150,000 for large grants because we want to use the money available to support a wide range of organisations and we do not want the council's Bristol Impact Fund to be dominated by large grant awards. It is possible for an organisation to be part of more than one application or proposal. If this is the case we will calculate the total awards to that organisation when making our allocation recommendations so that we do not unknowingly exceed our guide cap.

Small Grant Terms

We are offering two-year Small grants so that we are able to respond to and support changing need. Small grants will not be subject to a taper. If organisations wish to apply for a grant of under £2,500 other funds, for example Wellbeing Grants or Quartet funds are available locally.

Medium and Large Grant terms

We are offering four-year Medium and Large grants.

Organisations will be asked to tell us how they plan to reduce the grant in years 3 and 4. This gives organisations a two-year 'platform' during which they can work to secure other income funds or introduce ways of working to reduce costs. This is a challenge to grant funded organisations to think about their future sustainability and put in place plans for the tapered reduction of the council's grant.

As a guide, organisations should propose budgets and plans based on reductions of a minimum of 10% of the annual grant amount in year 3 and a further 5% in year 4. We are calling these reductions 'tapers' because they are a gradual reduction over years 3 and 4. The tapers will be agreed at the start of the grant term and the council will see if there are ways to help VCS organisations make efficiency savings through sharing centralised services, such as HR, finance and IT.

This means that in years 3 and 4 we will be able to make necessary savings or strategically re-invest 'released' funds to invest in new and emerging needs.

We will make one-off funding available in order to support organisations to develop new ways of working so that they can work together, share learning, improve their effectiveness and/or become more sustainable to prepare for the tapered grants in years 3 and 4.

How much is available

We expect that the total available for the Bristol Impact Fund will be £3.4m in 2017/18.

All of the £3.4m Bristol Impact Fund will be focussed on our impacts of reducing disadvantage and inequality, improving health and wellbeing and increasing resilience through addressing one or more of our key challenges.

This £3.4m fund includes:

- £0.6m from Public Health England and we will need to ensure that funded activities clearly show how they address the key challenge(s) as wider determinants of health in order to meet Public Health requirements (and contribute to our health and wellbeing impact).
- £0.9m with a focus on reducing disadvantage, improving health and wellbeing and increasing resilience across one or more of the key challenges for people for whom a lack of accessible and affordable transport is a significant barrier.

What organisations are eligible to apply

For this grants prospectus, by voluntary and community sector we mean non-governmental, community-based organisations which are value-driven (their values arise from the community) and which reinvest their surpluses to further social, environmental or cultural objectives for the community. The sector includes voluntary and community organisations, charities and not-for-profit companies. They range from small volunteer/single worker organisations and local community groups to large established organisations.

To be eligible to apply for grants from the Bristol Impact Fund organisations must already be based in or delivering services in Bristol and:

- be non-governmental
- be constituted
- have a set of objectives that allows them to undertake the activities they are proposing
- be value driven, for the social good
- be non-party political
- have at least three local trustees or directors (who are not related to each other and are not paid shareholders)
- reinvest any financial surpluses to further social, environmental and/or cultural objectives that bring a significant community benefit to Bristol
- not distribute any of their surpluses or assets through share dividends to individuals or shareholders
- have a bank account in the organisation's name

For the purposes of the Bristol Impact Fund, organisations should have one or more of the following structures or forms:

- a registered charity
- a Community Interest Company limited by guarantee
- a Community Interest Company limited by share (Schedule 2 with 100% asset lock only)
- a company limited by guarantee
- a community benefit company registered as an Industrial and provident Society
- a Charitable Incorporated Organisation
- We will accept applications from unincorporated organisations. However any organisation that is awarded a Bristol Impact Fund grant and is not incorporated will be strongly encouraged and supported to become incorporated in order to protect the trustees/directors.

Applications for a Bristol Impact Fund grant

When designing this new approach to grant funding we also wanted to make the grants application processes more accessible and simpler for people to use. We wanted to design proportionate processes that enable people to tell us about their communities, their work and their ideas for making a difference to people's lives.

Individual organisations can only submit one sole grant application to the Bristol Impact Fund. However organisations can be part of more than one collaborative application. We will not unknowingly allocate grants of more than £150,000 per year to a single organisation.

How to apply for a Small grant

We have heard from small and equalities-led groups, particularly from black-led groups, about the problems and barriers they face in existing grant application processes and we have worked to find something that will serve them better. We are going to do this differently so that organisations can tell us their story as clearly and easily as possible. We have designed a three-step process for Small Grants (from £2,500 to £10,000 per year):

Step 1 - Applicants fill in a short expression of interest form giving basic contact details, and confirming that they meet our basic eligibility criteria. This will be very simple 1 side of A4.

Step 2 - Applicants will attend a 15 minute session to share their idea or proposal with a small, diverse panel. They can decide how to share their idea using a verbal or visual presentation, maybe a film, a round-table discussion or whatever suits them best.

Step 3 - Applicants selected to go through to Step 3 may receive support from Voscur to complete a short application form confirming their proposals and an outline budget for the two years.

Assessment outline	Criteria
Step 1	
Simple Expression of Interest Form	Is the applicant organisation eligible to apply for grant Yes or No
Step 2	
Discussion Session (based on the questions in our Impact Model)	<p>Will the proposal address at least one of our key challenges?</p> <p>Will the organisation be able to adopt our 'Ways of Working'?</p> <p>Is there evidence that the proposal will work?</p> <p>Will the proposal positively contribute to our three impacts for people facing disadvantage?</p>
Step 3	
Application Form	<p>Does the proposal appear to offer value for money? (degree of benefit, number of people who will benefit, cost of proposal)</p> <p>How well does the proposal complement existing provision and policy direction?</p>

How to apply for a Medium or Large grant

The application processes for the Medium and Large Bristol Impact Funds will be through the council's e-procurement system (ProContract). VCS organisations will need to make sure their registration on the system is up to date before the grant process starts.

Applicants must complete two parts of the online application:

Part 1 - About the organisation

This asks for information about the organisation's status, eligibility for grant funding, governance and about the organisation's finances and financial management.

Part 2 - About the proposal

This asks about the applicant's ideas/proposals and how they align with our priorities, address our key challenges and contribute to our impacts.

We will provide guidance notes for each of the questions. These will include an eligibility checklist so that organisations can quickly see if they are eligible to apply for a grant and information about where they can get more information or support. They will also include advice about evidence and data sources so that VCS organisations can use these to prepare their proposals.

Assessment of applications:

Part 1

(About the organisation) will be assessed by council officers to see if the organisation applying for grant is eligible and to consider the risk of grant funding the organisation.

Part 2

(About the proposal) will be appraised by technical panels (council officers) to test if the organisation's proposal is fundable (it addresses at least one of our key challenges, it shows commitment to our Ways of Working, it contributes to our three impacts, it appears to offer value for money) and to advise about how the proposal fits with existing provision and policy.

Assessment outline	Criteria
Part 1 of the application form:	
Pass/Fail assessment undertaken by grants team	Is(are) the applicant organisation(s) eligible for grant and have they indicated that they meet our baseline standards?
Part 1 of the application form:	
High/Medium/Low risk assessment by finance officer	Are there risks in grant funding the organisation(s) and if so, are we prepared to take them?
Part 2 of the application form:	
Technical Appraisal panel Based on our Impact Model	<p>Will the proposal address at least one of our key challenges?</p> <p>Will the organisation(s) adopt our Ways of Working?</p> <p>Is there evidence that the proposal will work?</p> <p>Will the proposal positively contribute to our three impacts for people facing disadvantage? (Meeting need as outlined by JSNA 2015).</p> <p>Does the proposal offer value for money? (degree of benefit, number of people who will benefit, cost of proposal)</p> <p>How well does the proposal complement existing provision and policy direction?</p>

State Aid

Whenever the Council gives a grant or concession (money or assets) to an organisation, it needs to be considered whether this may be state aid. State aid is illegal unless it falls under one of the exemptions available.

There is no general exemption from the rules for VCS organisations. However there are a number of exemptions available for projects that benefit the public. There is also an exemption where the total amount of aid given by any public body to an organisation is less than €200,000 (around £154,000) over any rolling 3 year period.

Both the council and funded organisations have responsibility to ensure that they comply with State Aid rules. This will mean that the total amount of grant, the purpose of the grant and the likelihood of a challenge will need to be considered. For this reason our grant threshold for 'Large' grants is set at £50,000 per year, above which the council will risk assess State Aid compliance as part of the assessment process.

Collaborative (joint) applications for grants

We are open to and interested in organisations applying for a grant together. By this we are not talking about mergers or sub-contracting, but organisations setting out how they will work together in order to provide better outcomes for disadvantaged people and applying for grants together instead of singly. We call this a collaborative application.

Organisations might consider applying for grant collaboratively if this will add value to what they do. A collaborative application should be focused on improving the impact for beneficiaries. It might be about bringing together activities that do similar things with similar beneficiaries, or about sharing learning or sharing other functions.

Collaborative applications can be of any size, for small, medium or large grants and will mirror these processes. If the collaboration can show that it will deliver exceptional impacts for disadvantaged people then it may apply for more than £150,000 per year.

We appreciate that setting up collaborative structures and working collaboratively can be costly, and also that there are some risks for smaller specialist organisations being used by larger groups to increase their appeal to funders but then not including them in final allocations.

To help with this we have:

- Drawn up a template Memorandum of Understanding for collaborative applicants to use to help make sure they are all aware of their part in the application form.
- Developed guidance with Voscur about collaborative grants
- Set aside a small fund to support organisations to work collaboratively and to develop new ways of working.

We will welcome collaborative proposals from joint or partnership coalitions and from lead partner consortiums. Each 'member' of a collaborative application will have to provide information about their eligibility, governance and financial management.

The council's Baseline Standards

The purpose of the council's Baseline Standards is to ensure that all grant funded organisations are well managed and provide good quality services. It is important that Baseline Standards are seen as central to a healthy and sustainable organisation.

Organisations will need to be able to demonstrate that the policies and procedures required are an 'active' part of the governance and running of the organisation and are reviewed regularly.

These Baseline Standards cover governance, financial management, equalities, employment, insurance, service-user participation, complaints, information sharing, health, safety and wellbeing, safeguarding, monitoring & evaluation, environmental management and sustainability.

We may award funding to organisations without all baseline standards being met. However, we will do this on the basis of agreed targets for the organisation to develop these areas of practice.

In addition to meeting (or committing to meet) Baseline Standards, organisations will also have to commit to making sure that grant-funded activities are delivered from accessible premises or venues and to supporting the council's environmental sustainability aims.

Support is available for organisations applying for grants

Following the feedback we have received from the prospectus consultation, we have co-designed the outline grants process with colleagues from the VCS and the detail of the process with colleagues from Voscur. Application guidance notes will be available and Voscur are planning 'Prospectus-Ready' events, information and training as well as tools and resources to support organisations to apply for grants.

Contact details for Voscur are given in Section 6.

How we will make funding recommendations

The Bristol Impact Fund is about making real and positive change for people facing disadvantage in the city. To do this we must think about how we allocate grants across the city in three ways:

- Key Challenges
- Beneficiary groups including communities of interest
- Geographic spread

We will use impact assessments relating to all three factors to help us test and find this balance as outlined in the Allocations table below.

All applications that have been appraised as 'fundable' will be considered for allocations. From this point the appraisal scores become irrelevant. The Allocations Panel will consider all the fundable applications, aiming to select a mix of proposals to give a spread and balance of provision across the city, in order to achieve the best possible impacts for people facing disadvantage. It is our intention that the Allocations Panel will include city council officers and specialist advisors from outside the council.

Allocations Table

	Purpose of consideration	Specific considerations
Key Challenges	To ensure that we have a reasonable spread of proposals across the 5 key challenges that: (i) avoids duplication; (ii) avoids 'silos'; (iii) link across to enhance each other; (iv) recognises that some people have multiple challenges in line with need as outlined in the JSNA 2015.	We will be aligning funds with our council priorities, challenges and impacts to ensure that any external requirements for funds are met.
Beneficiary groups	To ensure that there is a reasonable spread of proposals to enable people facing disadvantage from across all communities to benefit from funded activities. We will be looking for organisations that reflect the diversity of the communities they serve.	We must ensure that our focus is on the people most at risk of significant and multiple disadvantage (because of the ways systems work, because of historic factors in the city and because of discrimination).
Geographic spread	To ensure that we have a reasonable spread of proposals across the city in line with need (as defined by the JSNA 2015).	We must ensure that people living in the most disadvantaged areas and neighbourhoods and that those who face problems with getting around the city are able to benefit.

Section Five

Other Bristol City Council grants and support to the VCS

- Introduction
- Other VCS Grants prospectus funds:
- Other Grants available from the Council:
- Leasing or renting council assets



Since we consulted local organisations and people about the proposals for the prospectus we have made the decision that a number of grant streams can no longer be used as grants. This is because recent changes in legislation mean that the types of services funded have become statutory (the council now has a duty to provide them) and the Council is not legally allowed to use grants for statutory services. We will therefore need to go through contract procurement processes for these types of services in the future.

Other grants have not been brought into the pooled fund for this first VCS Grants Prospectus for various reasons:

- Some grants are integral to commissioned services (e.g. Domestic Abuse and Sexual Violence Support Services were commissioned and funded through a mix of contracts and grants).
- Political decisions have been made to keep Arts grants (Key Arts Provider and Arts small grants) separate from the VCS Grants Prospectus.
- Some grants are subject to other processes (e.g. Wellbeing Grants, which are devolved to Neighbourhood Partnerships) or timescales.

This section contains information about the other grants available. It also includes information about business rates relief and about support available through asset transfer, leases and rents.

Some of the grant funding we use comes from external sources (such as Public Health England) and changes to these funds are outside of our control.

Other VCS Grants prospectus funds:

There are 2 key grant funds which are not being allocated through the Bristol Impact Fund at this time but are aligned to the objectives of the VCS Grants prospectus.

Grant Stream	Community Advice Services
Total annual amount available	£753,000
Duration/term of grant	1st April 2011 to October 31st 2016 (seeking an additional extension from Cabinet to October 31st 2017)
Purpose of grant	Provision of a community based advice network providing generalist and specialist services across the city.
Eligibility requirements for organisations	Bristol based VCS organisations (charitable or not for profit) who were in possession of the Legal Services Commission Quality Mark who comply with BCC Baseline Standards.
Date of next application round	We need to understand better how advice services could work across various groups and agendas and we will therefore be mapping advice need and commissioning against this in 2016/17. We expect to continue to use grants in this process.
Contact email and website address for further information	investmentandgrants@bristol.gov.uk

Grant Stream	VCS Infrastructure Support
Total annual amount available	£454,000
Duration/term of grant	The grant process for VCS Infrastructure Support was run in 2015/16 so that support around the Bristol Impact Fund is in place for local VCS organisations. We have awarded Voscur grant funding from 2016 until 2020.
Purpose of grant	<p>The two parts of this are:</p> <ol style="list-style-type: none"> 1. The Support Hub helps Bristol-based voluntary and community sector (VCS) groups and organisations improve their performance, capacity, sustainability and quality. 2. The Voice and Influence service represents VCS groups and organisations in Bristol to help influence decisions on policy and development in the city.
Eligibility requirements for organisations	Charitable or not for profit organisations with a track record of VCS infrastructure support.
Date of next application round	The grant is in place until 2020. We will review the grant in 2019/20.
Contact email and website address for further information	investmentandgrants@bristol.gov.uk

Other Grants available from the Council:

The funds below are not yet specifically aligned with the objectives of the VCS Grants prospectus at present but this will be reviewed during the life of the prospectus and at decision making points for the various grant and commissioning processes listed.

Grant Stream	Arts Seed Fund
Total annual amount available	£175,000
Duration/term of grant	1 year
Purpose of grant	<p>To support newly emerging artists and groups.</p> <p>The Creative Seed Fund supports Bristol based creative projects</p> <ol style="list-style-type: none"> 1. Artists/Arts Organisation Development Strand <p>To develop accessible work or ways of working which encourage greater participation in the arts.</p> <p>To encourage collaboration between Bristol based creative practitioners, communities and organisations.</p> <ol style="list-style-type: none"> 2. Community Arts Strand <p>To support projects within communities which enhance local image and identity through arts and culture.</p> <p>To strengthen relationships between communities organisations and creative practitioners</p>
Eligibility requirements for organisations	Priority is given to projects delivered by Bristol based organisations with a track record of delivering successful projects which leave a legacy for Bristol residents.
Date of next application round	November 2016
Contact email and website address for further information	<p>lerato.dunn@bristol.gov.uk</p> <p>www.bristol.gov.uk/museums-parks-sports-culture/arts-and-culture-funding</p>

Grant Stream	Community festivals and Events Fund
Total annual amount available	£2,000 per festival/ event, £25,000 overall
Duration/term of grant	1 year
Purpose of grant	<p>The Festival and Event fund supports Bristol based events and festivals.</p> <p>The applications must adhere to the following to be considered.</p> <ol style="list-style-type: none"> 1. Support community celebration through festivals and events that engage communities, and are accessible and attractive to diverse, new or broad ranges of audiences. 2. Take place in areas of Bristol with little or no similar events/ cultural activity, or in areas with a high indices of deprivation (priority is given to events that don't charge entry)
Eligibility requirements for organisations	<p>Applicants must:</p> <ul style="list-style-type: none"> Be a constituted organisation/company that has a formal management structure Have secured partnership funding or in-kind support of 25% of project budget, this cannot be all staff or volunteer time.
Date of next application round	Autumn 2016 for projects happening between April 2017 and March 2018.
Contact email and website address for further information	<p>esther.mars@bristol.gov.uk</p> <p>www.bristol.gov.uk/museums-parks-sports-culture/arts-and-culture-funding</p>

Grant Stream	Discretionary Business Rates Relief (DRR)
Total annual amount available	The council's total available budget for DRR allocation is £306,000 per year and allocations are match funded by central government, meaning that if the council decides to allocate 100% DRR to an organisation, 50% of this will come from the council's DRR budget and 50% will be match-funded by central government.
Duration/term of grant	2 years
Purpose of grant	<p>The council introduced a Discretionary Business Rates Relief policy in April 2014 and updated this for April 2016. It sets priorities for the allocation of DRR in Bristol to ensure that it supports the council's focus on "local voluntary and community sector (VCS) organisations which promote or improve the economic and social well-being of deprived and disadvantaged communities in Bristol". It also aims to support organisations in their infancy in order to contribute to the cultural, social and economic regeneration of Bristol. The council has the discretion to award organisations up to 100% relief.</p> <p>This includes the discretion to award 20% DRR where an organisation already receives 80% mandatory business rate relief because it is a registered charity.</p>
Eligibility requirements for organisations	Section 47 of the Local Government Finance Act 1988 gives Bristol City Council the option to apply discretionary business rates relief (DRR) to charities and not-for-profit organisations.
Date of next application round	Applications can be made at any time in the financial year.
Contact email and website address for further information	www.bristol.gov.uk/business-rates/discounts-for-charities-or-local-non-profit-organisations

Grant Stream	Domestic & Sexual Violence Support Services
Total annual amount available	£424,000 (pooled budget)
Duration/term of grant	Domestic and Sexual Violence support services are funded through a pooled budget. A number of grants were awarded in this area in 2015 and fund services to run to 2018, with potential to extend for a further year.
Purpose of grant	The grant funded services sit alongside other commissioned contract services and form an essential element of the whole domestic and sexual violence provision in Bristol.
Eligibility requirements for organisations	Not available at this time
Date of next application round	Existing grants will run until 2018 with potential to extend them for a further year. These grants will be reviewed alongside contracts as part of future commissioning.
Contact email and website address for further information	Contact details for Domestic and Sexual Violence Support Services commissioning are julie.howarth@bristol.gov.uk or visit www.bava.org.uk

Grant Stream	Key Arts Provider
Total annual amount available	£900,000
Duration/term of grant	3 years
Purpose of grant	<p>Nurture and strengthen a dynamic portfolio of Keys Arts Providers spread throughout the city that contribute to the artistic, cultural and economic aspirations of Bristol and stimulate the distinctive identity and well-being of its communities</p> <p>Raise quality and achievements in the arts within their specialist areas of production and performance allowing the city's reputation as an outward facing cultural hub and destination regionally and nationally to flourish</p> <p>Contribute to the development of the year-long festivals and events programme which altogether helps to make Bristol an inspiring place in Europe to visit and live.</p>
Eligibility requirements for organisations	<p>Based in Bristol</p> <p>Work and deliver work within the arts sector</p> <p>Have bank / building society a/c in the name of the org</p> <p>Not for profit</p>
Date of next application round	January 2017
Contact email and website address for further information	<p>jane.porter@bristol.gov.uk</p> <p>www.bristol.gov.uk/museums-parks-sports-culture/arts-and-culture-funding</p>

Grant Stream	Community Safety Grant
Total annual amount available	£222,252 in 2015/16
Duration/term of grant	1 year
Purpose of grant	The Avon & Somerset Police & Crime Commissioner awards annual through local Community Safety Partnerships. In Bristol this is administered through the City Council to fund community safety and crime reduction projects.
Eligibility requirements for organisations	It is not yet clear whether community safety grant will be available from 2017 onwards and if so at what level or by what process it will be awarded.
Date of next application round	It is not yet clear whether community safety grant will be available from 2017 onwards and if so at what level or by what process it will be awarded.
Contact email and website address for further information	www.avonandsomerset-pcc.gov.uk/partnerships/commissioning-and-grants.aspx

Grant Stream	Wellbeing small grants
Total annual amount available	£332,500 (total across all Neighbourhood Partnerships in 2016/17). The amount varies dependent on the Neighbourhood Partnership
Duration/term of grant	12 months from letter of acceptance, however if the project needs longer to deliver they have to ask the Neighbourhood Partnership
Purpose of grant	To fund projects that address priorities that are set out in the Neighbourhood Partnership plans. Each Neighbourhood Partnership has its own priorities.
Eligibility requirements for organisations	Organisations must have a constitution and a bank account, also insurance if needed for the project, and safeguarding if working with children
Date of next application round	Varies depending on the Neighbourhood Partnership
Contact email and website address for further information	neighbourhood.partnerships@bristol.gov.uk

Using grant funding in commissioning processes

We also encourage commissioners to consider grants as an option alongside contracts (using the council's own funding decision tool) when beginning all future commissioning projects, even if these are not within the initial scope of the prospectus. All future grants will use the prospectus standardised approach and values.

Leasing or renting council assets

We lease more than 150 properties to voluntary and community organisations, often at reduced or minimal rents, or preferential terms. These arrangements range from short-term licences to long leases and this process is known as 'Community Asset Transfer' (CAT).

Local people are often best placed to manage community facilities in their area. They already make extensive use of these assets and their local knowledge and hands-on management often results in lower overheads and better value-for-money. Community organisations also use volunteers and take great pride in their local area.

Managing these facilities helps to empower local communities and can bring opportunities for greater independence and financial sustainability. When done well, CAT can create lasting change in local neighbourhoods.

We are fully committed to using our assets to form long-term partnerships with suitable third sector organisations, in order to create stronger, more cohesive and more sustainable communities.

We have adopted a Community Asset Transfer Policy, which sets out the criteria for organisations wishing to apply for CAT. The policy also contains details of the various stages of the application and decision making process, together with anticipated time scales. Information about the policy is available from:

[www.bristol.gov.uk/people-communities/
community-asset-transfer](http://www.bristol.gov.uk/people-communities/community-asset-transfer)



Section Six

Contact details for other local grant funds or funding bodies

- Contacts within the council
- Contacts for local organisations offering support to the VCS
- Contacts for organisations offering local grant funding opportunities

Contact information for teams within the council:

VCS Grants Team

Email: investmentandgrants@bristol.gov.uk
Tel: 0117 903 6439

Community Buildings Team

Email: community.buildings@bristol.gov.uk
Tel: 0117 903 6440 or 0117 352 1808

Discretionary Business Rates Relief Team

www.bristol.gov.uk/rates
Email: business.rates@bristol.gov.uk
Tel: 0117 922 3300

Contact information for Voscur, the organisation grant-funded by Bristol City Council to support the local voluntary and community sector:

www.voscur.org/home
Email: info@voscur.org
Tel: 0117 909 9949

Contact information for other organisations offering support to VCS organisations:

Ethical Property Foundation

www.ethicalproperty.org.uk
Email: mail@ethicalproperty.org.uk
Tel: 020 7065 0760

Social Enterprise Works

www.socialenterpriseworks.org
Email: info@socialenterpriseworks.org
Tel: 0117 230 6210

Contacts for organisations offering local grant funding opportunities:

Quartet Community Foundation

www.quartetcf.org.uk
Email: info@quartetcf.org.uk
Tel: 0117 989 7700

Police Community Trust

www.avonandsomerset.police.uk/services/police-community-trust/
Email: policecommunitytrust@avonandsomerset.pnn.police.uk

Section Seven

Definitions

Here we explain some of the terms we have used in the context of this prospectus document.

Co-design

We have been very fortunate to have drawn together a group of people managing VCS organisations locally who have agreed to work with us, using co-design principles, to produce a new approach to meet the needs of the city as the VCS sector understands it, as well as from the council's perspective. Our co-design principles were established with support from academics from Bristol University and gave us a framework for working towards a common goal and achieving consensus. This approach has enabled open and honest discussions and a very creative, confident and challenging environment which goes beyond the "funder" and "funded" traditional relationship. The content of the VCS Grants prospectus and the shape of the Bristol Impact Fund are the result of this and present a common view that the investment from the council needs to be focused on addressing the key challenges for the city and our citizens, specifically issues of disadvantage and inequality in Bristol.

Collaborative Grants

We are inviting organisations to apply for grants through collaborative applications where this will enhance the benefit to disadvantaged people. Collaborative working describes joint working by two or more organisations in order to fulfil their purposes, whilst remaining as separate organisations. This may relate to any aspect of the organisations' operational activity, including administration, fundraising, raising public profile, resource sharing and streamlining of costs and service delivery. NCVO defines collaborative working as partnership between voluntary and community organisations. An organisation may work with one other partner organisation or may belong to a wider consortium. The council published a guidance note in 2014 'Collaborative Arrangements – Grant Funding' which gives more information.

Communities of interest

'Communities of interest' is a term used to describe people who share particular characteristics, usually the 'protected characteristics' in the Equality Act 2010 (such as age, race, religion and belief, gender, sexual orientation and disability). For example we might refer to Somali women or Disabled young people as communities of interest.

Corporate Parenting role

Corporate Parenting is the term used to describe our (Bristol City Council's) collective responsibility to be a good parent and ensure the best outcomes for the children in and leaving our care. It means caring about children, not just for them, and offering the same standards as any other parent.

Disadvantage

The focus of the prospectus is on disadvantaged people and people facing disadvantage. By 'disadvantaged' we mean those people and communities who lack or are denied resources, rights, goods and services, and who cannot be part of the usual connections, activities and opportunities³, available to the majority of people in Bristol. In this definition, when we talk about rights, we mean people's (legal) entitlements to have or to do something. By resources we mean the assets that can be used or drawn on by a person. These are not just about money; they include other less tangible things like skills, strengths, and networks. Goods are products such as food, clothes or furniture. Services are activities provided by other people, such as doctors, waiters, shop assistants, taxi drivers or increasingly are on-line such as internet banking.

Early intervention

Early intervention is acting to prevent problems occurring and supporting people to reduce the impact of problems and stop escalation when they arise. It involves working together across agencies and with communities in Bristol to provide the right support at the right time.

Geographic communities

By geographic communities we mean places or neighbourhoods in Bristol. We know that some neighbourhoods are very deprived and that some are affluent. Our focus for the prospectus will be on the most deprived areas of Bristol.

Resilience

The term resilience is commonly used in science to describe the ability of materials to withstand large forces, shocks or stresses. In the prospectus we use resilience to mean the ability of individuals or communities to manage or cope with difficult times or situations and with change. Resilient communities are ones that can use local resources and expertise to help themselves. Some people and organisations use the term 'readiness' instead of resilience.

Voluntary and community sector

For this grants prospectus, by voluntary and community sector we mean non-governmental, community-based organisations which are value-driven (their values arise from the community) and which reinvest their surpluses to further social, environmental or cultural objectives for the community. They range from small volunteer/single worker organisations and local community groups to large established organisations.

Wellbeing

There are many definitions and uses of the term 'wellbeing', but we are using it here to describe a state of 'feeling good and functioning well^{xliii}' which is underpinned by a broad combination of things such as feeling content, safe, valued, confident and happy.

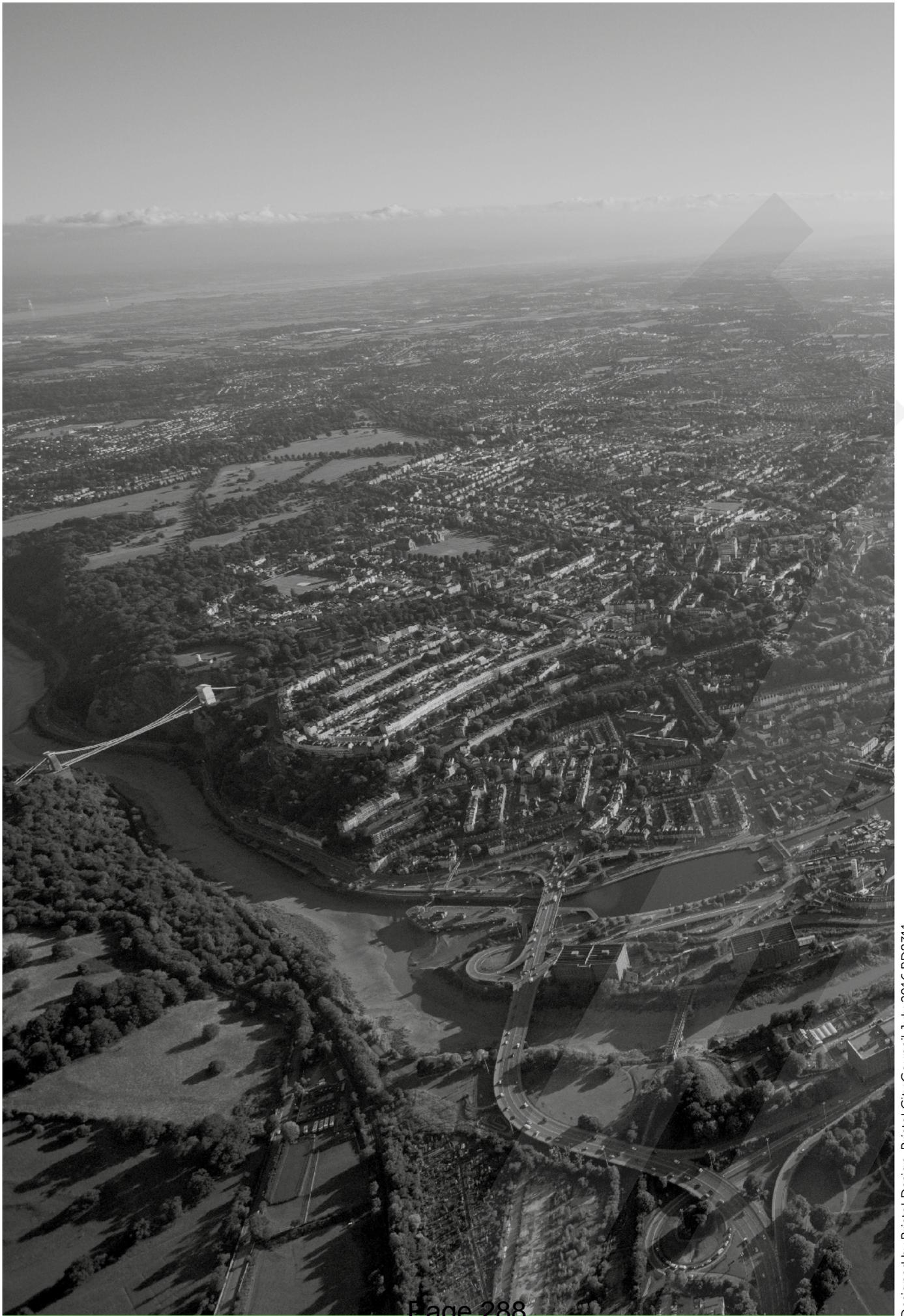
A full description of both social and mental wellbeing is available from the UK's Faculty of Public Health at www.fph.org.uk/concepts_of_mental_and_social_wellbeing

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- ^{xxix} Bristol City Council (2015) Joint Strategic Needs Assessment
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- ^{xxxi} www.bristol.gov.uk/voting-elections/local-elections-2016-turnout-ward
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Appendix B – Existing Grant Streams

Table 1 – Grant Streams that will end on 31/03/17 and be pooled to form the Bristol Impact Fund

Grant Streams that will be within pooled Fund	Organisation/ Fund Name	Grant Start Date	GRANT Investment 2015/16	Funding End Date	Lead Funding Department	Funding from non BCC source?
Y	Age UK Bristol	01/04/2014	£30,000.00	31/03/2017	BCC - People, Adults	Yes
Y	Alive!	01/04/2014	£10,608.00	31/03/2017	BCC - People, Adults	Yes
Y	Alzheimers Society	01/04/2015	£6,000.00	Ext 31/03/2017	BCC - People, Adults	
Y	Avon & Bristol Law Centre	01/04/2015	£89,802.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Avon University Settlement	01/04/2012	£4,950.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Avonmouth Community Centre	2010	£22,669.00	31/03/2017	BCC - Public Health	Yes
Y	Awaz Utaoh	01/04/2012	£30,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Barton Hill Settlement	01/04/2012	£50,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Bipolar Organisation	01/04/2015	£598.00	Ext 31/03/2017	BCC - People, Adults	

Y	Boss Employment Project	01/04/2015	£15,802.00	Ext 31/03/2017	BCC - People, Adults	
Y	Brandon Trust	Not provided	£29,018.00	31/03/2017	BCC - People, Adults	Yes
Y	Brandon Trust	01/06/2013	£35,000.00	31/05/2016	BCC - Neighbourhoods, Communities	
Y	Brigstowe Project	01/04/2015	£5,840.00	Ext 31/03/2017	BCC - People, Adults	
Y	Brigstowe Project	01/04/2015	£15,188.00	Ext 31/03/2017	BCC - People, Adults	
Y	Bristol and Avon Chinese Women's Group	01/04/2012	£19,500.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Bristol Area Stroke Association	01/04/2015	£5,073.00	Ext 31/03/2017	BCC - People, Adults	
Y	Bristol Child Poverty Action Group	01/04/2012	£12,910.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Bristol Child Poverty Action Group	01/04/2011	£6,809.00	31/03/2016	BCC - Public Health	Yes
Y	Bristol Community Radio (BCfm) Limited	01/04/2013	£1,500.00	31/03/2017	BCC - Public Health	Yes
Y	Bristol Community Transport	01/04/2015	£166,102.00	31/03/2017	BCC - Place, Highways & Transport Management	
Y	Social Access (formerly Bristol Dial-a- Ride)	01/04/2015	£484,808.00	31/03/2017	BCC - Place, Highways & Transport Management	

Y	Bristol Disability Equality Forum	01/04/2015	£43,140.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Bristol Mind	01/06/2013	£5,000.00	31/05/2016	BCC - Neighbourhoods, Communities	
Y	Bristol Mind	01/04/2015	£13,129.00	Ext 31/03/2017	BCC - People, Adults	
Y	Bristol Multi-Faith Form	01/04/2015	£28,140.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Bristol Older People's Forum	01/04/2015	£28,140.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Bristol Older People's Forum	01/04/2015	£2,382.00	31/03/2017	BCC - People, Adults	
Y	Bristol Refugee Rights	01/04/2012	£25,550.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Bristol Shopmobility	01/04/2015	£69,758.00	31/03/2017	BCC - Place, Highways & Transport Management	
Y	Bristol Women's Voice	01/04/2015	£29,500.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Care Forum	01/04/2012	£5,000.00	31/03/2016	BCC - Public Health	Yes
Y	CATT Bus (Provided by Hartcliffe and Withywood Community Partnership)	01/04/2015	£141,810.00	31/03/2017	BCC - Place, Highways & Transport Management	
Y	Centre for Deaf People	01/04/2015	£7,000.00	31/03/2016	BCC - People, Adults	

Y	Cruse Bereavement Care - Bristol and District Area	01/04/2011	£5,000.00	31/03/2017	BCC - Public Health	Yes
Y	Easton Community Centre	01/04/2012	£37,800.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Filwood Hope Advice Centre	01/04/2012	£17,250.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	FORWARD	01/04/2008	£30,000.00	31/03/2017	BCC - Public Health	Yes
Y	Hartcliffe Community Park Farm	01/04/2012	£15,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Hartcliffe Health & Environment Action Group (HHEAG)	01/04/2012	£19,500.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Hartcliffe Health & Environment Action Group (HHEAG)	01/04/2015	£57,524.00	31/03/2017	BCC - Public Health	Yes
Y - But not all. Some will be for social Prescribing Hub	Hartcliffe Health & Environment Action Group (HHEAG)	01/04/2009	£42,547.00	31/03/2017	BCC - Public Health	Yes
Y	Integrate Bristol	01/04/2015	£5,000.00	31/03/2016	BCC - Public Health	Yes
Y	Knowle West Health Association	01/04/2015	£49,709.00	31/03/2016	BCC - Public Health	Yes
Y - But not all. Some will be for social Prescribing Hub	Knowle West Health Park Community Interest Company	01/04/2015	£162,728.00	31/03/2017	BCC - Public Health	Yes

Y	Knowle West Media Centre	01/04/2012	£36,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Lawrence Weston Community Farm	01/04/2012	£27,160.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Lawrence Weston Community Farm	2010	£10,880.00	31/03/2017	BCC - Public Health	Yes
Y	Lawrence Weston Community Transport	01/04/2015	£38,582.00	31/03/2017	BCC - Place, Highways & Transport Management	
Y	LGBT Bristol	01/06/2013	£23,000.00	31/05/2016	BCC - Neighbourhoods, Communities	
Y	LGBT Bristol	01/04/2015	£28,140.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	LinkAge	01/04/2008	£140,000.00	31/03/2017	BCC - People, Adults	Yes
Y	Malcolm X Centre	01/04/2012	£35,175.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	MENCAP	01/04/2015	£42,721.00	Ext 31/03/2017	BCC - People, Adults	
Y	Misfits	01/04/2014	£3,000.00	31/03/2017	BCC - People, Adults	Yes
Y	Mothers for Mothers	01/04/2015	£13,932.00	Ext 31/03/2017	BCC - People, Adults	
Y	Nilaari	01/04/2010	£20,000.00	31/03/2016	BCC - Public Health	Yes

Y	Off The Record	01/04/2012	£27,800.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Overseas Chinese Association	01/04/2015	£10,467.00	Ext 31/03/2017	BCC - People, Adults	
Y	Playing out	01/04/2015	£30,000.00	31/03/2017	BCC - Public Health	Yes
Y	Refugee Action*	01/04/2012	£29,993.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Refugee Women of Bristol	01/04/2012	£19,405.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Rethink	01/04/2015	£20,328.00	31/03/2016	BCC - People, Adults	
Y	Retired Senior Volunteers Project	01/04/2010	£20,000.00	31/03/2017	BCC - People, Adults	Yes
Y	SARI	Not provided	£154,440.00	31/03/2016	BCC - Neighbourhoods, Communities	
Y	SARI	01/06/2013	£137,320.00	31/05/2016	BCC - Neighbourhoods, Communities	
Y	SARI	01/04/2010	£20,000.00	31/03/2016	BCC - Public Health	Yes
Y	Shirehampton Public Hall CA	01/04/2012	£5,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Single Parent Action Network (SPAN)	01/04/2012	£29,460.00	31/03/2017	BCC - Neighbourhoods, Communities	

Y	Sixteen Cooperative	01/04/2014	£26,500.00	31/03/2017	BCC - People, Adults	Yes
Y	Somali Resource Centre	01/04/2012	£30,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Southmead CA	01/04/2012	£16,881.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	St Werburghs City Farm	01/04/2012	£35,884.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	St Werburghs Community Association	01/04/2012	£30,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Terrence Higgins Trust	01/04/2015	£30,146.00	31/03/2016	BCC - People, Adults	
Y	The Mede Sprint	01/04/2015	£57,903.00	31/03/2017	BCC - Place, Highways & Transport Management	
Y	Upper Horfield Community Trust	01/04/2012	£10,800.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Voscur	01/04/2015	£29,500.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Voscur (Volunteering Bristol)	01/04/2012	£29,982	31/03/2017	BCC - Neighbourhoods, Communities	
Y - But not all. Some will be for social Prescribing Hub	Wellspring Healthy Living Centre	01/04/2009	£20,000.00	31/03/2017	BCC - Public Health	Yes

Y - But not all. Some will be for social Prescribing Hub	Wellspring Healthy Living Centre	01/04/2004	£80,000.00	31/03/2017	BCC - Public Health	Yes
Y	Wellspring Healthy Living Centre	01/10/2014	£14,999.00	31/03/2016	BCC - Public Health	Yes
Y	West of England Care & Repair	01/04/2012	£25,725.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Windmill Hill City Farm	01/04/2012	£36,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Y	Windmill Hill City Farm	01/04/2015	£18,184.00	Ext 31/03/2017	BCC - People, Adults	
Y	Windmill Hill City Farm	01/04/2015	£20,877.00	31/03/2016	BCC - People, Adults	
Y	Windmill Hill City Farm	01/04/2015	£2,826.00	Ext 31/03/2017	BCC - People, Adults	
Y	WISH	2000	£22,669.00	31/03/2016	BCC - Public Health	Yes
Y	Womankind	01/04/2015	£37,734.00	Ext 31/03/2017	BCC - People, Adults	

*Refugee Action are no longer operating in the Bristol area and so this grant is being used to fund similar services from Bristol Refugee Rights with effect from May 2016.

Table 2 - Bristol City Council Grant Streams that will not be pooled (will not be part of the Bristol Impact Fund)

Grant Stream Name	Organisation/ Fund Name	Grant Start Date	GRANT Investment 2015/16	Funding End Date	Lead Funding Department	Funding from non BCC source?
Community Advice	Avon & Bristol Law Centre	01/04/2015	£208,506.00	31/10/2017	BCC - Neighbourhoods, Communities	
Community Advice	Bristol Citizens Advice Bureau	01/04/2011	£25,118.00	31/10/2016	BCC - Public Health	Yes
Community Advice	Bristol Citizens Advice Bureau	01/04/2015	£186,741.00	31/10/2017	BCC - Neighbourhoods, Communities	
Community Advice	Talking Money	01/04/2015	£49,043.00	31/10/2017	BCC - Neighbourhoods, Communities	
Community Advice	North Bristol Advice Centre	01/04/2015	£55,347.00	31/10/2017	BCC - Neighbourhoods, Communities	
Community Advice	North Bristol Advice Centre	01/04/2011	£25,535.00	31/10/2016	BCC - Public Health	Yes
Community Advice	South Bristol Advice Services	01/04/2015	£50,208.00	31/10/2016	BCC - Neighbourhoods, Communities	
Community Advice	St Pauls Advice Centre	01/04/2011	£25,535.00	31/10/2016	BCC - Public Health	Yes
Community Advice	St Pauls Advice Centre	01/04/2015	£126,645.00	31/10/2017	BCC - Neighbourhoods, Communities	
Community Advice	St Pauls Advice Centre	01/10/2014	£4,000.00	31/03/2016	BCC - Public Health	
Community Advice	WECIL	01/04/2012	£50,000.00	31/03/2017	BCC - Neighbourhoods, Communities	

Community Advice	WECIL	Not provided	£16,974.00	31/03/2017	BCC - People, Adults	
Funding for Compact Post	Voscur	01/04/2015	£18,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
Key Arts Provider	Acta Community Theatre	01/04/2015	£36,240.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Arnolfini	01/04/2015	£20,992.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Artspace Lifespace	01/04/2015	£15,000.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Asian Arts Agency	01/04/2015	£15,000.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Bristol Cultural Development Partnership	01/04/2015	£52,480.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Bristol Old Vic	01/04/2015	£288,640.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Circomedia	01/04/2015	£36,736.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Cirque Bijou	01/04/2015	£15,744.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Encounters Festivals	01/04/2015	£20,992.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Inbetween Time	01/04/2015	£15,000.00	31/03/2015	BCC - Place, Culture	
Key Arts Provider	Knowle West Media Centre	01/04/2015	£41,984.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	MAYK	01/04/2015	£15,000.00		BCC - Place, Culture	
Key Arts Provider	Royal West of England Academy	01/04/2015	£20,992.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Spike Island	01/04/2015	£25,000.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	St George's Bristol	01/04/2015	£36,736.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	St Paul's Afrikan Caribbean Carnival	01/04/2015	£57,728.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Theatre Bristol	01/04/2015	£31,488.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Tobacco Factory Arts Trust	01/04/2015	£40,000.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Travelling Light Theatre Company	01/04/2015	£31,488.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Trinity Community Arts	01/04/2015	£20,000.00	31/03/2018	BCC - Place, Culture	
Key Arts Provider	Watershed Arts Trust	01/04/2015	£104,960.00	31/03/2018	BCC - Place, Culture	
VCS Infrastructure Support	Voscur	01/04/2015	£453,796.00	31/10/2017	BCC - Neighbourhoods, Communities	

N- Domestic Abuse & Sexual Violence Support Services	Developing Health and Independence	01/04/2015	£35,618.00	31/03/2018	BCC - Neighbourhoods, Communities	
N- Domestic Abuse & Sexual Violence Support Services	Next Link	01/04/2012	£35,000.00	31/03/2017	BCC - Public Health	Yes
N- Domestic Abuse & Sexual Violence Support Services	Next Link	01/04/2012	£40,000.00	31/03/2017	BCC - Public Health	Yes
N- Domestic Abuse & Sexual Violence Support Services	Next Link	01/04/2014	£17,000.00	31/03/2017	BCC - Neighbourhoods, Communities	Yes
N- Domestic Abuse & Sexual Violence Support Services	Next Link	01/04/2014	£20,000.00	31/03/2017	BCC - Neighbourhoods, Communities	Yes
N- Domestic Abuse & Sexual Violence Support Services	One 25	01/04/2015	£38,200.00	31/03/2018	BCC - Neighbourhoods, Communities	
N- Domestic Abuse & Sexual Violence Support Services	SARSAS	01/04/2015	£115,000.00	31/03/2018	BCC - Neighbourhoods, Communities	
N- Domestic Abuse & Sexual Violence Support Services	St Mungos	01/04/2016	£35,000.00	31/03/2017	BCC - Neighbourhoods, Communities	
N- Domestic Abuse & Sexual Violence Support Services	Victim Support	01/04/2015	£41,649.00	31/03/2018	BCC - Neighbourhoods, Communities	Yes
No - Property Services budget.	Community In Partnership Knowle West	01/04/2010	£50,000.00	31/03/2016	BCC - Neighbourhoods, Communities	

Table 3 – Grant Streams that are not included in the pooled fund because they may move to a commissioning and procurement approach in the future

Brief reason	Organisation/ Fund Name	Grant Start Date	GRANT Investment 2015/16	Funding End Date	Lead Funding Department	Funding from non BCC source?
Care Act	Bristol and Avon Chinese Women's Group	01/04/2015	£9,760.00	Ext 31/03/2017	BCC - People, Adults	
Care Act	Bristol and Avon Chinese Women's Group	01/04/2015	£26,753.00	Ext 31/03/2017	BCC - People, Adults	
Care Act	Bristol Mind	01/04/2015	£40,657.00	31/03/2016	BCC - People, Adults	
Care Act	Carers Support Centre	01/04/2015	£23,132.00	31/03/2016	BCC - People, Adults	
Care Act	Carers Support Centre	01/04/2015	£10,874.00	31/03/2016	BCC - People, Adults	
Care Act	Carers Support Centre	01/04/2015	£46,070.00	31/03/2016	BCC - People, Adults	
Care Act	Carers Support Centre	01/04/2015	£17,922.00	31/03/2016	BCC - People, Adults	
Care Act	Carers Support Centre	01/04/2015	£43,523.00	31/03/2016	BCC - People, Adults	
Care Act	Carers Support Centre	01/04/2015	£9,751.00	31/03/2016	BCC - People, Adults	
Care Act	Carers Support Centre	01/04/2015	£10,570.00	31/03/2016	BCC - People, Adults	
Care Act & Increased Access to Psychiatric Therapies	Rethink	01/04/2015	£394,460.00	31/03/2016	BCC - People, Adults	
Improved Access to Psychiatric Therapies	The Green House (formerly ASAC)	01/04/2015	£23,631.00	31/03/2016	BCC - People, Adults	
Mental Capacity Advocacy Service	Bristol Mind	01/04/2015	£47,154.00	31/03/2016	BCC - People, Adults	
Mental Capacity Advocacy Service	Bristol Mind	01/04/2015	£16,621.00	31/03/2016	BCC - People, Adults	

Mental Capacity Advocacy Service	Bristol Mind	01/04/2015	£28,808.00	31/03/2016	BCC - People, Adults	
Equipment	Centre for Deaf People	01/04/2015	£95,970.00	31/03/2016	BCC - People, Adults	
Employment related	Business in the Community	01/12/2013	£50,000.00	31/03/2016	BCC - People, Skills	
Employment related	Business in the Community	01/04/2012	£38,000.00	31/03/2017	BCC - People, Housing	Yes
Employment related	Business in the Community	01/04/2012	£18,453.00	31/03/2017	BCC - People, Housing	Yes
Children's Services	Barnardos	01/04/2016	£78,000.00	31/03/2017	BCC - People, Children	

Appendix C

Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Development of Voluntary and Community Sector (VCS) Grants Prospectus
Directorate and Service Area	Neighbourhoods (& cross-council)
Name of Lead Officer	Jane Houben

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

Bristol City Council is changing the way it delivers grant funding to organisations in Bristol. We have worked with colleagues in the voluntary and community sector (VCS) to co-design this new approach to the way we use grant funding. It is called the VCS Grants Prospectus and it will bring £3.4m of the council's grant funds together to improve the lives of disadvantaged people in the city and reduce inequality. The prospectus outlines what we want to achieve and what we expect from grant organisations which is a change from the way previous grants have been delivered.

Historically grant funding within the Council has been delivered through separate funding streams in different directorates, with no single view of how hard that funding is working for the city. By aligning our grant streams through the new prospectus we are able to focus on key priorities and challenges within the city and to be very clear about what we are trying to achieve strategically with this funding.

There are many pressures faced by disadvantaged people in our city and we want to ensure that our investment of public funding into the voluntary and community sector helps to tackle disadvantage and has a positive impact for Bristol citizens. We recognise that although £3.4 million is a significant fund, it is clearly not of a scale to tackle all the factors shaping disadvantage in Bristol.

We have therefore agreed five different 'key challenges' which we want the grants-funded activity to address.

The council currently invests around £18m in grants and concessions annually in supporting VCS organisations. This does not include contract investment whereby the council purchases services from organisations in the voluntary sector.

From our 2015-16 figures, of this £18m:

- £1.5m is the notional value of annual concessionary rents or leases with local VCS organisations
- £8.5m is through mandatory business rate relief to charities
- £7.2m is through revenue grants
- £0.4m is through small annual grants
- £0.3m is through discretionary business rate relief

This proposal will bring £3.4m of the revenue grants together to form the new Bristol Impact Fund. The remaining revenue grant streams will either continue (and information about these is given in the prospectus) or will be used to purchase services through contracts to better meet local need (e.g. e.g. The Care Act has meant that some grant-funded activities will become part of the council's statutory provision and services will have to be commissioned and purchased through contracts).

Organisations will apply for grants to address one or more of the Key Challenges, using their skills and experience and agreeing to our stated 'Ways of Working':

- Giving the right help at the right time
- Helping people to help themselves and each other
- Building on the strengths of people and communities
- Connecting people and organisations within and across communities

They will have to tell us how their work will contribute to our grant impacts: reducing disadvantage and inequality, improving health and wellbeing, increasing resilience of individuals and communities.

The Prospectus will bring significant change to the way VCS organisations apply for, and work with, grant funding from the council. We have designed processes that are proportionate, open and accessible to the diverse range of VCS organisations in the city.

We have worked in a different way to develop this Prospectus, using co-design principles and working alongside colleagues in the VCS who have shaped, informed and guided this work throughout.

We started this work by developing a shared vision, underpinned by a set of working principles for the development of the Prospectus. We 'tested' these principles and vision in July 2016 with a number of groups, including equalities voice and influence organisations.

We have sought the wider sector's views through a three-month consultation. Their comments and suggestions have been collated and shared with the co-design group at two post-consultation meetings where we explored the ideas and concerns raised. The co-design phase ended on May 9th and the VCS group members will not have sight of the document as it is re-redrafted beyond this point. They will also not have any input into or sight of the application processes post consultation.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

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

The prospectus will focus £3.4m of council revenue grant money on the most disadvantaged people in Bristol. The evidence of disadvantage in the city is set out in the VCS Grants Prospectus Key Challenges which uses data about disadvantage from the following sources:

Joint Strategic Needs Assessment (JSNA) 2015
Fairness Commission Report
Social Isolation Report
Early Intervention Report

We know that people who experience discrimination (because they have one or more protected characteristics) are more likely to experience other factors contributing to disadvantage, thus compounding their experience.

We know from the above data sources that there is also a spatial dimension to disadvantage in the city, as shown in the JSNA 2015.

People experience more disadvantage in the South (particularly the outer areas) and in the north and west outer areas of the city as well as in the inner eastern areas.

We have provided examples backed up by available data for each of the five Key Challenges in order to give shape to our grant process. These are only examples and do not in any way illustrate or reflect our priorities.

2.2 Who is missing? Are there any gaps in the data?

We know that data about incidence and service take up does not capture LGB or Transgender people because of poor monitoring practice and reluctance/distrust from the LGB and T communities towards completing returns. Therefore our data for LGBT+ people is poor.

We know that we do not have full information about the number of refugees and asylum seekers in the city and we know that the number is going to increase and currently the proportion of grant funding used to support migrants is only 2%. The two currently grant-funded organisations (working with asylum seekers and refugees) have data about demand and use of their services but this cannot be used to predict future need.

We have some data about the diversity of VCS organisations in the city but this is not comprehensive. In terms of equalities-led organisations we know that:

Eighty seven organisations who proactively target one or more equalities groups were funded by the council in 2014/15, twenty four of which are equalities led organisations (i.e over 75% of their management committee are women/disabled people/people from BME communities/LGBT/older).

We recognise that the VCS sector is changing rapidly. This is due to a combination of factors, for example austerity has reduced public funding, charitable donations are decreasing, procurement and commissioning can favour larger organisations and consortiums, organisations may have dissolved due to funding problems or management issues. For example, there are fewer BME led VCS organisations in the city today compared with five years ago, in particular we have seen a reduction in the number of African-Caribbean led organisations. However there are many more BME led social enterprises and

social entrepreneurs who are keen to deliver services to BME communities.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

We have co-designed the grants prospectus with colleagues from the local VCS. We have included two colleagues from local equalities voice and influence organisations in this co-design group and have established links with BEING (Bristol Equalities & Inclusion Networking Group), both through these two members and through engaging with BEING at key points in the process (such as 'testing' the vision and principles). We have engaged with and involved BEING in the consultation and post consultation.

We ran a 13 week consultation from mid-November 2015 to mid-February 2016. Local VCS organisations are our primary stakeholders for the grants prospectus and so we asked Voscur to run the consultation with us. We held seven specific, targeted sessions for equality groups so that issues relevant to protected characteristics could be raised and discussed in a focused and safe space. These were attended by 40 people in total.

Over the period we ran and/or attended a total of 14 consultation sessions and through these we had face-to-face contact with 265 people from 170 VCS organisations in the city and 6 non-VCS organisations. We had survey responses from 22 people, telephone and other meeting contact with 10 people and a further two organisations provided written submissions.

In terms of the spatial factors, we briefed Neighbourhood Partnership Coordinators and provided summary papers for all Neighbourhood Partnerships so that they were aware of the proposal and the consultation process.

In our consultation, equalities-led organisations told us that:

- We need to extend our reach and think about how we publicise the grants available so that they reach small and specialist groups (especially BME led organisations).
- BME groups are underrepresented in the city and support is needed to build capacity in this sector so that they can be part of the Prospectus grant. Targeted support should be in place for communities where there is evidence of very specific need that is not being met, particularly for African Caribbean and Gypsy/Traveller organisations.

- The processes must be accessible for BME organisations.
- Women’s experiences were not sufficiently reflected in the draft Key Challenges examples.
- The consultation proposals were not clear about how the council would fulfil our Public Sector Equality Duties with regard to consultation, voice & influence.
- We need to think about how we can make Care Leavers a consideration in our allocations
- Faith organisations may be disinclined to apply for grants because they feel they will be rejected because of clauses about proselytising.
- Older people or Disabled people might find it difficult to find out about changes to services as a result the old grants ending and new grants starting
- There are large BME communities in South Glos at the boundaries with Bristol. How will the grants work for organisations that might see these people?
- Neighbouring authorities do not fund much LGB provision. How should funded organisations respond to requests from outside Bristol?

We have collated all consultation feedback and have put these into a single ‘you said, we did’ document (Appendix A) that shows how these comments have been addressed.

The council also commissioned a piece of facilitated work with some leaders from local BME voluntary sector organisations to look at the issues faced by BME-led organisations and some of the solutions. This work considered possible solutions from BCC, the VCS generally and from the organisations themselves. The BCC solutions matrix has provided us with possible solutions to a number of concerns and we have used these to help us develop the final Prospectus and processes (see Appendix B).

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with

protected characteristics?

The focus of the prospectus is to reduce disadvantage and inequality. However we will need to ensure that grant funding is used in a way that gives us the right distribution and balance of provision in terms of factors that contribute to disadvantage, communities of interest and geographic communities and that our use of grant-funding does not counter our stated vision and principles approach to increase understanding and respect between different people.

Tackling discrimination, advancing equality of opportunity and fostering good relations are fundamental principles and the intention is that people with protected characteristics will benefit from the new arrangements.

We have identified potentially adverse impacts on people with protected characteristics if we do not successfully fulfil our Public Sector Duty under the Equality Act 2010. Having considered the feedback received from grant-funded equalities voice and influence organisations and having considered the current and future needs of the council we realise that will we need to engage with people from equalities communities (people with Protected Characteristics as defined by the Equality Act 2010) in ways that are appropriate to the changing nature of the local authority and we will use a tender process (not through this prospectus) to specify and purchase a service to enable us to fulfil this duty.

This £3.4m pooled fund is a new grant approach that is open to local VCS organisations whether or not they are currently funded. VCS organisations wanting to apply for grant will need to demonstrate how they will work with disadvantaged people to create change and meet our expectations regarding the Ways of Working to address one or more of the key challenges in order to reduce disadvantage and inequality, improve health and wellbeing and increase resilience. It is highly likely that some currently funded organisations will not be grant-funded from April 2017.

Local VCS organisations will therefore be affected by the prospectus, particularly those that are currently grant-funded by the council. There is a diverse range of VCS organisations in the city in terms of size, specialisation, structure and the diversity of governing body and staff, with some organisations being equality-led.

If a prospectus grant application from a currently-funded organisation is not successful and their perception is that funding appears to be reallocated

towards another user group, for example an increase in funding to support new migrants to the city, this could arouse resentment. Therefore ensuring groups understand the Key Challenges and our Allocations Matrix will be very important and our communication about this needs to be undertaken before, during and after the allocations process has been completed to minimise community tensions.

Organisations run by and for equalities communities could potentially lose funding. Publicity needs to be very clear that the prospectus is not a process for organisations to bid for the same activities they are currently doing; if they wish to apply for a grant every group, including equalities-led organisations, needs to review its current activities and to think about how it can best contribute to the Prospectus objectives.

There could also potentially be an impact on people who use the services of grant funded organisations, if the organisation is unsuccessful at getting a grant. The prospectus and the way the grants are allocated should ensure that those organisations who receive funding focus on the needs of communities to tackle disadvantage, but it is possible that some gaps in service provision may appear following the new round of grant allocations. We will be using a new approach to grant allocation that builds in consideration and impact assessment in order to identify potential gaps and allocate funds across beneficiary groups. See 3.2.

3.2 Can these impacts be mitigated or justified? If so, how?

- We have looked carefully at the consultation feedback received about the application processes and have worked to design a very different, new application process for the small grant.
- We are developing a communications plan so that we target our media and launch of the prospectus and we will use design to make it easier to navigate.
- In light of the feedback from BEING and in order to mitigate the risks they have highlighted, we intend to commission activities to enable us to fulfil our Public Sector Duties under the Equality Act 2010.
- We will provide short guidance to faith organisations about proselytising in the application forms.
- We have made it clear from the outset that we will need a balance of provision across the city and that we are designing a grants process that makes this possible (i.e. not based on scoring). We have developed an allocations matrix which shows the impact assessments we will make

(considering the mix of allocations geographically, across the range of beneficiaries and across Key Challenges).

- We will undertake an EqIA on our initial allocation proposals to make sure that these do not have an adverse impact on people with protected characteristics.
- We are working with Voscur, our local VCS support provider to identify support needed by organisations to help them apply under the new prospectus grants process and have identified priorities for support.
- We will use our Bristol Compact agreed Withdrawal of Grant Protocol and meet with organisations that lose grant funding in order to understand and plan to mitigate the impacts of funding loss and to plan communications with them for their service users.
- We understand that communities span council boundaries. However these are Bristol City Council funds and we have agreed that they should be used to benefit residents of Bristol.

3.3 Does the proposal create any benefits for people with protected characteristics?

Yes. The new approach to the grants Prospectus is to ensure that disadvantaged people with protected characteristics benefit from public funding into the VCS and that the funding has a positive impact for Bristol citizens.

The new grants funding will be awarded to organisations who can demonstrate that they will work to tackle the key challenges in the city.

People with protected characteristics will benefit by VCS organisations working to reduce disadvantage and inequality, improve health and wellbeing and increase resilience by:

- Supporting people to be able to make the most of the resources they have.
- Tackling some of the complex issues that lead to unemployment and underemployment.
- Improving disadvantaged people's access to information, services and opportunities. Helping people to understand their rights, stand against discrimination and inequality.
- Enabling people to know what is available to them and to be able to get around the city so they can benefit from all it offers.
- Supporting holistic approaches to wellbeing, community engagement and social life.
- Enabling people to use their voices to influence the things that matter to

them in their community, at neighbourhood level, city level through participation and representation

- Supporting groups at risk of and affected by exclusion and isolation, including those who are the victims of hate crime.
- Developing or building on existing local social networks within individual communities.

3.4 Can they be maximised? If so, how?

The benefits can be maximised by ensuring VCS organisations applying for grants understand the picture of disadvantage within the city so that they can align their work to focus on the key challenges in the city. The Key Challenges document will be available as part of the Grants Prospectus to all organisations applying for grants.

By ensuring that all grant-funded organisations have fit-for-purpose equalities policies in place and that these are meaningfully implemented – we will do this by checking their policies at grant allocation stage and by requiring them to provide us with annual equalities monitoring information and evidence of how they use this information to address gaps and increase understanding.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

This EqIA

- (a) Informed our approach to consultation, particularly in identifying the support needs of equality-led organisations to prepare for the new grants process. This included questions to organisations about their support needs to access the new grants process.
- (b) Resulted in us running 7 equalities –specific consultation sessions and collating feedback from these to inform us about intended and unintended impacts for different equalities groups. This led to the commissioning of a piece of work with a number of BME-led organisations, one strand of which was looking at how the Prospectus

<p>can be developed to support BME organisations.</p> <p>(c) Changed and informed our approach to how we intend to facilitate our Public Sector Equalities Duty.</p> <p>(d) Led to the planned inclusion of a further EqIA at our grant allocation stage.</p> <p>(e) Changed and informed our approach to the application processes, particularly for the small grant.</p> <p>(f) Raised awareness of the need to proactively manage the ‘messages’ about grant allocation</p>
<p>4.2 What actions have been identified going forward?</p> <p>(a) EqIA has been planned at allocation stage</p> <p>(b) We will ensure that monitoring processes are proportionate but still include equalities monitoring of service users.</p>
<p>4.3 How will the impact of your proposal and actions be measured moving forward?</p> <p>All the consultation feedback has been collated in a ‘We asked -You Said – We Did’ format and made available, with Voscur’s report about their consultation sessions, on the council’s website.</p> <p>Organisations funded through the Prospectus pooled grant will be asked to suggest measures for the changes they expect to create. These measures must relate to the stated impacts (reduce disadvantage and inequality, improve health and wellbeing, increase resilience). We will work with organisations to develop a shared ‘basket’ of indicators through the life of the grant. This will enable us to measure the impact of the Prospectus pooled grant.</p> <p>All funded organisations will be required to undertake equalities monitoring for their service users and report this collated information to us annually so that we can see the overall impact of the fund. They will also be asked to tell us how they have used this information, what gaps they have identified in their uptake/provision and how they will address these in the following year.</p>

Appendices:

Appendix A: VCS Grants Prospectus Consultation Feedback

Appendix B: Solutions Matrix BCC

Service Director Sign-Off:	Equalities Officer Sign Off: Anneke van Eijkern
Date:	Date: 25 May 2016

**BRISTOL CITY COUNCIL
CABINET
11 August 2016**

REPORT TITLE: FACILITIES MANAGEMENT PRINT AND MAIL

Ward(s) affected by this report: Internal Proposal

Strategic Director: Barra Mac Ruairi, Strategic Director, Place

Report author: Adrian Randall, Head of Facilities Management

**Contact telephone no. 0117 922 3697
& e-mail address: adrian.randall@bristol.gov.uk**

Purpose of the report:

To consider an Alternate Service Delivery Model for Print and Mail Services.

RECOMMENDATION for the Mayor's approval:

1. Approve the commencement of a tendering process for Print and Mail Services.
2. To delegate approval for the award of this new contract to the Strategic Director for Place on completion of the successful procurement process.

The proposal:

3. The Head of Facilities Management recommends outsourcing the Print and Mail functions.
4. The reasons to consider outsourcing of these functions:
 - It is the right time to embrace proven technology and be able to return a better and more cost effective to the end user.
 - There are significant savings to be realised through outsourcing.
 - To continue with an in-house model would need significant capital investment in specialised machinery and software. Leasing options have been considered but this would still an initial and on-going cost.
 - As Bristol City Council continues to work towards a paperless office the service will be under-utilised due to shrinking volumes and demand.
 - Significant amounts of key data have been collated by the current team management to assist with specifying Council requirements from any provider ensuring a considered price is delivered.
 - Outsourcing Print and Mail would free up the Willway Street (figure 1) property for disposal, with a value of £250,000 plus saving of premises occupation costs of £30,000 pa.



Figure 1

5. The cost of service delivered by Print & Mail is £1.6 million, with 10 staff (9.5 FTE). The cost of print and mail activities purchased outside Print & Mail was £2.3m (14/15 EY FM Discovery Report). Therefore, volume is a key driver and it would be essential to target the circa £3.9m rather than just the £1.9m controlled by Print & Mail.

The full savings potential will only be achieved if all users adhere to protocol changes which would need a significant change in working culture and methods. This change would need to be supported and embraced by strategic and service leadership. If realised, we would be able to buy into a contractor's excess capacity, ensuring a best price through a **local** but developed competitive market.

To maximise the savings from Collection and Delivery internal staff should be requested to send mail direct to a digital mailing house rather than allowing internal staff to do this. It should also be considered that where there is non-Print & Mail positions facilitating 'off-line' activity, that they be considered for further savings by breaking down culture silos to generate extra savings or efficiencies.

Having spoken with subject matter experts we believe there is a **significant opportunity** for the **local supply chain** to benefit from this outsourcing prospect. This has been tested recently with the printing of Election Cards provided by a local SME supplier. This offering would be split between a local mailing house and printing organisation that could also accommodate specialised printing required by some Bristol City Council services.

6. Risk
In terms of service to the end user the risk is very low with the current ratio of 'in-house' compared to 'outsourced' standing at 27%:73%. We receive excellent service from our current (local) supply chain supported by a proven and qualified delivery record. However, as mentioned earlier in this paper, the main risk to delivering full savings, comes from not centralising or including all print and mail spend and therefore not optimising the saving opportunity.
7. Management Systems
Accepting that service risk is low would support the requirement to have a very small but knowledgeable internal client team thus keeping overheads down whilst being able to manage the supply chain (low maintenance). This could be incorporated in to existing management and if we outsource our print and mail services we will retain responsibility for all the compliance - outsource the work, not the responsibility.

8. Information security
Whilst there may be concerns over the security of key data and confidential information, outsourcing of these services is adopted by many large organisations having the most stringent requirements for data security. We would require robust data and management controls as part of the procurement process. This should include signing a confidentiality agreement.
9. Incoming mail
We propose that the council implements a digital mail room allowing all incoming mail to be scanned, saved and distributed digitally. Wherever possible, staff would send mail electronically rather than by traditional post.
10. Crown Commercial Services (CCS) suggests that other councils have seen a 15% reduction in costs by using framework agreements which we would deliver through our Dynamic Procurement System (DPS)

Consultation and scrutiny input:

Not deemed appropriate and therefore not required (see HR comments below)

a. Internal consultation:

None

b. External consultation:

None

Other options considered:

1. Continue with existing service
This was considered and analysed but not viewed as a viable option, subject to the outcome of market testing. Our current equipment and technology is ageing and has become unreliable; buying new assets would need a significant capital investment at a time when volumes are decreasing as the Council adopts 'Digital by Default'.
2. Advantages of in-house Print and Mail:
 - a. Organisational knowledge
An outsourced employee may not have the same understanding and commitment for the organisation as a permanent employee. Businesses inevitably have different approaches to work, so partnerships can be difficult.
 - b. Hidden costs of outsourcing
One of the main arguments in favour of outsourcing is that it cuts costs, but the reality is not so straightforward. Any analysis must take into account the costs incurred in the procurement and selection of outsourcing suppliers, and in the mobilisation of contracts, which can be significant and be accounted for. This should include TUPE costs and factored in to savings forecast.
 - c. Legal compliance and security
It is important that issues regarding legal compliance and security be addressed in formal documentation. Outsourced employees should not have access to confidential data of any kind where it would be in breach of data protection

legislation.

11. Disadvantages of in-house service

a. Costs

Continuing the in-house Print and Mail function would require investment in machinery and technology that would be expensive, under-utilised, increasing costs for the Council.

b. Efficiency

Using our own under-utilised equipment, when our volumes are decreasing further, is inefficient. Contracting the service out to a third party takes advantage of their capacity on high volume, high speed equipment, only when it is needed. This allows us to focus on core business, while knowing that the service is handled quickly, efficiently and professionally.

3. Traded Service

Although considered this was not viewed as a sound proposal. In addition to the comments above (point 1) the market place is vigorous and it is likely that we would experience margin erosion and return small gross and net profits compared to effort required. There would also be extra cost in terms of new skills required to participate in a competitive environment.

Risk management / assessment:

Guidance:

FIGURE 1							
The risks associated with the implementation of the (subject) decision :							
No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK		RISK OWNER
		(Before controls)			(After controls)		
		Impact	Probability		Impact	Probability	
1	IF there is a delay with project programme e.g. Procurement or Legal resources, THEN delivery schedule is not met.	High	Medium	Engage legal and procurement early to minimise the risk arising. Agree and set appropriate planning, forecasting and consultation processes; perform suitable controls and reviews, maintain communication with Procurement and Legal stakeholders, to ensure appropriate resources are in place and maintained.	High	Low	Project Manager and Service Manager
2	IF insufficient number of responses or no response from market, THEN may need to undertake the process	High	Medium	Market engagement approach followed to date would suggest that this scenario is unlikely. In the event this changes, engage	High	Low	Procurement

	again, poor competition, no value for money.			with Procurement and Legal to identify further measures that may avoid or minimise the risks.			
3	IF there is challenge to tender process e.g. evaluation, assessment procedures, THEN delay to award of contract may occur resulting in contract not being in place for April 2017	High	Medium	Ensure evaluation members have adequate tender assessment training and appropriate resources are put in place in good time. Ensure detailed records are maintained throughout tender process. Engage Procurement and Legal to ensure adequate and transparent communication with all bidders at all times.	High	Low	Project Manager and Procurement

FIGURE 2

The risks associated with not implementing the (subject) decision:

No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK		RISK OWNER
		(Before controls)			(After controls)		
		Impact	Probability		Impact	Probability	
1	Not implementing this decision puts Savings Plan at risk	High	High	Savings will have to be achieved through other means to be determined	High	High	Service Manager

Public sector equality duties:

Equalities Impact Assessment - Please see Appendix 1

There is low equalities relevance for this function and in accordance with our procedures only an Equality Impact Relevance Check has been completed.

Eco impact assessment - Please see Appendix 2

The significant impact points of this proposal are.

- Outsourced print and mail workers will use gas, electricity and non-renewable materials, use transport fuel and produce waste. Whilst these impacts all occur with current in-house arrangements, there is a risk that outsourcing will reduce control and monitoring

The proposals include the following measures to mitigate the impacts

- The procurement process will include a method statement to address the environmental impacts, which will be assessed, scored and monitored.

The net effects of the proposals are

- If appropriate controls are implemented, it is not anticipated that the impacts arising will be significantly different to current arrangements.

Advice given by: Claire Craner-Buckley, Environmental Project Manager
Date: 29 June 2016

Resource and legal implications:

Finance

a. Financial (revenue) implications:

The combined 15/16 baseline outturn direct costs for print and mail services is £1.6m. The service had achieved significant savings over the last few years as a result of rationalisation of property assets and digitalisation of key services within the council.

The proposal is to outsource both services to achieve greater value for money. Preliminary discussions with other councils indicate an expected saving of up to 15%, this would equate to a maximum £240k further saving to the council.

However as the outsourcing plan targets potential suppliers nationally, staff TUPE transfer may not apply. If the TUPE regulations do not apply, staff will be offered the opportunity of redeployment or voluntary severance and redundancy cost is expected. Early estimate of this is up to £200k in 16/17.

Advice given by Tian Ze Hao / Finance Business Partner
Date 19/07/16

b. Financial (capital) implications:

If the Print and Mail services were retained within the council, capital investments in new equipment and technology would be required from time to time to meet service needs for ongoing operations.

Advice given by Tian Ze Hao / Finance Business Partner
Date 19/07/16

Comments from the Corporate Capital Programme Board:

Guidance:

Insert any comments on the proposal from the Corporate Capital Programme Board.

None

c. Legal implications:

The proposals set out in this Report are lawful.

- **Procurement**

When instructed to do so Legal Services will work with Procurement and service management to advise and support on all aspects for outsourcing the services in compliance with the Council's own procurement rules, the Public Contract Regulations 2015

and the EU Procurement Directive, and draft a contract as required for value for money services.

- ***Transfer of Undertakings (Protection of Employment) Regulations 1996 (TUPE)***

If the proposal to outsource the services is implemented it is possible that it will result in a “Relevant Transfer” for the purposes of TUPE. If so, Legal Services will work with HR and service management to support compliance with the council’s TUPE obligations.

- ***Social Value***

The Public Services (Social Value) Act 2012 (Social Value Act) requires the Council to consider at pre-procurement stage of any services contract:

- how the services to be procured may improve the economic, social and environmental wellbeing of its area; and
- how the Council may conduct the procurement process with a view to securing that improvement.

Procurement law requires contracting authorities to award all public contracts on basis of “the most economically advantageous tender”. For procurement compliance, social value considerations used in assessing the most economically advantageous tender must:

- be relevant and linked to the subject matter of the contract; and
- be proportionate to the needs of the contracting authority; and
- not be discriminatory.

When instructed, Legal Services will support service management to apply the Council’s Social Value Policy and comply with the Social Value Act in compliance with procurement law.

- ***Public Sector Equality Duty***

There are no identifiable issues arising in this report relating to the Public Sector Equality Duty.

Advice given by Jane Johnson/Solicitor

Date 13 July 2016

d. Human resources implications:

Ten employees (9.5 Full Time Equivalent) are affected by the proposals. Whether or not staff transfer to the new provider cannot be assessed until the tenders have been received. There will be detailed consultation with staff and their trade union representatives. If the TUPE regulations do not apply, staff will not transfer to the new provider and they will be offered the opportunity of redeployment or voluntary severance. If the TUPE Regulations apply, staff will transfer to the new provider and their terms of conditions of employment will be protected. The new provider would also be under an obligation to provide a broadly comparable pension scheme

Advice given by Mark Williams/HR Business Partner

Date 13 July 2016

e. Land / property implications:

This proposal would involve a specific reduction in the extent of our operational estate with consequent capital receipt and reduction in property operating costs.

Advice given by Robert Orrett/Service Director - Property

Date **21 July 2016**

Appendices:

Appendix 1 – Equality Impact Relevance Check
Appendix 2 – Eco Impact Assessment

Access to information (background papers):

None

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Bristol City Council Equality Impact Relevance Check



This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required. Please read the guidance prior to completing this relevance check.

What is the proposal?	
Name of proposal	Facilities Management – Print and Mail
Please outline the proposal.	To provide an Alternative Delivery Model for the FM – Print and Mail service
What savings will this proposal achieve?	Likely savings is approximately £200,000
Name of Lead Officer	Nick Harris

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
The Print and Mail functions have low equalities relevance.
Please outline where there may be significant negative impacts, and for whom.
There is no differential impact on the public whether the Council has in-house or external Print and Mail Services.

Could your proposal impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
There would be a positive impact on staff affected if the services remain in-house as staff will retain their jobs. Men will benefit. Profile Characteristics: 50% of staff are aged 50-64 8% of staff are BME 8% of staff are women
Please outline where there may be negative impacts, and for whom.
There will be a negative impact for staff if the service is outsourced as staff will lose their jobs unless TUPE applies. Men will be affected by the decision to outsource. This could be mitigated by good offers for severance and retirement packages for staff aged over 50.

Is a full Equality Impact Assessment required?

<p>Does the proposal have the potential to impact on people with protected characteristics in the following ways:</p> <ul style="list-style-type: none"> • access to or participation in a service, • levels of representation in our workforce, or • reducing quality of life (i.e. health, education, standard of living) ? 	
<p>Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.</p>	<p>No; there is low equalities relevance for this function</p>
<p>Service Director sign-off and date:</p>	<p>Equalities Officer sign-off and date: Anne James Equality and Community Cohesion Team Leader 8/7/2016</p>

Eco Impact Checklist

Title of report: Facilities Management Futures: Print and Mail				
Report author: Nick Harris				
Anticipated date of key decision 2nd August 2016				
Summary of proposals: The Head of FM recommends outsourcing Print and Mail Functions to make significant financial savings; due to aging and unreliable machines and underutilised capacity and shrinking volumes (paperless office).				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ive	Outsourced post and mail service contractors will consume energy: gas and electricity whilst carrying out their duties and will consume fuel when travelling to/from and for work	Require Contractor to produce an environmental method statement to address the following: <ul style="list-style-type: none"> • Energy consumption • Sustainable travel • Water • Waste • Use of products and materials • Reporting, monitoring and measurement
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	Yes	-ive	Outsourced print and mail contractors will use various non-renewables during delivery of service and maintenance of buildings etc such as mailing machinery and paper	Require contractor to ensure that they reduce their usage of non-renewable resources and use most appropriate equipment and resources efficiently. This should be in their method statement and progress be monitored
Production, recycling or disposal of waste	Yes	-ive	Outsourced Print and Mail contractors will produce waste	Require contractor to embrace waste hierarchy in their own work (reduce, reuse, recycle) This should be included in their method statement

				and progress be monitored
The appearance of the city?	No			
Pollution to land, water, or air?	Yes	-ive	Outsourced Print and Mail contractors may cause pollution depending on their methods of transport used in staff travel to/ from and for work deliveries. Emissions to air from vehicles will occur within the Air Quality Management Area	See CC section at top
Wildlife and habitats?	No			
Consulted with: Nick Harris				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
<p>The significant impacts of this proposal are...</p> <p>Outsourced print and mail workers will use gas, electricity and non-renewable materials, use transport fuel and produce waste. Whilst these impacts all occur with current in-house arrangements, there is a risk that outsourcing will reduce control and monitoring</p> <p>The proposals include the following measures to mitigate the impacts...</p> <p>The procurement process will include a method statement to address the environmental impacts, which will be assessed, scored and monitored.</p> <p>The net effects of the proposals are... If appropriate controls are implemented, it is not anticipated that the impacts arising will be significantly different to current arrangements.</p>				
Checklist completed by:				
Name:	Claire Craner-Buckley			
Dept.:	Energy Service- Place			
Extension:	9224459			
Date:	29/06/16			
Verified by	Environmental Performance Team			